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## Beyond Representation: An Inclusion-Capability Architecture Linking Employee Voice, Psychological Safety, Managerial Accountability, and the Conversion of Diversity into Organizational Value

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### Abstract

Organizations increasingly pursue workforce diversity while facing a persistent conceptual problem: demographic representation does not itself explain whether differences become usable knowledge, credible participation, or organizational value. This conceptual article develops an inclusion-capability architecture connecting representation to employee voice, psychological safety, managerial accountability, and conditional value conversion. Rather than treating inclusion as a climate score, leadership style, or downstream outcome, the article proposes inclusion capability as a patterned organizational capacity to provide access to participation, enable expression, receive employee input, and respond in ways that preserve contribution and inclusion. The architecture integrates established but largely separate literatures on diversity processes, voice and silence, psychological safety, managerial practices, diversity communication, and equity-oriented critiques of the business case. It argues that voice activates diversity-related knowledge only when interpersonal conditions make speaking viable and organizational actors are answerable for receiving and responding to what is expressed. Value conversion is therefore contingent rather than automatic and may fail through symbolic inclusion, voice suppression, reception failure, response failure, or accountability gaps. The framework further separates instrumental organizational value from equity and belonging, preventing performance gains from being treated as sufficient evidence of inclusion. The contribution is theoretical rather than causal or validated: the architecture organizes relationships studied at different levels and in different contexts, identifies points requiring empirical testing, and provides a diagnostic language for locating inclusion breakdowns without assuming universal managerial effectiveness.

**Keywords:** Workplace inclusion, Employee voice, Psychological safety, Managerial accountability, Diversity climate, Organizational capability

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### Introduction

Workforce diversity is best treated as an organizational input whose consequences depend on processes through which differences are encountered, interpreted, and used. Reviews of the field show that demographic heterogeneity can be associated with different social and performance consequences depending on context, task, and intervening processes [1]. Representation therefore creates potential resources and tensions; it does not by itself specify whether employees can contribute knowledge, challenge prevailing assumptions, or influence collective action.

Diversity-climate research reinforces this contingency. Meta-analytic evidence identifies meaningful but heterogeneous associations between diversity climate and employee and organizational outcomes, with variation across constructs and settings [2]. Climate can matter without constituting an invariant route from diversity to performance. The analytically



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important question is therefore how organizational conditions transform demographic presence into participation that can be heard, evaluated, and acted upon.

Recent mapping of diversity and inclusion scholarship also identifies thematic concentration alongside persistent blind spots and fragmentation [3]. This article addresses that fragmentation through a proposed inclusion-capability architecture. It does not claim a newly discovered causal mechanism. Instead, it connects four conversion requirements—access, expression, reception, and response—to employee voice, psychological safety, and managerial accountability. The architecture asks when representation becomes usable organizational capability, where conversion breaks down, and why organizational value cannot substitute for inclusion or equity.

### *Representation is not inclusion*

Representation concerns who is present; inclusion concerns whether those present can belong and contribute without suppressing consequential difference. Instrumental diversity rhetoric can reduce belonging among underrepresented group members even while an organization communicates support for diversity [4]. Inclusion is therefore not the psychological residue of demographic presence. A prominent formulation instead connects inclusion with belongingness and being valued for uniqueness [5], making participation meaningful only when acceptance does not require withholding distinctive contribution.

Leadership can shape such experiences, but inclusive leadership is not equivalent to an organization-level inclusion capability. A systematic review documents substantial variation in how inclusive leadership is defined, measured, and related to outcomes [6]. Organizational messaging is similarly contingent: diversity rhetoric can generate different responses depending on how rationales are framed [7]. Stated commitment should therefore be treated as a signal whose inclusion relevance depends on enactment.

This distinction exposes symbolic forms of inclusion. Organizations may exhibit apparently favorable diversity climates while underlying signals and practices remain misaligned, a possibility theorized as a specious diversity climate [8]. Diversity initiatives can likewise generate unintended consequences through mechanisms diverging from their formal objectives [9]. More recent analysis argues that some initiative logics may reproduce rather than mitigate bias and inequality [10]. Representation, policy adoption, and favorable rhetoric consequently provide evidence about composition or intent, but none is sufficient evidence that inclusion is operating.

### *Theoretical foundations of inclusion as an organizational capability*

The term *capability* is useful only if it disciplines rather than enlarges the construct. Capability scholarship distinguishes patterned organizational capacities from their antecedents, manifestations, and outcomes and cautions against definitions that absorb everything associated with effectiveness [11]. Inclusion capability is accordingly proposed here not as an empirically established dynamic capability, but as an organizing construct: a repeatable capacity to make participation accessible, expression viable, input receivable, and response answerable across recurring work situations.

A multilevel process model of diversity-practice effectiveness provides an important foundation because it separates formal practices from implementation processes, employee experiences, and outcomes across organizational levels [12]. The proposed architecture extends that process logic by specifying conversion gates rather than assuming that formal diversity arrangements transfer directly into employee contribution. It leaves room for alternative mechanisms and for breakdown at any handoff.

Measurement boundaries are equally important. Reviews of diversity- and inclusion-climate measures identify overlapping but non-identical construct content, referents, and levels of analysis [13]. A climate measure may therefore capture part of an inclusion environment without measuring the proposed capability as a whole.

**Table 1** distinguishes the conversion function of each focal element and clarifies why none is sufficient in isolation.

**Table 1.** Distinct conversion functions and dependencies in an inclusion-capability system

| Construct             | Organizational problem solved       | What it enables              | What it cannot accomplish alone | Key dependency       | Failure signal                          | Expected value consequence    |
|-----------------------|-------------------------------------|------------------------------|---------------------------------|----------------------|-----------------------------------------|-------------------------------|
| <b>Representation</b> | Missing heterogeneity               | Difference enters the system | Participation or influence      | Inclusion conditions | Diverse presence, unequal participation | Value remains latent          |
| <b>Inclusion</b>      | Belonging without erased difference | Legitimate contribution      | Speaking or follow-through      | Voice and enactment  | Belonging without influence             | Contribution becomes possible |

| Employee voice            | Withheld work-relevant input | Ideas, concerns, challenge | Safety or uptake                | Safety and reception     | Channels without consequential speaking | Information remains unused    |
|---------------------------|------------------------------|----------------------------|---------------------------------|--------------------------|-----------------------------------------|-------------------------------|
| Psychological safety      | Interpersonal speaking risk  | Viable candid expression   | Attention or action             | Reception and response   | Speaking without consequence            | Expression stalls             |
| Managerial accountability | Unanswerable discretion      | Traceable follow-through   | Inclusion without earlier gates | Access, voice, reception | Input disappears after disclosure       | Conversion becomes governable |

**Note:** Dependency and value-conversion language represents the article's proposed synthesis; the table does not imply a validated causal sequence

### *Diversity inputs and the problem of unequal conversion*

If diversity is an input rather than an outcome, similar compositional differences can generate different consequences because organizational conditions alter how those differences are interpreted and mobilized. Public-sector evidence indicates that ethical leadership can condition relationships involving diversity, collective commitment, and perceived discrimination [14]. The defensible inference is not that a particular leadership style universally converts diversity into value, but that diversity-related consequences are organizationally contingent.

Level of analysis further complicates conversion. In law-enforcement units, unit-level diversity climate has been linked cross-level to individual organizational identification [15]. Such evidence demonstrates that collective conditions and individual responses can be connected while cautioning against collapsing them into a single construct. Unit climate is not an individual attitude, and identification is not itself an organizational performance outcome.

A more direct conversion example appears in research on gender-diverse top-management teams in Chinese high-technology small and medium-sized enterprises. Psychological safety formed part of a bounded pathway connecting team gender diversity with ambidextrous strategic orientation under specified conditions [16]. This does not establish psychological safety as a universal mediator of diversity effects. It demonstrates why conversion should instead be theorized as conditional: diversity-related resources become consequential through social and organizational processes whose availability varies across teams, organizations, sectors, and time.

### *Employee voice as an inclusion-activation mechanism*

Employee voice is the discretionary expression of work-related ideas, concerns, suggestions, or challenges directed toward improving organizational functioning [17]. This distinguishes actual expression from the mere existence of a formal participation channel. In the proposed architecture, access is therefore insufficient until employees can convert opportunity into consequential expression.

Voice should not simply be inferred from the absence of silence. Empirical research distinguishes voice and silence and identifies different relationships with perceived impact, psychological safety, and burnout [18]. Suppressed contribution may therefore persist even when some speaking occurs. Voice activation can also be unequally enabled because employees learn whether speaking is viable. Leader modeling can shape voice self-efficacy, with gender congruity affecting that process in the settings examined [19]. Contextual voice efficacy similarly emphasizes judgments about whether speaking can work in a particular environment [20].

Those judgments are temporally sensitive. Crisis conditions may alter the risks and usefulness of speaking, while HR practices and HR-system strength can shape the context of voice during disruption [21]. At the organizational level, longitudinal public-sector evidence associates voice opportunity with stronger performance particularly under competing demands [22]. This supports a contingent value-conversion claim rather than a universal performance effect.

Voice also has a managerial demand side. Managers may avoid seeking employee input because of personal control motives and limited long-term orientation [23]. Inclusion therefore cannot be reduced to employees' willingness to speak: an organization can create access and still fail at reception.

### *Psychological safety as a relational enabling condition*

Psychological safety concerns whether interpersonal risk taking is perceived as viable in a relevant social setting. Contemporary synthesis connects it with speaking, learning, performance, leadership, and diversity-related processes while emphasizing that its referent and level—individual perception, team property, or another aggregation—must be specified [24]. Within the proposed architecture, psychological safety is therefore a relational enabling condition for expression, not inclusion itself.

Meta-analytic evidence places psychological safety within a broad nomological network of antecedents and outcomes [25]. That breadth supports its importance but not its sufficiency. Employees may feel able to speak while managers ignore,

appropriate, postpone, or defensively reject what they hear. A safe interpersonal environment consequently solves only one part of the conversion problem.

Relational context also matters to how safety is produced. Research on supervisor–subordinate proactive-personality congruence identifies psychological safety as a mediator in a specific pathway to employee voice [26]. The present argument does not generalize that particular congruence mechanism. It uses the finding to support a narrower distinction: safety can connect relational arrangements with expression and is therefore analytically different from individual courage, formal opportunity, and organizational response.

### *Managerial accountability as an organizational control mechanism*

Once expression occurs, inclusion depends on what organizational actors do with it. Public-administration evidence associates workplace voice, centralization, and teamwork with diversity climate, indicating that managerial structures and practices matter for how diversity is experienced [27]. These associations do not establish that decentralization or teamwork causes inclusion. They do show why inclusion cannot be located solely inside employee attitudes.

Credibility also matters. Research on diversity communication links communication with organizational identification and employee voice through modeled processes involving perceived organizational authenticity [28]. Because this evidence does not establish a universal causal pathway, authenticity is used more cautiously here: diversity commitments acquire inclusion relevance when organizational practice gives employees reason to regard them as credible.

Managerial accountability is therefore proposed as a control mechanism over the reception–response boundary. Accountability makes the fate of employee input answerable: who received it, whether it was considered, what decision followed, and whether action, escalation, explanation, or justified non-action occurred. It does not require agreement with every contribution. It requires enough visibility around organizational discretion that employee voice is not routinely converted back into silence after speaking.

### *The inclusion-capability architecture*

The proposed architecture combines established local relationships without claiming that their integration has been validated as one system. Capability logic requires separation of antecedents, processes, and outcomes [11]. Multilevel diversity-practice theory requires attention to implementation and cross-level translation [12]. Voice research establishes expression as distinct from opportunity [17], psychological-safety research identifies interpersonal conditions that can make expression viable [24], and managerial-practice evidence locates part of inclusion in organizational arrangements rather than employee disposition alone [27].

The architecture therefore treats inclusion capability as a recurring conversion system with four gates. Access concerns credible entry to consequential participation. Expression concerns whether potentially valuable difference becomes voice rather than withheld contribution. Reception concerns whether organizational actors solicit, attend to, and consider what is expressed. Response concerns whether the organization acts, escalates, explains, or deliberately declines action while remaining answerable. These gates are proposed analytical distinctions and may operate recursively rather than as a strictly linear sequence.

Organizational value is not the architecture's only criterion. Equity-oriented theorizing cautions against making the business case the sole logic through which diversity and inclusion are evaluated [29]. Accordingly, successful conversion cannot be inferred merely because an organization extracts useful ideas from diverse employees. Belonging, valued difference, power, and equitable participation remain non-substitutable boundaries.

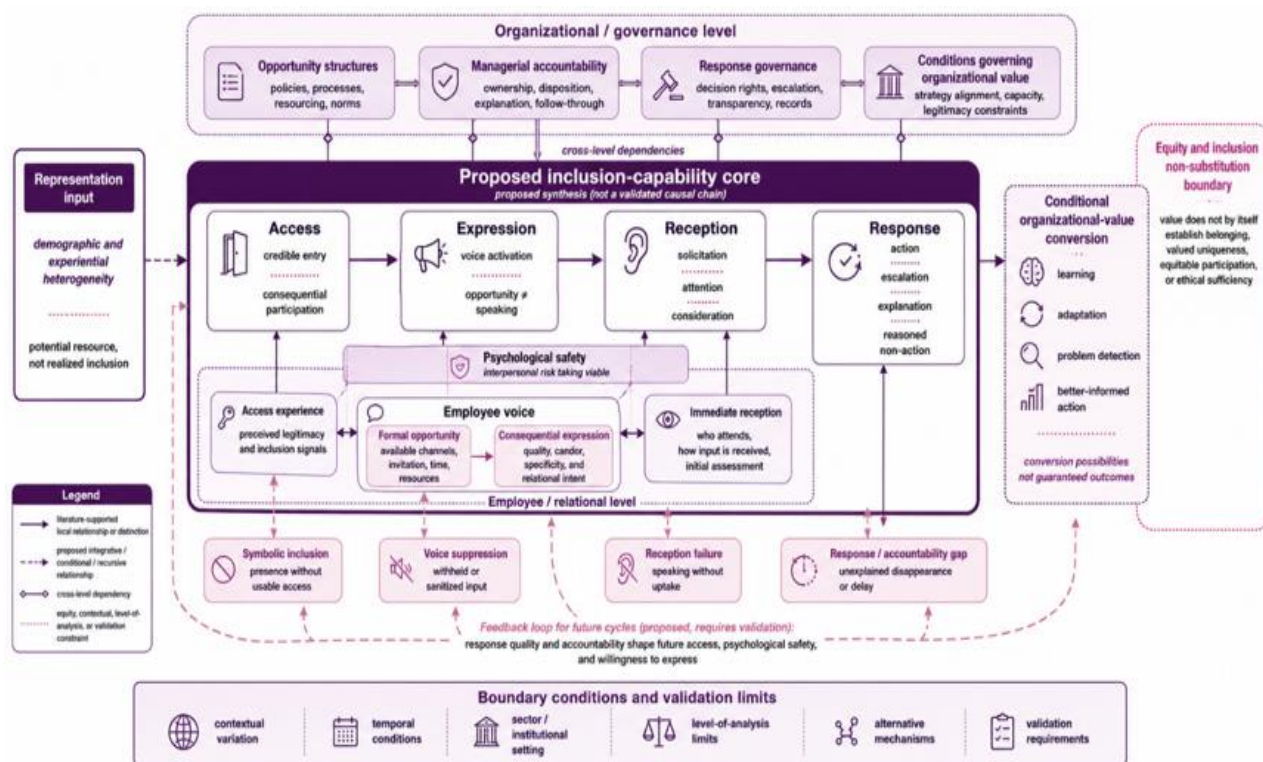
**Table 2** outlines the proposed handoff at each activation gate and identifies the distinct breakdown that could prevent further progression.

**Table 2.** Activation gates governing whether inclusion capability progresses or stalls

| Gate              | Employee-side condition                    | Organizational requirement        | Enabler                 | Required handoff                   | Breakdown signature                    | Corrective mechanism               |
|-------------------|--------------------------------------------|-----------------------------------|-------------------------|------------------------------------|----------------------------------------|------------------------------------|
| <b>Access</b>     | Entry to consequential forums              | Credible opportunity design       | Procedural reach        | Opportunity → expression           | Presence without access                | Redesign channels                  |
| <b>Expression</b> | Work-relevant difference voiced            | Protection from avoidable penalty | Safety and efficacy     | Voice → consideration              | Silence or sanitized voice             | Reduce risk; strengthen protection |
| <b>Reception</b>  | Input heard and considered                 | Solicitation and fair attention   | Managerial openness     | Consideration → decision           | Speaking without uptake                | Assign ownership                   |
| <b>Response</b>   | Action, escalation, or reasoned non-action | Answerable follow-through         | Governance and feedback | Consequence → future participation | Disappearance or unexplained rejection | Track and explain disposition      |

**Note:** The four-gate sequence and recovery logic are proposed. Existing evidence supports component relationships and distinctions, not the complete sequence as a validated organizational mechanism.

**Figure 1** consolidates the mature architecture by showing why representation functions as inclusion capability only when voice is activated, psychological safety enables expression, and managerial accountability governs reception and response.



**Figure 1.** Voice, psychological safety, and managerial accountability condition whether representation becomes inclusion capability

### Capability formation: access, expression, reception, and response

Capability formation begins when employees can enter consequential arenas rather than merely be represented within the workforce. Access and expression are analytically distinct because a formal opportunity does not ensure discretionary voice, while confidence to speak can itself develop through social learning and leadership cues [17]. Evidence on voice self-efficacy further shows that speaking capacity may be unevenly distributed across employees and relationships [19]. Access therefore concerns usable opportunity; expression concerns whether potentially relevant knowledge, dissent, or concern is actually articulated.

Reception begins only after expression. Managers differ in whether they solicit employee input, partly because seeking voice can threaten personal control or conflict with short-term orientations [23]. The architecture therefore proposes reception as a separate gate comprising solicitation, attention, and fair consideration. Response follows reception and concerns what the organization does with considered input. Managerial practices are associated with diversity climate [27], and credible enactment matters to how diversity communication is interpreted [28]. Response is consequently proposed to include action, escalation, explanation, or justified non-action. These stages are not a validated scale or necessarily linear sequence; repeated responses may reshape later access, safety, and willingness to speak.

### When diversity is converted into organizational value

The architecture treats organizational value as conditional use of diverse contribution rather than an inherent property of diversity. Longitudinal public-sector evidence indicates that voice opportunities are especially relevant to organizational performance under competing demands [22]. This supports the narrower proposition that the usefulness of participation depends partly on problem conditions: heterogeneous information may matter more when organizations confront conflicting objectives, ambiguity, or adaptation demands, but the study does not establish that voice universally improves performance. Team-level evidence similarly cautions against universal conversion claims. In Chinese high-technology SMEs, psychological safety formed part of a bounded pathway connecting top-management-team gender diversity with ambidextrous strategic orientation, with resource slack conditioning the relationship [16]. The architecture generalizes only the need to specify mediators and moderators, not that this particular pathway holds elsewhere.

Value conversion should also be judged against a non-substitution rule. Equity-oriented theorizing challenges an exclusively instrumental business case for diversity and inclusion [29]. An organization may obtain ideas, detection benefits, or adaptive capacity while still distributing influence unequally. Organizational usefulness is therefore one possible consequence of functioning inclusion capability, not evidence that belonging, valued difference, power, or equitable participation have been secured.

### *Failure pathways: symbolic inclusion, voice suppression, and accountability gaps*

Inclusion capability can fail through resistance before or during implementation. Recent synthesis identifies overt and covert resistance to diversity, equity, and inclusion initiatives and emphasizes that resistance can operate through multiple organizational and interpersonal forms [30]. The architecture therefore treats resistance as a failure channel to be diagnosed rather than assuming that formal adoption yields compliance or enactment. Its source, target, and organizational meaning remain contextual.

Apparently pro-diversity organizational signals can coexist with adverse inclusion effects through instrumental rhetoric, specious diversity climates, or initiative logics that reproduce inequality [4, 8, 10]. This shared possibility is labeled here symbolic inclusion: organizational representation or signaling is visible while one or more conversion gates remain weak. Voice suppression occurs when access exists but employees withhold, sanitize, or strategically narrow contribution. Reception failure occurs when speaking is possible but input is not seriously considered. Response failure occurs when considered input produces neither action nor reasoned disposition. An accountability gap is broader: responsibility for these failures is diffuse or untraceable, allowing repeated breakdown without corrective ownership.

**Table 3** converts these failure states into a diagnostic that separates where the chain breaks from who can reasonably be held answerable for repair.

**Table 3.** Locating exclusion failures and their distinct repair obligations

| Failure state             | Break point             | Visible organizational signature            | Actor/group exposed         | Loss mechanism                 | Accountability owner | Corrective response                | Correction boundary                 |
|---------------------------|-------------------------|---------------------------------------------|-----------------------------|--------------------------------|----------------------|------------------------------------|-------------------------------------|
| <b>Symbolic inclusion</b> | Representation → access | Commitment visible; influence inaccessible  | Marginalized contributors   | Signal–practice decoupling     | Senior/HR governance | Audit consequential access         | Messaging alone is insufficient     |
| <b>Voice suppression</b>  | Access → expression     | Channels exist; input withheld or sanitized | Potential speakers          | Interpersonal or efficacy risk | Line managers/HR     | Reduce avoidable speaking risk     | Authentic voice cannot be compelled |
| <b>Reception failure</b>  | Expression → reception  | Speaking without serious consideration      | Employees who speak         | Attention/solicitation deficit | Receiving manager    | Assign consideration ownership     | Hearing does not require agreement  |
| <b>Response failure</b>   | Reception → response    | Considered input disappears or stalls       | Speakers and affected teams | Follow-through deficit         | Decision owner       | Track disposition; explain outcome | Action may be legitimately declined |
| <b>Accountability gap</b> | Across gates            | Recurrent failure lacks identifiable owner  | Multiple employee groups    | Diffuse responsibility         | Governance system    | Clarify escalation and review      | Formal ownership requires enactment |

**Note:** Failure-state labels, gate locations, accountability assignments, and repair logic are the article's proposed diagnostic synthesis; they are not validated intervention prescriptions.

### *Cross-level and contextual boundary conditions*

The architecture deliberately connects constructs studied at different levels, but connection does not establish level equivalence. The evidence base spans organization-to-individual, unit-to-individual, and TMT-to-firm processes, so level equivalence cannot be assumed [12, 15, 16]. Psychological safety perceived by an individual, team psychological safety, unit diversity climate, managerial behavior, and organizational governance require separate referents and aggregation justifications. Cross-level transitions in the architecture are therefore hypotheses to be tested, not licensed inferences from adjacent evidence.

Context may also change whether a gate opens, closes, or matters. Crisis conditions can alter employee voice dynamics and the role of HR-system strength [21]. Public-sector evidence similarly shows that leadership can condition diversity-related relationships within a particular institutional setting [14]. Sector, hierarchy, employment arrangements, occupational norms, legal environments, and resource constraints may therefore change both the risks of expression and the feasibility of response. Time adds a further boundary. A responsive episode may increase later willingness to speak, whereas repeated non-response may alter efficacy or silence, but the feedback paths in **Figure 1** remain proposed. Longitudinal, event-based, and multilevel

designs are needed before recursive capability formation can be distinguished from stable climate perceptions, selection effects, or unmeasured organizational quality.

### *Theoretical contributions to diversity and inclusion research*

The first contribution is a conversion argument. Diversity scholarship already establishes that demographic difference has context-dependent consequences [1]; voice research already establishes that expression and silence are distinct organizational behaviors [17]; and psychological-safety scholarship already establishes interpersonal risk as consequential for speaking and learning [24]. The novelty claimed here is therefore not that diversity, voice, or safety matter. It is the proposed ordering of access, expression, reception, and response as analytically separable gates whose dependencies expose where inclusion loses organizational consequence.

Second, the architecture relocates managerial accountability from a background leadership quality to a control problem at the reception–response interface. This makes inclusion diagnosable even when employee-side conditions appear favorable: an organization can have psychological safety and voice yet still fail if input is not considered or disposition is unanswerable.

Third, the model adds a non-substitution boundary. Equity-oriented theory cautions against reducing diversity and inclusion to instrumental organizational value [29]. The architecture accordingly separates value conversion from equity, belonging, and power. This distinction makes the framework falsifiable in two directions: organizations may generate value without sufficient inclusion, or strengthen inclusion without immediate measurable performance gains.

### *Implications for managers and hr systems*

The architecture supports diagnosis before intervention. Diversity training has heterogeneous goals and outcomes, and multidisciplinary review cautions that proxy outcomes can substitute for the more difficult organizational changes programs seek to influence [31]. Training should therefore not be treated as a universal repair for representation, silence, poor reception, or accountability failure. The appropriate intervention depends on the location of the bottleneck.

Managers and HR systems can instead ask four sequential diagnostic questions: Who has credible access? Who expresses consequential difference? Who receives and considers that input? Who owns the response? Managerial reluctance to seek voice shows why providing channels does not answer the third question [23], while evidence linking managerial practices with diversity climate reinforces the relevance of organizational arrangements [27]. These implications remain design hypotheses rather than validated best practices. Collective representation, legal protections, workload, hierarchy, and local institutions may require mechanisms beyond line-management action. The managerial task is not to maximize speaking indiscriminately, but to make participation consequential, traceable, and compatible with legitimate organizational constraints.

### *Future research directions*

The first priority is construct validation. Existing inclusion- and diversity-climate measures capture different dimensions and referents [13]; inclusion capability should therefore not be operationalized by relabeling a single climate scale. Research should test whether access, expression, reception, and response are empirically distinguishable while examining convergent and discriminant relations with climate, voice, psychological safety, and leadership constructs.

Second, temporal and cross-level sequencing requires direct tests. Multilevel diversity-process theory demonstrates why levels must be specified [12], while longitudinal voice-opportunity research shows that organization-level outcomes can be studied over time [22]. Future studies could compare competing sequences and feedback models without presuming that the proposed ordering is correct.

Third, voice and silence should remain separately measured [18], and psychological-safety referents should be explicit [24]. Cross-lagged, intensive longitudinal, experimental, or multilevel designs could test whether safety precedes expression, follows prior responsiveness, or operates reciprocally.

Finally, intervention research should distinguish proximal changes from distal system outcomes. Diversity-training scholarship demonstrates the limitations of relying on proxy outcomes [31]. Evaluations of accountability, response tracking, or voice-system redesign should therefore pre-specify behavioral, relational, and organizational outcomes, implementation fidelity, and sufficiently long follow-up to detect decay, adaptation, or unintended effects.

### *Limitations*

This architecture integrates literatures that remain fragmented and contain documented blind spots [3]. Some connections therefore bridge research streams that have rarely been tested jointly. The four-gate structure may improve conceptual discrimination while still omitting collective voice institutions, labor relations, intersectional dynamics, occupational power, legal regimes, or forms of exclusion that do not pass through employee voice.

The supporting evidence also varies substantially in design, context, and level. Diversity-climate findings are heterogeneous [2], and even longitudinal evidence linking voice opportunities with organizational performance remains observational and

context-specific [22]. The complete architecture should consequently not be read as a validated causal system, prediction model, or implementation protocol.

Inclusion, inclusive leadership, and inclusion/diversity climate measures overlap but are not interchangeable constructs or operationalizations [5, 6, 13]. Future operationalization will require multiple measures and explicit aggregation rules. Finally, accountability is deliberately specified more strongly here than the existing literature directly validates; its proposed functions at reception and response remain theoretical claims requiring comparison with alternative governance mechanisms and possible unintended consequences.

## Conclusion

Representation is a necessary demographic condition for many diversity goals, but it does not explain whether difference becomes influential participation. This article proposes inclusion capability as an organizational capacity organized around access, expression, reception, and response, with employee voice activating contribution, psychological safety enabling interpersonal risk taking, and managerial accountability governing whether input receives consequential follow-through. The architecture makes conversion failures visible and treats organizational value as contingent rather than automatic.

Its principal boundary is equally important: useful contribution does not substitute for belonging, valued difference, equitable influence, or attention to power. Nor does the framework establish a universal causal mechanism. Its constructs span levels, contexts, and temporal processes that require discriminant measurement and direct empirical testing. The proposed architecture is therefore best understood as a theory-building device: it specifies where representation may become inclusion capability, where that conversion may fail, and what future evidence would be needed to confirm, revise, or reject its relationships.

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