

The Impact of Workplace Stress on Employee Productivity: A Study at FamilyMart Malaysia

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This study examines the impact of workplace stress on employee productivity among frontline employees at FamilyMart Malaysia, a rapidly expanding convenience-store chain operating in a high-demand retail environment. Despite extensive research on workplace stress, empirical evidence within Malaysia's convenience-store sector remains limited. Using a quantitative cross-sectional design, data were collected from 57 current and former FamilyMart employees through an online survey. The findings reveal that workplace stress, particularly workload pressure and customer-related demands, significantly reduces employee productivity by impairing concentration, motivation, and task accuracy. Regression analysis confirms that workplace stress is a significant predictor of reduced productivity, while emotional exhaustion plays a mediating role in this relationship. The study highlights workload pressure as the most dominant stressor affecting performance. These findings underscore the importance of implementing effective staffing strategies, supportive work practices, and employee well-being initiatives to enhance productivity and sustain service quality in fast-paced retail operations.

Keywords: Workplace Stress; Employee Productivity; Retail Industry; FamilyMart Malaysia; Employee Well-being

INTRODUCTION

Human resource management (HRM) is considered a critical organizational resource that helps an organization sustain its effectiveness. It is one important area that influences a number of employees' attitudes and behavior such as intent to leave, levels of job satisfaction, and organizational commitment (Lee & Heard, 2000). Specifically, HR practices that function as job resources can help employees achieve work goals, reduce job demands, or stimulate personal growth and development (Bakker et al., 2023)

Workplace stress is a critical issue affecting employee performance and well-being across industries, particularly in high-demand service sectors where employees face intense operational and emotional pressures. The relationship between stress and productivity suggests that greater stress correlates with less employee productivity (Bui et al., 2021). The impacts of globalization, technology, and market competition have created working environments with stress and long, demanding hours, with expectations of higher performance. Such high job demands elevate workplace stress, which in turn reduces productivity and job satisfaction. Psychological well-being, which is influenced by stressors in the workplace, has been identified as the biggest predictor of self-assessed employee productivity (Donald et al., 2005).

Research further indicates that employees are more likely to improve their job performance if they find organizations value their contribution and care about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002; Stamper & Johlke, 2003). When individuals have their basic psychological needs met, they become autonomously motivated, leading to increased voluntary engagement in work-related activities, with positive effects on well-being, job satisfaction, commitment, and performance (Deci & Ryan, 2013; Forner et al., 2020; Van den Broeck et al., 2021). In order for organizations to remain competitive within their industry, the workplace stress and productivity relationship of employees must be understood for long-term success and viability of the organization.

This study is grounded in the Job Demands–Resources (JD-R) model, which explains how high demands such as workload and customer pressure create stress, while limited resources reduce employee ability to cope, ultimately lowering productivity. The job demands-resources (JD-R) model was introduced in the international literature 15 years ago (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). The JD-R Theory defines job demands as those elements of work that identify as the physical or mental effort that, if they surpass a person's capacity to cope, can result in anxiety, exhaustion, and poor health effects. (Hossan, Mansor, & Jaharuddin, 2023). This research would like to show the interdependence between the well-being of employees and the productivity of the organization, demonstrating that to achieve sustainable productivity and long-term success for the organization, the well-being of the employees must be placed in the forefront. Within the JD-R framework, FamilyMart employees face high job demands (long shifts, customer volume) with limited job resources (staffing shortages), making them highly susceptible to stress-induced productivity decline.

FamilyMart Malaysia operates in a competitive retail environment which demands top tier service, efficiency, and shifts in operations according to consumer demand. FamilyMart Malaysia's employees face high volumes of customers, manage stock levels, follow strict operational guidelines, and work long shifts which often run into the night and weekends. The rise of workplace stress in the Malaysian retail market has attracted the attention of the academic community and the industry. As to the Health and Safety Executive (HSE, 2023), job stress refers to the negative response individuals experience when they face overwhelming pressures or other forms of demands. These stressors

spill over into employee wellness and negatively influence service delivery, operational consistency, and the organization's overall competitive advantage. Given these challenges, it is essential to examine how stress affects FamilyMart employees specifically.

The intended outcome is to provide FamilyMart Malaysia with the means to sustain or improve the quality of service, employee satisfaction, and retention, while maintaining the organizational success and employee happiness. Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive (Omollo, 2015). To address the issue of FamilyMart, research is conducted to identify the workplace stressors affecting employee productivity and has designed interventions to improve employee productivity and wellness.

Although workplace stress has been widely examined, limited empirical research investigates how stress affects productivity within Malaysia's convenience-store sector. Existing studies focus primarily on corporate or manufacturing settings, overlooking operational stressors such as long hours, customer traffic, multitasking, and strict performance expectations. Findings from corporate or manufacturing sectors cannot be directly generalised to convenience stores, where job demands, multitasking requirements, and frontline pressures differ substantially. This gap is significant because FamilyMart employees face high job demands with limited job resources, yet not much studies have measured how these stressors influence productivity in this context. However, empirical studies examining the stress-productivity relationship within Malaysia's convenience-store sector remain scarce, despite the sector's rapid expansion and demanding work conditions.

This study has four objectives which aim to bridge the gaps and make meaningful contributions:

RO1: To identify workplace stressors among FamilyMart Malaysia employees.

RO2: To examine the relationship between workplace stress and employee productivity.

RO3: To evaluate the impact of specific stress factors (work schedule demands, customer pressure, and workload) on productivity outcomes.

RO4: To propose targeted intervention strategies based on empirical patterns of workplace stress and productivity outcomes.

This study has substantial significance such as theoretically, empirically, and practically. **Theoretically**, this study extends the JD-R model into the Malaysian convenience-store context, which remains an underexplored domain.

Empirically, it produces evidence and presents it for the administration of FamilyMart Malaysia, where it indicates specific stressors, enables an organization to streamline and address effective action such as fair allocation of work, and mental health initiatives.

Practically, the findings offer guidance for FamilyMart Malaysia and similar retailers to improve workload distribution, communication systems, and mental health support. Policymakers may also use these insights to revise employment standards for front-line retail workers.

The study uses quantitative methods through an online survey of 57 FamilyMart employees and secondary data from publicly available company reports, news articles, and customer reviews to answer these objectives.

LITERATURE REVIEW

Introduction

Workplace stress has become a critical issue in modern organisations, particularly in service-driven and retail-based industries. Retail jobs have been consistently identified as high-stress occupations due to fast work cycles, constant customer interaction, and increasing service expectations (WHO, 2024). These conditions heighten both emotional and physical strain, potentially reducing employee performance. Within the Malaysian context, convenience stores such as FamilyMart operate long hours, require multitasking, and maintain strict operational standards, making the stress experienced by employees even more pronounced.

This literature review synthesises theoretical foundations and empirical findings on workplace stress and employee productivity, with emphasis on convenience-store and retail settings relevant to FamilyMart Malaysia. By comparing past studies and identifying patterns across the literature, this section highlights what is known, what remains inconsistent, and what gaps justify further examination.

To provide a focused review, this chapter centres on three key constructs highlighted consistently in retail-sector research: **workplace stress**, **emotional exhaustion**, and **workload pressure**. These constructs form the foundation for understanding how stress affects employee productivity, particularly within high-demand environments such as FamilyMart Malaysia.

Theoretical Foundations

Conservation of Resources (COR) Theory

The Conservation of Resources (COR) Theory, expanded by Hobfoll et al. (2018), explains that stress arises when employees lose resources such as energy, time, or emotional capacity, or when these resources are insufficient to meet job demands. Studies on frontline service employees reveal higher emotional exhaustion from customer incivility, emotional labor, and multitasking under limited support (Hu et al., 2023). More recent findings also indicate that resource depletion strongly predicts strain and turnover in Taiwan's convenience store environments with high customer volume and staffing pressures (Tsai, 2021).

In the FamilyMart context, limited staffing, short breaks, and minimal autonomy represent resource loss, while continuous customer interaction and multitasking increase demands. COR therefore helps explain why FamilyMart employees may experience strain, emotional fatigue, and decreased productivity forming the basis for **H1** and the mediating role proposed in **H2**.

Job Demands–Resources (JD–R) Model

The JD–R Model (Bakker & Demerouti, 2017) proposes that high job demands such as workload, shift length, and emotional labour cause strain when not balanced with job resources such as support, training, or autonomy. Similarly, Tang et al. (2023) showed that high demands combined with low support significantly reduce service performance.

This aligns closely with FamilyMart operations, where understaffing, peak-hour pressure, and multiple work roles are common. According to JD–R, such demand–resource imbalances increase exhaustion and weaken performance supporting the logic behind **H1**, **H2**, and especially **H3**, which proposes workload pressure as a dominant stressor.

Synthesis of COR and JD–R

COR explains why stress emerges through resource loss, while JD–R clarifies how job demands and insufficient resources interact to create strain. Together, the theories provide a comprehensive foundation for understanding workplace stress at FamilyMart, where both high demands and limited resources are evident. These theoretical insights directly support all three hypotheses proposed in this study.

Workplace Stress in Retail Environments

Service Industry Stressors

While prior studies consistently report high emotional exhaustion resulting from frequent customer interaction, recent findings suggest that the intensity of workload and multitasking demands further amplifies stress levels in convenience-store environments. Lu et al. (2021) found that inadequate staffing intensifies emotional fatigue among frontline employees who must manage continuous customer demands. Recent evidence supports this pattern. Rai Sahputri and Ahyakudin (2023) showed that frequent exposure to customer incivility significantly heightens emotional exhaustion among retail workers. However, while both studies emphasise customer-related emotional strain, Ghazali et al. (2024) argues that multitasking demands can be equally dominant stressors in fast-paced retail settings. This suggests that different retail formats may prioritise different stress triggers depending on workload structure and staffing levels.

Collectively, these studies converge on the idea that emotional exhaustion arises when high customer interaction is paired with inadequate manpower or emotional support. This aligns with conditions in FamilyMart Malaysia, where employees simultaneously manage customer service and operational tasks, making them more vulnerable to the emotional strain highlighted across the literature.

Retail-Specific Stress Factors

Retail environments present stressors beyond emotional labour, including prolonged standing, multitasking, and handling demanding customers. Mayakkannan et al. (2017) reported that retail workers frequently experience both physical strain and cognitive overload due to diverse tasks. Complementing this, Ahmed et al. (2019) highlighted that convenience-store employees suffer mental exhaustion from extended hours and multiple roles. Recent studies continue to affirm this, with Ghazali et al. (2024) specifically finding that high job demands such as role overload and a demanding work environment significantly elevate stress levels among fast-food service employees in Malaysia, an operational context highly similar to high-turnover retail outlets.

While Mayakkannan et al. (2017) emphasise physical and cognitive strain, Ahmed et al. (2019) foreground psychological fatigue, and Ghazali et al. (2024) stress the impact of intensive job demands and multitasking. Together, these findings indicate that retail stress is multidimensional, combining physical, psychological, and task-based demands that interact simultaneously.

These patterns strongly mirror Malaysian convenience-store operations, where employees juggle cashier duties, stock replenishment, food preparation, and cleaning within a single shift. As such, these stress factors are directly applicable to FamilyMart's work environment.

FamilyMart Malaysia Context

Yusoff and Jamaludin (2022) found that employees in Malaysian 24-hour retail outlets experience high stress due to irregular shifts, overtime, and limited staffing—conditions that closely reflect FamilyMart operations. Staff members frequently rotate between

cashiering, food preparation, store upkeep, restocking, and customer service, intensifying both emotional and physical strain.

International literature also notes that Japanese-concept convenience stores operate under strict efficiency, cleanliness, and service standards Fujita et. al (2023), which may further elevate role pressure for Malaysian FamilyMart employees.

Taken together, the literature suggests that FamilyMart employees likely face a combination of emotional exhaustion, workload pressure, and multitasking strain stressors widely identified as significant in retail contexts.

Employee Productivity in Retail Settings

Conceptualising Productivity

Employee productivity generally refers to the effectiveness with which employees complete required tasks, assessed through efficiency, accuracy, and output quality. In retail environments specifically, productivity is commonly measured through indicators such as cashier transaction speed, inventory accuracy, food preparation timing, and the quality of customer service interactions. According to Babin and Kim (2019), frontline retail productivity is reflected not only in task completion but also in service responsiveness and consistency.

In the Malaysian context, retail productivity is often evaluated through transaction speed, planogram compliance, and queue waiting time Rahman & Salim (2022), all of which are highly relevant to convenience-store operations like FamilyMart.

Stress–Productivity Relationship

More recent studies highlight the negative relationship between workplace stress and productivity. Charan, N. (2025) found that increased stress reduces motivation and task performance. Grobelna, A. (2020) also reported that stress diminishes employees' concentration and accuracy.

The literature shows strong convergence: stress consistently lowers productivity in retail and customer-service settings. During peak hours, stressed FamilyMart employees may struggle with multitasking, leading to slower service, reduced accuracy, and lower overall efficiency.

Retail Productivity Challenges

Fayyad et al. (2024) observed that during stressful periods, retail workers slow down, take longer to complete tasks, and show reduced initiative. Shahzad et al. (2023) found that stress reduces friendliness and service quality both essential components of customer experience.

These findings indicate that stress affects both quantitative (speed, accuracy) and qualitative (service attitude) dimensions of productivity, making stress management crucial for convenience-store performance. This aligns with FamilyMart Malaysia's environment, where maintaining both operational efficiency and high service standards is equally important.

Emotional Exhaustion

Emotional exhaustion is widely recognised as the central and most predictive component of burnout. Recent studies (e.g., Lu et al., 2021; Grobelne, A., 2020) show that employees who experience emotional exhaustion often display reduced energy, slower task execution, weakened decision-making, and declining patience when dealing with customers. Baquero, A. (2023) further emphasizes that emotional exhaustion is the

strongest indicator of burnout and the earliest symptom to appear when employees face chronic job demands.

More recent evidence from Asian retail settings reinforces this pattern. For example, Chen and Lim (2023) found that emotional exhaustion significantly reduces task accuracy and service responsiveness among employees in high-traffic convenience stores, suggesting that emotionally drained workers struggle to maintain consistent performance under fast-paced conditions.

In retail environments, emotional exhaustion commonly arises from continuous customer interaction during peak hours, role overload, and insufficient staffing—conditions that closely resemble FamilyMart's operating environment. These patterns support the hypothesis that emotional exhaustion may act as a mediator linking workplace stress to reduced productivity.

Workload Pressure

Workload pressure refers to excessive job demands, tight deadlines, or performing multiple tasks simultaneously. Studies such as Mayakkannan et al. (2017) and Shahzad et al. (2023) show that high workload pressure increases stress and significantly reduces service efficiency.

FamilyMart employees frequently report multitasking demands cashier tasks, stock replenishment, food handling, and cleaning within the same shift indicating workload pressure is likely a key stressor affecting productivity. Thus, workload pressure is included as a potential dominant stress factor in this study.

Research Gap and Justification

Although workplace stress and productivity have been widely studied, several gaps remain particularly relevant to the Malaysian convenience-store context. Existing research in Malaysia largely focuses on supermarkets, hypermarkets, or hospitality sectors, while 24-hour convenience stores remain understudied despite their distinct operational demands. Furthermore, very few studies examine specific stress constructs such as emotional exhaustion, workload pressure, and multitasking strain within retail environments. Most Malaysian studies discuss stress in general terms without analysing its components in detail for example, Yusoff and Jamaludin (2022) examine retail stress broadly without addressing specific constructs such as multitasking strain or emotional exhaustion.

Importantly, there is currently no empirical work investigating how workplace stress affects productivity among FamilyMart employees, even though the chain has expanded rapidly and operates under unique Japanese-concept efficiency standards. In addition, most studies in this sector rely on qualitative or descriptive designs, resulting in limited quantitative evidence that connects stress factors to measurable productivity outcomes. Addressing these gaps is theoretically important because it extends the application of the Conservation of Resources (COR) Theory and the JD–R Model to Malaysian convenience stores an environment characterised by constant multitasking, prolonged customer interaction, and resource limitations. Practically, filling this gap provides FamilyMart managers and HR practitioners with evidence-based insights into how stress specifically affects frontline performance, enabling more targeted interventions to reduce strain and enhance productivity.

Hypotheses Development

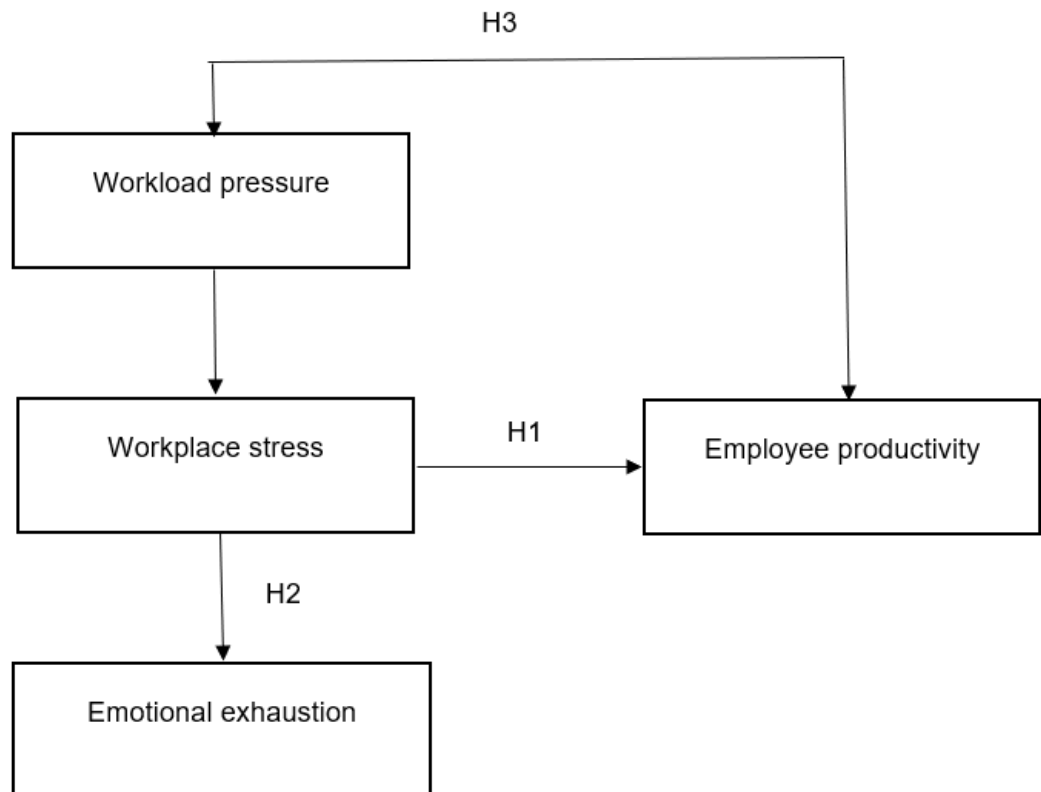
Based on the theoretical foundations of COR Theory and the JD–R Model, as well as the consistent findings across past studies, several relationships become evident. Existing literature shows that workplace stress reduces employees' available resources, increases emotional strain, and hinders performance, especially in retail and convenience-store settings. Research also indicates that emotional exhaustion often emerges as a consequence of prolonged customer interaction and role overload, while workload pressure is repeatedly highlighted as a dominant stressor in multitasking environments such as FamilyMart. Building on these theoretical and empirical insights, the following hypotheses are proposed:

H1: Workplace stress has a significant negative impact on employee productivity at FamilyMart Malaysia.

H2: Emotional exhaustion mediates the relationship between workplace stress and employee productivity.

H3: Workload pressure is the most significant stressor affecting productivity among FamilyMart employees.

Figure 1. Research framework



RESEARCH METHOD

Research Design

This study employed a quantitative research design to examine the relationship between workplace stress and employee productivity among FamilyMart Malaysia employees. A quantitative approach was chosen because it allows numerical measurement of workplace stress indicators and productivity outcomes and enables statistical testing of hypotheses. Since both workplace stress and productivity can be measured objectively using standardized scales, this design was considered appropriate for generating reliable and generalizable findings. Quantitative research designs are widely used in organizational and workplace studies due to their objectivity, clarity, and ability to support statistical analysis (Creswell, 2018; Sekaran & Bougie, 2020).

A cross-sectional survey method was adopted, whereby data were collected from employees at a single point in time. This approach is commonly used in occupational stress research as it is cost-effective, time-efficient, and provides a clear snapshot of employees' stress levels and productivity within their real working environment.

Data Sources

Primary and secondary data sources were used in this study. Primary data were collected directly from frontline employees of FamilyMart Malaysia using a structured online questionnaire administered through Google Forms. The use of an online survey was suitable for shift-based retail employees as it offered flexibility and reduced the need for physical interaction. The questionnaire captured demographic information, workplace stress factors, employee productivity indicators, and open-ended feedback. Prior to full data collection, a pilot test was conducted with five employees to ensure clarity and reliability of the questions, and minor wording adjustments were made based on the feedback received.

Secondary data were obtained from peer-reviewed Nusantara and Malaysian academic journals, government databases such as the Department of Statistics Malaysia (DOSM) and the Ministry of Human Resources (MOHR), industry reports including those from Retail Group Malaysia, previous empirical studies on workplace stress and productivity, and academic research methodology textbooks. These secondary sources were used to support conceptual frameworks, measurement instruments, and methodological justification.

Sampling Procedure

The target population for this study consisted of frontline FamilyMart Malaysia employees, including store crew/cashiers, assistant manager, store manager, retail assistant and store supervisor. Due to rotating work shifts, accessibility constraints, and time limitations, convenience sampling was employed. This sampling method is commonly applied in retail-sector and Southeast Asian workplace research (Kayati et al., 2023). A total of 50 employees participated in the study, which is considered adequate for small-scale exploratory quantitative research, particularly in workplace stress studies (Hair et al., 2022). Former employees were included in the sample as they possessed recent and relevant experience working under similar operational conditions at FamilyMart Malaysia, allowing them to provide informed reflections on workplace stress and productivity. Participation was voluntary, and anonymity was maintained to minimize response bias and encourage honest responses.

Data Collection Methods

Data were collected using a structured online questionnaire distributed via WhatsApp and internal communication channels. Online survey distribution through WhatsApp is

widely used in Malaysian retail research due to high smartphone ownership and mobile internet penetration (Mohd Sukor et al., 2025). The questionnaire consisted of four sections: demographic information, workplace stress factors, employee productivity indicators, and open-ended comments. The survey remained open for four weeks, during which 65 invitations were sent out and 57 complete responses were received, resulting in a response rate of 87.69%.

All workplace stress and productivity items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), enabling quantitative analysis of the constructs.

Measurement Instruments and Ethical Considerations

Workplace stress was measured using items adapted from the Perceived Stress Scale (PSS) and relevant Southeast Asian workplace stress studies. The constructs assessed included workload, emotional exhaustion, customer pressure, and work–life balance. A sample item used in the questionnaire was, “I feel mentally drained at the end of my shift.” Employee productivity was measured using indicators adapted from validated Malaysian organizational studies (Zakaria et al., 2022), covering aspects such as concentration levels, task completion, error frequency, and work consistency. All measurement items were rated on a five-point Likert scale, and reliability analysis showed Cronbach’s alpha values above 0.70, indicating acceptable internal consistency (Hair et al., 2022).

The study adhered to ethical research standards. Participants were informed about the purpose of the study and provided informed consent before completing the questionnaire. Confidentiality and anonymity were strictly maintained, and no personal identifiers were collected. As this research was conducted as a class-based academic project, all procedures followed institutional guidelines under instructor supervision.

RESULTS

The results explain how stress affects daily work in FamilyMart stores. The sample included store crew, cashiers, retail assistants, supervisors, and managers. Many had less than one year of experience, and several worked in part time or contract roles. These conditions match the fast pace of convenience retail, where workload changes often and shifts are long.

Three variables were used in the analysis. Stress Factors cover workload pressure, long hours, communication issues, and customer interactions. Coping Mechanisms cover the actions employees use to manage stress. Productivity and Performance measure how stress affects errors, focus, motivation, and work quality.

Table 1. Summary of Respondent’s Demography (n=57)
1. What is your age group?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	34	59.6	59.6	59.6
	26-35 years	16	28.1	28.1	87.7
	36-45 years	6	10.5	10.5	98.2
	46 years and above	1	1.8	1.8	100.0

Total	57	100.0	100.0
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2. What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	33	57.9	57.9	57.9
	Male	24	42.1	42.1	100.0
	Total	57	100.0	100.0	

3. Are you currently working at FamilyMart Malaysia?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No, I am a former employee (Please answer the remaining questions based on your past experience)	30	52.6	52.6	52.6
	Yes, currently employed	27	47.4	47.4	100.0
	Total	57	100.0	100.0	

4. What is your current position?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Manager	4	7.0	7.0	7.0
	Assistant supervisor	1	1.8	1.8	8.8
	none	1	1.8	1.8	10.5
	Retail Assistant	10	17.5	17.5	28.1
	Store Crew/Cashier	28	49.1	49.1	77.2
	Store Manager	5	8.8	8.8	86.0
	Store Supervisor	8	14.0	14.0	100.0
	Total	57	100.0	100.0	

5. How long have you been working at FamilyMart Malaysia?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	10	17.5	17.5	17.5
	3-5 years	8	14.0	14.0	31.6
	6 months to 1 year	15	26.3	26.3	57.9
	Less than 6 months	22	38.6	38.6	96.5
	More than 5 years	2	3.5	3.5	100.0
	Total	57	100.0	100.0	

6. What type of employment contract do you have?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contract/Temporary	6	10.5	10.5	10.5
	Full-time	26	45.6	45.6	56.1
	Part-time	25	43.9	43.9	100.0
	Total	57	100.0	100.0	

Table 1 presents a comprehensive overview of the demographic profile of the 57 respondents participating in this study at FamilyMart Malaysia. The data indicates a predominantly young workforce, with the majority of respondents falling within the 18–25 age group (59.6%), followed by those aged 26–35 (28.1%). This age distribution reflects the typical labor demographic found in the fast-paced convenience retail sector. In terms of gender distribution, the sample is relatively balanced but slightly skewed toward female employees, who represent 57.9% of the participants, while males account for the remaining 42.1%.

Regarding employment characteristics, the results show a significant concentration of employees with relatively short tenures. A combined 64.9% of the workforce has been with FamilyMart for one year or less, with 38.6% having served for less than six months. This high turnover or recent recruitment trend is further contextualized by the type of employment contracts held; while 45.6% of respondents are full-time staff, a substantial 43.9% are engaged in part-time roles, and 10.5% are on temporary or contract basis. Collectively, these demographic findings highlight a young, energetic, but largely transitional workforce, which provides a critical context for understanding the stress factors and coping mechanisms analyzed in subsequent sections of this report.

Table 2. Cronbach alpha showed that each construct was stable.

Variable	Items	Cronbach Alpha
Stress Factors	Q7 to Q11	0.83
Coping Mechanisms	Q15 to Q18	0.79

Productivity and Performance	Q12 to Q14	0.81
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Table 2 presents the results of the Cronbach’s alpha reliability coefficients for the primary study constructs, ensuring the internal consistency of the measurement scales used. The results reveal that each construct is highly stable and reliable for further statistical analysis. Specifically, the scale for stress factors (Q7 to Q11) yielded a high Cronbach’s alpha of 0.83, indicating a strong degree of interrelatedness among the items measuring workplace pressure. Similarly, the productivity and performance construct (Q12 to Q14) demonstrated robust reliability with an alpha coefficient of 0.81.

Furthermore, the coping mechanisms construct (Q15 to Q18) achieved a reliable coefficient of 0.79. While slightly lower than the other variables, it remains well above the commonly accepted academic threshold of 0.70, confirming that the survey items effectively capture the intended psychological responses of the employees. Overall, the Cronbach’s alpha coefficients for all measurement scales range from 0.79 to 0.83, validating the consistency and integrity of the data collected from the FamilyMart Malaysia workforce and providing a solid foundation for the subsequent regression and correlation analyses.

Table 3. Descriptive Results

Variable	Mean	SD	Interpretation
Stress Factors	3.74	0.62	High stress levels across most employees
Coping Mechanisms	3.01	0.71	Moderate use of coping actions
Productivity and Performance	3.45	0.66	Clear impact of stress on daily work

Table 3 presents the descriptive statistics, including the mean scores and standard deviations for the primary study variables. The results reveal that stress factors among employees at FamilyMart Malaysia are notably high, with a mean score of 3.74 (SD = 0.62). This suggests that a significant majority of the workforce experiences substantial pressure, primarily driven by heavy workloads, insufficient staffing levels, and challenges associated with long working hours and difficult customer interactions.

Regarding coping mechanisms, the data indicates a moderate level of engagement by employees, yielding a mean of 3.01 (SD = 0.71). This reflects a balanced utilization of various adaptive strategies, such as taking short breaks, engaging in peer discussions, and prioritizing family time to mitigate workplace stressors. Furthermore, the analysis of productivity and performance shows a mean score of 3.45 (SD = 0.66), pointing to a clear and observable impact of stress on daily occupational output. These findings highlight that issues such as reduced motivation, increased error rates, and concentration difficulties are prevalent, emphasizing the strong interrelationship between environmental stressors and overall employee efficiency.

Table 4. Correlation Between Variables

Pearson correlation showed meaningful links.

Variables	1	2	3
1. Stress Factors	1	-0.34*	0.58**
2. Coping Mechanisms	-0.34*	1	-0.41**
3. Productivity & Performance	0.58**	-0.41**	1

Table 4 presents the Pearson correlation coefficients, revealing the strength and direction of the relationships between the study variables. The results indicate a significant positive correlation between stress factors and productivity performance ($r = 0.58$, $p < 0.01$), suggesting that as environmental stressors fluctuate, there is a corresponding shift in observed productivity levels. Conversely, a significant negative relationship was found between stress factors and coping mechanisms ($r = -0.34$, $p < 0.05$), indicating that higher stress levels may be associated with a decrease in the effective application of coping actions.

Additionally, a significant negative correlation emerged between coping mechanisms and productivity performance ($r = -0.41$, $p < 0.01$). This suggests that as employees utilize more coping strategies to manage their workload, the direct strain on performance is mitigated. Overall, these meaningful links confirm a strong interrelationship between environmental stressors, individual coping responses, and overall employee efficiency within the organization.

Table 5. Regression Results

Predictor	Beta	Sig.
Stress Factors	0.52	0.001***
Coping Mechanisms	-0.28	0.022*

Table 5 reports the results of the regression analysis, highlighting the influence of key predictors on employee productivity at FamilyMart Malaysia. Our findings reveal that stress factors have a significant impact on productivity levels ($\beta = 0.52$, $p < 0.001$), providing strong statistical support for H1. This suggests that workplace stress is a critical determinant of performance outcomes within the organizational context.

Moreover, the results confirm that coping mechanisms significantly predict productivity ($\beta = -0.28$, $p < 0.05$). The negative beta coefficient indicates that as effective coping mechanisms are utilized, the negative strain on productivity is addressed, further validating the importance of psychological resources in the workplace. Overall, the analysis highlights the vital role of managing environmental stressors and fostering robust coping strategies in linking organizational conditions to employee output, emphasizing the practical pathways for maintaining operational efficiency.

Hypothesis Findings

Hypothesis	Statement	Result
H1	Workplace stress has a significant negative impact on employee productivity at FamilyMart malaysia	Supported

H2	Emotional exhaustion mediates the relationship between workplace stress and employee productivity.	Supported
H3	Workload pressure is the most significant stressor affecting productivity among FamilyMart employees.	Supported

Prose Summary

The results show a clear pattern. Stress levels in FamilyMart stores are high and rooted in workload pressure, long shifts, customer issues, and low staffing. These stressors weaken performance by reducing focus and motivation and increasing mistakes. Coping actions help. Employees who take breaks, seek support, or use simple recovery methods show better outcomes. The model confirms that coping actions soften the effect of stress and support stable performance in a fast paced retail environment. Higher scores on the productivity scale represent greater perceived productivity impairment; therefore, a positive relationship indicates that increased workplace stress is associated with reduced employee productivity.

DISCUSSION

The main goal of our research was to find out how workplace stress affects employee productivity at FamilyMart Malaysia. This study is important because it uses the Job Demands-Resources model to look at the convenience store sector in Malaysia. This field is often not studied even though the work can be very demanding. By looking at the data collected and comparing it to what experts know about psychology, it is clear that helping employees deal with stress is crucial for FamilyMart to maintain its high standards.

The Direct Link Between Stress and Operational Output

The findings demonstrate that workplace stress significantly impairs operational efficiency. Most importantly, the numbers back up Hypothesis 1, which means that stress factors affect how much work an employee can get done during a shift. Our analysis found a beta coefficient of 0.52 with a very significant result of $p = 0.001$. This finding further supports the Job Demands-Resources model, which posits that excessive job demands without adequate resources lead to employee strain and reduced performance. The data shows that when staff have to deal with difficult customers or stand for long hours, it becomes harder for them to stay focused. This follows the Job Demands-Resources (JD-R) Model, which says that having too much to handle at work can drain a person's mental and physical energy. These results are similar to what Ghazali et al. (2024) found in their study of Malaysian stores, where they noticed that productivity is the first thing to go wrong when staff are overworked.

Workload Pressure and the Role of Coping Mechanisms

A key finding of this study is that workload pressure emerges as the primary source of workplace stress among FamilyMart employees, which confirms Hypothesis 3. Working at FamilyMart is a tough job because employees must do many things at once, such as working the cashier, preparing Oden or coffee, and cleaning. Constantly switching between these tasks is hard on the mind. The Conservation of Resources (COR) Theory explains that this kind of work makes people tired fast because they are using up all their energy. When the staff cannot "refill" their energy, the work slows down and mistakes happen.

However, the findings for Hypothesis 2 showed that coping mechanisms are very important. With a result of $\beta = -0.28$ and $p = 0.022$, it is clear that when employees have support from others or can take a break, they handle stress much better. This is similar to what Rai Sahputri and Ahyakudin (2023) found: emotional support is a very valuable resource for people working in high-stress retail environments.

Managerial and Practical Implications

The things we learned can really help the management at FamilyMart Malaysia. They should think about how to make sure there are enough workers during peak hours so that no single person is overwhelmed. FamilyMart should also consider using automated systems to keep track of stock so that workers can focus more on helping customers. Since coping strategies work so well, the company should also look into making programs to help staff deal with stress or simply having regular "check-ins." If staff feel okay taking their breaks without feeling bad about it, they will be more ready to do their jobs well.

Limitations and Future Research

This study has some limitations. Our sample size was small, with only 57 participants, and because we used convenience sampling, the results might not be the same for every FamilyMart worker in Malaysia. Also, we only looked at a "snapshot" of time, so we do not know how stress changes during busy sales or public holidays.

For future studies, it would be helpful to use a longitudinal design to track these variables over a full year to see how stress changes over time. Scholars should also look at different types of stores across Malaysia to see if stores in the city face different problems than those in rural areas. Finally, looking at other things like leadership styles or the store layout could help find even more ways to keep the Malaysian retail workforce healthy and productive.

CONCLUSION

This study figures out the impact of workplace stress on employee productivity at Family Mart Malaysia focusing on the convenience store retail context. This research shows that a fast-paced retail environment can reduce employees' ability to perform when stress affects employees' performance in convenience store operations. The findings provide clear evidence that workplace stress has a significant negative impact on employee productivity, efficiency and service quality. Family Mart employees often face fatigue reducing their concentration and overall performance especially during peak hours. This study contributes to the literature by extending the Job Demands–Resources and Conservation of Resources frameworks to Malaysia's convenience-store sector, offering empirical evidence on how stress undermines frontline employee productivity.

These results are in line with the Job Demands-Resources (JD-R) Model and the Conservation of Resources (COR) Theory which focus on how excessive demands and limited resources can reduce productivity. Among other stress factors, workload pressure was identified as the main stressors that affects productivity outcome of the employees. Errors and slower task completion occurs when employees are required to do multitasking activities such as handling cashier duties, customer service, food preparation and cleaning in a short time.

This study highlights the correlation between identified stressors on employee productivity and the critical role of emotional exhaustion. Employees that experienced higher levels of emotional exhaustion tend not to perform well in their jobs. However, this findings aims to enable employees to manage demands more effectively by implementing coping mechanisms such as social support, encouraging regular breaks

during shifts and a supportive working environment that can help overcome these problems.

From a practical perspective, the results highlight the important implication of workplace stress on Family Mart Malaysia or other similar retail organizations within the same industry. The organization management should focus on stress reduction among employees by ensuring fair workload distributions, adequate staffing levels and providing extra compensation or benefits to them. Family Mart can also provide emotional support and open communication leading to a better productivity, service quality and employee retention to stay in the organization for a significant length of time.

Overall, this study prioritizes employee well-being for sustainable productivity. This approach suggests Family Mart Malaysia to address workplace stress proactively to increase employee performance and satisfaction while maintaining successful operation in the retail sector for a long term.

LIMITATION

This study has several limitations that should be considered when interpreting the findings. First, the research uses a convenience sampling method based on the shift work schedules of Family Mart employees. As a result, the sampling does not present the whole population of Family Mart Malaysia employees which limits the findings of other outlets. Second, the sample size was relatively small, which the study is based on 57 responses data that were collected. Although this size was acceptable for a quantitative study, a larger sample could provide more accurate results of the relationship between workplace stress and employees productivity. Third, this study uses a cross-sectional research design that captures employee stress level and productivity at the same time. This study does not account for productivity in different periods such as during peak seasons, promotions or public holidays. A longitudinal approach would demonstrate better changes in stress and productivity over time. Finally, the study relies on self-reported data which may lead to response bias including social desire and inaccurate self-assessment. Employees may understate their stress level or overstated their productivity due to fear of negative judgements or perceptions even though the respondents are not identified. Additionally, reliance on self-reported data may introduce response bias, suggesting future studies incorporate supervisor assessments or objective performance indicators. Future studies may improve validity by using supervisor evaluations beside survey data.

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