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A STUDY ON THE RELATIONSHIP BETWEEN JOB STRESS AND EMPLOYEE PERFORMANCE OF COFFEE SHOP EMPLOYEES IN SURA, DUNGUN, TERENGGANU

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Abstract:

Job stress is a serious problem in the food service industry. In particular, coffee shop employees are required to work under time pressure. Employees in coffee shops are exposed to high levels of pressure from heavy workloads, emotional demands and low autonomy in the workplace, which may be related to their performance. The objective of this study was to examine the relationship between occupational stress and employee performance of coffee shop workers in Sura, Dungun, Terengganu. This study investigated three dimensions of occupational stress: task overload, emotional demands, and lack of job control. The research design was a quantitative strategy with a correlational design. The staff of coffee shops in the selected area were given questionnaires to collect data. The Statistical Package for Social Sciences (SPSS) was used to analyse the data obtained. The results showed a significant relationship between the dimensions of job stress and employees' performance. The study showed that the most obvious correlation of the three evaluated categories was between employee performance and emotional demands. Next is workload. Workload has a significant but weak relationship with employee performance. However, job control was not strongly related to employee performance. In the coffee industry, managing job stress dynamics is crucial since optimal employee performance is associated with the proper management of the stressors.

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Keyword:Work Stress, Emotional Demands, Lack of Control, Workload,
Employee Performance.

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Introduction

Coffee shops are a vital part of Sura, Dungun, Terengganu's economy and community. Kopitiam, rooted in the colonial history of Malaysia, have evolved into modern coffee shops and speciality shops that act as public gathering places, providing spaces for social interaction and recreation and creating local entrepreneurial job opportunities. As Azuar (2023) stated, the transformation of traditional kopitiam to modern cafe culture in Malaysia has increased the operational demands and service standards of the frontline staff.

Coffee shops, despite their popularity and attractiveness, are unique work environments that pose operational challenges. Staff are expected to multitask, work extended hours and deliver high service levels with little support from staff. Higher levels of workplace stress may be experienced by frontline workers who feel they have little say in what they do, or who have to deal emotionally with difficult clients or feel their efforts go unrewarded. When job stress is not handled appropriately, it is often related to negative outcomes such as burnout, physical and emotional fatigue, absenteeism, lower job satisfaction, and poor work performance. On the other hand, moderate levels of stress, also known as eustress or challenge stressors, can sometimes serve as a facilitator of operational alertness.

The performance of the food and beverage industry directly impacts the survival of local businesses and influences customer satisfaction, brand reputation, repeat business, and overall operational efficiency. The impact of stress has been well researched in high-pressure industries like healthcare, education and corporate. Much conventional work on stress ignores regional factors such as localised cultural work ethics and community expectations, and informal engagement strategies common in small communities. The frontline workers in coffee shops are under a lot of pressure as they work long hours, interact with customers and multitask. This is a kind of emotional labour that is demanding (Abdul Hadi et al., 2024; Yoo, 2023).

Job stress is preventable and can be managed to avoid many adverse outcomes. Frontline workers are facing heavier workloads in the post-pandemic era due to localised labour shortages and heightened customer expectations (Yoo, 2023). Many scholars have researched the relationship between job stress and employee performance. However, the majority studied large hospitality firms or urban settings. There is a clear lack of research on small coffee shops, especially in non-metropolitan or semi-urban areas like Sura and Dungun. Much research on the hospitality industry has overlooked the specific stressors these rural workers face such as understaffing, constant customer interaction and the lack of formal support networks (Singh

and Sreenivasan, 2025). It is important to note that the semi-urban coffee shop is unlike the mainstream restaurant in the metropolitan centre of Kuala Lumpur. Close community ties and ongoing familiarity with a regular customer base can greatly alter the dynamics of the workplace in semi-urban settings, either decreasing or heightening the emotional labour on the shoulders of frontline staff.

This study aims to examine the relationship between job stress and employee performance among the employees of coffee shop in Sura, Dungun, Terengganu.

Research Objectives:

1. To study the relationship between workload and employee performance.
2. To explore the relationship between emotional demands and employee performance.
3. To investigate the relationship between lack of job control and employee performance.

Research Questions

Q1: Is there a significant relationship between workload and employee performance of coffee shop employees in Sura, Dungun, Terengganu?

Q2: Is there a significant correlation between emotional demands and employee performance among the coffee shop employees in Sura, Dungun, Terengganu?

Q3: Is there a strong link between lack of control and employee performance?

Literature Review

Job Stress

Hospitality work is demanding, and the food and beverage industry has always experienced high levels of job-related stress. The sector has always been characterised by long working hours, irregular hours, physical demands and emotional labour, which increased job stress among workers. The hospitality industry has been touted as emotionally rewarding but physically taxing since the 20th century. The researchers have found that emotional and social factors such as dealing with difficult guests, lack of autonomy, and lack of managerial support are strongly correlated with burnout and the decline in job performance over time (Zakaria et al., 2022; Yasir and Javed (2024). These elements exacerbate burnout, emotional fatigue, and the psychological susceptibilities of food and beverage workers (Abdul Hadi et al., 2024).

The notion of job stress in the food and beverage industry developed as researchers and practitioners began to explore the effects of working demands such as workload, the effects of consumers and time constraints on employee performance. While the focus of research in previous decades was on the investigation of physical strain, the focus of research has changed over time. An acclaimed Malaysian study showed that workload, role demands and low job control were significant predictors of employee stress in the food and beverage sector. (Raub et al, 2021, Abdul Hadi et al, 2024, Zakaria et al, 2022). Further research found that higher emotional labour during peak service hours coupled with lack of support resulted in higher burnout rates (Zakaria et al., 2022). Some recent studies have distinguished hindrance stressors that detract from performance and challenge stressors that can facilitate and enhance performance such as moderate workloads or stimulating emotional demands (Gordon et al., 2022).

Informal food service and restaurant work in Malaysia, particularly in the Klang Valley, is heavily affected by job-related stress. A survey of more than 620 restaurant employees revealed that 76.6% of them experienced moderate to high stress, mostly due to long shifts, role conflicts and rigorous schedules (Ismail, Abdul Rahman & Osman, 2022; García-Buades et al, 2025). Role overload and uncertainty were identified as direct indicators of the employees' resignation decisions in a separate study (Ghazali et al., 2024). The issues with inadequate work-life balance are compounded by culturally endorsed systemic norms such as irregular patterns of shift work and limited autonomy. As Malaysia's café culture develops and demands on front-line staff increase, so do concerns about stress.

Relationship between Coffee Shop Employees' Job Stress and Employee Performance

Recently, the civil service in Terengganu revealed that the work overload, role conflict, and organisational pressure had a significant relationship with the performance, stress, and productivity and efficiency of 137 civil servants surveyed (Mokhtar et al., 2021; Mylvaganam & Zulkipli, 2023). The research claims that the local work environment is vital. But the focus was on government people, not coffee-shop staff. This suggested avenues for further research.

Stress is a huge problem in Malaysia's large food service industry, which includes restaurants and fast-food outlets. A study of 620 restaurant employees in Klang Valley found that high workload and poor working conditions were major stressors that reduced energy and performance (Raub et al., 2021). Similarly, employees of lower-tier restaurants in Klang Valley identified work environment and job demands as the major contributing factors to their stress (Ghazali et al., 2020). The findings support the link between job stress and negative outcomes in food service, but they do not capture the characteristics of smaller coffee outlets in towns such as Sura. There is evidence beyond Malaysia that stress affects burnout and turnover intention not only in coffee shops but also in the wider hospitality industry (Ahmed & Allam, 2022; Salama et al, 2022; Zakaria et al, 2022). (Husin and Kler 2014) reported that restaurants in Kota Kinabalu experience role conflict, overload and ambiguity which negatively affect job performance, and there are several stressors contributing to the problem. Moreover, there is no study that examines in detail the functioning of occupational stress in the specific cultural and operational context of Sura's coffee shops. Clearly, there is a gap here.

Conceptual Framework and Development of Hypothesis

In this study a modified version of the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) was used. The variables are explicitly linked to the specific operational terminology of the JD-R model within its theoretical framing: Workload and Emotional Demands are classified as Job Demands (aspects of the job that require sustained physical or psychological effort), and Job Control is a key Job Resource (physical, psychological, social, or organisational resources that can be used to achieve work goals and reduce job demands). The framework explains how the specific characteristic of job demands relate to the different levels of resources and how this affects employee performance in the context of coffee shops.

Employee performance is an evaluation of how well an employee is doing his or her job duties in terms of productivity, quality of service, efficiency and customer satisfaction. Performance is important in the hospitality industry as it has a direct impact on business profitability, guest experiences and organisational reputation (Teoh et al., 2022). Studies in Malaysian hotels have shown that workplace factors such as training, leadership and human resource practices are

strongly linked to employees' performance. Transformational leadership improves employee performance among hotel employees in Malaysia, with the strongest impact being via "idealised influence" and "inspirational motivation" (Teoh et al., 2022). Study was conducted in Malaysia with 434 people (AlAbri & Alam, 2022). suggests that effective human resource techniques including performance review, coaching and support increase employee engagement and thus improve performance.

Later studies discovered that empowerment strategies like training and delegation and incentive schemes boost employee performance via enhanced motivation and job satisfaction (Rabiul et al, 2023; Lee et al., 2023) The hotel industry in Batu Pahat was found to be resilient with predictors being factors like compensation, autonomy and working environment (Mylvaganam & Zulkipli, 2023). The insights of this research are relevant to coffee shops as they share the service-oriented demands of client connection, time constraints and emotional labour with hotels. The results show that coffee shops can improve the performance of their employees by paying attention to the important factors that affect the performance of the same service industry: good leadership, staff empowerment, feedback and appropriate rewards.

Workload

Workload involving job volume, time pressure and work intensity is generally recognised as an important stressor affecting employee's performance in service environments. In hospitality, excess workload is a significant job stressor that leads directly to emotional exhaustion, decreased employee motivation, and affects the overall performance (Gordon & Adler, 2022). Empirical evidence across the sector shows that increased job demands lead to increased errors, customer complaints, longer wait times and increased turnover intentions (Tan & Atan, 2025; Zakaria et al., 2022). For example, workload peaks during peak hours among Malaysian restaurant servers severely affected efficiency and customer satisfaction (Ghazali & Amin, 2022). Likewise, the studies conducted at PT Sari Coffee in Indonesia proved that too high workload was related to low performance and low job satisfaction. While a manageable workload especially when combined with high emotional intelligence and skilful emotional labour (Parayitam et al., 2025) can sometimes lead to efficiency, unmanaged work intensity generally degrades service delivery. From these theoretical and empirical insights, support the following hypothesis:

H1: There is a significant relationship between workload and employee performance among coffee shop employees in Sura, Dungun, Terengganu.

Emotional Demand

A high level of emotional demands is strongly associated with burnout syndrome and reduced service performance. Emotional demands require the frontline employees to regulate their emotions and maintain a positive attitude even under pressure. Prolonged exposure to these demands leads to emotional exhaustion, which is a key mechanism through which employee performance, task effort and overall service quality are compromised (Chen & Qi, 2022; Grobelna, 2021; Tran et al, 2020; Khuong et al, 2016; Ukandu & Ukpere, 2012). Too much emotional strain in service settings such as fast-food outlets and hotels results in lower job effort and absenteeism (Sia, 2016). It also worsens the quality of customer interactions. Such negative outcomes are often exacerbated by the lack of organisational emotional support in the Malaysian hospitality context (Chong et al, 2024). In Dungun coffee shops in Sura, unmitigated

emotional stress could compromise staff friendliness, service consistency and, consequently, customer satisfaction and retention. Conversely, successfully navigating emotional challenges and providing a supportive environment can buffer stress and lead to warm, service-oriented interactions, which in turn drive business outcomes.

H2: Emotional demands are significantly related to the performance of employees in coffee shops in Sura, Dungun, Terengganu.

Lack of Job Control

A lack of autonomy in one's job and independence in professional duties is a well-known indicator of stress and suboptimal performance. Job control is the amount of autonomy employees are given. Discretion in decision making, flexibility in pace and adaptability in the execution of tasks are required in the performance of their duties. The lack of job control is recognised as a significant predictor of job stress which adversely affects employee performance (Paluchowski et al., 2013). In the Vietnamese café context, the study by Wan and Duffy (2022) uncovered that autonomy enhances employee engagement and service quality. European hotels were characterised by a poor control of work, which resulted in absenteeism and poor quality of service (Karatepe and Olugbade, 2010). Studies in hospitality linked improved work control to proactive service behaviour and service quality (Li et al., 2024; Zainuddin et al., 2021). Employees of Sura's coffee shops may not feel a sense of ownership and may find it hard to adapt to the changing client expectations unless they are given decision-making autonomy over their work responsibilities.

H3: Lack of control is significantly related to employee performance.

Employee Performance Evaluation

The work performance of the employee is the extent to which the employee achieves his or her responsibilities and affects the overall performance of the organization through efficiency and quality of service delivery. Sari et al. (2021) explained that the performance of employees in service-oriented organisations is very important and directly affects the success of the organization. Studies have indicated that job stress can impact employee performance. Basit and Hassan (2017) and Jalagat (2017) have demonstrated that an increase in the level of occupational stress is significantly associated with a decline in employee performance affecting productivity and quality of work, where the precise nature of the stressor defines the level of this association. The literature review clearly shows that employee performance is a complex construct influenced by emotional demands, work-related stressors and job autonomy.

Methodology

Research Design

This study uses a quantitative research method to explore the relationship between occupational stress elements and employee performance of coffee shop employees in Sura, Dungun, Terengganu. This research uses correlation research to find out the relationship between the independent variables of workload, emotional pressures and lack of job control and the dependent variable employee performance. The study used a cross-sectional survey method

and data was collected from the participants at a single point in time.

Demographics

There are a few jobs available in the Sura area of Dungun, Terengganu, such as barista, service crew and kitchen crew. A preliminary mapping approach was used for a sound estimation of the population, utilising Google Maps and direct observations in the area of interest. Applying this approach, we estimated the number of working coffee shops in the Sura area to be between 25 and 30. The population size is estimated to be between 150 and 210 people (5-7 employees is the typical range for coffee shops).

Sample Size and Sampling Methodology

Due to the unavailability of the sample frame, the study used a non-probability sampling technique, the purposive sampling method. The criteria for the selection of respondents in the study are as follows:

- The participants should be currently working in coffee shop in Sura region
- Respondents must be working at the current coffee shop for at least three months to get the sufficient exposure to the working environment.
- The minimum sample size for this study was calculated using GPower software version 3.1.9.7. A GPower calculation showed that at least 102 participants were needed to ensure adequate statistical power. The minimum requirement was exceeded by the collection of 128 surveys.

Findings

Demographics Profile

This study involved 128 respondents in total. The demographic characteristics of respondents are age, gender, position, length of employment, educational level and marital status.

Table 1. Demographic characteristics

Variable	Category	Frequency	Percent %
Gender	Male	54	42.2
	Female	74	57.8
Age	18-22	74	57.8
	23-30	47	36.7
	30-45	5	3.9
	>45	2	1.6
Position	Barista	42	32.8
	Cashier	9	7.0
	Kitchen Crew	34	26.6

	Services Crew	43	33.6
Working Period	<6 Months	57	44.5
	6-12 Months	33	25.8
	1-3 Years	26	20.3
	>3 Years	12	9.4
Employment	Part-Time	57	44.5
	Full-Time	71	55.5
Educational Level	SPM	28	21.9
	Diploma	57	44.5
	Bachelor's Degree	43	33.6
Marital Status	Single	115	89.8
	Married	13	10.2

Table 2: Reliability Test

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Workload	0.831	0.816	7
Emotional Demands	0.627	0.634	4
Lack Of Job Control	0.734	0.730	5
Employee Performance	0.721	0.734	5

Reliability analysis was used to measure the internal consistency of the items used in the study. Results show that employee performance was reliable to good ($\alpha = 0.721$), workload ($\alpha = 0.831$), and lack of task control ($\alpha = 0.734$). The Cronbach's Alpha value of the emotional needs factor was lower than the other components ($\alpha = 0.627$). The alpha of 0.627 is slightly below the usual cut-off point of 0.70 but is generally considered acceptable for exploratory research or for scales with less than five items. Since most of the respondents are young and do not have much professional experience, their understanding of emotional stress in the workplace might be limited.

Table 3: Descriptive Analysis

Variable	Items	Mean	Std. Deviation
Workload	I have a major responsibility in my job.	4.26	0.745
	Assigned tasks change frequently and increase stress	3.76	1.063
	Working long hours makes me very tired.	3.92	1.084

	I often work overtime to complete my tasks.	3.36	1.228
	I have too many responsibilities, which interfere with my ability to focus and perform well.	3.09	1.132
	I have to perform multiple tasks simultaneously during peak hours.	3.60	1.173
	Workload pressure affects the quality of my work.	3.59	1.207
Emotional Demands	Emotionally taxing tasks make me feel emotionally drained.	3.85	1.012
	I am expected to maintain emotional control in stressful situations.	3.69	1.041
	Handling customer complaints causes me emotional stress	3.29	1.116
	I must always appear friendly, even when I am tired.	4.25	0.860
Lack of Job Control	I have no freedom to make decisions in my daily tasks.	3.03	1.150
	My work schedule is entirely set by management.	3.67	1.043
	I am not given the opportunities to express my opinions about workplace issues.	2.84	1.182
	I have little influence over how tasks are assigned.	3.40	1.052
	The lack of job control makes me feel stressed.	3.48	1.087
Employee Performance	I am dedicated and take initiative in solving workplace problems.	4.09	0.753
	I deliver satisfactory service to customers.	4.20	0.725
	My work quality remains consistent even during busy periods.	3.87	0.951
	I often receive praise from customers/colleagues about my work.	3.94	0.876
	When I am under pressure, I sometimes make mistakes unintentionally.	3.88	0.875

Descriptive analysis showed that the results regarding workload generally indicated moderate to high workloads, with the highest mean being reported for having Primary job responsibilities ($M=4.26$, $SD=0.745$). The emotional demand to put on a friendly face when exhausted received the highest mean score ($M = 4.25$, $SD = 0.860$). The findings revealed an intermediate perception of job control among employees with the maximum score being that working hours are fully dictated by the business ($M=3.67$, $SD=1.043$). The results show that the employees rate their performance at a high level. The highest grade was given to satisfactory service ($M=4.20$, $SD=0.725$).

Table 4: Correlation Analysis

	totalWL	totalED	totalLC	totalEP
Workload (WL)	1			
Emotional demands (ED)	0.595**	1		
Lack of job control (LC)	0.517**	0.502**	1	
Employee performance (EP)	0.214*	0.292**	0.071	1
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

The correlation analysis shows that all the three independent variables are positively correlated with each other. The greatest correlation with Emotional Demands is Workload ($r = 0.595$) followed by Lack of Job Control ($r = 0.517$). This means that employees with a heavier workload are more likely to experience more emotional strain and less control over their work. Furthermore, Emotional Demands and Lack of Job Control are moderately correlated ($r = 0.502$), indicating that an emotionally demanding work environment is linked to lower perceived autonomy.

In terms of employee performance, Workload ($r = 0.214$, $p < 0.05$) and Emotional Demands ($r = 0.292$, $p < 0.01$) are both significantly positively related to performance although the relationships are relatively weak. This suggests that employees may be able to sustain or even improve their performance when facing greater workload or emotional demands, possibly because of increased motivation, resilience or sense of responsibility. The low correlation coefficients, however, suggest that these factors explain only a small portion of employee performance.

Unexpectedly, Lack of Job Control is not significantly associated with Employee Performance ($r = 0.071$, $p > 0.05$). The performance of the sampled coffee shop employees was not significantly affected by their perception of having limited control over their work, according to the results.

Discussion

The statistical findings of this study provide vital understanding of the operational realities of coffee shop workers in the semi-urban ecosystem of Sura, Dungun, Terengganu. The empirical results show that the relationships among the variables are weak (0.21 – 0.40) and moderate (0.41 – 0.70) in strength, rather than dominant linear dependencies. This is indicative of complex behavioral and operational environment that merits a systematic evaluation.

The Dynamic of Job Demands: Workload and Emotional Demands

The study found statistically significant, yet weak positive relationships in the evaluation of the dynamics of job demands against employee's performance, which in turn directly confirms the first two hypotheses. Specifically, the correlation analysis of workload and employee performance H_1 revealed a significant but very weak positive relationship ($r=0.214$, $p<.05$), which supported the existence of a statistically significant relation and therefore the acceptance of. Emotional demands had a similar significant but weak positive relationship with employee performance metrics H_2 and thus justified the acceptance of. In conclusion, whilst the statistical significance shows a positive relationship between increased workload and increased emotional demands with performance measures, the notably low correlation coefficients point to a minimal direct influence of these specific workplace stressors on the variability of total employee performance.

That said, the weakness of these relationships means that workplace stressors are significantly related to employee performance metrics but are a long way from being the predominant or sole explanation for variations in performance. This particular pattern of weak but positive correlations in the particular socio-cultural and regional context of Sura, Dungun, can be explained by three main factors. First, the regional buffer effect, which is a characteristic of semi-urban coffee shops, utilizes high customer familiarity and a tightly knit local community to lessen the psychological burden of emotional labor. This is because interactions with familiar neighbours transform potentially taxing customer service exchanges into easily managed, casual interactions that prevent performance scores from falling even when emotional demands change. Second, the challenge stressor optimization perspective explains the weak positive direction of the findings. Moderate increases in workload and emotional demands are challenge stressors rather than hindrance stressors. The busy floor keeps staff alert, active and operationally involved up to an optimal level, to facilitate self-reported task efficiency increases slightly without sudden service breakdowns. Last, the statistical weakness of these correlations' points to the importance of unmeasured performance predictors, indicating that other unexamined organizational behaviors such as individual baseline work ethics, financial incentives such as tips or flexible hours, peer support networks or a personal passion for the barista craft, will likely have a much stronger relationship with actual performance metrics in this region.

Inter-Stressor Interdependencies: Moderate Relationships

Interestingly, it was found that the independent variables were moderately positively correlated with each other. In particular, a moderate relationship was found between Workload and Emotional Demands ($r = 0.595$, $p < .001$) and between Workload and Lack of Job Control ($r = 0.517$, $p < .001$). These findings suggest that job stressors in food and beverage settings do not operate in programmatic isolation. As structural workloads speed up (e.g., peak customer

periods, multitasking bottlenecks), so does the corresponding emotional labour of staying customer friendly. In the same way, with higher workload demands, employees feel a greater sense of reduced control over their job because they feel that the speed of their work is dictated only by the number of customers and the urgency of the work, not their own workflow preferences.

The Non-Significant Association: Lack of Job Control

In examining the relationship between low job control and employee performance, an extremely low, non-statistically significant correlation was found ($r = 0.0071$, $p > .05$). This H_3 provides a formal rejection of the existence of a significant relationship between lack of control and employee performance.

This suggests that operational autonomy is not a major driver or explanation of performance differences in this context. Frontline coffee shop jobs such as baristas, cashiers and kitchen staff work in rigid and highly structured environments that are driven by strict Standard Operating Procedures (SOPs). Employees enter into these jobs expecting little procedural or scheduling autonomy, so lack of perceived control does not impede their everyday performance. Instead, performance and service quality are maintained in this context through operational standardisation and direct managerial supervision, in line with findings that performance in routine service roles is largely system-driven (Elsafy & Shafik, 2022; Herawati et al., 2023).

Conclusion

The purpose of this study is to examine the relationship between job stress factors such as workload, emotional demands and lack of job control and the performance of employees in coffee shop workers in Sura, Dungun, Terengganu. The empirical data suggested that specific workplace stressors maintained significant, though weak, positive relationships with employee performance in a correlational research design. These findings contribute to the hospitality management literature by refocusing academic attention on small-scale, semi-urban food service settings and suggesting that some stressors are often minor challenge dynamics rather than absolute performance disruptors.

Of the variables tested, emotional demands show a stronger association with employees' performance than workload. This suggests that patterns of emotional labour are visibly related to the coffee shop business model, given the constant interfaces with customers. However, there is no statistically significant relationship between job control and frontline task performance. It is worth emphasising that this statistical independence also means that the consistent and stable service performance is guaranteed not by the liberty of individual job but by the strict compliance of the established Standardised Operating Procedures (SOPs). For operators in semi-urban communities, understanding these non-causal associations offers a strategic roadmap to properly balance workflow requirements and the emotional expectations.

Limitations and Future Research

The study provides useful insights on small-scale food and beverage operations although the findings need to be read within some methodological limitations that also open strategic avenues for future research. The cross-sectional design of this study is limited in time and

structure as data was collected at a single point in time that makes it difficult to find concrete longitudinal shifts or performance shifts across dynamic economic periods such as holidays or academic semesters in the Dungun. Future studies should consider longitudinal designs or shift-based diaries to systematically monitor the impact of seasonal workload variations on performance over time. Second, measurement and response biases may be present as the performance of employees was assessed via self-assessment questionnaires, which have the potential for social desirability bias, where respondents tend to overrate their own success; future studies can address this by supplementing self-reported data with objective organisational metrics, such as formal supervisor evaluations, mystery shopper ratings, or volume of transactions per shift. Finally, the study is limited by geography as the sample frame was restricted to the Sura region of Dungun only, thus these unique local community dynamics may not be generalisable to high-density metropolitan areas or corporate franchise coffee chains. Therefore, conducting comparative studies within expanded urban-rural frameworks that directly contrast metropolitan hubs like Klang Valley against semi-urban settings like Dungun will effectively clarify how geographic and cultural variations alter the relationship between job stress and service delivery.

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Ethics Statement:

Ethical review and approval were not required for this study because it was based exclusively on publicly available, anonymized datasets that do not contain personally identifiable information. Consequently, informed consent was not applicable.

Author Contribution Statement:

All authors made substantial contributions to the conception, development, and completion of this manuscript and approved the final version for publication.

- Author 1 (Alyaa Amirah): Conceptualization, methodology, project administration, funding acquisition, and writing—original draft.
 - Author 2 (Mohaini): Data curation, formal analysis, investigation, software, visualization, and writing—review and editing.
 - Author 3 (Siti Nur' Afifah): Supervision, validation, resource provision, and writing—review and editing.
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