ABSTRACT

Title of Document:	DIVERSITY SELLS: WHY MIXED-GENDER COALITIONS ARE MOST EFFECTIVE AT ADVOCATING WORKPLACE GENDER EQUITY ISSUES
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Employees often come together in coalitions to voice concerns and suggestions. However, such coalitions have achieved limited success thus far in advocating gender equity issues within organizations. I argue that the homophily that women demonstrate when forming coalitions on gender equity can explain their lack of effectiveness. I theorize that successful coalitions, via their composition, signal to endorsers that the issue they are advocating is organizationally relevant. Although female-only, compared to male-only, coalitions are seen as having the legitimacy to speak up about gender equity, they struggle to convince stakeholders that the issue is broadly relevant. I posit that mixed-gender coalitions, via the joint participation of women and men, can both signal sufficient legitimacy to voice about a gender equity issue while also conveying that the issue is not niche and holds relevance for everyone in the organization. As a consequence, such gender-diverse coalitions are uniquely positioned to earn higher support for gender equity issues relative to alternative, gender-heterogeneous configurations. In Study 1, a quasi-field experiment, 714 participants responded to their coworkers putatively advocating a gender equity issue in the workplace. Mixed-gender coalitions outperformed

both female-only and male-only coalitions on issue support, as explained by advantages in both perceived legitimacy to speak up and perceived organizational relevance. The same pattern was found in Study 2, a fully randomized experiment involving 891 United States-based workers participating in an immersive managerial simulation. With this dissertation, I demonstrate that coalition diversity holds signaling value to potential endorsers, irrespective of any internal, functional value such diversity may bring to the coalition itself through a pooling of skills and resources. I additionally highlight that advocating for gender equity is a political process and women should enlist men as allies to better sell the issue within organizations.

DIVERSITY SELLS: WHY MIXED-GENDER COALITIONS ARE MOST EFFECTIVE AT ADVOCATING WORKPLACE GENDER EQUITY ISSUES

By

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INTRODUCTION

"… it's not your job to compartmentalise or judge what is worse and what is not. Let women do the speaking up right now. The time right now is for men just to listen and not have an opinion about it for once."

—Actress Minnie Driver, in response to actor Matt Damon's opinions on sexual harassment

"… additional women-dominated efforts are not the way to get companies to take the gender issue seriously."

—Avivah Wittenberg-Cox (Harvard Business Review, 2013)

Gender equity issues endure in organizations, with women continuing to suffer disadvantages such as unequal career opportunities and disproportionate sexual harassment (e.g., Heilman & Okimoto, 2008; Hemming, 1985; Stroh, Brett, & Reilly, 1992; Bilimoria & Piderit, 1994). In order to address the issues, workers frequently come together in coalitions (e.g., Coleman, 2010), defined as two or more members agreeing to cooperate or pool resources to achieve a common goal (Komorita & Kravitz, 1983; Mainiero, 1986; Polzer, Mannix, & Neale, 1998). Coalitions on workplace issues can provide members with social support (Githens & Aragon, 2007), and also, importantly, serve as an influence tactic (Kipnis, Schmidt, & Wilkinson, 1980; Yukl & Fable, 1990), allowing employees to collectively voice concerns (Morrison, 2014) and sell issues (Dutton & Ashford, 1993) with the goal of enacting change.

Despite worker advocacy on gender equity issues, progress remains slow, with estimates citing that it would take as many as 118 years to fully close the economic gap between men and women (World Economic Forum, 2016). Although a complexity of factors drives gender inequities, in this dissertation, I propose that one reason for a lack of progress within organizations is women's tendencies to coalesce almost exclusively

with other women in coalitions seeking to advance gender equity goals (Wittenberg-Cox, 2013). Specifically, I argue that female homophily may hamper a coalition's ability to effectively sell gender equity issues.

I develop this argument by drawing on research that highlights the value of diversity in coalitions (e.g., Foster-Fishman, Berkowitz, Lounsbury, Jacobson, & Allen, 2001). This research has outlined that diverse coalitions include (a) members who are directly affected by or have a material stake in the coalition's mission, as well as (b) members who are representative of the larger community (Foster-Fishman et al., 2001). Such coalitions are said to enjoy the capacity for better outcomes via improvements in *internal* functioning—i.e., by the pooling together of knowledge, skills, and resources of members with different backgrounds, experiences, and viewpoints. Relying on this framework, I argue that the same features said to make demographically diverse coalitions internally successful also enables them an *external, signaling* advantage, such that they are able to convey to stakeholders both: (a) the coalition's *right or legitimacy* to raise the focal issue, and (b) the broad *relevance or importance* of the issue to the organization at large. Specifically, I theorize that female-only coalitions—whose members are directly affected by workplace gender inequities—would certainly be seen as having the right to protest those issues, which male-only coalitions, by contrast, would tend to lack. However, female-only coalitions may struggle to convince organizational members to support a gender equity issue because of women's relatively low status and marginalization in organizations (e.g., Carli, 2001; Hall-Taylor, 1997; Mehra, Kilduff, & Brass, 1998). That is, when women, alone, raise gender equity issues, the issues are more likely to be seen as "niche" and lacking in relevance to the workplace at large.

For this reason, I propose and test the notion that a *mixed-gender coalition*—which I define as a gender-diverse coalition comprising a substantial (non-token) representation of both women and men—is uniquely poised to garner support from stakeholders such as coworkers and managers for addressing workplace gender inequities. Specifically, I argue that men's inclusion as allies within the coalition would not only enable the coalition to convey that it possesses the right to protest the issue, but also that the concerns being raised are important to the wider group and are not merely "women's issues". That is, a gender-diverse coalition would (a) signal via the participation of women that the coalition has sufficient legitimacy to raise the focal gender equity issue, and (b) signal via the *joint* participation of women and men that the concerns being raised are of broad relevance to the organization. Thus, although a female-only coalition might be more effective than a male-only coalition in selling a gender equity issue to owing to women's greater perceived legitimacy to protest the issue, a mixed-gender coalition comprising both women and men would be more effective than alternative, gender-homophilous coalitions (i.e., than either a female-only or a male-only coalition). This is because the mutual cooperation of women and men in a mixed-gender coalition may convey that there are potentially larger or additional benefits to be gained from advancing gender equity other than the benefits accrued directly to women.

I seek to make several important theoretical and practical contributions. First, although voice and issue-selling literatures have acknowledged that individuals often form coalitions to advocate issues of social or strategic importance (e.g., Dutton & Ashford, 1993), most of the research to date—both theoretical and empirical—has focused on the efficacy of a single person sharing his or her ideas and opinions for

change (e.g., Ashford, Rothbard, Piderit, & Dutton, 1998; Morrison, 2014). This emphasis seems incomplete, given that attempts at change, and particularly advocacy on social issues, often occur through the concerted efforts of actors who unite in service of a cause. By examining voice that emanates from a *group* or a coalition of actors, I open the aforementioned literatures up to questions of when such coalitions are more versus less likely to be successful in furthering their goals. Specifically, I adopt a configural approach, suggesting that the *composition* of a coalition matters to how its voice is received and whether its ideas are endorsed. This approach acknowledges that there exist norms in society about *who* should raise which issue, with certain social groups seen as having a greater right or legitimacy to protest a given issue in the first place (e.g., women, relative to men, on gender equity). This is especially true for potentially charged or divisive social issues that implicate social identities. At the same time, group members with the greatest perceived legitimacy to raise an issue may not necessarily be able to convince organizational stakeholders that investing time, effort, and money to resolve the issue is "worth it," or that doing so has potential value and benefits to those other than the members who are immediately affected by the issue. For this reason, engaging members of other demographic groups as allies (e.g., men, on gender equity issues) can enable the coalition to convey that an issue is broadly important in a way that a demographically-heterogenous coalition would not. This suggests that issue-sellers should consider coming together in coalitions not merely based on whether they have clear, mutual interests or a sense of shared social identity, but also based on the unique signaling potential that demographically-diverse coalitions enjoy in conveying issue relevance and thus in gaining buy-in from others on the issue.

Second, I contribute to the literature on coalitions, which has recognized the recruitment of coalition members to be "one of the most critical components of coalition formation" (Foster-Fishman et al., 2001, p. 250). Although the coalitions literature has implied that member composition may matter for its signaling value and the influence of certain members (e.g., Weible, 2005), the predominant emphasis has been on the benefit of member diversity for *internal* group functioning, such as by the pooling of unique member skills and knowledge (e.g., Bartunek, Foster-Fishman, & Keys, 1996; Foster-Fishman et al., 2001). In this research, I develop and test theory about how coalition diversity can be useful for reasons *beyond* enabling coalitions to be internally functional. Specifically, I suggest that coalition diversity, by way of the strategic inclusion of different social groups, can serve an external function by sending the necessary, positive signals required for potential supporters to gain confidence in the legitimacy of the coalition and the importance of the issue being raised. That is, I proffer as a key insight the notion the *mere participation* of diverse members, irrespective of any tangible skills or efforts, or any specific network relationships those members bring, can influence coalition success.

Third, I highlight the complexity involved in advocating for gender equity in the workplace. I suggest that women often only seek other women as coalition partners on gender equity and neglect the potential inclusion of men simply because they possess seemingly lesser material stake in the issue. As advocacy is "inherently political," and "a craft requiring judgment and tacit knowledge" (Teles & Schmitt, 2011), women should pay greater attention to what the composition of their coalition signals to endorsers. Relatedly, men often find themselves unwelcome in conversations about gender equity

even when they often hold progressive opinions and have potential solutions about how to tackle the issue (e.g., Sherf, Tangirala, & Weber, 2017). Thus, mixed-gender coalitions on gender equity would not merely serve a political function for women, but also allow men to utilize the partnership of female allies to raise their potentially useful ideas and opinions on the issues.

THEORY & HYPOTHESES

I focus on the selling and advocacy of gender equity issues, described as the "umbrella of concerns that relate to the differential treatment of women and men in work organizations" (Ashford et al., 1998). These include, but are not limited to, biases in evaluations of women's competence (e.g., Heilman & Okimoto, 2008; Heilman, Wallen, Fuchs, & Tamkins, 2004; Rudman, 1998), women's exclusion from critical, male-dominated networks that are associated with influence and job advancement (Ashford et al., 1998; Brass, 1985), and disproportionate levels of sexual harassment experienced by female workers (Hemming, 1985; Wall Street Journal, 2017). Together, these issues can prevent women from enjoying a hospitable work environment and advancing in their careers.

In order to confront gender equity issues women frequently organize into formal and informal coalitions (e.g., Coleman, 2010)—that is, groups in which individuals cooperate in service of a common goal (Komorita & Kravitz, 1983; Mainiero, 1986; Polzer, Mannix, & Neale, 1998). In organizational life, such coalitions are often found in the form of women's employee resource groups (ERGs), professional conferences, and networking events, among others, all of which not only provide women with social support but also serve as platforms for voice and issue-selling (Dutton & Ashford, 1993;

Van Dyne, Ang, & Botero, 2003), enabling discussions around gender equity and ideally communicating to stakeholders that the issues are of strategic importance. I examine women's coalitions-based approaches because advocating an issue as a group of actors is both a reality of organizational life as well as, often, an effective means of garnering support. Coalitions have been cited as an important tactic of both upward and lateral influence (Kipnis, Schmidt, & Wilkinson, 1980; Yukl & Fable, 1990), with group-based advocacy serving as a vehicle of change on a diverse range of social issues both within and outside of organizations, such as on health and immunization policies (Findley et al., 2008, Obregón & Waisbord, 2010, Shipan & Volden, 2006), environmental practices (Rolf, Schlachter, & Welbourne, 2016), and civil and minority rights (Githens & Aragon, 2007; Johnson, 2002), among others. Coalitions provide the advantage of not just increasing the sheer numbers of those demonstrating their support for an issue, but also of having the ability to appeal to different factions. For instance, a coalition government comprising constituents from a number of different political parties might enable the government to gain legitimacy, attractiveness, and cooperation from a wide range of voters. Despite the prevalence and benefits of coalitions for social mobilization, organizational research on voice and issue-selling has predominantly focused on reasons why *individuals* are more or less persuasive when speaking up with their ideas (e.g., Morrison, 2014; Ashford, Ong, & Keeves, 2017). Such an individual-based approach cannot explain why the *coalitions* that are frequently formed in organizational life are more versus less successful in garnering support. As coalitions are composed of multiple individuals, examining the efficacy of a coalition necessarily entails examining the characteristics of the individuals or sub-groups that comprise the larger group. For this

reason, in the present research that focuses on gender equity issues, I examine as an important configural characteristic the *gender composition* of the coalition advocating the issue, and how this influences the extent to which others are willing to support the issue.

First, I acknowledge that female homophily in coalitions on gender equity is certainly natural, as one of the strongest drivers of coalition formation is a sense of shared social identity (Matti & Sandström, 2013; Weible, 2005). Similarity-attraction theory (Byrne, 1971), as well as research on homophily (McPherson, Smith-Lovin, & Cook, 2001), social categorization (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987), and the development of faultlines (Lau & Murnighan, 1998) all suggest that individuals seek out similar others in social situations particularly along demographic lines. As gender-related issues particularly evoke or make salient gender as a social category (e.g., Harrison & Klein, 2007; Li & Hambrick, 2005), the exercise of advocating gender equity issues would naturally intensify women's tendencies to seek other women as coalition partners. Indeed, prior research has demonstrated that demographic similarity often predicts coalition formation within organizations (Eisenhardt & Bourgeois, 1998; Jehn & Berzukova, 2010), and that women advocate other women on the basis of social identification with their gender group (Harquail, 1996).

However, I argue that despite the naturalness of women predominating coalitions on gender equity, such a tendency towards homophily may not be most *effective* in the issue-selling process. Specifically, I draw from research on the value of diversity in coalitions (Foster-Fishman et al., 2001) to hypothesize that coalitions should ideally send two key signals to potential supporters to gain endorsement for an idea—*legitimacy to voice* and *broad relevance*. In the sections below, I highlight that although women

possess legitimacy to voice on gender equity concerns, they lack the ability to demonstrate that the issues are important or strategically relevant to the organization at large. By contrast, gender-diverse coalitions that cut across faultlines are able to signal that the focal issue is worthy or important enough to garner support and cooperation from a broader swath of organizational members who may otherwise be presumed to not be interested or invested in the issue. For this reason, by forming gender-diverse coalitions that include men, women can make salient that their concerns about gender equity have a broad-enough scope so as to be relevant to multiple stakeholders and the organization as a whole. In this research, I conceptualize potential endorsers of the issue to include both peers and higher-ups (e.g., managers or senior level leaders), as successful advocacy and attempts at organizational change critically require the buy-in of parties across multiple levels of the organization (Conger, 2000: 101).

Perceived Legitimacy to Voice

Women's participation in coalitions on gender equity is critical to gaining support on the issue because of women's perceived right to take up gender equity as a cause. Drawing from research on psychological standing, I define *perceived legitimacy to voice* as the extent to which an individual or group are viewed as having the entitlement to protest an issue, or generally share their constructive ideas and opinions on it (e.g., Miller, Effron, & Zak, 2011). Psychological standing derives from the concept of legal standing, which holds that individuals cannot bring a case forward to the courts for judicial review unless they can demonstrate that they either have incurred, or will incur, material harm or injury (e.g., economic, physical, or psychological) because of the issue. Along similar lines, psychological standing highlights that there are also *informal* social norms about

who does or does not have the right to express a position. Specifically, individuals hold entitlement to protest an issue only if and when they are seen as having sufficient *material stake* in the issue (Miller et al., 2011). For instance, social groups might implicitly agree that no one but the parents of a misbehaving child has the right to discipline the child (Miller & Effron, 2010), or that only someone directly cut off by an intruder in a queue has the right to chastise the intruder (Miller et al., 2011). A second factor driving one's legitimacy to speak up is having *personal experience* with the issue (Miller et al., 2011). For instance, an individual may lack in perceived legitimacy to dispense career advice to a colleague if that individual has not personally been through the same work-related predicament.

Notably, gender equity issues are broadly conceived of as dealing with biases against *women's* advancement (Piderit & Ashford, 2003), with women implicitly or explicitly assumed to be the injured party as well as the key beneficiaries of any progress or change (Ratner & Miller, 2001). That is, although in certain contexts or professions, such as nursing, men might comprise the workplace minority and be at risk of unfavorable treatment (Piderit & Ashford, 2003), and although efforts exist to emphasize that gender equity is not solely a "women's issue" but relevant to the workgroup at large (e.g., Bear & Woolley, 2011; Campbell & Mínguez-Vera, 2008), women are still viewed as having the greatest vested interest in resolving gender equity concerns. Given the perception that women have the greatest material stake in gender equity issues, as well as women's direct personal experience with the issues, potential supporters should view it entirely legitimate for women to protest gender-based inequities in the workplace.

Men-only coalitions, by contrast, would lack in legitimacy to share opinions on gender equity issues despite calls for their engagement with such concerns. This is, first, because men may be viewed as having minimal material stake or relatively little to gain from addressing gender equity concerns. In fact, progress on gender equity issues may even be thought to *harm* men, who could be feared to suffer a loss of status as women advance in the workplace. Such beliefs stem from the widespread norm of self-interest (Miller, 1999), which prescribes that individuals pursue their own interests in line with traditional economic or rational choice models. Any deviation from this norm is viewed with skepticism, suspicion, confusion, and distrust (Ratner & Miller, 2001). Second, unlike women, men are likely perceived as having lesser (if any) firsthand experience as victims of the types of differential treatment and indignities that typically fall within the domain of workplace gender inequities (Miller et al., 2011). In fact, men may even be viewed as perpetrators of the transgressions that harm women's progress in the first place (Miller et al., 2011), such as by perpetuating systems of workplace inequality or holding biases that prevents women's workplace advancement. Thus, if a men-only coalition were to raise gender equity issues or attempt to advance specific solutions to those issues, observers may be wary of supporting the men's ideas. Taken together, I propose:

Hypothesis 1a: Female-only coalitions are perceived as having greater legitimacy to voice on gender equity issues relative to male-only coalitions.

Hypothesis 1b: Female-only coalitions, via their effects on legitimacy to voice, will drive greater support for gender equity issues relative to male-only coalitions.

Perceived Organizational Relevance and the Benefit of Mixed-Gender Coalitions

Although women-only coalitions possess perceived legitimacy to speak up on gender equity, I propose that *mixed-gender coalitions* involving both women and men are most effective in gaining endorsement on such issues. This is because a mixed-gender coalition, via the inclusion of men, would additionally signal to potential endorsers that a gender equity issue being raised has broad *organizational relevance*.

In order for organizational leaders to view an issue as a worthy cause—one that could potentially demand scarce resources such as the funds, time, and attention of busy people—they must be persuaded that the issue fits with the organization's goals and has some measure of relevance to the organization's strategic functioning (Dutton & Ashford, 1993). I define *perceived organizational relevance* as a perception on the parts of potential endorsers that an issue is important or significant to organizational functioning at large. Gender equity issues run the risk of being seen as niche concerns that predominantly yield benefits to women and lesser so to others (Piderit & Ashford, 2003). For these reasons, in order for a gender equity issue to be taken seriously, stakeholders must be convinced that the issue is broadly pertinent and has the potential to yield instrumental benefits to a wide range of stakeholders.

Indeed, scholarship on the core competencies of well-functioning coalitions has highlighted that a diverse coalition is one characterized by *both* (a) the inclusion of representatives who are demonstrably affected by and invested in the issues at hand (i.e., members with a material stake in the issue, who possess the legitimacy to speak up about it), as well as (b) the inclusion of members who represent the interests of the local community and can thus potentially convey the importance of the issues. I argue that

these same factors that allow coalitions to pool resources and be internally functional also signal to observers whether or not to consider an issue seriously and endorse it. Specifically, I posit that potential supporters must perceive that the "right" people are raising the issue, and also that the issue is sufficiently relevant to the wider group.

Although men-only coalitions lack in relative legitimacy to raise gender equity issues—i.e., to be seen as the "right" or "appropriate" party to protest the issues—men's participation alongside women in *mixed-gender* coalitions helps increase the perception that the issues are, or should be, of concern to others. Indeed, from a general standpoint, prior research has highlighted that diversity is often evaluated favorably by internal and external stakeholders (e.g., Ely, 1994; Pfeffer, 1981). For instance, gender diversity on corporate boards is associated with higher corporate social responsibility (CSR) ratings and consequently, with stronger firm reputation (Bear, Rahman, & Post, 2010). Other forms of demographic diversity, such as tenure diversity, are also theorized to hold symbolic value by allowing the group to be seen as better able to secure cooperation from multiple cohorts (Milliken & Martins, 1996). On whole, a group or coalition's diversity, by way of signaling, can have real impact on the behaviors and decision-making of key stakeholders.

In the case of gender equity issues, specifically, advocacy by a mixed-gender coalition can indicate that the given issue must be important enough to the organization to merit the cooperation of both women and men who are often separated by demographic fautlines (Lau & Murnighan, 1998, 2005; Jehn & Bezrukova, 2010). Strong faultlines—hypothetical lines that separate subgroups based on demographic and other characteristics—are often associated with greater conflict, and with poorer

communication and cooperation (Lau & Murnighan, 1995). This is particularly true when faultlines are triggered by highly visible demographic attributes such as sex and ethnicity (Jehn, 1995, Pelled, 1996). In fact, subgroups separated by faultlines often form their own coalitions (Jehn & Bezrukova, 2010), excluding members of other subgroups whom they might see as possessing interests that are dissimilar or in conflict with those of their own. When it comes to questions of whether and how to address gender equity issues, women and men may be seen as being on different sides of the debate. This is, first, because advocating gender equity may be perceived as primarily the concern or domain of women, and second, because advancing women's cause may be thought to come at the expense of men's status in the workplace. Such beliefs may give rise a perceived faultline, with ideological differences and opposing interests on gender equity concerns assumed to fully overlap with gender differences. For this reason, when women and men *do* come together in a mixed-gender coalition, the coalition would send a strong signal (relative to a female-only, and even a male-only, coalition) that the focal gender equity issue is important enough to garner cooperation from different organizational subgroups that would not otherwise be naturally thought to unite with one another on the issue. That is, as organizations are entities with multiple groups and faultlines, a gender equity issue that brings together the sub-groups of women and men may be seen as particularly relevant to the strategic interests of the entire organization.

Hypothesis 2a: Gender equity issues raised by mixed-gender coalitions are perceived with greater organizational relevance relative to when they are raised by female-only coalitions.

Hypothesis 2b: Mixed-gender coalitions, via their effects on organizational relevance, will drive greater support for gender equity issues relative to female-only coalitions.

OVERVIEW OF STUDIES

I test my proposed theory over two studies. In Study 1, I utilize a quasi-field experiment in which participants are asked to imagine real coworkers (*male-only* vs. *female-only* vs. *mixed-gender*) raising a given gender equity issue in the context of their real, current work organizations. This study establishes the external validity of the phenomenon while allowing for an improved demonstration of causality relative to other field-based methodologies (Shadish, Cook, & Campbell, 2002). In Study 2, I improve upon the ability to draw causal inferences by utilizing a true experimental design. Specifically, participants engage in a realistic workplace simulation in which they hear two employees (the coalition) raise a workplace concern via an audio recording. In this study I attempt establish the unique nature of gender equity issues, relative to other commonplace workplace issues, in eliciting different patterns of perceived legitimacy, organizational relevance, and downstream issue support, depending on the demographic composition of the coalition raising this issue. I accomplish this by not only manipulating the coalition gender composition (*women-only* vs. *men-only* vs. *mixed-gender*), but also the nature of the issue being raised (*control* vs. *gender equity*), allowing for a full test of my theoretical model (see Figure 1). Together, these studies provide both an internally and externally valid test of all the hypotheses put forth in this research.

STUDY 1

Sample and Procedures

I recruited 802 United States-based workers through Qualtrics, a market research firm. All workers were pre-screened to be working full-time (greater than 30 hours per week) and in a managerial capacity, with direct supervision over other employees. The purpose of including these screening requirements was to ensure that participants would be able to realistically immerse themselves in the study and take on the perspective of managers who are typically in the position of making workplace decisions. Eighty-eight participants failed to correctly respond to a comprehension check question that was embedded within the study to rule out careless responders, and were thus removed from the dataset before analysis (final $N = 714$). Participants in the final sample were on average 38.98 years of age ($SD = 10.84$). Further, 240 (33.61%) of participants were male, 473 (66.25%) participants were female, and 2 participants (0.14%) identified as "other".

The study was designed as a quasi-field experiment with a manipulation of coalition gender composition (*female-only* vs. *male-only* vs. *mixed-gender*) in a between-subjects design. As part of the quasi-experimental design, participants were asked at the beginning of the study to provide the names of real coworkers, and their real, current work organization, to be embedded within the scenario. The key benefit of a quasi-field experiment is the ability to demonstrate the external validity of a workplace phenomenon by either capturing or invoking a participant's real work setting, while enjoying improved internal validity relative to other field-based methodologies (Shadish, et al., 2002).

In the study, participants read a scenario about two colleagues approaching them to discuss a gender pay gap issue at their company (see Appendix A). Workplace

scenarios, when properly designed, can enable individuals to realistically place themselves in the specified work context and credibly report on their attitudes, feelings, and behaviors in the given situation (Aguinis & Bradley, 2014). As a coalition is described as any group having "two or more members" (e.g., Komorita & Kravitz, 1983; Mainiero, 1986; Polzer, Mannix, & Neale, 1998), and as information was not available about whether any specific numbers of coalition members would be most appropriate in the given context, for the scenario I opted for the simplest configuration of two-member coalitions varying in gender composition.

The premise of the scenario was developed based on prior research that has highlighted that women often face internal barriers to workplace success—for instance, by not negotiating their pay to the same extent as men do (e.g., Babcock & Laschever, 2009; Kim, Fitzsimons, & Kay, 2018). Such barriers have also been discussed as a key human resource concern among business practitioners (e.g., Fisher, 2019). Specifically, in the scenario, the participant's colleagues (i.e., the employees) are said to have discovered a salary discrepancy between women and men at the company. The employees say that as explicit salary discrimination doesn't appear to be the cause of the discrepancy, one possible reason for the gap, in line with research, might be that female employees aren't negotiating their salaries to the same extent as are the men at the company. After pointing out that such pay discrepancies may lead to problems such as female workers becoming dissatisfied in their jobs and leaving, the employees in the scenario proposed a solution: The organization should implement a "Stand Up and Speak Up" negotiation training program to help women employees develop the confidence and skills to negotiate and have their contributions better recognized at work. Further, the

employees proposed that the training should be held over the next two months, before salary adjustments are made for the coming year.

In order to mimic a realistic workplace situation in which proposals for new initiatives often involve tradeoffs in time and money, the scenario stated that the organization was heading into a very busy period over the next two months. For this reason, implementing the negotiation training workshop in the near-term could take women away from their work during a time when they would very much be needed, increasing the risk of work-related errors and requiring fellow co-workers to pick up the slack.

The scenario concluded by reading that while the two employees raising the issue were aware of such tough tradeoffs, they ultimately felt that immediate implementation of the training program was the best solution to addressing the company's gender pay gap and that they felt it should be leadership's biggest near-term priority.

Manipulation of coalition gender composition. At the beginning of the study, before reading the scenario, participants were asked to enter the names of any three female employees and any three male employees from within their real, current work organizations. In order to avoid any given coworker's relatively high formal hierarchical status from exerting overwhelming influence on a participant's willingness to endorse the gender equity issue in the scenario, participants were instructed to only enter names of coworkers who either reported to them directly or were at the same hierarchical level as the participant him or herself.

The names of any two coworkers were then randomly selected by the survey software and were used to together form one of the three possible coalition gender

compositions for the study: (a) *Female-only coalition* (two female employees), (b) *Male-only coalition* (two male employees), or (c) *Mixed-gender coalition* (a female and a male employee). These coworker names were then embedded within the scenario so that they appeared as the two employees raising the gender equity issue. For example, in the mixed-gender condition, where the names of Female Coworker 1 and Male Coworker 3 were randomly selected to form the coalition, the beginning of the scenario read, "Earlier today, [Female Coworker 1] and [Male Coworker 3] approached you to discuss an issue."

Measures

Appendix A contains a full description of all the measures for Study 1, which are summarized in brief below.

Perceived organizational relevance. Perceived organizational relevance was captured with 4 items developed specifically for this research. Sample items: "This is a critical issue for the organization at large," and "This issue is of strategic relevance to the organization at large" (α = .88; 1 = *strongly disagree*, 7 = *strongly agree*).

Perceived legitimacy to voice. Perceived legitimacy to voice was captured with 3 items adapted from prior research (Sherf et al., 2017): "Together, [Employee 1] and [Employee 2] are the right spokespeople for the gender pay gap issue at [Organization Name]", "Together, it is appropriate for [Employee 1] and [Employee 2] to be speaking up about the gender pay gap issue at [Organization Name]", and "Together, it is [Employee 1] and [Employee 2]'s place to speak up about the gender pay gap issue at [Organization Name]" (α = .83; 1 = *strongly disagree*, 7 = *strongly agree*).

Issue support. Support for the issue was captured with 8 items that asked about the extent to which employees would be likely to take action on the issue by engaging in

specific behaviors. Sample items: "Volunteer my time to help with the training program," "Request resources from the organization for the training program," and "Try to influence my colleagues about the importance of the training program" (α = .97; 1 = *extremely unlikely*, to 9 = *extremely likely*).

Confirmatory Factor Analysis

To examine whether the three measured constructs, perceived legitimacy to voice (M1), perceived organizational relevance (M2), and issue support (DV) were empirically distinct, I conducted confirmatory factor analyses (CFAs) on the measures and their respective items. First, I conducted a three-factor CFA in which legitimacy to voice, organizational relevance, and issue support were specified as distinct variables. Results indicated that the hypothesized three-factor model fit the data well, χ^2 (N = 714, df = 87) = 443.08, p < .01, RMSEA = .08, SRMR = .03, CFI = .97. I contrasted this three-factor model against a more constrained, alternative, two-factor model, in which the items of legitimacy and organizational relevance were specified to represent the same underlying factor. The alternative model fit the data worse than the hypothesized model, $\Delta\chi^2$ (N = 714, Δdf = 2) = 478.94, p < .01, RMSEA = .11, SRMR = .06, CFI = .92, supporting the discriminant validity of the perceived legitimacy and perceived organizational relevance measures.

Results and Discussion

Main analysis. Table 1 displays correlations, Tables 2 summary statistics, and Table 3 the results of regression analyses. There were 243 participants (34.03%) in the female-only coalition condition, 240 participants (33.61%) in the male-only coalition condition, and 231 participants (32.35%) in the mixed-gender coalition condition. Of the

participants, 240 were men (33.61%) and 473 were women (66.25%), while 1 participant identified as "other" (0.14%). As the independent variable, coalition gender composition, had three categories, two dummy coded variables were created for analysis such that the female-only coalition was the omitted (baseline) group. The first dummy-coded variable represented the effect of the male-only coalition (coded 1 = *male-only coalition*, 0 = *all other coalition types*). The second dummy-coded variable represented the effect of the mixed-gender coalition (coded 1 = *mixed-gender coalition*, 0 = *all other coalition types*).

First, I tested Hypothesis 1a that female-only coalitions are perceived as having greater legitimacy to advocate gender equity issues relative to male-only coalitions. In a regression of legitimacy to voice on the two dummy-coded variables the R^2 value was significant (see Table 3), indicating an overall effect of coalition gender composition on perceived legitimacy to voice, $R^2 = .02$, $F(2, 711) = 6.43$, $p < .05$. Accordingly, I tested for differences in legitimacy to voice between the three different coalition gender compositions. In line with expectations, results of planned contrasts between experimental conditions demonstrated that the female-only coalition was seen as having significantly greater legitimacy to speak up about the gender equity issue ($M = 5.11$, $SD = 1.24$) relative to the male-only coalition ($M = 4.79$, $SD = 1.33$), $F(1, 709) = 8.00$, $p < .01$ (see Figure 2). Thus, Hypothesis 1a was supported.

Relatedly, I tested Hypothesis 1b that female-only coalitions, via their effects on legitimacy to voice, would enjoy greater endorsement on gender equity issues relative to male-only coalitions. In line with this prediction, a directional test of the indirect effect (1,000 bootstrap-based replications) demonstrated a significant positive indirect effect of a female-only (vs. male-only) coalition on participants' support of the issue, via

perceived legitimacy to voice (coef. = .11, *SE* = .04, bias-corrected 95% CI: [.20, .03]). Thus, Hypothesis 1b was supported.

Next, I examined Hypothesis 2a that gender equity issues are perceived as more organizationally relevant when they are raised by mixed-gender relative to female-only coalitions. In a regression of perceived organizational relevance on the two dummy-coded variables the R^2 value was significant (see Table 3), indicating an overall effect of coalition gender composition on this mediator, $R^2 = .01$, $F(2, 711) = 3.85$, $p < .05$. Specifically, supporting Hypothesis 2a, participants who were exposed to a mixed-gender coalition of their colleagues raising the gender pay gap issue saw the issue as more broadly relevant to the organization ($M = 5.46$, $SD = 1.04$) as compared to participants who were exposed to a female-only coalition of colleagues raising the same issue ($M = 5.18$, $SD = 1.27$), $F(1, 711) = 7.18$, $p < .01$ (see Figure 3).

Finally, I tested Hypothesis 2b that mixed-gender coalitions, via their effects on organizational relevance, will realize greater endorsement on gender equity issues relative to female-only coalitions. Indeed, a directional test (1,000 bootstrap-based replications) demonstrated a significant positive indirect effect of a mixed-gender (vs. female-only) coalition on participants' support of the issue, via perceived organization relevance (coef. = .16, *SE* = .06, bias-corrected 95% CI: [.05, .28]). Thus, Hypothesis 2b was supported.

In line with my theory, I additionally tested whether mixed-gender coalitions outperformed both male-only and female-only coalitions in gaining issue support as a consequence of being perceived as possessing higher legitimacy than male-only coalitions and lending greater perceived organizational relevance to the issue relative to

female-only coalitions. Specifically, I tested the indirect effect of coalition gender composition on issue support by assessing the explanatory role of both mediators in the model (see Figure 1): legitimacy to voice (M1) and organizational relevance (M2). Bootstrapped-based analysis (1,000 replications) indicated support for the expected directional pattern, with participants demonstrating greater willingness to endorse the gender equity issue when it was raised by a mixed-gender versus a female-only coalition (b = .18, SE = .09, bias-corrected 95% CI: [.01, .36]). Further, analysis of directional indirect effects via both mediators showed that participants were also more willing to endorse the issue when it was raised by a mixed-gender versus a male-only coalition (b = .17, SE = .09, bias-corrected 95% CI: [.00, .35]).

Robustness checks. I performed additional analyses to confirm the robustness of my findings. First, I controlled for participant gender (coded as 1 = female, 0 = all other non-female), as women participants may tend to exhibit greater sympathy for diversity-related concerns and the workplace gender inequities that disfavor them, driving their support on the issues (e.g., Kossek & Zonia). The pattern of results described above was robust to the inclusion of participant gender as control variable. Relatedly, I examined whether participant gender moderated the effect of coalition gender composition on the outcomes of interest. There was no significant change in R^2 values between the regression model that included only the gender coalition composition dummy variables, and the regression that included the interaction of those dummy variables with participant gender, ΔR^2 = .00, $F(2, 708)$ = .98, p = .38. This indicated that participant gender did not influence the pattern of results.

Second, as this was not a fully randomized experiment in that participants were not randomly assigned to the colleagues with whom they worked, it was possible that the specific characteristics of the colleagues whom participants named for the scenario influenced the pattern of results. For this reason, I controlled for two variables that could be potential confounds: (a) *Status* of each of the two colleagues that were named, as high-status colleagues comprising the coalition—i.e., colleagues who are respected and admired within the organization—may be more likely to garner the participant's support on the issue (Blader & Chen, 2014); and (b) *Friendship* with the participant, as interpersonal closeness with the colleagues named could similarly make the participant more willing to endorse the coalition's ideas (Nielsen, Jex, & Adams, 2000). The status of each colleague was measured with 3 items adapted from Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades (2002; sample item: "People at [organization name] hold [colleague name] in high regard"; $\alpha_{\text{colleague1}} = .93$, $\alpha_{\text{colleague2}} = .93$). Meanwhile, friendship with each colleague comprising the coalition was measured with 3 items adapted from Nielsen et al. (2000; sample item: "I have formed a strong friendship with [colleague name]"; $\alpha_{\text{colleague1}} = .83$, $\alpha_{\text{colleague2}} = .86$). Results supported all four hypotheses even while controlling for these two variables.

Discussion. Study 1 provided preliminary support for all my hypotheses. Specifically, the study demonstrated that a female-only coalition enjoyed perceived legitimacy to share opinions on gender equity concerns, which the male-only coalition lacked. However, a female-only coalition was less able to make the gender pay gap issue appear as strategically important to the organization relative to the mixed-gender coalition. Altogether, the mixed-gender coalition, which signaled both sufficiently high

legitimacy from women's participation, as well as the broader organizational relevance of the gender equity issue from women and men's joint participation, outperformed both female-only and male-only coalitions in garnering issue support.

A key benefit of the quasi-field experimental design utilized in Study 1 was the ability to invoke a realistic workplace scenario by asking participants to imagine their real organization and coworkers. Such a paradigm allowed for a relatively better test of causal inferences than a purely correlational field study (Shadish et al., 2002). However, Study 1 suffered a number of limitations. First, although I performed robustness checks by analyzing results while controlling for certain coworker characteristics (status and friendship), as participants were not randomly assigned to the colleagues with whom they worked I could not entirely rule out the possibility that some other unmeasured coworker characteristics drove the pattern of outcomes. Additionally, Study 1 did not include a control condition that could examine how participants would respond when faced with a non-gender equity issue. This leaves open the possibility that the effects found in the study—for instance, differences among different coalition gender compositions on perceived legitimacy to voice—are not unique to potentially sensitive, identity-driven social issues like gender equity. Finally, Study 1 involved participants considering the opinions of coworkers whom they knew personally. In order to extend the generalizability of the proposed phenomenon, it would be important to consider how individuals would react and respond when hearing about gender equity issues from coalition members whom they do not necessarily know on a personal basis. In such stranger contexts, coalition gender composition—a surface-level characteristic (Berger, Cohen, & Zelditch, 1972)—may be yet more salient to potential supporters of an issue.

To address the above issues, I next conducted an experimental study (Study 2) thought would allow me to: (a) strengthen the ability to make causal inferences by utilizing a truly randomized experimental design; (b) assess the unique nature of gender equity issues by including a control condition in the form of a non-gender-equity based workplace concern; and (c) include mention of fictitious male and female coalition members whom participants would not know personally.

STUDY 2

Sample and Procedures

For Study 2, I recruited 1,003 United States-based participants from Amazon Mechanical Turk ("MTurk") to participate in a workplace simulation. One-hundred and sixteen participants who failed to correctly respond to an attention check question that was embedded within the study to rule out careless responders, and were thus removed from the dataset before analysis, yielding a final sample of 891 participants. The average age was 35.85 years (*SD* = 10.77). Further, 485 (54.49%) participants were male and 402 (45.17%) participants were female, while 3 participants identified their gender as "other" (0.34%). Participants had an average of 15.72 years of work experience (*SD* = 11.55), 88% of participants were employed either full-time or part-time, and 61% of participants held a Bachelor's degree or higher.

In this study, I sought to distinguish gender equity from other commonplace workplace issues by a utilizing a control condition. Specifically, participants were randomly assigned to one of six experimental conditions in a 3 (coalition gender composition: *women-only* vs. *men-only* vs. *mixed-gender*) x 2 (issue type: *control* vs.

gender equity) between-subjects design. The purpose of the control condition was to help demonstrate that for identity-based issues like gender equity, moreso than for other commonplace workplace issues, it matters *who* is advocating the issue, with different demographic group(s) involved in the coalition sending unique signals to targets that ultimately influence issue support.

Participants first read as part of the simulation that they would take on the role of Store Manager at a shoe retail company called SoleStyle, headquartered in Burbank, California. The role involved managing all aspects of store operations, including inventory tracking, sales and profits, customer service, and human resources. Participants read that earlier in the day, two employees who worked at their store approached them privately to discuss an issue. Participants were then instructed to play an audio recording to listen to the employees talk to them about the issue.

Manipulation of coalition gender composition. Participants were randomly assigned to listen to one of six possible audio recordings corresponding to the experimental conditions. I opted for audio clips in order to create a sense of realism in listening to employees of different genders discuss a workplace issue, while avoiding the types of confounds that may arise from using video clips, such as those owing to a speaker's race, attractiveness, appearance, or body language.

In each recording, two voiceover actors engaged in conversation about the issue. Specifically, the actors were either two men, two women, or a man and a women, who together played the role of the two employees and represented one of the three coalition gender composition manipulations (*women-only* vs. *men-only* vs. *mixed-gender* coalition). Notably, for the mixed-gender condition, I developed counter-balanced versions of the

audio recordings with the male and female actors each switching their roles in the script. The purpose was to avoid participants' support of the focal issue being driven by the specific lines the male and female voice actors were made to read in sharing their opinions about the issue. Sample of the scripts can be found in Appendix B. All versions of the scripts and audio recordings can be accessed on Open Science Framework (https://osf.io/5kf3c/?view_only=7a26bead9be940e88c7f43eeb27b3f35)

Manipulation of issue type. Participants were randomly assigned to listen to the two employees (coalition members) discuss either a workplace gender pay gap (gender equity condition) or a different work-related issue about errors being made by new employees at the company (control condition). For the gender equity condition I utilized a scenario that was very similar to the one utilized in Study 1, in which employees heard about a gender pay gap issue and proposed the implementation of a negotiation training program for women. Additionally, to isolate the effect of the coalition type and reduce any variation in outcomes owing to the issue itself, the control condition was designed to be similar to the gender equity condition, differing mainly in that it focused on a different type of training program—one that would help new employees improve their customer service skills.

Specifically, in gender equity condition, the voice actors playing the role of employees described a gender pay gap at the company, and said they believed one reason for the gap may be that women don't negotiate their salary or discuss opportunities for advancement with their managers in the same way that men do. In order to address the issue, the employees proposed that the company implement a two-day "Stand Up and Speak Up" negotiation training program to help women employees develop the skills to

better negotiate and self-advocate. The employees also proposed that the training be held over the next three months, before any scheduled employee salary adjustments would go into effect.

In the control condition, voice actors playing the role of employees raised the issue that new employees at the company had been making a lot of errors when processing transactions and were finding it difficult to work independently. This often had the result of creating frustrations for customers waiting in line. The employees raising the issue said they believed one reason for the problem was that the current employee training wasn't user-friendly or interactive enough. For this reason, they proposed that the company implement a two-day customer service training workshop to help new employees develop their skills and get up-to-speed on basic tasks. The employees also proposed that the training be held over the next three months, before the company heads into the new year and hires more employees.

In both scenarios, participants playing the role of Store Manager were told that were some tradeoffs in the employees' proposal. Specifically, holding the training before the start of the new year would coincide with a very busy holiday season for SoleStyle and would require pulling women [new employees] away from the shop floor for the training, during a time when they would be very much needed. It was said that a lower availability of staff would increase the risks of errors and require other employees to work extra attentively as a means of helping out.

Measures

Appendix B contains a full description of all the measures for Study. Below is an brief description of each measure.

Perceived legitimacy to voice. Perceived legitimacy to voice was captured with 3 items adapted from Study 1 and from prior research (Sherf et al., 2017). Sample item: "As a team, [Employee 1] and [Employee 2] are the right spokespeople to suggest solutions to the gender equity issues [customer service issues] faced by women [new employees] at SoleStyle" (α = .87; 1 = *strongly disagree*, 7 = *strongly agree*).

Perceived organizational relevance. The perceived organizational relevance of the issue was captured with 5 items developed specifically for this research and similar to those utilized in Study 1. Sample items: "This is a critical issue for SoleStyle at large," and "This issue is of strategic relevance to SolesStyle at large" (α = .85; 1 = *not at all*, 7 = *to a very great extent*).

Issue support. Participants were told that as managers they had a $50,000 discretionary budget to spend on various issues and opportunities at the company. They were further told that although the full cost of the negotiation training for female employees [customer service training for new employees] across all retail locations would be quite high, the more any individual Store Manager supported the training using his or her own discretionary budget, the greater the odds that the training would be executed properly and would be a success. As the measure of issue support, participants were asked to indicate how much of the $50,000 they would allocate to implementing the training program suggested by the two employees in the audio.

Confirmatory Factor Analysis

As in Study 1, to examine whether the three measured constructs, perceived legitimacy to voice (M1), perceived organizational relevance (M2), and issue support (DV) were empirically distinct, I conducted confirmatory factor analyses (CFAs) on the

three measures and their respective items. First, I conducted a three-factor CFA in which legitimacy to voice, organizational relevance, and issue support were specified as distinct variables. Results indicated that the hypothesized three-factor model fit the data well, χ^2 (N = 819, df = 25) = 156.65, p < .01, RMSEA = .08, SRMR = .03, CFI = .97. I contrasted this three-factor model against a more constrained, alternative, two-factor model, in which the items of legitimacy to voice and organizational relevance were specified to represent the same underlying factor. The alternative model fit the data worse than the hypothesized model, $\Delta\chi^2$ (N = 819, Δdf = 27) = 910.83, p < .01, RMSEA = .19, SRMR = .09, CFI = .77, supporting the discriminant validity of the legitimacy to voice and organizational relevance measures.

Results and Discussion

Main analysis. Table 4 displays correlations, Tables 5 summary statistics, and Table 6 the results of regression analyses. There were 446 (49.94%) participants in the gender equity issue condition and 445 (50.06%) participants in the control condition. Further, there were 282 participants (31.65%) in the female-only coalition condition, 313 participants (35.13%) in the male-only coalition condition, and 296 participants (33.22%) in the mixed-gender coalition condition. As with Study 1, two dummy coded variables were created to represent the three-category independent variable, coalition gender composition, with the female-only coalition as the omitted (baseline) group. The first dummy-coded variable represented the effect of the male-only coalition (coded 1 = *male-only coalition*, 0 = *all other coalition types*). The second dummy-coded variable represented the effect of the mixed-gender coalition (coded 1 = *mixed-gender coalition*, 0 = *all other coalition types*).

I first examined whether there were any main effects of the type of issue and gender composition of the coalition on the mediators and the outcome variable. In general, participants viewed employees advocating the gender equity issue as having less legitimacy to voice (M = 5.26, SD = 1.32) than employees advocating the control issue about newcomers' errors (M = 5.75, SE = .96), $F(1, 886) = 39.81$, $p < .01$. Participants also, on average, viewed the gender equity issue as being less organizationally relevant (M = 4.51, SE = 1.45) than the control issue (M = 5.48, SE = .98), $F(1, 886) = 136.83$, $p < .01$. Participants were on average only marginally less willing to support the gender equity issue (M = 18.79, SD = 13.66) relative to the control issue (M = 20.36, SD = 11.95), $F(1, 886) = 3.31$, $p < .10$. Further, male-only coalitions were on average seen as have less legitimacy to voice on any issue (M = 5.22, SD = 1.33) relative to both female-only (M = 5.75, SD = 1.07, $p < .01$), and mixed-gender coalitions (M = 5.56, SD = 1.04, $p < .01$), this effect primarily driven by men's lower legitimacy to voice within the gender equity condition, as described in detail further below. There were no main effects of coalition gender composition on either the perceived organizational relevance of the issue or on issue support (all ps > .05).

I first tested Hypothesis 1a that female-only coalitions are perceived as having greater legitimacy to advocate gender equity issues relative to male-only coalitions. The change in the R^2 value was significant between the model with only the main effects of issue type and coalition gender composition, and the model that included their interaction (see Table 6), indicating that there was an overall interaction on perceived legitimacy to voice ($\Delta R^2 = .03$, $p < .01$). I further probed this overall interaction to find, as predicted, a significant interaction between issue type and the male-only (vs. female-only) coalition

on legitimacy to voice (b = -.68, p < .01). Specifically, within the control condition there was no difference between the female-only (M = 5.91, SD = .90) and male-only (M = 5.74, SD = 1.03) coalitions in perceived legitimacy to raise the issue, $F(1, 885) = 1.82$, p = .18). Meanwhile, within the gender equity condition, the female-only coalition was perceived as having greater legitimacy to speak up (M = 5.58, SD = 1.20) relative to the male-only coalition (M = 4.73, SD = 1.40), $F(1, 885) = 43.26$, p < .01. Thus, Hypothesis 1a was supported.

Further, I tested Hypothesis 1b that female-only coalitions, owing to their greater legitimacy to voice, would enjoy higher levels of endorsement on gender equity issues relative to male-only coalitions. Supporting this prediction, within the gender equity condition, a directional test of the indirect effect (1,000 bootstrap-based replications) demonstrated a significant positive indirect effect of a female-only (vs. male-only) coalition on participants' support of the issue, via perceived legitimacy to voice (coef. = 1.15, SE = .42, bias-corrected 95% CI: [2.09, .45]). By contrast, there was no such indirect effect within the control condition (coef. = .57, SE = .36, bias-corrected 95% CI: [-1.38, .06]).

Next, I examined Hypothesis 2a that gender equity issues are perceived as more organizationally relevant when they are raised by mixed-gender relative to female-only coalitions. The change in the R^2 value between the model with only the main effects of issue type and coalition gender composition, and the model that included their interaction (see Table 6), indicated that there was an overall interaction on perceived organizational relevance of the issue (ΔR^2 = .01, p < .01). I further probed this overall interaction to find, as predicted, a significant interaction between issue type and the mixed-gender (vs.

female-only) coalition on perceived organizational relevance (b = .47, p < .05). Specifically, within the gender equity condition, participants who heard the mixed-gender coalition speak up viewed the focal issue as more strategically relevant or important to the organization (M = 4.74, SD = 1.39) relative to those who heard the female-only coalition raise the issue (M = 4.38, SD = 1.54), F(1, 883) = 5.90, p < .05. There was no such difference within the control condition, F(1, 885) = 0.63, p = .43. Hypothesis 2a was thus supported.

Finally, I tested Hypothesis 2b that mixed-gender coalitions, via their effects on organizational relevance, will enjoy greater endorsement on gender equity issues relative to female-only coalitions. In line with this prediction, a directional test of the indirect effect (1,000 bootstrap-based replications) demonstrated a significant positive indirect effect of a mixed-gender (vs. female-only) coalition on participants' support of the issue, via perceived organization relevance (coef. = 1.34, SE = .67, bias-corrected 95% CI: [.13, 2.78]). There was no significant indirect effect within the control condition (coef. = -.42, SE = .42, bias-corrected 95% CI: [-1.27, .42]). Thus, Hypothesis 2b was supported.

Notably, the mixed-gender coalition advocating the gender equity issue was supported to a greater extent relative to either the female-only or male-only coalition. This was explained by the mixed-gender coalition being viewed as having higher legitimacy to speak up on the gender equity issue relative to the male-only coalition (indirect effect via M1), as well as lending the issue a greater sense of organizational relevance than the female-only coalition (indirect effect via M2). Specifically, a directional analysis of indirect effects via the two mediators showed that participants were more willing to endorse the gender equity issue when it was raised by a mixed-

gender versus a female-only coalition (b = 1.39, SE = .73, bias-corrected 95% CI: [.00, 2.94]), as well as versus a male-only coalition (b = 2.40, SE = .76, bias-corrected 95% CI: [.97, 3.90]).

Robustness checks. As in Study 1, the general pattern of results was robust to the inclusion of participant gender as a control variable. I further examined whether there was a three-way interaction such that participant gender moderated the interactive effect of coalition gender composition and the type of issue on the outcomes of interest. There was no significant change in the R^2 values between the regression model that included only the coalition gender composition and issue type dummy variables, and the regression that included the three-way interaction of those variables with participant gender, ΔR^2 = .00, $F(1, 886)$ = .40, p = .53. This indicated that participant gender did not influence the pattern of results.

Discussion. Study 2 provided additional support for all my hypotheses. As with Study 1, this study demonstrated that female-only coalitions are seen as having greater legitimacy to advocate gender equity issue relative to male-only coalitions, and that such legitimacy drives others' support of the issue. On the other hand, unlike mixed-gender coalitions that also include men, female-only coalitions are less able to make gender equity issues appear broadly significant to organizational functioning and success. For this reason, mixed-gender coalitions, which signal both (a) legitimacy to speak up by way of women's inclusion in the coalition, as well as (b) the broader significance of the issue by way of men's inclusion as allies, are able to garner greater support on gender equity issues than gender-homophilous coalitions.

Study 2 has several strengths. These include being able to assess the internal validity of my model using a true experimental design. Further, as the study also included a control condition, I was able to examine the unique hurdles involved in advocating identity-based issues such as gender equity relative to other commonplace work-related issues.

GENERAL DISCUSSION

The goal of this dissertation was to understand why the coalitions that frequently form within organizations to address gender equity issues might fail to gain momentum or achieve their outcomes. I explored this via two studies that together unpacked why mixed-gender coalitions that include both women and men (versus gender-homophilious coalitions involving only women or only men) are most effective in selling gender equity issues. In testing my theory I make several contributions to the literatures on employee voice and issue-selling, coalitions, and gender equity in organizations.

Theoretical Contributions

This dissertation contributes to the literatures on employee voice and issue-selling by highlighting that the expression or advocacy of ideas and opinions in organizations is not necessarily the domain of a single actor, but often, rather, of a *group* of actors who form coalitions to collectively advocate for change. Further, I propose that endorsement of the ideas raised depends on specific features of the coalition—particularly, on coalition *composition*. In making these assertions, I extend organizational research that has primarily focused on characteristics of *individuals* that render them more versus less likely to have their ideas and concerns recognized (e.g., Howell, Harrison, Burris, &

Detert, 2015). I further the notion that as advocacy often occurs as groups of individuals coming together, it necessary to consider the composition of those groups in order to understand when they are likely to be seen as credible and persuasive. Specifically, I propose that because coalition partners often belong to diverse social categories (e.g., demographic groups), they transmit unique signals to observers about the merits of both the group and the idea being raised. A coalition perspective thereby brings greater color and complexity to the act of speaking up within organizational settings, and sheds light on the commonly non-individualistic manner in which advocacy on social issues occurs in organizations.

Additionally, this dissertation contributes to research on coalitions by taking a novel perspective on the merits of diversity among coalition members. Prior research has emphasized that coalition diversity, properly managed, can help coalitions be internally functional—specifically, by increasing the "collaborative capacity" of the coalition, defined as the "conditions needed for coalitions to promote effective collaboration and build sustainable community change" (Foster-Fishman et al., 2001, p. 242). Such arguments highlight that because diverse members bring unique skills, knowledge, attitudes, and perspectives to the table, they can enable the coalition to gain a better understanding of the problems at hand, of the social groups affected by those problems, and of workable solutions (Foster-Fishman et al., 2001). In this research, I argue that coalition member diversity, via the same characteristics that increase collaborative capacity (i.e., the inclusion of members with material stake in the issue, as well as of other members from within the local community), also serves an *external*, signaling function, conveying to potential supporters the extent to which the coalition members

possess legitimacy to advocate the focal issue and the extent to which the issue is important. I argue that in the context of gender equity issues, gender diverse (relative to gender-homophilous) coalitions are able to convey sufficient legitimacy to speak up, while also signaling relatively greater issue relevance. Ultimately, this enables a gender-diverse coalition to garner relatively higher levels of endorsement. Importantly, the focus in this research on the signaling value of diverse coalitions suggests that demographic diversity enhances coalition success *regardless* of whether or not such diversity enables members to be internally functional. This presents a novel explanation for the relationship between coalition member diversity and coalition success.

Notably, although this research examines the proposed drivers of coalition success (perceived legitimacy to voice and organization relevance) in the context of gender equity issues, the theory developed in this dissertation is potentially generalizable to other issues being raised by a coalition. For instance, if the focal issue is the potential implementation of a new client-management software system across the organization, my theory would suggest that the coalition that would be most successful in getting buy-in from others would be one comprising members who are (a) seen as having the perceived legitimacy to voice the proposal owing to their prior knowledge of and experience with software (e.g., members from the organization's technology department), as well as those who are (b) from other departments or subgroups (e.g., employees working in the accounting, finance, or human resources departments), who can via their participation convey that implementing the new software is of strategic relevance to the entire organization.

Finally, I contribute to research on gender equity by shedding light on the importance of forming gender diverse coalitions and engaging men as allies on workplace gender equity issues in order to signal the perceived organizational relevance of the issue. Research to date has emphasized the risks that women both fear and face in speaking up about the gender inequities they experience at work. For instance, women who seek to advocate gender equity issues, which are often perceived as being controversial, worry about being stigmatized or tarnishing their image (Ashford et al., 1998). Further, women are in fact often penalized, via lower performance ratings, for engaging in "diversity-valuing behaviors" (Hekman, Johnson, Foo, & Yang, 2017). While such a focus on the risks and sensitivities around selling gender equity issues is important, this research seeks to move beyond the question of risk to understand whether or not, and under what conditions, women can be *successful* selling equity issues. Specifically, I demonstrate that while women alone might have relatively tepid success in advocating gender equity issues, a mixed-gender coalition approach allows them to overcome the perception gender equity issues are only of marginal relevance to the organization, and to thereby gain greater support in attempts to address the issues. This suggests that women may benefit from taking a more strategic approach to selecting coalition partners, considering partners (e.g., men) on the basis of their signaling value to endorsers rather than necessarily based on the extent to which they possess similar levels of personal stake in change. It also suggests that men seeking to voice on gender equity without encountering backlash or suspicion ought to consider *women* as allies for the legitimacy that they bring in both protesting the issues and in suggesting concrete solutions to them.

Managerial Implications

This dissertation seeks to provide guidance to employees and mid-level managers about how best to organize in order to gain buy-in from peers and higher-ups on gender equity issues. I propose that collectives seeking to raise gender equity issues ought to carefully consider how the inclusion of different social groups within the coalition can help send the necessarily signals to potential supporters of an issue about the rightfulness of the coalition to speak up and about the value or importance of the issue. Specifically, coalitions should be strategic in their selection of partners in order to compensate for existing deficiencies in either of the two theorized factors that I propose influence coalition success—perceived legitimacy to voice and perceived organizational relevance. By doing so, coalitions can capitalize on diversity for its *perceptual* benefits, and thereby increase the odds of garnering support, endorsement, and resources from decision-makers and stakeholders.

Limitations and Future Directions

Strengths of this research include the use of quasi-experimental (Study 1) and fully randomized experimental (Study 2) studies, allowing for both an internally and externally valid test of the theory. However, some limitations should be noted. First, despite utilizing fairly immersive paradigms, both studies relied on scenario-based designs. Future research might examine the phenomenon using other possible methodologies, such as an archival study of issue support within organizations, to the extent that such data on gender equity issues are readily available. A qualitative assessment of the phenomenon as it unfolds in an organization may also provide richer insights that are perhaps not entirely captured by the scenario-based approaches used in the present research. Second, both studies assessed participants' stated support of the

issue as a dependent variable. It would be instructive to capture participants' behavioral support for the issue by way of giving participants real opportunities to raise or sell the issue to a higher-up, or to contribute real funds towards the issue.

Further, this research examined the same gender equity issue in both studies—a gender pay gap within the organization with the proposal to hold a negotiation training program for women. It would be useful within future studies to examine whether mixed-gender coalitions hold an advantage in advocacy across the spectrum of gender equity issues that are commonly observed within organizations. This is especially as different gender equity issues, and proposals to resolve them, may trigger perceptions to a greater or lesser degree about the coalition's legitimacy to speak up and the organizational relevance of the issue. For this reason, it would be helpful to assess the generalizability of the advantage that mixed-gender coalitions hold by examining different types of gender equity issues and proposals to resolve them.

In this dissertation, one such attempt was made via a study initiated on a large crowdfunding site in India that seeks to raise money for social issues, such as health, education, and various human rights concerns. The study was an online field experiment that manipulated the nature of the issue (control vs. gender equity) and the composition of the coalition advocating the issue (women-only vs. men-only vs. mixed-gender). The gender equity issue was about supporting the creation of lactation (breastfeeding) rooms for nursing mothers in India's organizations. The dependent variables included a behavioral measure of issue support, in which participants were asked to indicate how much (if any) of the monetary value of an Amazon gift card available to them they would like to donate to the cause. Unfortunately, I was not able to complete this study due to

very low response rates from email subscribers, which precluded my ability to collect sufficient data. However, as a reference, I have included the design of this terminated study in Appendix C.

Future research might explore other potentially fruitful avenues on the topic of voice and issue-selling by coalitions. For instance, this dissertation suggests that coalitions on gender equity issues that are dominated by women would relatively lack in the ability to convey organizational relevance, while coalitions dominated by men would lack a perceived legitimacy to voice the issues. This raises the question of what it means for a coalition to appear to be "dominated" by one social group versus another. That is, although from a theoretical standpoint a maximally gender-diverse coalition would entail a 50/50 percent representation of women and men, empirically, the exact breakdown of women and men that is required for a coalition to appear sufficiently "mixed" or "diverse" in the eyes of observers could vary. For instance, would a coalition comprising two social groups (e.g., women and men) begin to appear "diverse," and thus be able to effectively send the desired signals of influence to endorsers, when it has a 60/40 representation of the genders? How about a 70/30 split? Although I make a case in my research for greater gender *diversity* within a coalition advocating gender equity, rather than mere token inclusion of either men or women, future research might carefully unpack the point at which a minority social group is viewed as less of a token within the group and as being more equally represented.

Further, additional work might assess how coalition composition influences issue support through its effects on the self-perceived psychological standing or legitimacy to voice of potential *endorsers* of the issue. For instance, Ratner and Miller (2001)

demonstrated that men were just as willing as women to behaviorally act on their opposing stance on a gender-related issue when the issue was described under the banner of *Princeton Men and Women Opposed to Proposition 174*, versus simply *Princeton Opponents of Proposition 174*. That is, the explicit inclusion of the word "men" within the name of the issue licensed men to feel comfortable endorsing the issue and voicing their opinions on it. Thus, it is possible that potential endorsers of gender equity issues who are men might feel less uncertain about advocating women's cause when fellow men are part of the core coalition seeking support for the issue. Although in this research I do not find that participant gender influences results, it is theoretically possible that characteristics of potential endorsers (e.g., including, but not limited to, their gender) can impact their decision to support a gender equity issue. It may thus be useful for follow-up research to explore how such decision-maker characteristics interact with coalition composition to determine whether or not ideas are heard and accepted.

In similar vein, relevant features of the organizational context, such as the organization's diversity climate (e.g., Pugh, Dietz, Brief, & Wiley, 2008; Kossek & Zonia, 1993), might influence whether or not mixed-gender coalitions would be required to gain greater support for gender equity issues. For instance, where input is valued from all the diverse demographic groups comprising an organization, mixed-gender coalitions may be particularly effective as their viewpoints would be seen as adequately "representative" of the group as a whole. Additionally, in teams and organizations characterized by a high degree of psychological safety (Edmonson, 1999; Edmonson & Lei, 2014), male-only coalitions may not suffer lower perceived legitimacy advocate and

voice on gender equity issues to the same extent as in organizations where such psychological safety is lacking.

Finally, future studies should also investigate, more generally, the best approach in selling gender equity issues, whether or not it involves coalition-based selling. For instance, to the extent that individuals with high social status wield influence within organizations, would a mixed-gender coalition fare better or worse than a single, high-status woman (or a female-only coalition of high-status women) speaking up to advocate a gender equity issue? From a practical perspective, it would be useful to understand whether bottom-up, employee-driven advocacy on gender equity issues from women-only coalitions would even be necessary if there existed the available alternative of advocacy from high-status women from the upper echelons of the organization.

On whole, this dissertation highlights the unique advantage of mixed-gender coalitions in advocating gender equity issues, while sparking new questions about the different possible ways in which to successfully advance women's cause within organizations.

APPENDICES

Appendix A

Study 1: Manipulations and Measures

Participant's Real Work Information

1. To start, please enter the name of **your real work organization** (the place where you currently work / have a job):

_____

2. Next, please enter the **first names of any three female employees and any three male employees in your organization.** You may choose employees who either report to you directly or who are peers at the same level. Only if you do not have coworkers who fit into these two categories may you choose people who are at levels above you in the organizational hierarchy (e.g., a manager or company leader). Again, please be sure to enter coworkers' real first names.

Female Coworker 1: _____

Female Coworker 2: _____

Female Coworker 3: _____

Male Coworker 1: _____

Male Coworker 2: _____

Male Coworker 3: _____

Workplace Simulation

Note: If the issue described in the simulation doesn't exactly match a situation or the general conditions of your real workplace, please use your imagination to consider how you would feel and respond if such a situation did occur in your workplace.

Earlier today, [Employee 1] and [Employee 2] approached you to discuss an issue.

Specifically, [Employee 1] and [Employee 2] said that when analyzing salaries at [Organization Name] they discovered that female workers on average are being paid less than their male colleagues.

They said that overall, [Organization Name] has done a good job of eliminating explicit biases or discrimination against female employees. **Thus, one possible reason for this difference is that women simply don't negotiate their salaries to the same extent as men do, even though they are performing just as well.**

[Employee 1] and [Employee 2] pointed to a recent 2016 survey by Glassdoor.com, which found that "women are 11% less likely to negotiate their salaries when starting a job than men, and when they do, the outcomes are more favorable for men." They made a case that if the current salary inequity is not addressed, female workers will become increasingly dissatisfied in their jobs and consider leaving.

[Employee 1] and [Employee 2] have thus proposed that over the next two months, before salary adjustments are made for the coming year, the organization should implement a "stand up and speak up" training program that would help women at [Organization Name] develop the confidence and skills to negotiate better, and to generally have their contributions recognized at work. They said that such trainings have been very useful in reducing or eliminating the gender pay gap in organizations, and are shown to be highly motivational for women.

Of course, there is a tradeoff in this proposal, because your organization is also heading into an extremely busy period over the next two months. Implementing the training—which must, for legal reasons, be done during normal work hours—could take the women away from their work at a time when they are very much needed. And although the training is certainly possible to implement before year-end salary adjustments are made, going ahead with it would require fellow co-workers to pitch in to pick up the slack in support of the initiative. This could increase the risk of errors and missed deadlines if things don't go smoothly.

In short, there are both benefits and costs to implementing the "stand up and speak up" training program for women over the next couple of months.

[Employee 1] and [Employee 2] are aware of these tough tradeoffs and potential interruptions to the normal flow and routine of work. But they say that they have done their research and analyzed the issue very carefully, considering all the key factors involved. **Overall, they have concluded that immediate implementation of the training program is the best solution to addressing the gender pay gap issue** before the year-end salary adjustments are made, and that it should be leadership's biggest near-term priority.

Comprehension Check

This issue is about…

- Performance of new hires at your company
- Gender pay gap at your company
- Idea to develop a new line of business

Mediator 1: Perceived Legitimacy to Voice

Please consider the gender pay gap issue raised by [Employee 1] and [Employee 2]. To what extent do you agree or disagree with the following statements? (α = .83; 1 = *Strongly disagree*, 7 = *Strongly agree*)

- Together, [Employee 1] and [Employee 2] are the **right spokespeople** for the gender pay gap issue at [Organization Name]
- Together, **it is appropriate** for [Employee 1] and [Employee 2] to be speaking up about the gender pay gap issue at [Organization Name]
- Together, it is [Employee 1] and [Employee 2]'s **place to speak up** about the gender pay gap issue at [Organization Name]

Mediator 2: Perceived Organizational Relevance

Please consider the gender pay gap issue raised by [Employee 1] and [Employee 2]. To what extent do you agree or disagree with the following statements? (α = .88; 1 = *Strongly disagree*, 7 = *Strongly agree*)

- This is a **critical issue** for the organization at large
- This issue is **applicable to the organization** at large
- This issue is of **strategic relevance** to the organization at large
- This issue directly impacts **the ability of the organization to succeed**

Dependent Variable: Issue Support

Please indicate to what extent would you be likely to engage in the following behaviors regarding [Employee 1] and [Employee 2]'s proposal to implement a "Stand Up and Speak Up" training program for women at [Organization Name]? (α = .97; 1 = *Extremely unlikely*, 7 = *Extremely likely*)

- **Volunteer my time** to help with the training program
- **Help [Organization Name] develop specialized efforts** to create the training program
- **Personally put in effort** towards making the program a success
- **Request the attention of my colleagues** regarding the training program
- **Request resources from the organization** for the training program
- **Publicly endorse the importance of the training program** to my colleagues
- **Make a case to my colleagues** about the importance of the training program
- **Try to influence my colleagues** about the importance of the training program

Appendix B

Study 2: Manipulations and Measures

Workplace Simulation

Note: In total, 8 audio files were created: Four for the experimental condition, and four for the control condition. For both the experimental and control conditions, the audio files manipulated coalition gender composition in the following manner:

1. *Female-only coalition (Employee 1: Linda, Employee 2: Nicole)*
2. *Male-only coalition (Employee 1: Michael, Employee 2: Brandon)*
3. *Mixed-gender coalition (male and female speakers' lines counterbalanced as below)*
    a. *Employee 1: Linda, Employee 2: Michael*
    b. *Employee 1: Michael, Employee 2: Linda*

The following scripts are samples of the experimental and control conditions where the coalition was female-only. All scripts and audio files used in study can be found on Open Science Framework: https://osf.io/5kf3c/?view_only=7a26bead9be940e88c7f43eeb27b3f35

Experimental Condition: Gender Equity Issue

Linda: Hi, and thanks for taking the time to speak with us.

Nicole: Yes, we've just had this thing on our minds, so we appreciate your hearing us out.

Linda: So, Nicole and I were having lunch the other day with a bunch of other store employees, and the topic of compensation at SoleStyle came up.

And one of the things we discovered as we were going around the group was that it seems female employees are being paid less than the male employees.

And this is when we're all roughly in the same positions, doing the same jobs, and have similar amounts of work experience… and also, I think, are all generally pretty good at what we do.

Nicole: And so after the lunch, Linda and I were talking about it a bit more. And we found the whole thing really strange, because, at least from what we know, SoleStyle doesn't really engage in any kind of explicit salary discrimination.

Yet, somehow, it looks like men are earning about 4% more than women in similar roles, and also seem to be getting raises more frequently. And I think many of the men also have special deals going on that female employees don't—for instance, guaranteed bonuses for meeting certain targets.

As you can imagine, even if not intentional, this whole situation with the gender pay gap seems a bit off.

Linda: Yeah, and so Nicole and I were thinking about what might be going on. And we thought one of the reasons women are earning less might be because they just don't *negotiate* their

salaries like men do. I think there's research saying that women are around 10% less likely to negotiate when starting a job, right Nicole?

Nicole: Yes, that's right. And you know, that kind of thing can just compound over time. For instance, we're almost at the end of the year right now… and this usually when employees sit with their managers to discuss their performance reviews… and sometimes even ask for a raise. If women don't take those opportunities to negotiate, they could really be missing out.

Linda: Exactly. And so to help with the issue, Nicole and I were thinking that over the next three months, *before* any of those types of salary adjustments are made, SoleStyle should implement a two-day "Stand Up and Speak Up" negotiation training workshop just for female employees. The goal would be to teach them effective negotiation skills and generally help them build some confidence in highlighting their contributions. From what we know, these types of trainings can be really motivational.

Nicole: Yeah, I definitely think that negotiation is a skill you need to develop and learn, and for better or worse, women just aren't brought up in a way that makes them feel comfortable with it… they just don't feel, or act, like it's okay to push for more or to ask for your worth. They haven't been *empowered* to negotiate, and so they end up getting the short end of the stick. We think it's one reason why SoleStyle still has a gender pay gap.

Linda: I agree. So, if, as a Store Manager, you think it's a good idea, we could really use your support to get this off the ground. Because, you know, this can't just be for the female workers in our *own* store. For many reasons – legal, ethical – we'd have to roll it out across the whole company… for female employees in all the other stores as well.

Nicole: Yeah, and, from a practical standpoint this means a couple of things. First, of course, each store would need to commit some funds for the training. And second, we could really use your help pitching the idea to other Store Managers, and also, of course, to the Regional Managers.

Linda: Yeah, there's definitely some work involved, but we really believe this is an urgent issue. Overall, Nicole and I think SoleStyle should organize the negotiation training for female workers, and also, that it should be done *as soon as possible*—**over the next 3 months**—*before* the start of the new year. We really think that's the best solution for what we're seeing.

Control Condition: Newcomer Errors Issue

Linda: Hi, and thanks for taking the time to speak with us.

Nicole: Yes, we've just had this thing on our minds, so we appreciate your hearing us out.

Linda: So, Nicole and I were having lunch the other day with a bunch of other store employees, and the topic of the new employees at SoleStyle came up.

And one of the things we discovered as we were going around the group was that it seems many of the newer employees have been making a lot of errors and are finding it hard to work independently.

They just haven't been up to speed on basic tasks, even after, say, a full month on the job.

Nicole: And so after the lunch, Linda and I were talking about it a bit more. And we found the whole thing really worrying, because they were so many examples that people had brought up. For instance, new employees often can't complete simple transactions other than just, say, ring up a purchase for a customer. If they need to process a return, or check if an item's available at another store, they constantly need to ask their coworkers or even the floor manager for help.

As you can imagine, the whole situation can be really frustrating for customers waiting in line, and we worry it can turn them off from buying from us.

Linda: Yeah, and so Nicole and I were thinking about what might be going on. And we thought one of the reasons for the issue is that the current employee training isn't really user-friendly. For instance, the current training is computer-based, and so doesn't give a good sense of what the store environment is really like. It also covers concepts really quickly, right Nicole?

Nicole: Yes, that's right. And you know, falling back on the training can create issues that just keep compounding. For instance, if a new employee doesn't understand how a basic function of the checkout system works, they won't get any of the more complicated functions, because they all build on one another. So if they don't learn early on, they really suffer later.

Linda: Exactly. And so to help with the issue, Nicole and I were thinking that over the next three months, *before* we get into the new year and hire more employees, SoleStyle should implement a two-day customer service training workshop for all newcomers who have joined recently. The goal would be to teach them the material in an interesting, fun, and interactive way, so that they retain the information when they get back to real work.

Nicole: Yeah, I definitely think that customer service is a skill you need to learn, and for better or worse, new employees just aren't demonstrating that they get when they need to do… for instance, many of them just skim the readings within the training manual and think they'll simply learn all the details on the job. That's fine in theory, but it doesn't work so well when you have busy and impatient people waiting in line while a new employee tries to figure things out.

Linda: I agree. So, if, as a Store Manager, you think it's a good idea, we could really use your support to get this off the ground. Because, you know, this can't just be for the new workers in our *own* store. For many reasons – legal, ethical – we'd have to roll it out across the whole company… for new employees in all the other stores as well.

Nicole: Yeah, and, from a practical standpoint this means a couple of things. First, of course, each store would need to commit some funds for the training. And second, we could really use your help pitching the idea to other Store Managers, and also, of course, to the Regional Managers.

Linda: Yeah, there's definitely some work involved, but we really believe this is an urgent issue. Overall, Nicole and I think SoleStyle should organize the customer service training for new workers, and also, that it should be done *as soon as possible*—**over the next 3 months** — *before* the start of the new year. We really think that's the best solution for what we're seeing.

Attention Check

- To indicate that you are paying attention, please select "somewhat likely" for this statement

Mediator 1: Perceived Legitimacy to Voice

Considering [Employee 1] and [Employee 2] as a team, to what extent do you agree or disagree with the following statements? (α = .87; 1 = *Strongly disagree*, 7 = *Strongly agree*)

- As a team, [Employee 1] and [Employee 2] are the **right spokespeople** to suggest solutions to the gender equity issues [customer service issues] faced by women [new employees] at SoleStyle
- As a team, **it is appropriate** for [Employee 1] and [Employee 2] to be speaking up about gender equity issues [customer service issues] faced by women [new employees] at SoleStyle
- As a team, it is [Employee 1] and [Employee 2]'s **place to speak up** about gender equity issues [customer service issues] faced by women [new employees] at SoleStyle

Mediator 2: Perceived Organizational Relevance

As a reminder, [Employee 1] and [Employee 1] have raised their concerns about a gender pay gap issue at SoleStyle [work errors by new employees at SoleStyle]. To what extent do you agree or disagree with the following statements? (α = .85; 1 = *Not at all*, 7 = *To a very great extent*)

- This is a **critical issue** for SoleStyle
- This issue is **applicable to everyone** at SoleStyle
- This is an issue that is **relevant to all stakeholders** at SoleStyle
- This issue is of **strategic relevance** to SoleStyle at large
- This issue **directly impacts the ability of SoleStyle to succeed**

Dependent Variable: Issue Support (Budget Allocation)

As a Manager at SoleStyle, you have a **$50,000 discretionary budget** to spend on various issues and opportunities at the company.

Employee 1] and [Employee 2] have suggested implementing a negotiation training program for female employees [implementing a customer service training program for new employees] in order to help resolve the gender pay gap [errors by new employees] at the company.

Note that the full cost of holding the training across all retail locations would cost a lot of money, and funds for the initiative would be pooled from various sources at the company. However, in general, the more an individual Store Manager supports the training using his or her own discretionary budget, the greater the odds that the training will be executed properly and will be a success.

As a manager, you want to be sure you utilize funds wisely, using them to resolve issues that are not misguided and that are clearly strategically important for the company.

Using the slider below, please indicate how much of the $50,000 you would allocate to implementing a negotiation training program for female employees [implementing a customer service training program for new employees], as suggested by [Employee 1] and [Employee 2].

Amount of budget I would allocate (in $000s)
(slider from 0 - 50)

Appendix C

Terminated Study: Manipulations and Measures

Email Subject Line

Earn Rs. 200 Amazon eGift Card for a 5-minute survey!

Email Body

Dear [Name],

This is Priya and Kajal [Aditya and Suresh / Priya and Suresh] writing.

We are advocating a cause and conducting a short survey to understand how people view our campaigning efforts, so we can improve as needed.

You will be sent a Rs. 200 Amazon eGift Card as a thank you for participating!

**** Please Click the Link Below to Take the Survey ****

[insert survey link]

Your input is extremely valuable.

Thanks for taking the survey!

Sincerely,
Priya and Kajal [Aditya and Suresh / Priya and Suresh]

Breastfeeding Facilities Issue (Experimental Condition)

We, Priya and Kajal [Aditya and Suresh / Priya and Suresh], are trying to encourage corporate offices in India to develop proper breastfeeding facilities such as lactation rooms for nursing mothers.

[Insert picture of coalition members]

The World Health Organization (WHO) recommends that women should breastfeed infants till the age of two. This helps build the emotional bond between the mother and infant, and also provides the child with an ideal source of nutrition. However, many new mothers need to return to work while their child is still in the breastfeeding stage, and the hectic pace of work combined with lack of facilities makes it difficult for them.

These days, offices have designated spaces for smoking, but not for breastfeeding mothers. As a society, we shouldn't be forcing women to choose between breastfeeding and work!

Thus, together, the two of us, Priya and Kajal [Aditya and Suresh / Priya and Suresh], are **raising funds for Breastfeeding Promotion Network of India,** an NGO that provides and lobbies for better breastfeeding conditions for women in public places.

Public Schools Issue (Control Condition)

We, Priya and Kajal [Aditya and Suresh / Priya and Suresh], are trying to encourage ordinary citizens and corporations to help improve the dismal state of in India's public schools.

[Insert picture of coalition members]

For too long, public schools in India have been suffering from a lack of funds and poor-quality instruction. This is why the country continues to face issues educating its growing low-income population. Consider the fact that in Mumbai, up to 40% of children attend private schools because of public schools are such poor quality. Also, 57% of children in India do not complete primary school and almost 90% drop out before completing secondary school.

These days, India spends so much on defense, but neglects public schools. As a society, we should prioritize public schooling so low-income children have a shot at a better future!

Together, the two of us, Priya and Kajal [Aditya and Suresh / Priya and Suresh], are **raising funds for Balutsav,** an NGO that provides financial and structural support to public schools, to help them improve the quality of their premises and learning.

Survey

Please answer the following questions to help us understand and improve our campaign efforts. Note that there are no right or wrong answers. We would simply like to get a better sense of your thoughts and feelings.

Mediator 1: Perceived Legitimacy to Voice

Please answer the following questions.

(1 = *not at all*, 7 = *to a great extent*)

1. Do you think that we, Priya and Kajal [Aditya and Suresh / Priya and Suresh], are the **right spokespeople** for breastfeeding facility issues [public school issues] in India?

2. Do you think it is **appropriate** for us (Priya and Kajal [Aditya and Suresh / Priya and Suresh]) to be speaking up about breastfeeding facility issues [public school issues] in India?

3. Do you feel that it is our (Priya and Kajal's [Aditya and Suresh's / Priya and Suresh's]) **place to speak up** about breastfeeding facility [public school] issues in India?

Mediator 2: Perceived Issue Importance

What is your opinion of the breastfeeding facility [public schools] issues that we, Priya and Kajal [Aditya and Suresh / Priya and Suresh] are raising?

- This is a **critical issue** for India as a country
- This issue is **applicable to everyone** in India
- This is an issue that is **relevant to everyone** in India
- This issue is of **strategic relevance** to India as a country
- This issue directly impacts the **ability of the India to succeed** as a country

DV1: Support for Issue

To what extent are you in favor / not favor of doing something to address the issue raised by Priya and Kajal [Aditya and Suresh / Priya and Suresh]?

(1 = *Very Much Against*, 2 = *Somewhat Against*, 3 = *Neither Against nor In Favor*, 4 = *Somewhat in Favor*, 5 = *Very Much in Favor*)

DV2: Willingness to Act as a Champion

How willing would you be to team up with us, Priya and Kajal [Aditya and Suresh / Priya and Suresh, to act as a champion for breastfeeding facility [public schools] issues?

(1 = *Extremely Unwilling*, to 9 = *Extremely Willing*)

DV3 (behavioral measure): Cause Selection & Donation

As mentioned earlier, as a thank you for taking this survey we, Priya and Kajal [Aditya and Suresh / Priya and Suresh] we will send you a Rs. 200 Amazon eGift card.

Would you instead like to donate all, or some portion of this amount (you can decide the amount), to a social cause of your choice (we will provide some options)?

- No
- Yes

[If selected "yes"]

Please indicate the portion of the Rs. 200 and the cause to which you would like to donate. The remainder will be sent to you via an Amazon eGift card.

[Insert sliding scale up to Rs. 200]

- Improving [breastfeeding facilities / public schools] in India
- Another social cause (please select from dropdown menu below)

TABLES

Table 1

Study 1: Means, Standard Deviations, and Correlations[a]

Variables	*M*	*SD*	1	2	3	4	5	6
1. Female-only coalition[b]	0.34	0.47						
2. Male-only coalition[c]	0.34	0.47	-.51**					
3. Mixed-gender coalition[d]	0.32	0.47	-.50**	-.49**				
4. Legitimacy to voice	5.02	1.26	.05	-.13**	.08*	(.83)		
5. Organizational relevance	5.34	1.14	-.10**	.03	.07*	.57**	(.88)	
6. Issue support	5.28	1.43	-.06	.01	.05	.54**	.62**	(.97)

[a] N = 714; Standardized internal consistency reliability estimates (alphas) appear in parentheses along the diagonal.
[b] 1 = female-only coalition, 0 = all other coalition types
[c] 1 = male-only coalition, 0 = all other coalition types
[d] 1 = mixed-gender coalition, 0 = all other coalition types
*p < .05, **p < .01, †p < .10

Table 2

Study 1: Means by Experimental Condition[a]

Coalition Gender Composition	Mean	*SD*
M1: Legitimacy to Voice		
Female-only	5.11	1.24
Male-only	4.79	1.33
Mixed-gender	5.17	1.18
M2: Organizational Relevance		
Female-only	5.18	1.27
Male-only	5.39	1.09
Mixed-gender	5.46	1.04
DV: Issue Support		
Female-only	5.17	1.54
Male-only	5.30	1.38
Mixed-gender	5.38	1.37

[a]Female-only n = 243; Male-only n = 240; Mixed-gender n = 231

Table 3

Study 1: OLS Regression Analysis Results[a]

	M1: Legitimacy to Voice	M2: Organizational Relevance	DV: Issue Support	
Predictor variable	**Model 1**	**Model 1**	**Model 1**	**Model 2**
Intercept	5.11** (.08)	5.18** (.07)	5.17** (.09)	.54* (.21)
Male-only coalition[b]	-.32** (.11)	.20† (.10)	.13 (.13)	.12 (.10)
Mixed-gender coalition[b]	.06 (.12)	.28** (.10)	22† (.13)	.04 (.10)
Legitimacy to voice				.33** (.04)
Organizational relevance				.57** (.04)
R^2	.02*	.01*	.00	.44**
ΔR^2				.43**

[a] $N = 714$. Model reflects unstandardized regression coefficients with standard errors in parentheses.

[b] As the coalition gender composition variable had three categories, two dummy-coded variables were created for analysis such that the female-only coalition was treated as the baseline condition.

**$p < .01$, *$p < .05$, †$p < .10$

Table 4

Study 2: Means, Standard Deviations, and Correlations

Variables	*M*	*SD*	1	2	3	4	5	6
1. Issue type[b]	0.50	0.50						
2. Female-only coalition[c]	0.32	0.47	-.02					
3. Male-only coalition[d]	0.35	0.58	.02	-.50**				
4. Mixed-gender coalition[e]	0.33	0.47	-.01	-.48**	-.52**			
5. Legitimacy to voice	5.50	1.18	-.21**	.15**	-.18**	.03	(.87)	
6. Organizational relevance	5.00	1.33	-.37**	-.02	-.02	.04	.53**	(.85)
7. Issue support	19.57	12.85	-.06†	-.04	.04	.00	.26**	.36**

[a] N = 891; Standardized internal consistency reliability estimates (alphas) appear in parentheses along the diagonal.
[b] 0 = Control issue, 1 = Gender equity issue
[c] 1 = female-only coalition, 0 = all other coalition types
[d] 1 = male-only coalition, 0 = all other coalition types
[e] 1 = mixed-gender coalition, 0 = all other coalition types
*p < .05, **p < .01, †p < .10

Table 5

Study 2: Means by Experimental Condition

Coalition Gender Composition	Mean	*SD*
Gender Equity Condition		
M1: Legitimacy to Voice		
Female-only	5.58	1.20
Male-only	4.73	1.40
Mixed-gender	5.53	1.15
M2: Organizational Relevance		
Female-only	4.38	1.54
Male-only	4.42	1.40
Mixed-gender	4.74	1.39
DV: Issue Support		
Female-only	17.04	13.32
Male-only	19.67	13.55
Mixed-gender	19.48	14.02
Control Condition		
M1: Legitimacy to Voice		
Female-only	5.91	0.90
Male-only	5.74	1.03
Mixed-gender	5.59	0.93
M2: Organizational Relevance		
Female-only	5.51	0.98
Male-only	5.53	0.99
Mixed-gender	5.40	0.97
DV: Issue Support		
Female-only	20.44	11.83
Male-only	20.90	12.14
Mixed-gender	19.72	11.92

Experimental condition: Female-only n = 138; Male-only n = 161; Mixed-gender n = 147
Control condition: Female-only n = 144; Male-only n = 152; Mixed-gender n = 149

Table 6
Study 2: OLS Regression Analysis Results[a]

	M1: Legitimacy to Voice		M2: Organizational Relevance		DV: Issue Support		
Predictor variable	**Model 1**	**Model 2**	**Model 1**	**Model 2**	**Model 1**	**Model 2**	**Model 3**
Intercept	5.99** (.08)	5.91** (.09)	5.43** (.08)	5.51** (.10)	19.55** (.87)	20.44** (1.07)	-4.84† (2.48)
Gender equity issue[b]	-.48** (.08)	-.33* (.13)	-.97** (.08)	-1.13** (.15)	-1.59† (.86)	-3.40 (1.53)	.59 (1.47)
Male-only coalition[c]	-.52** (.09)	-.18** (.13)	.03 (.10)	.02 (.14)	1.54 (1.05)	.46 (1.49)	.64 (1.39)
Mixed-gender coalition[c]	-.19* (.09)	-.33* (.13)	.12 (.10)	-.11 (.14)	.84 (1.07)	-.72 (1.50)	.08 (1.40)
Interaction							
GE issue X male-only		-.68** (.18)		.02 (.20)		2.17 (2.11)	3.03 (1.98)
GE issue X mixed-gender		.27 (.19)		.47* (.21)		3.16 (2.14)	1.33 (1.99)
Legitimacy to voice							1.34** (.42)
Organizational relevance							3.14** (.38)
R^2	.08**	.11**	.13**	.14**	.01	.01	.15**
ΔR^2		.03**		.01*		.00	.14**

[a] $N = 714$. Model reflects unstandardized regression coefficients with standard errors in parentheses.

[b] 0 = Control issue, 1 = Gender equity issue

[c] As the coalition gender composition variable had three categories, two dummy-coded variables were created for analysis such that the female-only coalition was treated as the baseline condition.

**$p < .01$, *$p < .05$, †$p < .10$

FIGURES

Figure 1

Conceptual Model

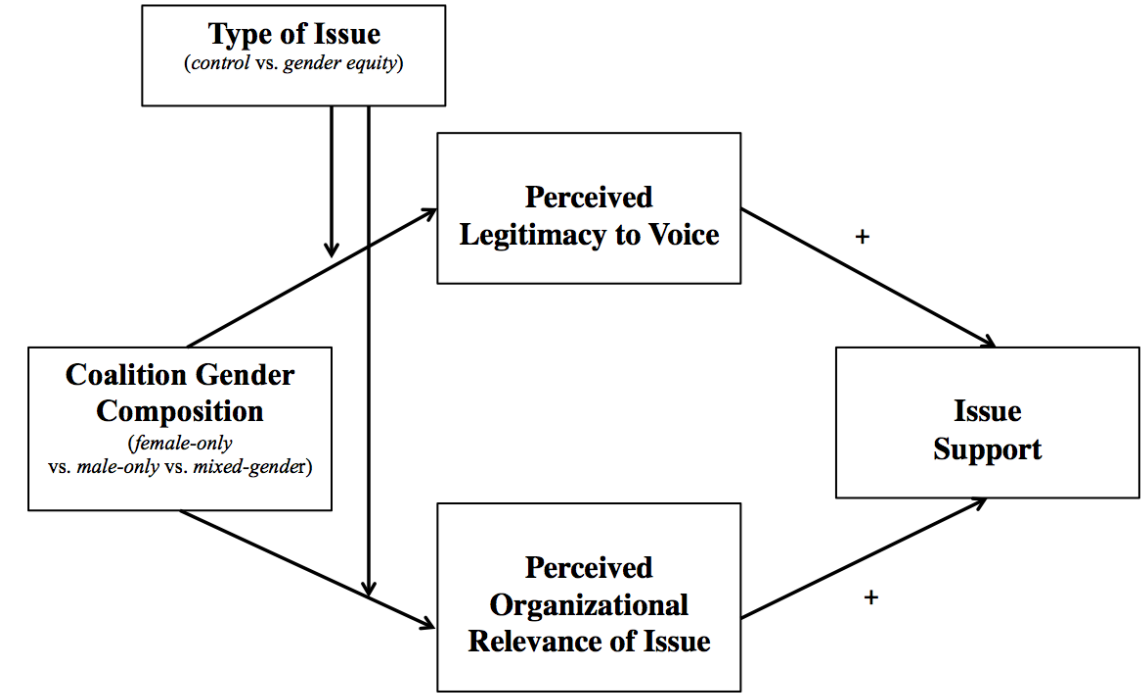
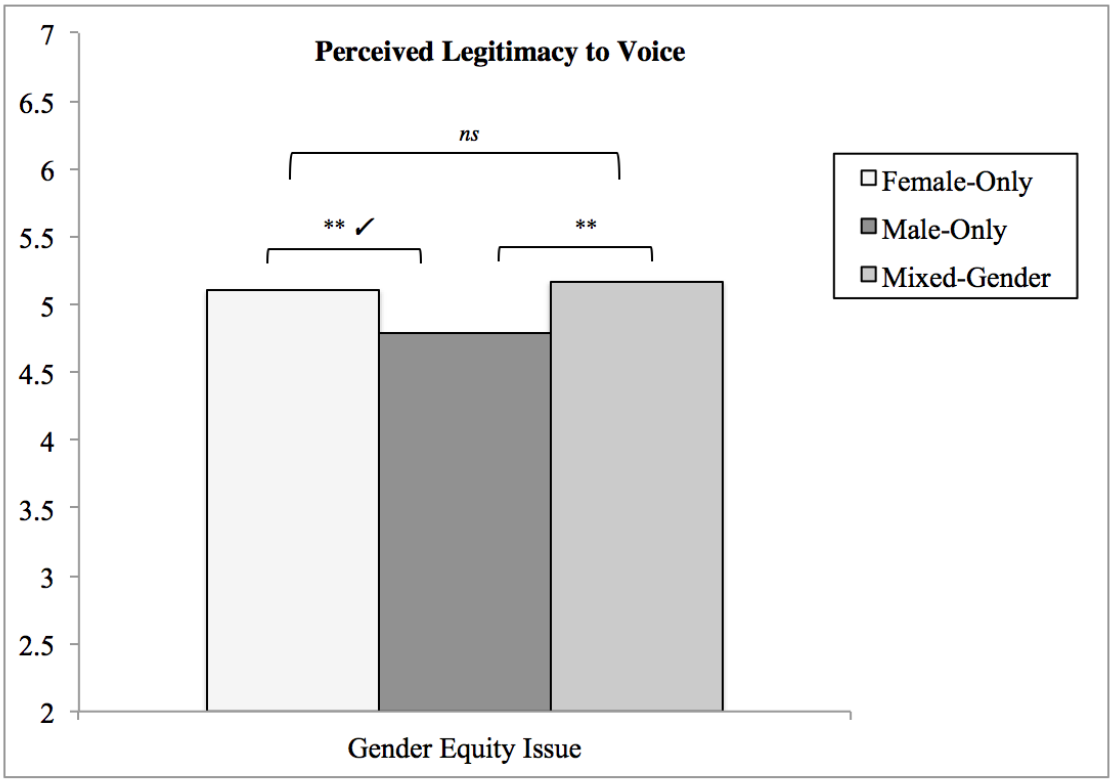


Figure 2

Study 1: Perceived Legitimacy to Voice (M1) Means by Experimental Condition



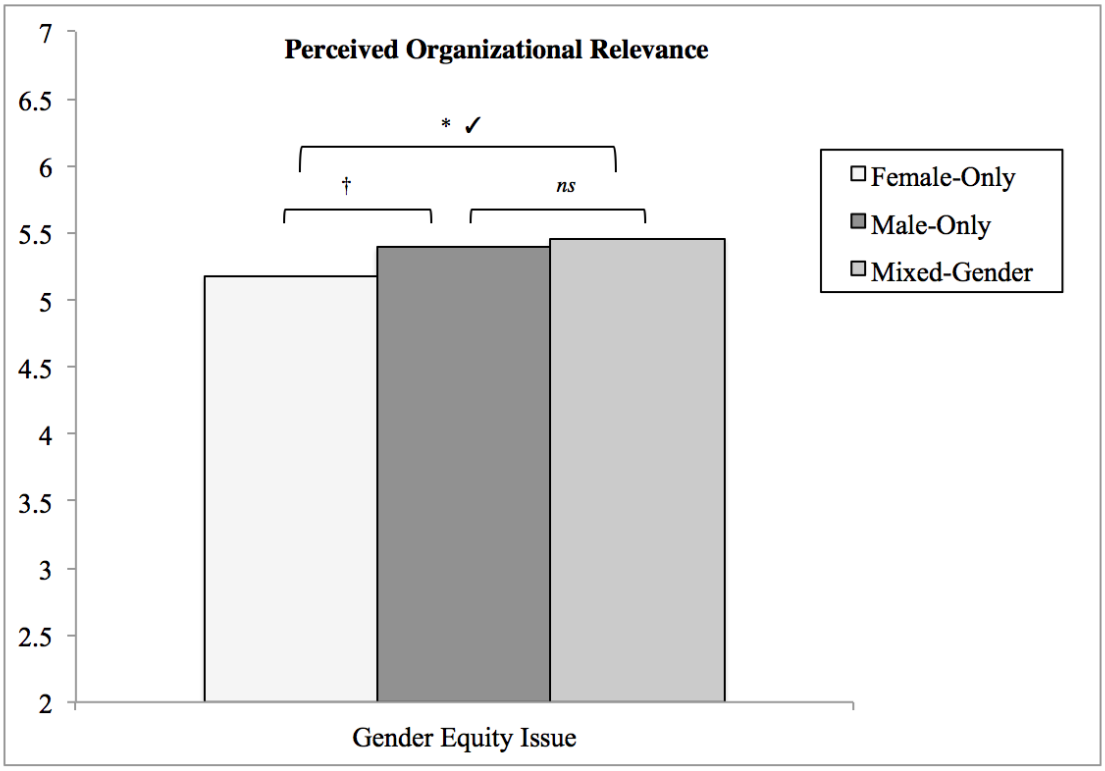
Female-only $n = 243$; Male-only $n = 240$, Mixed-gender $n = 231$

*$p < .05$, **$p < .01$, †$p < .10$, *ns* = non-significant

✓ prediction supported

Figure 3

Study 1: Organizational Relevance (M2) Means by Experimental Condition



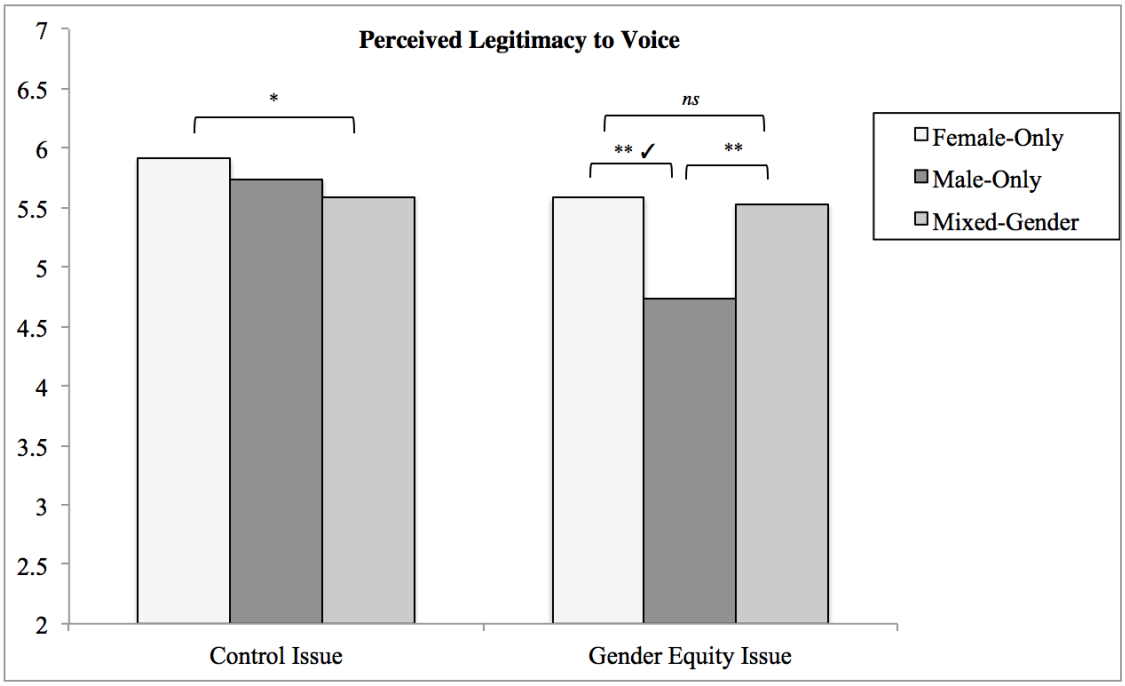
Female-only $n = 243$; Male-only $n = 240$, Mixed-gender $n = 231$

$*p < .05$, $**p < .01$, $\dagger p < .10$, *ns* = non-significant

✓ prediction supported

Figure 4

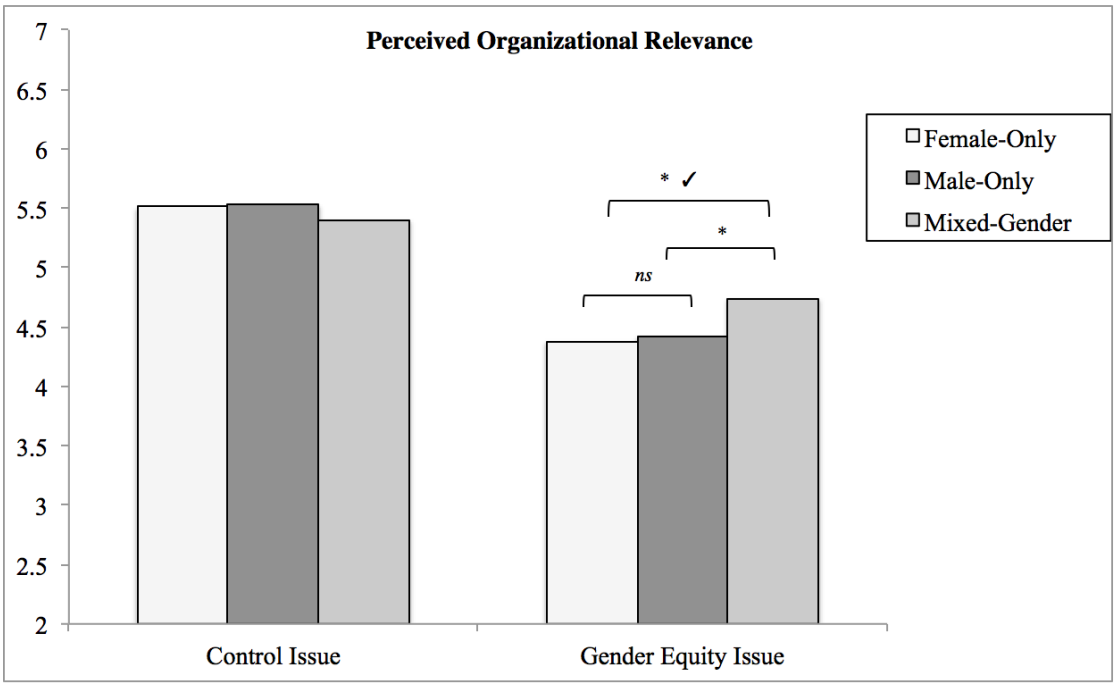
Study 2: Interaction on Perceived Legitimacy to Voice (M1)



Control condition: female-only $n = 144$; male-only $n = 152$; mixed-gender $n = 149$
Experimental condition: female-only $n = 138$; male-only $n = 161$; mixed-gender $n = 147$
$^{*}p < .05$, $^{**}p < .01$, $\dagger p < .10$, *ns* = non-significant
✓ prediction supported

Figure 5

Study 2: Interaction on Perceived Organizational Relevance (M2)



Control condition: female-only $n = 144$; male-only $n = 152$; mixed-gender $n = 149$
Experimental condition: female-only $n = 138$; male-only $n = 161$; mixed-gender $n = 147$
$*p < .05$, $**p < .01$, $\dagger p < .10$, *ns* = non-significant
✓ prediction supported

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