Chapter Objectives

After completing this chapter, readers should have a greater understanding of religion as an aspect of diversity in organizations. Specifically, readers should

- understand the history of religious diversity in the United States.

- be able to discuss legislation related to religious diversity and selected EEOC cases involving religious discrimination.

- understand relationships between religious organizations and gender diversity among organizational leaders.
Chapter Objectives (cont’d)

After completing this chapter, readers should have a greater understanding of religion as an aspect of diversity in organizations. Specifically, readers should

- discuss ways in which employers can accommodate religious practices of employees and applicants.

- examine ways employers may deal with conflicts among employees’ different religious beliefs.
History of Religious Diversity in the United States

- Protestant beliefs predominate basic U.S. civil and social structures.
  - *Baptists, Methodists, Lutherans, and Presbyterians*
- European Roman Catholic and Jewish immigrants fleeing persecution became targets of discrimination and persecution in the U.S.
### TABLE 10.1  
**Religious Groups in the United States (Age 18 and Older)**

<table>
<thead>
<tr>
<th>Christian Groups</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic</td>
<td>24.5%</td>
<td></td>
</tr>
<tr>
<td>Baptist</td>
<td>16.3%</td>
<td></td>
</tr>
<tr>
<td>Christian (no denomination specified)</td>
<td>6.8%</td>
<td></td>
</tr>
<tr>
<td>Methodist/Wesleyan</td>
<td>6.8%</td>
<td></td>
</tr>
<tr>
<td>Lutheran</td>
<td>4.6%</td>
<td></td>
</tr>
<tr>
<td>Other &gt;1%* + Other = or &gt;0.3%† + Other &lt;0.3%‡</td>
<td>17.5%</td>
<td></td>
</tr>
<tr>
<td>Total Christian</td>
<td>76.5%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Religious Groups</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Jewish</td>
<td>1.3%</td>
<td></td>
</tr>
<tr>
<td>Muslim/Islam</td>
<td>0.5%</td>
<td></td>
</tr>
<tr>
<td>Buddhist</td>
<td>0.5%</td>
<td></td>
</tr>
<tr>
<td>Other &lt;0.5 and &gt;0.3%§</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>Total other religions</td>
<td>3.7%</td>
<td></td>
</tr>
</tbody>
</table>

*Other >1%: Presbyterian, Pentecostal/Charismatic, Protestant, Nondenominational, Episcopal/Anglican, Mormon/Latter-Day Saints, Churches of Christ.
†Other = or >0.3%: Jehovah’s Witness, Seventh-Day Adventist, Assemblies of God, Church of God, Holiness/Holy, Congregational/United Church of Christ, Church of the Nazarene.
‡Others <0.3%: Disciples of Christ, Church of the Brethren, Mennonite, Orthodox (Eastern), Quaker, Reformed/Dutch Reform, and many others.
§Other <0.5 and >0.3%: Hindu, Unitarian, Universalist, Other (examples): Pagan, Wiccan, Spiritualist, Native American, Baha’i, New Age, Sikh, Scientologist, Taoist, Deity, Druid, Eckankar, Santaria, Rastafarian.
¶Smaller representation groups include Humanist, Secular, and others.

Source: Adapted from teaching about religion with a view to diversity,  
http://www.teachingaboutreligion.org/Demographics/map_demographics.htm, accessed 03/01/05.
**Table 10.1 (cont’d) Religious Groups in the United States (Age 18 and Older)**

<table>
<thead>
<tr>
<th>No Religion Groups</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agnostic</td>
<td>0.5%</td>
</tr>
<tr>
<td>Atheist</td>
<td>0.4%</td>
</tr>
<tr>
<td>Those who stated “no religion”</td>
<td>13.2%</td>
</tr>
<tr>
<td>Total no religion specified†</td>
<td>14.1%</td>
</tr>
</tbody>
</table>

*Other >1%: Presbyterian, Pentecostal/Charismatic, Protestant, Nondenominational, Episcopal/Anglican, Mormon/Latter-Day Saints, Churches of Christ.
†Other = or >0.3%: Jehovah’s Witness, Seventh-Day Adventist, Assemblies of God, Church of God, Holiness/Holy, Congregational/United Church of Christ, Church of the Nazarene.
‡Others <0.3%: Disciples of Christ, Church of the Brethren, Mennonite, Orthodox (Eastern), Quaker, Reformed/Dutch Reform, and many others.
§Other <0.5 and >0.3%: Hindu, Unitarian, Universalist, Other (examples): Pagan, Wiccan, Spiritualist, Native American, Baha’i, New Age, Sikh, Scientologist, Taoist, Deity, Druid, Eckankar, Santaria, Rastafarian.
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Source: Adapted from teaching about religion with a view to diversity, [http://www.teachingaboutreligion.org/Demographics/map_demographics.htm](http://www.teachingaboutreligion.org/Demographics/map_demographics.htm), accessed 03/01/05.
Race, Ethnicity, and Religion

• Most to least likely to regard themselves as religious or very religious.
  - Blacks (81%)
  - Whites (77%)
  - Hispanics (75%)
  - Asians (62%)

• Most to least likely to view themselves as secular or somewhat secular
  - Asians (30%)
  - Whites (17%)
  - Hispanics (16%)
  - Blacks (11%)
Race, Ethnicity, and Religion (cont’d)

• Elements of Religious Identity
  - Religious belief
  - Ethnic affiliation
  - Cultural heritage

• Invisible stigmas
  - Invisible attributes, characteristics, or experiences that convey an identity that is devalued in some social setting.
Legislation

• **Title VII of the Civil Rights Act of 1964**

  Prohibits employers of 15 people or more from discrimination against employees or applicants in hiring, firing, and other terms and conditions of employment because of their religious beliefs or practices.

  - Covered employers should make reasonable accommodations without undue hardship to allow employees to observe their normal religious practices.

  - A person cannot be forced to participate in or prohibited from participating in a religious activity as a condition of employment.
**Table 10.2 EEOC Settlements for Religious and National Origin Discrimination 1999–2004 in Millions of Dollars**

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religion monetary settlements</td>
<td>3.1</td>
<td>5.5</td>
<td>14.1</td>
<td>4.3</td>
<td>6.6</td>
<td>6.0</td>
</tr>
<tr>
<td>National origin monetary settlements</td>
<td>19.7</td>
<td>15.7</td>
<td>48.1</td>
<td>21.0</td>
<td>21.3</td>
<td>22.3</td>
</tr>
</tbody>
</table>

Selected Cases under Title VII

- **EEOC v. Pilot Travel Centers LLC**
  - Refusal to accommodate physical appearance

- **EEOC v. DWW Partner’s LLP d/b/a Right Honda**
  - Hostile working environment

- **EEOC v. Sykes Enterprises, Inc.**
  - Refusal to provide a reasonable accommodation

- **EEOC v. Poggenpohl, U.S., Inc.**
  - Hostile work environment

- **EEOC v. Bombardier Aerospace Corp.**
  - Discrimination due to religion
Arab Americans and Muslims in the United States

- 80% of Arab Americans are U.S. citizens and only 24% are Muslims.
  - Anti-Arab and anti-Muslim stereotypes are often based on erroneous assumptions.

- Racial Profiling against Arabs
  - Profiling is using someone’s real or perceived demographic characteristic to single her or him out for scrutiny.
  - “Flying while brown”
  - Intensified since 9/01
Work-Related Requirements of Selected Religious Groups

• Muslims

- Pray five times per day and two of the prayers must occur within a specific time period.
- Washing stations before prayer are needed, as well as a place to kneel and face Mecca.
- On Fridays, midday prayers are done collectively, and may require employees take time to go to a local mosque.
- Muslim women often wear a hijab that may cover the entire head and face, leaving only the eyes exposed, or it may cover only the hair.
Work-Related Requirements of Selected Religious Groups (cont’d)

• Sikhs
  ➢ Wear distinctly visible religious attire, part of the “articles of faith” as evidence of their religion and to unify them.
  ➢ Sikh women often wear uncut hair covered by scarves or a form of turban.

• Jews
  ➢ May wear a yarmulke (skullcap) constantly.
  ➢ Some may wear no clothing that mixes linen and wool.
Women’s Roles in Organized Religion

• Women as Clergy
  ➢ The major U.S. denominations do not allow women to serve in the highest leadership positions of their churches (e.g., as priests and ministers).
  ➢ Female clergy are likely to be more involved in political and social issues than male clergy.
  ➢ “Stained glass ceiling”

• Permissible Discrimination Against Women
  ➢ When a religion’s doctrines relegate women to subservient roles, and the organization is strictly religious (and not operating for secular purposes).
Religion and Sexual Orientation Diversity at Work

• Religion and Sexual Orientation
  
  People from various religions who are strong fundamentalists have the most negative reactions toward sexual minorities.

  Sexual minorities—nonheterosexuals, including gay males, lesbians, bisexuals, and transgender people.

• Religion and Sexual Orientation Conflicts: Two Cases with Different Outcomes
  
  Richard Peterson and Hewlett-Packard
  
  Albert Buonanno and AT&T
Individual Recommendations

• **Individuals should:**

  - Be aware of their rights to workplace fairness with respect to religion.
  - Decide in advance what things would help the employer be able to comply when they request an accommodation.
  - Should carefully watch their own behavior for things that could be construed as discriminatory or unfair.
  - Be willing to assess whether their beliefs sufficiently conflict with an organization’s legitimate position on certain issues such that they decide to work elsewhere.
Organizational Recommendations

• To avoid religious discrimination, organizational leaders should:
  
  ➢ Implement procedures to ensure that people of various religious groups are treated equitably.
  
  ➢ Allow employees the ability to observe religious practices, as long as this does not cause undue hardship to the employer.
  
  ➢ Provide holidays that employees may use to decide which days they will be away from work.
  
  ➢ Carefully scrutinize appearance requirements that may result in religious discrimination.
To avoid religious discrimination, organizational leaders should:

- Ensure that employees are aware of organizational policies that may conflict with employees’ religious beliefs, and that an appropriate accommodation may be available.
Key Terms

• Invisible stigmas
• Profiling
• Sexual minorities
• Stained glass ceiling