

Journal of Management, Spirituality & Religion (JMSR) Special Issue Proposal

The Impact of Religious Fasting on Organizational Functioning

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1. Background and rationale for the Special Issue

Scholars have increasingly focused on the role of religion in organizations (Alpaslan & Mitroff, 2024; Chung et al., 2023; Day, 2005; Stolz & Usunier, 2019; Tackney et al., 2017). The literature, however, “does not offer a clear picture of the effects of religious beliefs on individual values, attitudes, or behavior in organizations” (Tracey, 2012, p. 112), and there is still a significant theoretical gap in linking religiosity, spirituality, and the workplace (Obergon et al., 2022).

The dynamic nature of religious diversity in the contemporary workplace demands careful monitoring and understanding. Within this heterogeneous terrain, religious traditions and practices become especially important, impacting not just the lives of individual workers who observe them but also the lives of other employees, affecting the broader organizational culture and dynamics.

This special issue explores the complex influence of the religious and spiritual practice of fasting on organizational performance. Religious fasting may be defined as voluntarily abstaining from food and water for religious or spiritual purposes. Such abstinence might be partial or full, long or short in duration (Akram, 2016). Fasting is practiced by believers of many religions, such as Christianity, Islam, Buddhism, and Hinduism, among others. Fasting poses significant complexities for both workers and the companies that employ them. It also intersects with daily work and professional obligations, necessitating careful approaches to accommodation, inclusion, and considerate leadership.

Understanding the implications of religious fasting in the workplace is critical for creating cultures in which workers of all faiths feel appreciated, respected, and capable of fully contributing to

business objectives. On the other hand, there are limits to accommodation, as there might be genuine concerns about the negative impact of fasting on productivity and individual performance in a highly competitive business world.

The literature on the effects of fasting is limited and scattered, spanning various fields such as political science (e.g., Aksoy & Gambetta, 2022), finance (e.g., Demiroglu, et al., 2021), education (e.g., Hornung, Schwerdt & Strazzeri, 2023), psychology (e.g., Spanaki et al., 2021), economics (e.g., Campante & Yanagizawa-Drott, 2013), medicine (e.g., Gholampoor, Hossien Sharif, & Mellor, 2023), and health and safety (e.g., Riccò, Garbarino, & Bragazzi, 2019).

This special issue invites scholars to examine the rich tapestry of religious fasting, from various religious traditions, and its impact on organizational functioning, providing insights into how organizations can navigate the complexities of religious diversity while creating environments that are inclusive, supportive, and conducive to the flourishing of all employees, regardless of religious affiliation. This special issue aims to advance knowledge and dialogue on the intersection of fasting as a religious and spiritual practice and organizational life by conducting rigorous empirical research, theoretical analyses, and practical case studies, ultimately contributing to workplaces that embrace and celebrate religious diversity.

2. Topics of Interest

We invite submissions that investigate the multidimensional link between fasting and workplace outcomes. Topics of interest include, but are not limited to:

1. What is the impact of fasting on important work outcomes at the individual, group, or organizational levels? For example, what are the effects on work satisfaction, organizational commitment, well-being, stress, emotional resilience and team dynamics during and after fasting periods?
2. In what ways can fasting help people find spiritual fulfillment and a sense of identity in the workplace? How does this spiritual satisfaction overlap with workers' experiences and relationships in the workplace?
3. Are there any dark, often unaddressed, aspects of fasting in the workplace? To what extent do organizations find themselves able to balance between the need for diverse and inclusive environments versus having productive workplaces?
4. How do the above relationships differ across professions? How do organizational dynamics in sectors which require an intense degree of physical work compare to those that do not have such physical demands?
5. What are the dynamics within diverse organizations with multiple religious affiliations and levels of religiosity, and how might fasting impact work relationships in such multi-faith communities?
6. To what extent do organizational policies that accommodate fasting contribute to various outcomes of interest, including organizational commitment and intentions to quit?
7. How can insights from research on fasting inform organizational policies and interventions? What are the implications for organizational decision makers?

8. What are the various strategies that employees utilize to integrate their religious beliefs and practices into their work lives without disrupting organizational functioning or processes?
9. How do diverse cultural norms and practices influence the expression and interpretation of religiosity among employees who observe and do not observe fasting?

The above topics may be studied using various research designs, such as cross-sectional, pre-post, or experimental designs. We encourage submissions using both qualitative and quantitative methodologies, including contributions that involve developing new measurement tools or scales.

3. Why it would be of interest to the MSR community and the readership of the Journal

Studying the effects of fasting as a religious and spiritual practice aligns well with the core of JMSR scholarly mission, which is to explore how spirituality and religion affect organizational dynamics. Accordingly, studies on fasting should be of significant interest to the journal's readership.

4. References

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5. Submission Guidelines

Manuscripts should be original contributions and should not be under consideration for publication elsewhere. Submissions should adhere to the formatting and style guidelines of the *Journal of Management, Spirituality and Religion (JMSR)*. Manuscripts will undergo a rigorous peer review process to ensure the quality and relevance of the research.

Submitting a Manuscript

- Authors need to submit their manuscripts (in Word format) to the online ScholarOne submission system at <https://mc.manuscriptcentral.com/rmsr>
- Please upload a title page with the contact details of all authors. Please also make sure that you answer all the manuscript- and author-related questions in the system.
- Authors should prepare their manuscripts so they are not able to be identified. Authors should avoid specific references to themselves or to their own work in the manuscript and should anonymize the author designation encoded in Word files and ensure that all ‘Track Changes’ are removed from the manuscript.

6. Manuscript Preparation Guidelines

- Submissions should generally not exceed 10,000 words (including references), although in special cases longer versions may be accepted.
- Manuscripts should be accompanied by an abstract of 150 words (maximum); along with three mandatory keywords from the JMSR ScholarOne keyword list, and three keywords of the author’s choice.

Formatting

- Within the manuscript, text should be formatted as double-spaced in 12-point Times New Roman font. Tables may be single-spaced and in smaller fonts, if necessary, for formatting. Use footnotes sparingly.
- Organize the manuscript by using primary, secondary, and tertiary headings, rather than numbered headings.
- Add each table or figure on separate pages at the end of the manuscript after the references, rather than inserting these directly in the text. Include a reference in the manuscript (i.e., Insert Table 1 about here) in the appropriate place. There is a maximum of six tables/figures to include with your manuscript, so please prioritize what is important.
- US or UK spelling can be used, but please be consistent within the manuscript.
- References in the manuscript should follow the latest APA guidelines; see here for more details on the APA referencing style, as well as an APA style guide (with examples).
- Please also include the DOIs of references.

7. The use of generative AI in manuscripts

- When using generative artificial intelligence (AI) and AI-assisted technologies in the writing process, authors should only use these technologies to improve readability and language.
- Authors need to carefully review and edit as authors are ultimately responsible and accountable for the contents of the work. These AI technologies cannot be attributed in authorship.

Disclosure instructions

- The use of generative AI and AI-assisted technologies in the writing process must be disclosed by adding a statement at the end of the manuscript before the References list. The statement should be placed in a new section entitled ‘Declaration of Generative AI and AI-assisted technologies in the writing process’.
- Statement: The author(s) used [NAME TOOL / SERVICE] in order to [REASON]. The author(s) reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.
- This declaration does not apply to the use of basic tools for checking grammar, spelling, references etc. If there is nothing to disclose, there is no need to add a statement. Nor does it refer to AI tools used to analyze and draw insights from data as part of the research process.

8. Submission Deadline

Activity	Date
Full papers received by SI's associate editor	30 th of September 2025
Review papers through ScholarOne	30 th of November 2025
Revised papers submitted for final review	30 th of January 2026
Final Decision	30 th of February 2026

9. Special Edition Guest Editors

Ahmed Amin is a Professor of Management at the German University in Cairo, Egypt. He received his PhD from the University of Mississippi in 1996. His research interests include life values and organization theory. He published articles in *Organizational Analysis*, *Personality and Individual Differences*, and the *International Journal of selection and Assessment*.

Menatallah Darrag is an Assistant Professor of Organizational Behaviour in the German University in Cairo, Egypt. Her main areas of interest in research are OB, CSR and general management and sustainability areas. She published in journals such as *Social Responsibility*, *Evidence-based HRM*, *Journal of Change Management*, *Business and Society* and others.

Yusuf Sidani is Dean of the Suliman S. Olayan School of Business, American University of Beirut and Professor of Leadership and Business Ethics. His research appeared in leading journals such as *Leadership Quarterly*, *Business Ethics Quarterly*, the *Journal of Business Ethics*, and *Journal of World Business*. He is the author of *Business Ethics in the Middle East* and *Responsible Management in Theory and Practice in Muslim Societies*.