management revue
Socio-Economic Studies

Call for Papers
Group Identities and Group Construction in Organizations: On the Interrelationship Between Organizational Practice and the Formation of 'We' and 'The Other'

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Special Issue
We invite interested colleagues to contribute to this special issue of *management revue – Socio-Economic Studies*. We aim to investigate the bidirectional relationship between organisations and social group formation, as well as the consequences that arise when social groups manifest in organisations. The formation of groups – and resulting team identities or 'organisational' identities – is a desired corporate practice and is often administered by corporate management or governance. Examples are departments and divisions, task-bound teams of employees in all their specific management peculiarities (agile, lean, etc.), research groups, corporate interest groups (e.g. corporate volunteering), project groups and leadership groups. However, social group formations can have severe influences on individual humans, group behaviour, and the corporation. These influences have a broad range, and though they can be positive, they can also be destructive for both employees and the organisation and society in a broader sense. Examples are manifold, and only selected aspects of group identity and group construction effects are outlined below.

First, not only can feelings of "belonging" have a positive effect on work dedication and productivity and can prevent sabotage behaviour (Charness et al., 2014; Ma et al., 2022), but such feelings can also have a "dark side" (Höge et al., 2019): consequences can be an overbearing 'organisational identity' on the expense of the own self, self-destructive behaviour in form of overworking, or ignoring stress amongst employees. Second, employees may form group identity as a response to managerial decisions or organisational change vis-à-vis another group of employees or vis-à-vis leadership. Such group identity formation is grounded in professional characteristics and feelings of belonging, possibly a "professional habitus" (Spence & Carter, 2014), but may also be built upon antagonising "the other". "The other" may include agents who do not belong because they are, e.g., novel hires, less qualified, differently qualified, or because they embody structural or paradigmatic organisational change (e.g., digitalisation, mergers, product renewals). Social identity theory posits that the formation of the own "in-group" requires the construction of an out-group": in a setting as described above, this would be a collection of individuals that are experienced as a professional threat (Tajfel, 1979; Eriksen, 1995). In this vein, social exclusion (Weber, 1925) and destructive voice enter the organization, may poison work relations, and may cause a halt in innovation and development (Graf & Lueg 2024, forthcoming). Third, the construction of hostile group identities in work settings can also happen in the absence of any work-related or professional criteria. Organisations are places where group-making criteria diffuse from non-work-related social encounters and worldviews. Xenophobia, classism, racism, gender- and sex-based exclusion, and biases against social groups are at play in organisations, where they reproduce societal imbalances and power asymmetries. Group construction resulting

from social group bias can lead to inequalities in hiring, recruiting, communication, promotions, discourse and selection of themes and agenda, and salary policies. Recruiting and hiring biases are often rooted in homophily, the strong preference for one's own social in-group (McPherson et al., 2001; Hartmann, 2010; Bourdieu & Passeron, 1990). Corporations can, in consequence, become "inequality regimes" (Acker, 2006, p. 443) that encourage the negative construction of "the other" and the positive distinction of the "self". Fourth, methods and means of group construction, as well as the management and recognition of existing groups, can impact work relations and the organisation, too. The way in which organisations manage their teams, motivate their groups and incentivise constructive social relations matters greatly (Grooms, 2015; Oeij et al., 2018; Rothouse, 2020). Amy Edmondson's (Edmondson, 2019; Edmondson, 1999) work on psychological safety in work teams has greatly contributed to this insight. Equally, training on groupthink or group behaviour, e.g. on how to manage crises, conflicts or anti-bias training, can show a positive effect on how groups form in the first place and how they perform (James et al., 2023; Wiese et al., 2017). We call for contributions relating to the listed or other aspects of group identities and group construction. Original research contributions may treat topics such as

- Exclusion and discrimination (expatriates, migrant workers, minorities)
- Communicative means of group making (symbolism, microaggressions, verbal attacks)
- Sociomaterial and discursive construction of belonging and not-belonging
- Work hierarchies and social status struggles
- Drivers of group identity in corporations (ranging from volunteering and brand activism to employee rivalry)
- Organizational change and impact on group-making, voice and resistance (e.g., digitalisation, production change, new hiring strategies)
- Practices of identity construction in groups, professional reputation and status-making
- Group-transitioning (e.g., via promotion) and multi-layered identities (intersectionality)
- Management and governance of groups, groupthink, voice and silence
- Education and training of employees and management
- Constructive influence of work groups and teams
- Power, in-group-rivalry and positioning amongst employees
- Identification clusters: employees, customers, organisation, management practices, organisational values

This is not an exhaustive list. We welcome all theoretical schools and methods.

Special Issue of management revue – Socio-Economic Studies
management revue – Socio-Economic Studies is a peer-reviewed, interdisciplinary European journal publishing qualitative and quantitative work, as well as purely theoretical papers that advance the study of management, organisation, and industrial relations. Management Revue publishes articles contributing to theory from several disciplines, including business and public administration, organisational behaviour, economics, sociology, and psychology. Reviews of books relevant to management and organisation studies are a regular feature.

Interested scholars must submit an extended abstract (max. 2,000 words) **by 31 August 2024** via the online submission system using 'SI Group Identities' as the article section. All positively reviewed abstracts will be invited for an **author workshop in November 2024** for group reviews and discussion. Full papers for this special issue must be submitted by **28 February 2025**. All contributions will be subject to double-blind reviews. Papers invited to a 'revise and resubmit' are due **31 May 2025**. The final paper submission is scheduled for **30 September 2025**. The publication is scheduled for issue 1/2026. Please submit your papers electronically via the online submission system using 'SI Group Identities' as the article section.

The manuscript should be no more than 10,000 words (excluding references) and should be 30 pages in double-spaced type with margins of about 3 cm (1 inch) on each side of the page. Please follow the guidelines on the journal's homepage.

Hoping to hear from you!
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