



## RESEARCH PAPER

# Examining the Role of Workplace Safety in Mitigating Employees' Presenteeism and Procrastination through the Lens of Islamic Work Ethics

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## ABSTRACT

This study intends to explore the moderating role of Islamic work ethics in measuring the impact of Workplace safety on employees' presenteeism and procrastination behavior. IWEs ensure accountability and strong commitment to the brilliance by motivating employees to be diligent on their tasks. Such motivation reduces procrastination by fostering a secure work environment. Employing the data gathered from 200 university workers through questioners, the study used regression to explore how a secure work environment contributes to control the negative behaviors and investigates the ethical framework defined by IWEs in improving the workplace efficiency. The results confirm that workplaces security has a negative and strong association with presenteeism and procrastination, underlining the significance of producing a safe and supportive work framework to promote workers' well-being. Furthermore, the findings show that IWE weakens the association among workplace security and workers' attitude as employees led by ethical values demonstrate less inclinations towards presenteeism and procrastination. This study underlines the strong role of workplaces security and ethical principles in promoting productive workplaces, providing precious insights for companies seeking to improve workers' productivity and performance.

**KEYWORDS** Employees' Presenteeism Behavior, Islamic Work Ethics, Procrastination Behavior, Workplaces Safety

## Introduction

Islamic Work Ethics (IWEs) offer an inclusive framework to produce an effective, ethical and balanced work environment. The concept links work practices to the Quran teachings where sayings and practices of Prophet Muhammad rooted strongly in the values of justice and accountability (Faliza et al., 2024). IWEs focus that work is a type of worship and an obligation to society, demanding morality and dedication. Such ethical code of conducts motivate workers to perform their tasks with dedication by avoiding unethical practices and contributing highly to corporate goals. IWEs not only enhance workers' commitment but also focus on combined well-being, enabling them to address challenges in distinct corporate settings (Qasim et al., 2022). Integration of IWEs lead companies to foster a culture where workers feel valued and are highly motivated to perform their tasks efficiently. The ethical groundwork acts as a guiding doctrine for sustainable workplace practices, strengthening the ground realities for addressing the challenges relating to workplace safety, presenteeism and procrastination (Badar, et al., 2024).

Workplace security enhances employees' dedication with work and aligns strongly with the value of IWEs. A secure work environment ensures transparency and responsibility on the behalf of employer, resonating with the ethical philosophies of saving others from loss (Udin et al., 2022). A safe workplace lessens physical risks and promotes trust and psychological security, helping workers to perform their tasks without stress. Furthermore, IWEs underline the significance of completing tasks with diligence after ensuring workplace security and contributing highly to a sustainable and prolific environment (Islam et al., 2022). Majority of the prior studies (Guna, & Yuwantiningrum, 2024; Düşmezkalender et al., 2021) on work ethics have been conducted in west and concept of Islamic work ethics is highly studied in Arab countries. However, less efforts have also been reported in the context of Pakistan's corporate sector where studies highlight the role of IWEs in enhancing employees' commitment or job satisfaction.

The role of IWE in determining workplace security and measuring employees' behavior such as presenteeism and procrastination needs high attentions, especially in the context of a developing country like Pakistan (Shaheen, et al., 2020). Presenteeism happens when workers attend work regardless of physical or mental health issues, resulting in less productivity and involvement. On the other hand, procrastination entails the cautious delays of tasks as a result of less motivation and unclear preferences (Chandrakumar et al., 2024). Both behaviors are damaging to corporate effectiveness and workers' well-being. Workplace security led by the values of IWEs contribute highly in addressing these challenges. A secure and balanced work environment lessens stress and promotes a sense of safety, which in turn reduces the possibilities of presenteeism and procrastination. Alignment of security measures with ethical values can help organizations to foster a work culture that ensures responsibility, motivation and timely completion of tasks (García-Iglesias et al., 2023).

According to (Funk, 2024), academic institutions of Pakistan are continuously facing failures for providing healthy, secure and balanced work environment to its employees. University employees are facing heavy workloads, tight deadlines and difficulties in managing complicated interpersonal relations. Such situations intensify the risk of absenteeism and procrastination, finally influencing the institutions' overall performance (Smith, et al., 2024). Implementation of IWEs ensures the workplace security by offering the holistic solutions to handle such challenges. Together, these factors may produce an environment where workers realize their power to control all challenges, leading towards a sustainable organization (Hung et al., 2024).

Lot of studies (Čikeš, 2024; Chen, 2024) have been conducted so far to address the role of IWEs in ensuring the workplace security. However, their combined role in controlling absenteeism and procrastination has captured less attention in prior literature strands of management. In universities, where workers face high job stress and feel insecure, implications of IWEs have become crucial. Despite of high debate on the role of IWEs in determining the positive work attitudes and workplace security, the moderating role of IWEs in addressing workplace safety, presenteeism and procrastination remains underexplored (Mansour, 2024). In the pursuits of addressing gaps exist in prior studies, this study investigates how IWEs moderates the relationship between workplace safety, presenteeism and procrastination by targeting the university's employees. Findings of the study will contribute valuable knowledge in prior literature strands by proving the fruitful insights of IWEs in fostering the sustainable and contusive work environment at universities of Pakistan as Prophet Muhammad said "hard work instigated sins to be pardoned and no one eats better food than that which he eats out of his work."

## Literature Review

Teachings of Quran and Sunnah focus highly on the best implementation of ethics while performing different tasks in everyday life. Allah addressed people in Quran by saying that “You are the best creatures, born for serving humanity, instructing the right, preventing the wrong, and believing in Allah (Qur’an 3:110). IWE is a broad concept which teach about struggle, persistence, devotion, honesty, patience, skill, tolerance, sacrifices, and aid to colleagues, power, charisma, reputation and subordinates’ respect (AN et al., 2024). All such factors help a company to attain its goals and positively shape employees’ behaviors. According to (Waston et al., 2024), IWE is a transparent, fair and practical code of conduct and is not simple religious guidelines in few cases. IWEs embrace all aspects of life involving personal, religious and professional phases to manage emotional and intellectual undertakings. Gunawan, (2024) highlighted four issues which have been highlighted by Prophet Muhammad about work. Prophet Muhammad stated that work is the best way of worshiping Allah, work which is not accomplished with complete struggles is not permitted, work should be in best interests of others as well as an important aspect of societal benefit so that mankind may obtain magnificence; and enjoy best standard of life by doing work and trade (Mahmudulhassan, 2024). Pursuing such magnificent Quran teachings and literature strands, current study investigates the moderating role of IWE on the relationship between workplace safety, employees’ presenteeism and procrastination (Rosid,et al.,2024).

### Workplace safety and Employees’ Presenteeism Behavior:

Multiple studies (Kinman et al., 2024; Zhang et al., 2024) have highlighted the critical role of workplace security in determining the workers’ health and whole corporate efficiency. A secure work environment guarantees that workers are not only physically safe which affects their involvement and presence at work. Studies (He et al., 2023; Putrie, & Rahayu, 2024) on workplace security normally focus on the significance of promoting a positive secure culture based on shared beliefs and practices. Companies that make investment in vigorous security measures tend to face less injuries and illness, which are highly associated with the workers’ decision to attend work even when sick and this process referred as presenteeism.

Other studies (Xue,et al., 2024; Daniels,et al., 2021) highlighted that lack of security measures may result in high presenteeism, as workers can feel obliged to attend job even when ill or being professed as uncommitted. It is especially prevailing in sectors with perilous employment schedules or improper sick leave strategies. According to (Patel et al., 2023), companies with strong security environments identified by efficient management, regular security training and workers’ engagement in security practices report less presenteeism levels and high levels of workers satisfaction. In light of above studies, it is hypothesized that;

H1: Workplace safety has significant and negative impact on Employees’ Presenteeism Behavior.

### Workplace safety and Employees’ Procrastination Behavior:

Workplace security is an important corporate factor that directly affects the behavior of workers, their efficiency and overall performance (Shimura,et al., 2021). A secure work environment is not only important for physical health but also promotes

positive psychological conditions that motivate timely task completion. On the other hand, lack of workplaces security may produce stress, anxiety and uncertainty between workers which may result in counterproductive attitudes such as procrastination. Procrastination defines the intentional postponement of tasks even with the awareness of negative outcomes. It has now become universal challenge and affects both individuals and workplace environment (Côté, et al., 2021).

Prior literature strands (Sirois, 2023; Svartdal et al., 2020) highlighted that unhealthy working conditions may result in high stress levels and less psychological security, which are important predictors of procrastination. Job Demands resource (JD-R) framework highlighted that high job requirements such as unsecure or risky environments reduce workers' resources leaving them with less capability to complete their tasks efficiently. Other studies (Hill et al., 2020; Bruns et al., 2024) highlighted that stress may lead workers to delay everyday tasks, thereby intensifying procrastination attitudes. They reported that stress and depression lessen self-regulation, making workers highly vulnerable to distractions and less likely to involve in productive work.

H2: Workplace safety has significant and negative impact on Employees' Procrastination Behavior.

### **Moderating role of Islamic Work Ethics**

Employees who follow Islamic practices while performing their workplace tasks utilize their best efforts to attain the company goals, reveal commitment and devotions at their workplace. IWEs incorporate ethical conducts and a strong sense of responsibility, not only to the company but also to the advanced level of spiritual power. Workers who follow IWEs prefer their responsibilities and manage ethical attitudes, even in challenging workplace situations.

Multiple studies (Koppenborg, et al., 2024; Gadosey et al., 2024) highlighted that workers who follow IWEs are less likely to involve in presenteeism, even when challenged with workloads and stress. IWEs contribute highly on maintaining professional well-being by making employees to accomplish their professional goals efficiently. According to Islamic teachings, looking after of one's health is a moral duty and it certifies the skills to contribute profoundly to work and society. Other studies (Chen & Lyu, 2024) reported that employees led by IWEs are highly concerned about their health than attending work during illness. Furthermore, the trust sense and responsibility rooted in IWEs may promote open communications among workers and management, controlling absenteeism in unsecure workplaces.

However, there are diverse literature strands (Adiyono, & Anshor, 2024) which proved that hard work, discipline and time management as main themes of IWEs are directly linked to the procrastination. Workers who practice IWEs are less involved in delaying tasks even when workplace security conditions are not up to the mark. Islamic philosophies highlight the significance of accomplishing one's tasks efficiently and discourage the wastage of time, outlining procrastination as an unethical practice that underscores the company's success. Another study by (Firnando, 2024) highlighted that IWEs foster intrinsic motivation by encouraging workers to perceive their work related tasks as a worship which in turn lessens the inclinations to procrastinate despite of external issues.

While the prior studies (Zaim et al., 2024) are enriched with the logical explanation of IWE as a moderating factor. However, there is less empirical studies have been identified so far to examine its effect on the relationship among workplace security, presenteeism and procrastination. Various studies provide in-depth explanations such as (Khotimah, et al., 2024) reported that IWEs strongly lessen stress on workplaces by ensuring the ethical decision making approaches. Likewise, (Affani, & An 2024) examined that IWEs improve employees' involvement and efficiency even at challenging workplaces. These results recommend that IWEs may act as a moderating factor but strong future research is required to prove their special effect on presenteeism and procrastination in unhealthy workplaces. In light of above studies, it can be assumed that;

H3: IWEs significantly and negatively moderate the relationship of workplace safety and employees' presenteeism in such a way that relationship would be weaker when the Islamic Work Ethics would be high.

H4: IWEs significantly and negatively moderate the relationship of workplace safety and employees' procrastination in such a way that relationship would be weaker when the Islamic Work Ethics would be high.

### Research Mode

Investigating the Moderating Role of Islamic Work Ethics on the Impact of Workplace Safety on Employees' Presenteeism and Procrastination Behavior

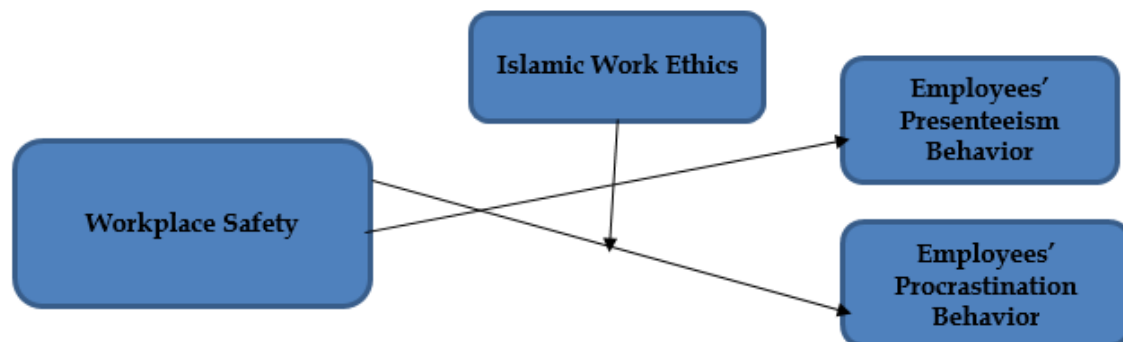


Fig 1: Research Model verifying moderating role of IWEs on the Relationship of Workplace safety Employees' Presenteeism and Procrastination Behavior

### Material and Methods

Methodology section covers information about the variables' description, scale reliability, sampling technique, target population and data collection tool.

### Population and Sample

For testing the proposed hypothesis, the targeted population were the teaching and non-teaching staff of public universities of Islamabad and Azad Jammu and Kashmir. All the participants have been selected by applying probability sampling. Sample size consists of 200 who were selected randomly including both males and females. The selection of sample size made bases on the data availability which represents the population nicely. On average, 240 questioners were distributed and 200 usable questioners were received indicating the response rate of 85.972341.

## Data Collection

Primary data is gathered by using the questioner tool which were distributed directly to the respondents. The mode of distribution covers physical approaching subjects by hiring agents. Various social media platforms i.e. whatsapp and instgram is also used to gather data by sending questionnaires online. The respondents were made sure about their confidentiality.

## Variables' Measurement

Questionnaire has five parts. First part covers demographic factors age, gender and tensure. Second part covers workplace safety as an independent variable which is measured by using the scale developed by Neal and Grin (2006) and used by (Curcuruto et al., (2018). Four items reflecting the extent of significance and preference of the company's related policies for employee health and security are used to measure the responses of participants. Third part covers moderating variable Islamic work ethics which is measured by using 17-items and the scale is developed by (Ali, A. 1988). Fourth part includes dependent variables i.e. presenteeism and procrastination. Presenteeism is measured by using two items, developed by Aronsson et al. (2000) and used by Halbesleben et al. (2014). 16-items scale developed by Mann (1982) is used to measure procrastination.

## Scale Reliability:

The reliability score of scales used for the measurement of variables is given in following table:

**TABLE 1**  
**Scale Reliabilities**

Scale	Cronbach's alpha	No. of items
Workplace safety	.917	4-items
Islamic Work Ethics	.875	17-items
Preseentism	.776	2-items
Procrastination	.918	16-items

## Results and Discussion

**Table 2**  
**Descriptive Statistics**

Variables	Sample	Minimum	Maximum	Mean	Standard Deviation
Workplace safety	200	1.30	4.65	3.0098	.89071
Islamic Work Ethics	200	1.10	4.55	3.4567	.56431
Presenteeism	200	1.00	5.00	3.2314	.46611
Procrastination	200	1.05	4.24	3.1236	.34521

Above table indicates that workplace safety has mean value 3.00 and standard deviation is .890. Islamic work ethics has average value 3.45 and .564 is standard deviation. Employees' preenteeism behavior has average value is 3.2314 and standard deviation is .4661. Employees' procrastination behavior has mean value 3.123 and standard deviation is .345.

### Correlation Analysis

Correlation analysis is used to measure the association among variables or to evaluate whether two variables move in the same direction or not.

**Table 3**  
**Correlation Coefficient**

	1	2	3	4	5	6	7
<b>Age</b>	1						
<b>Gender</b>	.250*	1					
<b>Tenure</b>	.133*	.011	1				
<b>Workplace safety</b>	.145*	.012	.234*	1			
<b>Islamic work ethics</b>	.234**	.155	.167	.345**	1		
<b>Presenteeism</b>	.044	.061	.068	-.567**	-.378**	1	
<b>Procrastination</b>	.055	.057	.035	-.553**	-.453**	-.389**	1

Age is positively correlated with the presenteeism and procrastination having coefficient values .044 and .055. Gender has coefficient values .061 and .057 and age has .068 and .035 indicating positive association between gender and age with presenteeism and procrastination. Workplace safety is negatively correlated with the presenteeism and procrastination with coefficient values -.567\*\* and -.553\*\*. Islamic work ethics is negatively associated with the presenteeism and procrastination having coefficient values -.378\*\* and -.453\*\*

### Regression Analysis

To identify the impact of workplace safety on employees' presenteeism behavior, regression analysis provided the results

**Table 4**  
**Regression Results for Presenteeism Behavior of Employees.**

Predictors	Employees Presenteeism Behavior		
	B	R <sup>2</sup>	ΔR <sup>2</sup>
<b>Step1</b>			
Control Variable		.067	
<b>Step 2</b>			
Workplace safety	-.223**	.456	.407

+p< .10, \*p< .05, \*\*p< .01, \*\*\*p< .001

Regression outcomes indicate that workplace safety has negative and significant effect on employees' presenteeism behavior. Beta values (B=-.223, p=0.01) represent that workplace safety negatively influence the presenteeism behavior of employees, thus proving the hypothesis stating that workplace safety has significant and negative relationship with employees' presenteeism behavior.

### Regression analysis for Measuring Procrastination Behavior of Employees.

**Table 5**  
**Regression Results**

Predictors	Employees Procrastination Behavior		
	B	R <sup>2</sup>	ΔR <sup>2</sup>
<b>Step1</b>			
Control Variable		.067	
<b>Step 2</b>			

Workplace safety	-.115**	.479	426
+p< .10, *p< .05, **p< .01, ***p< .001			

Results in above table indicate that workplace safety has negative and significant effect on employees' procrastination behavior. Beta values ( $B = -.115$ ,  $p = 0.01$ ) represent that workplace safety negatively influence the procrastination behavior of employees, thus proving the hypothesis stating that workplace safety has significant and negative relationship with employees' procrastination behavior.

#### Moderation Analysis:

Moderation is used to identify the moderating effect of Islamic Work ethics on employees' presenteeism behavior. First step estimates all control variables (age, gender and tenure). Second step investigates interactive terms formulated after multiplying independent variable (workplace safety) and moderating variable (Islamic Work ethics).

**Table 6**  
**Results of Moderator Regression Analyses of Islamic Work Ethics**

Predictors	Employees' Presenteeism Behavior		
	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>Moderator Analysis</b>			
<b>Islamic Work Ethics</b>			
<b>Step 1</b>			
Control variables		0.67	
<b>Step 2</b>			
Workplace safety x Islamic work ethics	-.053*	.588	.524

R<sup>2</sup> for control variables (age, gender and tenure) for employees' presenteeism behavior is .67. Moderation outcomes to investigate the association among workplace safety and Islamic work ethics indicate that Islamic work ethics negatively moderate the relationship of workplace safety and employees' presenteeism behavior in such a way that relationship would be weaker when the Islamic Work Ethics would be high. Interactive terms having value ( $\beta = -.053$ ,  $p = 0.05$ ) shows that high IWE significantly weakens the association among workplace safety and employees' presenteeism behavior. Hence the significant  $\beta$  value prove the hypothesis 3.

**Table 7**  
**Results of Moderator Regression Analyses of Islamic Work Ethics**

Predictors	Employees' Procrastination Behavior		
	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>Moderator Analysis</b>			
<b>Islamic Work Ethics</b>			
<b>Step 1</b>			
Control variables		0.67	
<b>Step 2</b>			
Workplace safety x Islamic work ethics	-.042*	.567	.559

R<sup>2</sup> for control variables (age, gender and tenure) for employees' procrastination behavior is .67. Moderation results to explore the association among workplace safety and Islamic work ethics indicate that Islamic work ethics negatively moderate the



relationship of workplace safety and employees' procrastination behavior in such a way that relationship would be weaker when the Islamic Work Ethics would be high. Interactive terms having value ( $\beta = -.042$ ,  $p=0.05$ ) shows that high IWE significantly weakens the association among workplace safety and employees' procrastination behavior. Hence the significant  $\beta$  value prove the hypothesis 4.

## Conclusion

This study is conducted to investigate whether workplace safety contribute in managing presenteeism and procrastination behavior of employees, by emphasizing on Islamic work ethics as a moderating factor. The results based on 200 university employees of Pakistan offer profound inspirations into how workplaces security and Islamic philosophies of work ethics to promote a sustainable and secure workplace. The findings approved all proposed hypothesis, demonstrating the critical involvement of workplace security in controlling the presenteeism and procrastination behavior of employees.

Employees who have surety about their workplace attend work even when unwell or postpone important tasks. This undermines the significance of managing a secure, sympathetic and vigorous work environment to improve workers' well-being and efficiency. Moreover, Islamic Work Ethics is reported to strongly moderate the association among workplace security and both presenteeism and procrastination. Workers who pursue IWE laws i.e. trustworthiness, hard work and responsibility reveal strong self-control and a strong commitment to complete their responsibilities, even in challenging situations. This recommends that promoting a workplace culture aligning with ethical values, as recommended by IWE may further improve the positive impacts of workplace security.

On the whole, the study concludes that companies intending to produce sustainable workplaces must prefer workplace security as a basic strategy and entail ethical practices i.e. Islamic work ethics to fortify workers' involvement, control counterproductive attitudes and nurtures a healthier work environment. These results offer actionable inspirations for policymakers, university management and corporate leaders to enhance workplace sustainability and employees' efficiency. Future research may strengthen this model by studying it in the contexts of other sectors and exploring other factors (ethical leadership) to further strengthen the understanding of workplace dynamics.

## Recommendations

This research adds meaningful knowledge and helps researchers, employees and top management of organizations to understand about the underlying concepts of IWEs. Its applications at corporate level may enhance the workplace security by reducing the employees' procrastination and presenteeism behavior of employees and fostering an ethical work environment. Further research can be undertaken by investigating how IWE may affect the overall culture of a company and workers' engagement. Exploring how strict pursuits of these principles influences teamwork and management efficiency may throw light on its extensive affect on workplace security and workers' well-being. Comparative studies among organizations that follow Islamic work ethics and those that implement secular work ethics may help to identify how distinct ethical implications may affect efficiency, presenteeism, and procrastination, especially in different cultural settings.

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