

Religious identity in the workplace: A systematic review, research agenda, and practical implications

YingFei Héliot, Ilka H. Gleibs, Adrian Coyle, Denise M. Rousseau, and Céline Rojon



UNIVERSITY OF SURREY



**SURREY
BUSINESS
SCHOOL**

UNIVERSITY OF SURREY

- › We conducted a systematic review of relevant literature to address how religious and occupational identities relate to each other in the workplace. We identified 53 relevant publications for analysis and synthesis.
- › Studies addressed value differences associated with religion and occupation, identity tensions, unmet expectations, and the connection of religious identity to well-being and work outcomes.
- › Key variables in the connection between religious and occupational identities included personal preferences, the fit between religious identity and job-related concerns, and the organization's policies, practices, and expectations.
- › We highlight the personal and organizational consequences of being able to express religious identity at work and the conditions that promote high congruence between religious identity and its expression in the workplace.
- › From these findings, we develop a research agenda and offer recommendations for management practice that focus on support for expression of religious identity at work while maintaining a broader climate of inclusion.

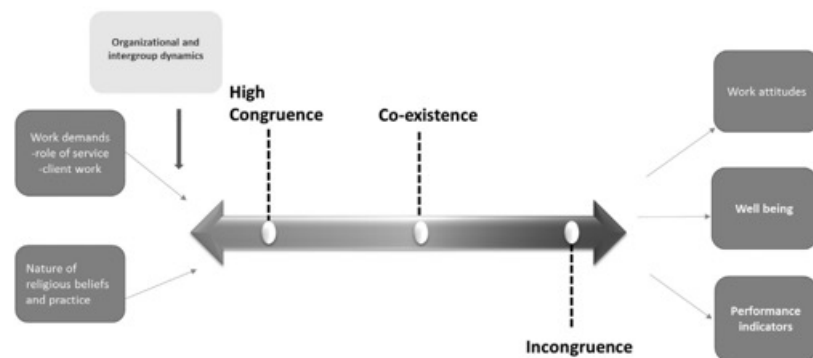


Figure 1. *The pathway between religious identity and its consequences*

IMPLICATIONS FOR PRACTICE

Religious identity is an inherent facet of workforce diversity, one that organizations and managers should be prepared to address. Our review finds fairly strong evidence that religious identity tends to be a net benefit to an organization and its members. Despite considerable media attention to the faultlines and conflicts associated with religious identity in the workplace, the body of research we reviewed highlights the sustained effects of religious identity on positive individual contributions such as citizenship behavior, ethical conduct, and quality service to an organization's clients and customers.



UNIVERSITY OF SURREY



UNIVERSITY OF SURREY