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Call for Papers

Managing the invisible: The challenges of religious expression in the workplace**Guest Editors**

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1. Purpose and objectives

Religious expression in the workplace has emerged in recent years as a key management issue (Gaillard et al., 2022; Héliot et al., 2020; Honoré et al., 2019; Syed et al., 2017; Weaver & Agle, 2002). Demands and managerial challenges have become more frequent and intense in many countries in the world (Bader et al., 2013; Cash & Gray, 2000; Gebert et al., 2014; King, 2009). Human resources departments have addressed this issue through constructing and implementing guidelines and tools for managers (Cintas et al., 2013; Gaillard, 2022). These tools provide a normative framework for regulating religious practices in companies (Galindo & Oiry, 2022). But human resources management still neglects religious identity as part of diversity management in theory and in practice (Héliot et al., 2020; Tracey, 2012) and considers it only in terms of the struggles against discrimination or a source of tensions and conflicts (Gebert et al., 2014; King et al., 2009).

Some studies have explored the economic, sociological, organizational and individual factors that explain why companies take this sensitive subject into consideration (Cash & Gray, 2000; Hicks, 2002). The sensitivity of this topic is also the subject of research interest in studying the intimate and the invisible facets of religion in the workplace (Clair et al., 2005) or work–faith reconciliation (Lynn et al., 2011). In order to understand how employees seek spaces of conciliation between their beliefs and their work (Williams, 2010), other research has studied the postures of employees (Cui et al., 2015), companies (Galindo & Zannad, 2015) or managers (Cintas et al., 2020) facing various questions in different national, organizational and individual contexts. Risks related to the visibility of religious identity have also been studied. At the same time, research in psychology has emphasized the positive consequences of religious expression at work: involvement and satisfaction (Benefiel et al., 2014; Day & Schoenrade, 1997), well-being and commitment (Hambler, 2016), positive individual behaviours, and better performance at work due to this source of enrichment (Hicks, 2003).

Facing this ambivalence about the visibility of religion, this management focus section seeks to explore these questions and to better understand organizational, managerial and individual postures according to national contexts and work situations.

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2. Topics of interest, including but not limited to

We invite submissions from multi-disciplinary practitioners and researchers interested in the practical, theoretical and ethical implications of the management of religious diversity. We hope to gather articles based on empirical approaches (Gundolf & Filser, 2013) that study not only individual dynamics, for example, disclosure in the context of work (Ahmad et al., 2021; Charoensap-Kelly et al., 2020), but also collective, for example, shared claims of believers belonging to religious minorities, or more institutional approaches to the phenomenon (Gümüşay et al., 2020). The quest for theorizing on this topic leads us to expect articles that consider integrative theories or see religious diversity either as a resource to optimize or a constraint to manage (Volia et al., 2022). Finally, religious diversity requires consideration of the variety of contexts in which the diversity of religious beliefs can be studied, or how these beliefs may influence ways people view other aspects of diversity (e.g. gender equality; Koburtay et al., 2020).

The following are possible questions that contributors might address:

- Why is this subject still labelled as a sensitive one?
- Are there cases where the sensitivity is higher? What kind of cases are not considered as sensitive?
- What are the challenges of managing religious diversity in under-researched organizational contexts?
- What are the challenges of managing religious diversity in under-researched national contexts?
- Why is this topic not considered as a classic management issue in companies and by academics? How is it really specific?
- Should we think about the management of religious diversity inside or outside the companies?
- What is the role of religious expression in the workplace?
- What are the processes and dynamics of making religious beliefs visible or invisible in the work context?
- What are the roles of the different stakeholders in managing this issue? More specifically, for example, what is the role of the religious referent of the staff? What is the role of the family and friends in the employee/employer relationship?
- Is religious diversity management synonymous with the management of paradoxes?
- Why do ‘new’ religious demands constantly emerge in companies?
- Is diversity management an opportunity or a risk for companies? A resource or a constraint?
- Why can't legal and business rules address all the issues associated with religion in the workplace?
- How do more emerging faiths pose specific issues for organizations and HRM?

- How can religious diversity management contribute to inclusion in the workplace?
- Is religious diversity management a separate topic from CSR?

3. How to submit your paper

All submissions will be subject to the *European Management Journal's* usual double-blind peer-review process, should respect the journal's general publication guidelines (see website) and be submitted electronically to <https://www.editorialmanager.com/eumj/Default.aspx> between **1st and 29th April 2024**. Publication is **planned for 2025**.

To ensure that all submissions are correctly identified for consideration for this Management Focus section, it is important that the corresponding author selects '**Religious Expression in the Workplace**' as the paper type. Please direct any pre-submission questions or queries to Géraldine Galindo (ggalindo@escp.eu).

The *European Management Journal (EMJ)* is a flagship scholarly journal, publishing internationally leading research across all areas of management. EMJ articles challenge the status quo through critically informed empirical and theoretical investigations and present the latest thinking and innovative research on major management topics, while still being accessible and interesting to non-specialists.

EMJ articles are characterized by their intellectual curiosity and diverse methodological approaches, which lead to contributions that impact profoundly on management theory and practice. We welcome interdisciplinary research that synthesizes distinct research traditions to shed new light on contemporary challenges in the broad domain of European business and management. Cross-cultural investigations addressing the challenges for European management scholarship and practice in dealing with global issues and contexts are strongly encouraged.

4. Brief CVs of Guest Editors

Géraldine Galindo is Full Professor at ESCP Business School, France. Previously, she was Associate Professor at Paris Saclay University, France. She is a member of the French Association of HRM (AGRH). Her research explores under-studied topics in human resources management: innovative HR, HR for start-ups or personal branding. Since 2009, she has been studying the phenomenon of religion in companies in the French context. She first studied why this subject has become an unavoidable topic for management and has identified the postures of companies on this emerging subject. More recently, she has analysed the processes of implementation of dedicated management tools in companies. She has already presented her work at the AOM conference and in many academic and professional European conferences. Her research output has been published in academic journals (*European Management Journal*, *Management International*, *Revue de Gestion des Ressources Humaines*, *Revue Française de Gestion*, among others) and in different academic books. She also co-edited a collective book, with H. Gaillard and Lionel Honoré, on this topic and has led two think tanks on religion at work that brought together many practitioners.

Caroline Cintas is Senior Lecturer in Human Resources Management and Organizational Behavior and Deputy Director at IAE School of Management, University of Rouen Normandy, France. Her research focuses on social ties in organizations. She has worked on psychological violence, especially in psychiatric hospitals, and health at work. She developed a research project on the ethics of care and has published several articles and books on diversity management and religion/spirituality in the workplace.

Hugo Gaillard is Assistant Professor in Human Resources Management and Governance at Le Mans University, France. He has a PhD in management sciences and researched the contribution of organizational justice theories to the regulation of religious expression at work. As a member of the ARGUMans Laboratory, his research focuses on religious expression at work, responsible and shared governance, and sustainable

careers in the fields of organizational behaviour, human resources management and governance. He has published a number of research articles in French and international journals such as *Revue Française de Gestion*, *Employee Relations*, *RIPCO* and *Recherches en Sciences de Gestion*. He is also the author of several books or book chapters, a method of disseminating knowledge to which he is particularly attached. Hugo Gaillard is also a member of the French Association of HRM (AGRH) board and board of directors, with responsibility for the association's digital impact. He is also a member of the faculty of the Business Science Institute and was designated by the French Ministry as a member of the French National Council of Universities (CNU). In 2019, he founded the Université Populaire d'Allonnes, an association that works for the dissemination of scientific culture through popular education techniques.

Lionel Honoré is a Senior Professor of Human Resources Management at the University of Western Brittany, France. He conducts research on issues of individual and collective behaviour at work. He is particularly interested in religious behaviour in the workplace. He manages the Observatory of Religious Fact at Work (OFRE), which focuses on this phenomenon, specifically in the French context. Since 2013, this observatory has produced an annual or bi-annual report on the situation regarding religious expression in the work context in France. Lionel Honoré has published several research articles, books and chapters on this subject and regularly intervenes in the media to analyse it. He is also a member of the French Association for Human Resources Management.

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