



# How Employees Experience Work During Ramadan?

February 2026

لبيه أعمال  
Labayh Business



## Labayh Medical Care Company Why Labayh?

**+1,000**  
Professionals

**+3** Million  
Active users

**2017**  
Since

**+89.7** Million  
Minutes of appointments

**+100**  
Employees

**+2.69** Million  
Minutes of social responsibility

**+120**  
Countries

**+498** Thousand  
Rating Count in app

**98%**  
Satisfaction rate

### Worldwide toolset

Based in Madinah & Riyadh with delivery capability throughout the Kingdom and across the globe.

### Qualified and experienced

Saudi MOH approved platform. Management and delivery team with a wealth of experience in the region and beyond.

### Bilingual Capability

- Design, delivery and support in Arabic and English and in some cases other languages.
- Tools for assessment, design and delivery from some of the best in the world used by accredited practitioners.



Labayh has two main branches in the Kingdom one in Al Madinah AlMunawwara and the other one in Riyadh.

### A Saudi Company

Tools for assessment, design and delivery from some of the best in the world used by accredited practitioners.

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## Executive Summary

Ramadan brings meaningful personal and cultural significance, along with clear shifts in daily routines that shape how employees experience work. Changes in sleep patterns, energy levels, and emotional regulation influence focus, motivation, and interaction at work, placing psychological wellbeing at the center of the employee experience during this period.

This report examines psychological wellbeing at work during Ramadan, drawing on Labayh's professional practice and insights from a short LinkedIn poll. The aim is to identify clear signals that help organizations respond in respectful, realistic, and culturally responsive ways.

### Key findings point to three core themes

Mental fatigue is widespread during Ramadan. A majority of respondents reported feeling mentally exhausted frequently or all the time during work hours, indicating that fatigue is a regular feature of the workday rather than an occasional issue. Emotional wellbeing shows partial stability, with many employees able to maintain calmness and social connection, yet a significant share reporting only average or weak emotional balance. Workplace conditions offer uneven support, with employees split between feeling supported, moderately supported, or not supported at all by schedules and performance expectations during Ramadan.

The findings highlight a clear gap between individual coping and organizational support. Many employees manage their emotional wellbeing, yet do so under conditions marked by recurring fatigue and inconsistent workplace adaptation. Work structure, pacing, and managerial behavior strongly shape these experiences.

The report outlines practical actions organizations and managers can take without major structural change. Adjusting meeting timing and workload pacing, normalizing conversations about energy and focus, and offering flexibility without stigma can reduce psychological strain and improve daily experience during fasting periods.

Labayh supports organizations in translating awareness into action through short pulse assessments, manager guidance sessions, practical toolkits, advisory support, and the development of Ramadan-specific workplace policies. Clear policies and consistent managerial practices help reduce ambiguity, support psychological wellbeing, and signal organizational commitment during culturally significant periods.

Taken together, the insights reinforce a simple message. Supporting employee psychological wellbeing during Ramadan is less about individual resilience and more about how work is designed, paced, and led during the month.

## Introduction

Ramadan is a significant period marked by fasting, reflection, and changes to daily routines. For many employees, working hours during Ramadan look and feel different, with shifts in sleep patterns, energy levels, and emotional regulation. These changes can shape how people experience their workday, interact with colleagues, and sustain focus and motivation.

Employee wellbeing during Ramadan deserves focused attention, especially psychological wellbeing. Mental fatigue, reduced concentration, and emotional strain may appear alongside positive feelings such as calmness, meaning, and social connection. The workplace plays a central role in shaping how these experiences unfold, through schedules, expectations, and informal norms.

This report explores psychological wellbeing at work during Ramadan, drawing on professional practice and insights gathered through a short LinkedIn poll conducted by Labayh. By combining contextual analysis with employee voices, the report highlights key signals that can help organizations better support their people during Ramadan in respectful, realistic, and culturally responsive ways.



# 01

## Psychological Wellbeing During Ramadan

## Psychological Wellbeing During Ramadan

In our work at Labayh, we consistently observe that Ramadan reshapes employees' psychological experience of the workday. Fasting, adjusted sleep patterns, and changes in daily rhythms influence how people sustain focus, manage emotions, and cope with mental demands at work.

### Common psychological experiences reported during Ramadan include:

- Increased mental fatigue, often appearing earlier in the workday
- Reduced concentration during prolonged or cognitively demanding tasks
- Fluctuations in mental clarity, particularly in the afternoon hours

These experiences reflect normal physiological and psychological adjustment to fasting and altered rest patterns, rather than reduced engagement or motivation.

### Emotional wellbeing during Ramadan shows mixed patterns:

- Higher feelings of calmness, patience and reflection for some employees
- Greater emotional sensitivity or irritability in high-pressure environments
- Shifts in social connection, ranging from stronger solidarity to social withdrawal

From a workplace perspective, psychological wellbeing during Ramadan is closely shaped by context. Fixed schedules, dense meeting loads, and unchanged deadlines can increase strain, whereas awareness, flexible pacing, and supportive managerial signals can ease mental load. In our experience, small shifts in expectations often make a meaningful difference to how employees sustain emotional balance and focus throughout the fasting period.

Approaching psychological wellbeing during Ramadan through this lens helps organizations move away from individualized explanations and recognize the interaction between fasting, emotional regulation, and workplace conditions.

# 02

## Work Context During Ramadan

## Work Context During Ramadan

The work context during Ramadan plays a decisive role in shaping how employees experience psychological wellbeing while fasting. In our work at Labayh, we see that the same fasting experience can feel manageable in one organization and mentally draining in another, largely due to how work is organized and led.

### Common workplace challenges reported during Ramadan include



Unchanged working hours despite reduced sleep and altered energy patterns



High meeting density particularly during mid day and late afternoon



Tight deadlines that require sustained cognitive effort



Expectations of constant availability during core working hours



Limited acknowledgement of Ramadan-related fatigue in team norms

The way schedules, deadlines, and expectations are set can either ease or intensify psychological strain. When workloads and timelines remain static, employees often report heightened mental fatigue, pressure to “push through,” and reduced emotional balance. Conversely, small adjustments in pacing or priority-setting can significantly reduce perceived strain without affecting overall delivery.

### Key factors related to schedules and expectations include

- Timing of meetings in relation to fasting energy cycles

- Clustering of deadlines within the same period

- Implicit norms around response time and availability

- Performance expectations that focus on hours rather than outcomes

Managerial awareness acts as a buffering factor during Ramadan. In practice, formal policy changes are less common than informal accommodations led by managers. These day-to-day signals often shape employee experience more than written guidelines.

## Examples of informal accommodations we commonly observe include

- Flexibility around start and finish times



- Allowing quieter work periods during peak fatigue hours



- Rescheduling non-urgent meetings



- Normalizing brief pauses without negative judgement



Where managers actively acknowledge Ramadan and adjust their approach, employees report feeling more supported, trusted, and psychologically at ease. Where awareness is low, strain tends to accumulate, even in otherwise supportive work environments.

# 03

## Labayh LinkedIn Poll

## Labayh LinkedIn Poll

We used a short LinkedIn poll as a practical way to capture real-time signals on employee psychological wellbeing during Ramadan. The poll was intentionally brief and focused on three psychologically framed questions. This structure supports clarity, improves completion rates, and allows responses to reflect immediate perceptions rather than lengthy evaluation. For Labayh, the goal was not statistical representation, but early insight into patterns that can inform workplace conversations and guide deeper assessment work.



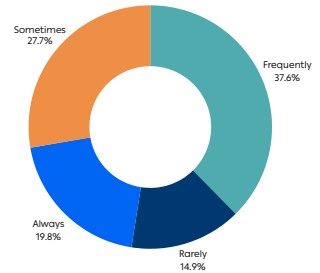
# 04

## Poll Results

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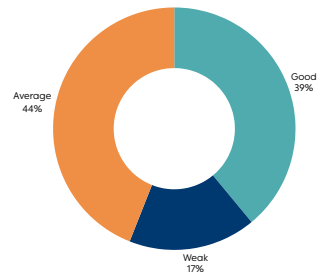
Usually during Ramadan, how often do you feel mentally exhausted during work (Fatigue, Exhaustion, Lack of concentration)

● Always ● Frequently ● Sometimes ● Rarely



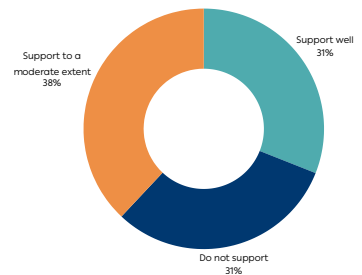
While fasting in Ramadan, how would you evaluate your ability to keep positive emotions at work (Calmness, Satisfaction, Social Connections )

● Good ● Average ● Weak



To what extent do work schedules and performance expectations during Ramadan support your ?psychological wellbeing at work

● Support well ● Support to a moderate extent ● Do not support



# 05

## Insights from the Poll

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The poll results highlight clear and consistent signals around employees' psychological experience at work during Ramadan. Across the three questions, patterns emerge around mental fatigue, emotional balance, and the role of workplace conditions.

### **Mental fatigue is widespread during Ramadan.**

A large share of respondents reported experiencing mental exhaustion during work hours. While 15% indicated that they rarely feel mentally exhausted, the majority reported recurring strain. Specifically, 38% stated that they feel mentally exhausted frequently, and 20% reported feeling this way all the time, meaning; 58%, more than half are mentally exhausted majority of the time in Ramadan! This suggests that mental fatigue during Ramadan is not an occasional challenge but a regular part of the workday experience for many employees.

### **Emotional wellbeing shows partial stability, with limits.**

Responses related to positive emotions at work show a mixed picture. While 39% of respondents rated their ability to maintain calmness, satisfaction, and social connection as good, nearly half of respondents described their experience as average. A further 17% reported weak emotional wellbeing during fasting periods. These results indicate that Ramadan can support emotional balance for some employees, yet this experience is not shared consistently across the workforce



## Insights from the Poll

### **Workplace conditions offer uneven support for psychological wellbeing.**

When asked about the extent to which work schedules and performance expectations support psychological wellbeing during Ramadan, responses were evenly split. Nearly one third of respondents reported that workplace conditions do not support their psychological wellbeing, while an equal proportion felt well supported. The largest group, 38%, reported moderate support. This distribution points to inconsistency in how organizations adjust expectations and structures during Ramadan.

### **Taken together, the findings point to a gap between individual coping and organizational support.**

While many employees manage to preserve emotional balance during Ramadan, mental fatigue remains common and workplace support is experienced unevenly. The results suggest that employee wellbeing during Ramadan relies not only on personal resilience, but strongly on how work is paced, structured, and led during the month. These insights reinforce the value of targeted workplace adjustments and managerial awareness during Ramadan, particularly in reducing mental strain and improving consistency in employee experience.



## Practical Actions for Organizations and Managers

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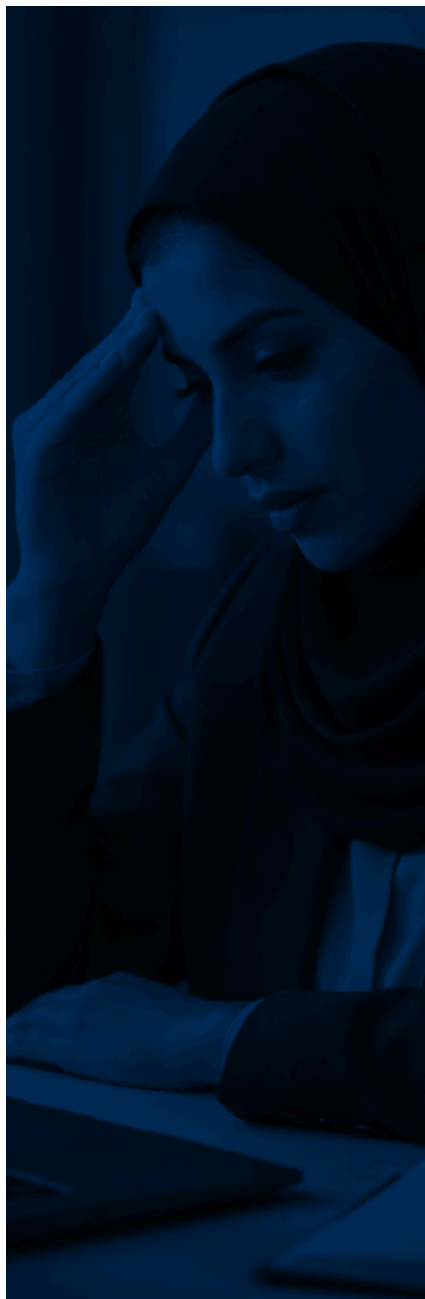
Supporting employee psychological wellbeing during Ramadan does not require major structural change. In our work at Labayh, we see that small, intentional actions by organizations and managers often have the strongest effect on daily experience during fasting periods.

### **Adjusting meeting timing and workload pacing**

Simple adjustments to when and how work happens can reduce mental strain. Teams benefit when non-essential meetings are reduced, cognitively heavy discussions are scheduled earlier in the day, and deadlines are paced more realistically across the month. Prioritization signals matter. Clarifying what truly needs attention helps employees manage energy without feeling they are falling behind.

### **Normalizing conversations about energy and focus**

Psychological ease improves when energy fluctuations are openly acknowledged. Managers who name fatigue as a normal part of fasting create space for honest dialogue. This includes checking in on focus levels, encouraging realistic planning, and avoiding assumptions about disengagement. When these conversations are normalized, employees are less likely to internalize strain or overcompensate.



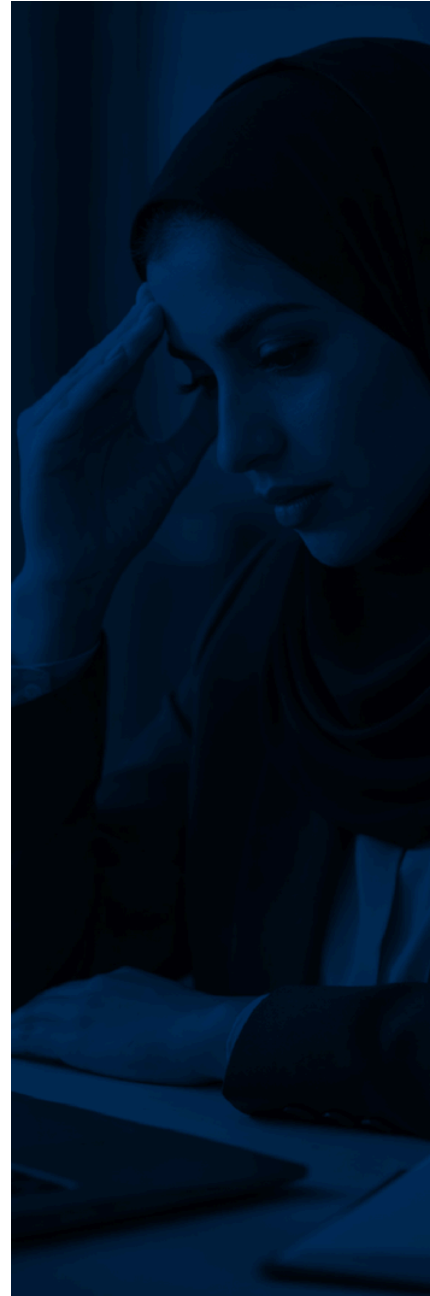
## Practical Actions for Organizations and Managers

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### Encouraging respectful flexibility without stigma

Flexibility during Ramadan works best when it is offered without labeling or singling people out. Allowing adjustments in start times, brief pauses, or quieter work periods sends a message of trust. What matters most is that flexibility feels permitted rather than negotiated. When respect replaces scrutiny, employees report lower psychological pressure and stronger commitment.

Taken together, these actions help shift Ramadan from a period of silent strain to one of shared awareness. They reinforce that wellbeing and performance are not in conflict, especially during culturally significant periods.







# 06

## What Labayh Can Offer Organizations

## What Labayh Can Offer Organizations

At Labayh, we support organizations in translating awareness of Ramadan-related wellbeing into clear, usable action. Our focus is on practical support that fits real work environments and respects cultural context, without adding unnecessary complexity or burden.

### Our support during Ramadan can include

- 01** Short pulse assessments to capture employee psychological wellbeing during fasting periods 
- 02** Manager guidance sessions focused on leading teams during Ramadan with awareness and balance 
- 03** Practical toolkits for teams on managing energy, focus, and workload pacing 
- 04** Advisory support to interpret wellbeing signals and identify pressure points 

One area where we add direct value is policy development. Labayh works with organizations to **draft or refine Ramadan-specific workplace** policies, setting clear guidance on working hours, meeting practices, flexibility options, and managerial responsibilities. These policies help remove ambiguity, reduce inconsistent practice across teams, and signal organizational commitment to psychological wellbeing during Ramadan.

# 07

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