

Gender, Voice and Silence: Strategies for Inclusion of Female Employees

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Abstract

Employee voice has been mostly scrutinized as a general idea with inadequate attention to workforce gender diversity. Diverse employees present an important central position from which to study employee voice instruments. Female employees are often silenced by what is recognized as usual in work organizations. The lack of physical markers for gender differentiation, the deficiency of legal protections in many locations, the comparative need of union support, and the prevalent downbeat attitudes toward the female gender consequence in more silence for women employees than for men. This paper identifies some of the antecedents and harmful corollaries of such silencing and suggests ways in which the voices of female employees can be heard, arguing that effective management of gender diversity and inclusion would embrace machineries of voice through which gender differences are identified and organizational appraisals conducted to contain those differences in the procedures of decision making and career development. The status quo can shift by breaking the cycle of invisibility and silence by giving female employees room to make constructive contributions to work, unobstructed by fear of violence, prejudice, discrimination, and harassment. To achieve this plan, organizations must develop voice mechanisms that include the specific needs of women employees' in the workforce. Specific recommendations are provided for HR managers to facilitate the expression of voice for female employees in today's increasingly diverse organizations.

Keywords: Gender, Voice, Silence, Strategies, Inclusion, Female, Employees

INTRODUCTION

With globalization, organizations anticipate their employees taking initiative and responsibility for elevated productivity, meeting customer expectations and succeeding in a competitive market. Consequently, the organizations care for employees who are prepared to articulate their ideas, share information and knowledge. However, while organizations centre on open communication, the existence of norms and procedures, often stop employees from articulating their views. Most employees think that organizations functions with a closed mind and do not sustain their knowledge and relationships. The outcome of this is that employees often discuss the concerns only in private, and lack the audacity to share the information with supervisors and managers. This results in silence, a situation which Morrison and Milliken (2000) describes as the employee's choice to hold back their views and concerns about organizational problems. Hirschman (1970) delineates voice as any effort at all to alter, instead of fleeing from, an unpleasant state of affairs, whether by individual or collective appeal to the management directly in charge, through petition to a superior power with the aim of compelling a change in management, or by diverse types of actions and protests, including those that are intended to muster public opinion. Studies on employee voice have frequently

treated voice as a general concept that applies to all workers. Consequently, the voices of minorities in general and female employees in particular have been ignored in much of the academic research on employee voice. Additionally, somewhat owing to their seeming invisibility, overt discrimination, and lack of widespread protective legislation, female employees tend to be at high risk of silencing at work. In this circumstance, women face dual difficulty of reduced voice at work and inadequate research attention on their voice experiences. Creed (2003) contends that it is important whose voices and silence we reflect on; the environments of both voice and silence might differ across gender groups that have different historical heritage of subjugation and opportunities of resistance.

Voice and silence are firmly linked to the identity development process because they are tactical communicative resources that individuals exploit to build a sense of self that will facilitate their survival, coping and development in the organization. This paper posits that gender is an important aspect of diversity and then examines gendered aspects of the voices and silence of employees. It scrutinize relationships between employee voice systems and the enlarging diversity of workforces, with a particular focus on female employees, who are frequently silenced by what is seen as normal in formal organizations. It also reflects on some of the negative outcomes of this silencing and proposes ways in which the voices of female employees and other minorities can be heard. It also provides precise suggestions for human resource managers seeking to give voice to female employees in increasingly diverse organizations.

LITERATURE REVIEW

Employee Voice and Silence

Creed(2003)observes that Voice and silence are interconnected and entwined tactical forms of communication which indicate articulating or disclosing ideas, opinions and features of identity, correspondingly withholding or non-disclosing them . Voice and silence are typified by being active, cognizant, deliberate and decisive, and develop into significant elements of social interaction. Van Dyne et al (2003)suggests that voice and silence presume each other and social actors have both voice and silence since they function at several levels and deal with various concerns at diverse moments in time. They add that voice and silence are theoretically opposed only initially, since one denotes articulating, whereas the other one hold back. Actually, voice and silence assume each other. Voice cannot exist devoid of silence and silence cannot survive without voice. One gives meaning and significance to the other and the nonexistence of one totally diminishes the significance of the other one's existence. This reconceptualization brings several implications into the foreground, the most important of which is that voice and silence should be considered as social activities, rather than a state of being/state of affairs, since they are strategic and communicative forms of interaction. Social actors are not voice or silence. Social actors can have voice and silence; they can do both. This places more emphasis on agency, dynamicity, change and opens up the road to emancipation, while viewing them as a state of being/state of affairs removes their strategic nature and leads to a certain determinism which minimizes the possibility of change and transformation. There are three main concepts that are tightly connected to voice and silence: power, discourse and identity.

Van Dyne (2003) posits that employee silence as an organizational behaviour has to do with consciously refraining from expressing ideas, information and opinions related to the job. Henrikson and Dayton (2006) describes organizational silence as a mass phenomenon where very few people participate and comment in response to the problems faced by the organization. According to Pinder and Harlos (2001), employee silence is withholding of any form genuine expression about the individuals behavioural, cognitive and/or affective

evaluations of his or her organizational circumstance to persons who are perceived to be capable of effecting change or redress. Employee silence results in employees deliberately holding back opinions and concerns about organizational matters. It may consequence in employees' feelings of not being appreciated and recognized lack of control. Argyris (1977) affirms that there are customs and practices that often stop employees from speaking or understanding people and the organization. Wilkinson ET. Al (2004) adds that in many organizations there exists a tradition of silence among the members, so that most employees know about organizational issues and they provide accurate information, but they do not have courage to give the information to the manager or the supervisor.

As Hewlin (2003) asserts employee silence constitutes a compartment of a superior class of behaviours that include both communicative and non communicative options of employees. Organizational silence affects organization development because it checks the negative feedbacks by influence of which the organization is unable to scrutinize and address mistakes.

Antecedents of Voice and Silence

Studies like Argyris and Shon (1978) ; Korsgaard et al., (1998); Donaghey et al., (2011) and Pierce et al., (1984) identify the antecedents of organizational silence at the management level to include top management attitude to silence, supervisor attitude to silence and communication opportunities. Change management literature studies like Beer and Nohria (2000) Kotter (1996) deem the role of top management decisive for the success of change because as Weber and Weber (2001) observes, trust in top management decreases feelings of insecurity and groundless fears. Others are negative feedback; fears of managers ; prejudices towards work and workers ; character of the manager ; homogeneity of the management team ; individual reasons ; lack of confidence ; considering talking risky ; fear of isolation ; past experiences ; fear of damaging relationships ; character and personality ; national and cultural reasons ; cultural structure and norms as well as power distance. At the organizational level, the reasons for organizational silence encompass culture of injustice; silence climate and organizational culture.

According to Morrison and Milliken (2000), organizational silence results in feelings of not being appreciated, supposed lack of control and cognitive discord, which consequence low satisfaction, commitment and motivation. Also, Oliver (1990) contends that these determinants influence results like turnover, stress level and job effort towards the organization. Hirschman (1970) observes that voice embraces efforts to change, rather than flee from, unpleasant situations in the workplace and has several demonstrations.

Types of Voice and Silence

Dundon et al. (2005) segregated voice in large organizations into four major threads of thought. The first involves voice as an expression of individual dissatisfaction (e.g. protests to line managers, grievance procedures, speak-up programmes); the second is voice as the expression of collective organization (e.g. union recognition, collective bargaining, industrial action); the third is voice as a type of input to management decision making (e.g. upward problem solving groups, quality circles, suggestion programmes, attitudinal surveys, self-managed teams) while the fourth is voice as a form of mutuality (e.g. partnership agreements, joint consultative committees, and works councils).

Voice is also of different types. A very relevant one to female employees especially in African societies is the idea of dormant or protective voice, which Ellis & Van Dyne (2009) affirms is intended to shield oneself from abuse or mistreatment. In contrast, compliant voice refers to detached expressions founded on resignation, which may manifest as female employees

withdrawing from social aspects of work. Moreover, Van Dyne, Ang, and Botero (2003) depicts pro-social voice as articulating ideas, information, and opinions in beneficial ways to advance work and organizations based on supportive intentions.

Morrison & Milliken (2000) opine that silence involves employees' calculated, cognizant decision to hold back their opinions and concerns about organizational problems or issues. Similar to voice, silence is complex and can be quiescent or defensive, acquiescent or pro-social. Pinder & Harlos (2001) notes that quiescent or defensive silence involves the self-protective and more active behaviour founded on the apprehension that the corollaries of speaking up will be individually expensive, while acquiescent silence refers to detached behaviour founded on resignation. Van Dyne et al., (2003) adds that acquiescent silence is inert and deep-rooted, in which employees have given up hope for development and have accepted the problematical state. Finally, pro-social silence is holding back ideas, information, or opinions with the goal of benefiting other people or the organization-based on self-sacrifice or supportive motives.

Gender, Voice and Silence

Regardless of the now extensively distinguished significance of dealing with diversity both in research and practice, several facets of diversity, like gender does not seem to have received enough attention. Consequently, notwithstanding the obvious significance of women employees' experiences of diversity in organizations, they are often neglected in studies. In the same vein, gender equality is considered unthinkable or even illegitimate across several societies and countries especially in Africa. Gender based discrimination generates remarkable difficulties for individuals and the organizations where they work. Supportive human resource management practices that promote openness and disallow unfair practices can, however, make a distinction.

In the workplace, women tend to occupy more subsidiary positions compared to men; however, arising from the persisting rise in women's labour force participation, studies are now exploiting female concerns in their research. Bekker, Nijssen and Hens (2006) proposes that a critical feature and basic rationalization for the continuation of gender differences, in organizational voice and silence among employees, is the existence of disparities in the types of drivers faced by both genders in their workplaces. Several of the organizational drivers are psycho-social in nature and it is universally recognized that individuals react differently to introduction to these dynamics. It is therefore essential to think gender when examining organizational voice and silence-associated difficulties. Meijer (2007) affirms that women and men are open to diverse employment milieu and dissimilar forms of requirements and pressures, even while employed in identical industries and occupations.

Ojo (1998) notes that in the workplace men have added tendencies to hold superior spots. Furthermore, Baum (2009) indicates that women (who constitute 42% of the active population in the EU) have greater tendencies for part-time work than men. 26% of women in contrast to 5% of men confirmed that they work part-time and numerous women are engaged in low-paid, insecure jobs that influence their employment situations and consequently the exposure to hazards. Fapohunda (2012) indicates that women are predisposed to stay in the same job longer than men; consequently their familiarity with any existing perils lasts longer. Women are also apt to work in employments with poorer union representation.

Robertson (2006) affirms that inclusion which is a very significant element in employee voice involves a person's ability to contribute fully and effectively to an organization. In the same vein, Pless & Maak (2004) contends that gender diversity features necessitate creating a

culture of inclusion in which the different voices of a diverse workforce are respected and heard. In such cultures, those with noticeable or imperceptible differences know they can be contented in their differences. Gender based diversity is thus considered critical to unlocking the potential contribution of individual differences at work.

Pless & Maak (2004) adds that in diverse and inclusive organization cultures, people are distinguished as being diverse, nonetheless they are also distinguished and valued as equally free organizational citizens, with equal rights as everybody else.

The ability to go out to work and to boast similar rights, benefits, and privileges as all and sundry is a significant characteristic of employee voice. With the existence of both diversity and inclusion, employees experience a sense of belonging, and inclusive behaviours such as eliciting and valuing contributions from all employees are part of the daily life in the organization. Eliciting and valuing employees' contributions are also crucial elements of employee voice.

For female employees, silence about discrimination, harassment, benefits, or other inequalities can therefore be analysed through quiescent, acquiescent, defensive, and pro-social lenses. When fear of harassment, termination, or other negative corollaries subsists, acquiescent or defensive silence may be produced. When there is no hope of change, for example, silence may exist as a form of resignation. Pro-social silence of allies may occur when others fear for their female friends and colleagues in an organization.

Bowen and Blackmon (2003) affirms that the interaction between an employee's individual characteristics (like gender and ethnicity) and the environment within which the employee operates establishes voice and silence. Where female employees feel that expressing their personal opinions is undesirable at work, they will not share their experiences and speak up. Morrison & Milliken (2000) asserts that a frequent form of silence that women employees may manifest is that silence as an organizational act is often suggestive of organizational processes, structures, and work cultures that are hostile to the inclusion of women employees.

Women harbour more self-doubt and questions about potentials and intellectual proficiency than men. Light(1990) in a study of Harvard undergraduates found that regardless of educational accomplishment, success, or fulfilment, when the women incited failure, they were swift to doubt themselves and they credited their difficulties to self-restraints and personal insufficiencies while their male colleagues described failures by attributing blame to others or circumstances.

Social forces merge to make self-doubt an associate in women's career and work lives. Cultural and historical definitions of femininity emphasize the idea that it is easier for women to achieve respect and attention for their bodies and physical features than for the value of their intellects. Modern women receive contradictory messages requesting them to disregard the stereotypes but remain feminine and they feel penalized for doing either. Since such penalties are maddening, self-doubt becomes a logical and safer alternative.

Early school experiences reveal society's mixed messages about women's fitness for learning and career. Studies like Williams & Jones (2005) and Trebilcock (1991) indicate the potent certainty that schools short change girls. At all levels of education, the classroom is often a doubt-provoking experience for girls who sometimes contend with teacher behaviour, attitudes and pedagogy that favour boys. Consequently, they begin to perceive external occurrences as personally originated, to interpret their continuous marginal status to

questions of their inabilities. Roberson (2006) observes that girls often come out of early school experiences with half the confidence and self-esteem of boys. Cameron (1990) and Thorne and Henley (1983) argue that women carry this educational bequest into the adulthood compounded by years of cultural and personal experiences that support women's public silence.

Belenky et.al. (1986) and Berman (1989) see the problem as deeper and point out that communal notions of knowledge and individual development are androcentric. As Hubbard (1988) observes men have historically been the "information-architects," who have created and conducted the research, served as the research subjects, suggested the theories, written the histories, described the processes, instituted standards for successful achievements, managed admittance to institutions, and set the public policies that direct both men and women. Women on the other hand have been requested to study the experiences of men and admit it as representative of all human experience. Kohlberg (2008) suggests that when women are unable to match these experiences to their own lives or see them as pertinent to their vital needs or concerns, the women, not the facts, theories, and curricula are deemed deficient.

Corollaries of Voice and Silence

Coupled with the lack of physical markers for gender differentiation, the deficiency of legal protections in many locations, the comparative need of union support, and the prevalent downbeat attitudes toward the female gender may consequence in more silence for women employees than for men. Studies like Morrison & Milliken (2000); Pinder & Harlos (2001); Van Dyne et al. (2003) suggest that defensive silence, owing to fear, or acquiescent silence, arising from loss of hope for change, can result further in separation and withdrawal and eventually embrace employee turnover.

Consequently, both the women employees who are silenced and their employers suffer. This study argues that effective management of gender diversity and inclusion would embrace machineries of voice through which gender differences are identified and organizational appraisals conducted to contain those differences in the procedures of decision making and career development. Because many countries especially in Africa do not have sufficient prohibitions against gender based discrimination, and owing to general battle against equality for women in some areas, leaders concerned with voice for all workers must take precise steps to let female employees recognize that their voices will be valued rather than silenced. The status quo can shift by breaking the cycle of invisibility and silence by giving female employees room to make constructive contributions to work, unobstructed by fear of violence, prejudice, discrimination, and harassment. To achieve this plan, organizations must develop voice mechanisms that include the specific needs of women employees' in the workforce.

Research on diversity like Cox (1993) and Rayside (2000) indicate that significant gender differences frequently generate mistrust and fear of the unknown. Hence, the greater the gender divergences between top management and others within the organization, the greater the tendency that top management will perceive employee participation with suspicion. Collins (2012) opines that the extent of gender differences between employees and top managers may contribute to a climate of silence. The study found that gender variations of the top management team in contrast to that of lower-level employees has the capacity to influence the predominance of silence-generating beliefs. Elia (2004) indicates that the ordinary incident of being dissimilar to those occupying positions of power results in various expected responses by those at lower hierarchical levels. Once a great number of employees observe that people like themselves are underrepresented at the top, there is the tendency for them to conclude that the organization does not value the contributions of people like themselves. This

conclusion may consequently promote the conviction that it is even more dangerous for them to truthfully voice their opinions as opposed to employees who are more similar to those at the top.

Voice Mechanisms for Female Employees

Various systems afford employees the prospect of articulating their voice. Some of these include legal regulations, trade unions, and specific gender and human rights organizations. Legislation can be helpful in reducing the silence of female minorities, although the legal case for gender equality is fairly new and weaker evaluated against other types of anti discriminatory legislation. Trade union membership can often serve as a legal protection for women employees. Urwin, Murphy, & Michielsens (2007) posits that in reality, employee voice has been seen as a traditional role of trade unions; though, in recent decades, union membership has been on the decline, making this voice mechanism less powerful than it formerly was. Even where employee voice is legally protected by trade unions, however, women employees can still remain silent. As Benson and Brown (2010) observes, unions vary in their ability to represent their members. Morehead, Steele, Alexander, Stephen, and Duffin (1997) demonstrates that only 24% of unionized workplaces in Australia are portrayed as active, with senior delegates present, membership meetings held, and negotiations taking place between management and labour. More than three-quarters of unionized workplaces had no union structure that could provide for employee voice.

Fapohunda (2008) found that while women constitute as much as 50% of the Nigerian population and 25% of the total workforce, only 2.5% of them participate actively in unions. Women are not adequately represented in trade union leadership and policy making. Even women dominated professions have their union leadership positions occupied by men. The NLC national executive council of 14 members had no woman. Only 10 out of the 281 accredited delegates at the NLC conference were females and in the February 2007 conference of 267 delegates only 23 were females. Consequently, females tend to be invisible in the union structure.

Moreover, active unions can present their own difficulties for female employees' expressing voice. Hunt & Rayside (2000) ascertains that minority groups like women face numerous structural and cultural obstacles to partaking in trade unions. If more women employees are involved in union procedures, their representation by unions might prove useful. However as Kirton & Greene (2002) observes, men control the governing bodies and decision-making structures of most unions and are consequently able to manipulate policies and practices to mirror their own interests. Kirton & Greene (2002) notes that the unrepresentative nature of union leadership limits the ability of unions to effectively encourage equality, diversity and inclusion in employment. Although various unions are making strides in adopting structural and organizational changes to improve member equality, equal priority is not given to all groups; indeed, gender equality has not been pursued vigorously enough.

Although women may be supported to voice their differences, their experiences and their opinions, they frequently meet complexities being heard. Belenky et al (1997) indicates the problems females' countenance in affirming their authority and in articulating themselves in public for others to listen. They advocate that men have better success than women in obtaining and sustaining the attention of others for their ideas and opinions and that women often feel unheard even when they feel they have something vital to say. This implies that 'voice' should include not only the physicality of expression but also the more political procedure of listening and paying attention.

Voice is an instrument through which employees can achieve organizational change; however conventional Instruments of voice become ineffective in expressing the requirements of workers from different backgrounds arising from alteration of workforces and overriding practices. The need therefore arises to initiate innovative and changed instruments of voice that use systems and structures pertinent to both new work structures and increasingly diverse profiles of current and potential workers. Owing to the controversial and politicized nature of equality for female employees, proactive leaders must execute policies and practices that sustain gender equality and signify voice. Executing the policies devoid of the coercion of legislation makes it more significant to employees and successful, since it speaks volumes on the organization's degree of dedication to equality to employees and component groups. A generally communicated non-discrimination policy constitutes a clear expression of dedication to gender equality.

Table 1: Implementing Voice Mechanisms for Female Employees

Types of Voice	Mechanisms of Voice at Work for Female Employees
Expression of individual dissatisfaction	<ul style="list-style-type: none"> • Provision of anonymous grievance mechanisms • Permitting feedback devoid of harassment • Analyzing every guideline and procedures for gender prejudice • Offering a secure place for gender networking and giving staff time for participation
Expression of collective organization	<ul style="list-style-type: none"> • Establishing inclusive diversity commissions • Instituting intra-organizational gender networks • Ensuring that Union Representation is gender sensitive
Contribution to management decision making	<ul style="list-style-type: none"> • Formulating a clear dedication to concerns exclusive to female employees to be considered in decision-making procedures • Apportioning sufficient human and financial resources to gender equality endeavours • Incorporating female employees' voice in training and development programmes • Incorporating gender questions in human resource monitoring systems
Mutuality	<ul style="list-style-type: none"> • Fabricating representatives of internal and external gender networks • Joining gender equality schemes to bring external inspection to the organization • Recognizing and encouraging gender equality advocates

In adopting a practical attitude for inclusion, leaders can follow a wealthy gamut of definite voice systems from literature; the important issues in applying these methods to encourage voice is initiating methods that permit participation by employees whose voices have formerly been silent.

For female employees, the four subdivisions of voice should have definite features to aid voice. For the expression of personal discontent, various systems should subsist for both female employees and supporters to put forth grievances on discrimination, harassment, and exclusion. The systems may be real or practical, anonymous or open. While the eventual plan is to present real and open systems to reveal dissatisfaction, the contemporary environment of the workplace should be measured in creating voice mechanisms for female workers if they are to be used. Offering employees chances to articulate their dissatisfaction to managers and providing grievance processes and speak-up programmes benefits not only female employees, but the entire organization. More distinctive to female employees is the provision of specialists to address dissatisfaction prompted by harassment, silence, or female -specific concerns added to the accessibility of grievance channels that are devoid of additional dangers of harassment and bullying.

For the expression of collective organization, organizations can legitimize the voice of female employee arrangements in trade unions and other collective institutions. Building networks of diversity and equality at work to include gender issues provides an excellent starting point after which valuable systems to influence gender diversity and eliminate inequality,

discrimination, and harassment must be initiated. An intra-organizational gender network could in addition assist dialogue among female workers to help recognize, and possibly address, problems associated with workplace dissatisfaction.

Voice as a type of input to management decision making is principally significant because management decision making occupies a vital position in behaviours at work. West (2011) affirms that when management visibly expresses that female employees are appreciated contributors to organizational success, and that gender discrimination is not tolerated, female employees are more comfortable voicing out.

Finally, voice as a form of mutuality could imply bringing in representatives of women networks to put together efficient ties with the organization. Women rights campaign groups and human rights associations assist in the provision of opportunities for female employee voice outside the employing organization. Developing attachments with such groups can ease relocation of progressive practices elsewhere to the organization, bringing the organization in line with modern voice mechanisms. Identifying high-profile gender campaigners at work can also boost the profile of women issues and aid assimilating these issues into the strategic decision making at work. This could indicate that gender equality is accepted both in theory and in practice, as female employees are represented in high-level positions, devoid of consequence.

Voice and its connections with diversity and inclusion are vital to the success of change management efforts.

By managing gender diversity efficiently across a rising set of threads and numerous junctions of these threads organizations will capture the voices of all workers in their continuous processes of organizational change.

Organizational leaders, as change agents must recognize the dynamics of their organizational and national environment and recognize a wider gamut of voice mechanisms that can provide for diverse component groups in workplaces. Organizational leaders must deviate from command-and control-based managerial approaches to promoting involvement and building trust to support use of voice by non-conventional workers.

For female employees, managing diversity should consider facets of inclusion that specifically think of their particular, distinctive anxieties. Tackling these concerns, organizations can anticipate superior levels of satisfaction, organizational commitment, and positive work attitudes from female employees. The estimated over 60 million females in Nigeria constitute important present or prospective employees, customers with considerable purchasing power, and stakeholders with interest and influence. Organizations that appreciate gender diversity will have benefits in terms of attracting and retaining workers. Aside from obvious business benefits, moral and social cases can be made for providing voice to female workers. Providing such voice will require committed leadership.

RECOMMENDATIONS

To mainstream female employees in the workplace, organizations should work with trade union representatives and female employee networks to promote commitment to the diversity programme. This could include inviting gender network members to become diversity representatives. Adequate resourcing of gender initiatives is imperative. Also, to mainstream gender issues in decision procedures at work, organizations must initiate gender monitoring in their human resource reporting systems. The value of legislation prohibiting gender

discrimination in reducing hiring discrimination and prejudice cannot be overemphasised. Though initiated various times, national legislation prohibiting gender discrimination has continually failed to succeed in Nigeria. It is central for organizations to focus intentionally on fairness toward female employees in HR processes with or without definite legislation. Diversity training and education should include gender diversity as it can help prevent discrimination by raising awareness, creating open dialogue, and reducing misperceptions, stereotypes, and fears. All workers should be educated on the organization's position on gender diversity and inclusion. Diversity training should include support-based training, emphasizing how to be a fair and supportive colleague or supervisor to female employees. Female employees must make mindful endeavours to seek organizations that are intolerant of gender discrimination.

CONCLUSION

This paper contends that increasing workforce diversity necessitates new and different organization voice systems. It offers types of recognized voice mechanisms, suitably applied to female employees, which can be employed to give voice to females at work and therefore generate a culture of inclusion. The need arises to recognize and promote moral entrepreneurs who can champion and encourage the importance of autonomous and reasonable use of voice at work and who can consequently correct the normative landscape of organizations. From the model that moral entrepreneurs will set, the point of democratic and fair systems of voice can be legitimized and made routine in workplace practices, processes, and systems. Moreover, human resource managers can play an important part in recognizing and encouraging moral entrepreneurship to advance voice for female employees and other minority groups.

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