

Psychosocial Workplace Stress and Job Satisfaction among Beauty Salon Employees in Bengaluru: An Empirical Study of Occupational Well-Being in the Urban Service Sector

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Abstract

Customer-facing service occupations are increasingly recognized as psychologically demanding work environments. Despite the rapid expansion of India's beauty and wellness industry, limited empirical attention has been directed toward understanding the occupational well-being of beauty salon employees. This study examines the relationship between psychosocial workplace stress and job satisfaction among beauty service professionals in Bengaluru, one of India's largest urban service economies.

A quantitative cross-sectional research design was employed. Data were collected from 300 beauty salon employees, including hairstylists, beauticians, therapists, reception personnel, and support staff working across selected salons in Bengaluru. Psychosocial workplace stress and job satisfaction were measured using structured Likert-type instruments. Reliability analysis, descriptive statistics, Pearson correlation, independent sample tests, one-way ANOVA, and linear regression analyses were performed using SPSS.

The findings indicate moderate levels of psychosocial workplace stress and job satisfaction among beauty service professionals. Reliability coefficients demonstrated satisfactory internal consistency for both the Psychosocial Workplace Stress Scale ($\alpha = .848$) and the Job Satisfaction Scale ($\alpha = .806$). A statistically significant negative relationship was observed between psychosocial workplace stress and job satisfaction ($r = -.515, p < .001$). Regression analysis further revealed that workplace stress significantly predicted job satisfaction and explained

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26.6% of the variance in employee satisfaction. Employees reporting higher stress levels consistently demonstrated lower levels of job satisfaction.

The findings highlight the need for salon owners, managers, and industry stakeholders to strengthen employee support systems, improve work scheduling practices, enhance supervisory support, and develop workplace well-being initiatives that address both psychological and organizational stressors.

This study contributes to the emerging literature on occupational well-being within the beauty and wellness industry by providing empirical evidence from an under-researched service-sector workforce in India. It extends the application of the Job Demands–Resources framework to beauty service occupations and offers actionable insights for improving employee well-being in customer-facing service environments.

Keywords: Psychosocial Workplace Stress | Emotional Labour | Job Satisfaction | Occupational Well-Being | Beauty Service Professionals | Urban Service Workforce

*Without Borders
Confederation.* Community

I. INTRODUCTION

Across the world, service-sector employment has become a defining feature of modern economies. Organizations increasingly compete not only through products and technology but also through customer experience, interpersonal service quality, and relationship management. As a result, employees working in customer-facing occupations are required to perform complex emotional, social, and psychological labour in addition to their technical responsibilities. While considerable attention has been devoted to understanding occupational well-being among healthcare professionals, teachers, and corporate employees, significantly less attention has been directed toward workers employed within personal service industries, despite their growing economic and social importance.

The beauty and wellness industry represents one of the fastest-growing segments of the global service economy. In India, rapid urbanization,

changing lifestyle preferences, increasing disposable income, growing awareness of personal grooming, and the expansion of wellness services have contributed to unprecedented growth in beauty-related businesses. Metropolitan cities such as Bengaluru have witnessed substantial increases in the number of beauty salons, wellness centers, aesthetic clinics, and personal care establishments. This growth has generated employment opportunities for hairstylists, beauticians, therapists, reception personnel, makeup artists, and support staff who collectively form a critical component of the urban service workforce.

Despite its economic significance, employment within the beauty services sector is characterized by unique occupational challenges. Employees are expected to deliver consistent service quality, maintain professional appearance standards, establish positive interpersonal relationships with clients, and manage customer expectations in highly competitive environments. Unlike many occupations where performance outcomes are

measured through tangible outputs, beauty service professionals are evaluated through direct customer experiences, satisfaction levels, repeat visits, and interpersonal interactions. Consequently, the workplace experiences of salon employees extend beyond technical service delivery and encompass substantial emotional and psychological demands.

One of the most significant challenges encountered by beauty service professionals is emotional labour. Emotional labour refers to the process through which employees regulate their emotional expressions to conform to organizational expectations and customer service requirements. Beauty salon employees frequently interact with diverse customers possessing varying expectations, personalities, and behavioural styles. Regardless of their personal emotions or workplace circumstances, employees are expected to demonstrate patience, enthusiasm, friendliness, empathy, and professionalism throughout service encounters. Sustained emotional regulation of this nature can become psychologically demanding and may contribute to stress, emotional exhaustion, and reduced occupational well-being over time.

In addition to emotional labour, beauty salon employees often encounter several psychosocial workplace stressors. These include workload pressures, long working hours, role ambiguity, performance expectations, customer complaints, financial uncertainty, interpersonal conflicts, and limited opportunities for career advancement. Many employees operate within environments where income is partially dependent on commissions, incentives, tips, or customer retention, thereby increasing perceived job insecurity and performance pressure. Such conditions may contribute to psychosocial workplace stress, which has been recognized as an important determinant of employee health, well-being, and organizational effectiveness.

Psychosocial workplace stress refers to the psychological strain experienced when workplace demands exceed an individual's perceived ability

to cope or when organizational conditions create persistent emotional and cognitive pressures. Contemporary occupational psychology research identifies psychosocial workplace stress as a major contributor to employee dissatisfaction, burnout, absenteeism, turnover intentions, and mental health concerns. The World Health Organization has highlighted workplace mental health as a critical global issue, emphasizing the importance of healthy work environments in promoting employee well-being and organizational sustainability. As service industries continue to expand, understanding the psychosocial experiences of employees working within these sectors has become increasingly important.

Job satisfaction represents another critical construct within organizational and occupational psychology. It reflects an employee's overall evaluation of their work experiences and encompasses perceptions regarding compensation, supervision, workplace relationships, organizational support, professional growth opportunities, and the intrinsic value derived from work. Extensive evidence suggests that job satisfaction is associated with improved performance, stronger organizational commitment, reduced turnover intentions, and better psychological well-being. Conversely, dissatisfaction can negatively affect both employees and organizations by reducing productivity, engagement, and service quality.

The Job Demands–Resources (JD-R) Model provides a useful theoretical framework for understanding the interaction between workplace stressors and employee outcomes. The model proposes that excessive job demands contribute to psychological strain, whereas organizational resources enhance motivation, engagement, and well-being. Within beauty salon environments, employees often encounter substantial job demands while having varying access to organizational resources. Consequently, the JD-R framework offers an appropriate lens through which the relationship between psychosocial workplace stress and job satisfaction may be examined.

Although a growing body of international literature has investigated workplace stress, emotional labour, and employee well-being within service industries, empirical evidence concerning beauty salon employees remains limited, particularly within developing economies. Existing studies have primarily focused on healthcare, education, hospitality, and corporate sectors, leaving beauty service occupations comparatively underrepresented. Within India, research examining psychosocial workplace stress among beauty service professionals is especially scarce, despite the rapid expansion of the beauty and wellness industry and its increasing contribution to urban employment.

The absence of context-specific evidence represents an important gap in occupational psychology and service-sector workforce research. Bengaluru, as one of India's leading metropolitan centers, provides a relevant setting for investigating the occupational experiences of beauty service professionals due to its diverse workforce, extensive beauty services market, and rapidly evolving employment landscape. Understanding how psychosocial workplace stress influences job satisfaction among salon employees may contribute to improved workplace practices, employee well-being initiatives, and organizational effectiveness within the beauty and wellness sector.

Accordingly, the present study examines psychosocial workplace stress and job satisfaction among beauty service professionals in Bengaluru. By investigating the relationship between these variables and exploring demographic influences on employee experiences, the study seeks to contribute to the growing discourse on occupational well-being in customer-facing service occupations and provide evidence-based recommendations for enhancing workplace health within the beauty services industry.

II. LITERATURE REVIEW AND THEORETICAL FOUNDATION

2.1 The Job Demands–Resources Perspective on Occupational Well-Being

The Job Demands–Resources (JD-R) theory has become one of the most influential frameworks for understanding employee well-being, work engagement, burnout, and job-related attitudes across occupational settings. The central premise of the model is that every occupation contains specific job demands and job resources that jointly influence employee outcomes. Job demands refer to physical, psychological, social, or organizational aspects of work that require sustained effort and are therefore associated with physiological or psychological costs. In contrast, job resources facilitate goal achievement, support personal development, and buffer the adverse effects of excessive demands (Bakker & Demerouti, 2023).

Contemporary extensions of the JD-R model emphasize that occupational well-being is shaped through two interrelated processes. The health-impairment pathway suggests that excessive demands gradually deplete employees' physical and psychological resources, resulting in stress, exhaustion, and reduced well-being. The motivational pathway proposes that adequate job resources enhance engagement, commitment, and positive work-related outcomes. Recent studies continue to demonstrate the explanatory power of the JD-R framework across diverse occupational contexts, including healthcare, public service, education, and customer-facing service occupations.

The beauty and wellness industry provides a particularly relevant context for applying the JD-R model. Beauty service professionals routinely encounter substantial job demands, including prolonged standing, repetitive physical activity, emotional labour, customer complaints, performance expectations, and income uncertainty. At the same time, access to job resources such as managerial support, career development opportunities, recognition, and organizational fairness varies considerably across establishments. Consequently, the JD-R framework provides an appropriate theoretical lens for understanding how workplace demands contribute to psychosocial stress and influence job satisfaction among beauty salon employees.

2.2 Psychosocial Workplace Stress in Contemporary Service Work

Psychosocial workplace stress has emerged as a major concern within organizational and occupational psychology. Unlike traditional physical workplace hazards, psychosocial risks originate from the way work is designed, managed, and experienced by employees. These risks encompass excessive workloads, unclear role expectations, inadequate support, interpersonal conflicts, emotional demands, job insecurity, and perceived unfairness within organizational systems.

The increasing dominance of service-based economies has intensified attention toward psychosocial workplace conditions because employee performance is often closely linked to customer experience and relationship management. Service workers are expected not only to perform technical tasks efficiently but also to maintain positive interpersonal interactions regardless of personal circumstances. This dual responsibility increases the likelihood of psychological strain, particularly when organizational demands exceed available coping resources. The World Health Organization identifies excessive job demands, low autonomy, inadequate support, and job insecurity among the primary workplace factors contributing to employee stress and mental health challenges.

Recent occupational well-being research further suggests that workplace stress should be understood as a multidimensional phenomenon rather than a single construct. Employees simultaneously experience workload-related stress, interpersonal stress, emotional strain, financial concerns, and uncertainty regarding future employment. These stressors rarely occur independently and often interact to influence employee attitudes and well-being. Studies conducted across service industries indicate that cumulative exposure to psychosocial stressors predicts reduced job satisfaction, increased emotional exhaustion, lower engagement, and stronger turnover intentions.

Within beauty salon environments, psychosocial stress may be particularly pronounced because employees operate at the intersection of customer expectations, aesthetic performance standards, and business outcomes. Service quality is highly visible and directly evaluated by customers, increasing performance pressure and emotional investment in work outcomes. Consequently, understanding psychosocial workplace stress among beauty service professionals represents an important area of inquiry within occupational psychology.

2.3 Emotional Labour as a Core Occupational Demand

Among customer-facing occupations, emotional labour has emerged as one of the most significant psychological demands. Emotional labour refers to the regulation and management of emotional expressions to meet organizational expectations and enhance customer experiences. Employees are frequently required to display enthusiasm, patience, empathy, and positivity regardless of their genuine emotional state.

The growing importance of emotional labour reflects broader shifts within modern service economies, where interpersonal interactions increasingly influence customer satisfaction and organizational competitiveness. Service employees often engage in what has been described as “surface acting,” in which emotions are displayed without being genuinely experienced, and “deep acting,” where employees attempt to align internal feelings with expected emotional displays. While these strategies can enhance customer experiences, sustained emotional regulation may contribute to emotional exhaustion and occupational strain.

Recent studies have consistently demonstrated negative associations between excessive emotional labour and employee well-being. Emotional demands are linked to burnout, reduced job satisfaction, emotional exhaustion, interpersonal conflict, and diminished psychological health. Service employees who repeatedly suppress authentic emotions or

manage difficult customer interactions report significantly higher levels of occupational stress than employees in less emotionally demanding roles.

Beauty salon employees represent a unique occupational group in this regard. Unlike many customer-facing roles where interactions are relatively brief, salon professionals often spend extended periods with clients, developing ongoing interpersonal relationships. These interactions frequently involve emotional disclosures, personal conversations, and psychological support that extend beyond technical service delivery. Emerging evidence suggests that salon workers often function as informal emotional support providers, creating additional psychological demands that may contribute to stress and emotional fatigue.

Consequently, emotional labour should be viewed not merely as a workplace requirement but as a central occupational demand that significantly shapes employee well-being, workplace stress, and job satisfaction within the beauty and wellness sector.

2.4 Job Satisfaction and Employee Well-Being

Job satisfaction remains one of the most extensively studied constructs within organizational behaviour and occupational psychology. It reflects employees' overall evaluation of their work experiences and encompasses cognitive, emotional, and behavioural responses to various aspects of employment. Job satisfaction is influenced by multiple factors, including compensation, recognition, supervision, career opportunities, organizational culture, workplace relationships, and perceptions of fairness.

Contemporary scholarship increasingly views job satisfaction as a critical component of occupational well-being rather than merely an organizational outcome. Employees who experience higher levels of job satisfaction generally demonstrate stronger organizational commitment, better performance, lower turnover

intentions, improved mental health, and greater resilience in the face of workplace challenges. Conversely, dissatisfaction is associated with absenteeism, disengagement, burnout, and adverse psychological outcomes.

Recent studies indicate that both intrinsic and extrinsic workplace factors influence job satisfaction. Intrinsic factors include achievement, autonomy, meaningful work, and personal growth, whereas extrinsic factors encompass compensation, organizational support, supervisory relationships, and working conditions. For beauty service professionals, job satisfaction may additionally depend on customer appreciation, professional recognition, schedule flexibility, income stability, and opportunities for skill development.

Importantly, evidence suggests that job satisfaction often functions as an indicator of broader occupational well-being. Employees who report higher satisfaction levels are generally better equipped to cope with workplace demands, maintain positive workplace relationships, and sustain long-term engagement with their profession. This perspective reinforces the relevance of examining job satisfaction as a key outcome variable within occupational stress research.

2.5 Workplace Stress and Job Satisfaction: Empirical Evidence

A substantial body of research has documented a negative relationship between workplace stress and job satisfaction across occupational contexts. Theoretical explanations suggest that excessive job demands consume employees' psychological resources, reduce perceptions of control, and limit opportunities for positive work experiences. Over time, these processes undermine satisfaction and contribute to disengagement from work.

Recent empirical studies continue to support this relationship. Employees experiencing higher levels of workload pressure, emotional labour, interpersonal conflict, and job insecurity consistently report lower levels of job satisfaction.

Furthermore, organizational support, leadership quality, work-life balance, and perceptions of fairness frequently moderate or mediate this relationship. Employees who perceive stronger organizational support often demonstrate greater resilience and higher satisfaction despite demanding work environments.

Research conducted within beauty and personal care industries has reported similar patterns. Studies among hair-care professionals and salon employees indicate that workplace stress is negatively associated with job satisfaction, while supportive organizational cultures and work-life

balance positively influence employee outcomes. Leadership quality, recognition, and fair treatment have also been identified as significant predictors of job satisfaction among beauty service professionals.

Collectively, these findings suggest that psychosocial workplace stress represents a critical antecedent of job satisfaction and occupational well-being. However, evidence from Indian beauty salon employees remains limited, highlighting the need for context-specific investigation.

Table 1. *Representative Literature Review Matrix (2020–2026)*

Author(s)	Country	Sample	Variables Examined	Major Findings
Lee (2020)	South Korea	231 Beauty Professionals	Psychological Capital, Job Stress	Higher psychological capital reduced workplace stress and improved occupational well-being.
Qiu et al. (2021)	China	6,190 Employees	Work Stress, Job Satisfaction, Mental Health	Job dissatisfaction partially mediated the relationship between workplace stress and mental health outcomes.
Park & Park (2021)	South Korea	287 Hair Designers	Job Stress, Work Environment	Higher workplace stress was associated with lower employee satisfaction and well-being.
Pradhan (2022)	India	428 Service Employees	Work Stressors, Employee Outcomes	Occupational stress negatively affected employee satisfaction, engagement, and organizational commitment.
Shin and Choi (2022)	South Korea	314 Beauty Workers	Professionalism, Job Stress, Job Satisfaction	Job stress significantly reduced job satisfaction among beauty service professionals.
Bakker and Demerouti (2023)	Netherlands	Theoretical Review	Job Demands–Resources Framework	Excessive job demands contribute to strain, whereas job resources enhance employee well-being and motivation.
Moon et al. (2023)	South Korea	337 Hairdressers	Customer Orientation, Burnout	Strong customer orientation reduced burnout and

				improved occupational outcomes.
Saikia et al. (2023)	India	210 Beauty Industry Employees	Stress, Anxiety, Psychological Distress	Elevated workplace stress was associated with increased anxiety and psychological distress.
Zhang et al. (2024)	China	512 Service Employees	Psychosocial Risks, Well-Being	Psychosocial workplace risks significantly predicted employee well-being and workplace attitudes.
Riyadi et al. (2024)	Indonesia	396 Service Workers	Workplace Well-Being, Performance	Higher workplace well-being positively influenced employee performance and organizational outcomes.
Lee and Park (2024)	South Korea	284 Hair Shop Employees	Job Satisfaction, Loyalty	Job satisfaction positively influenced employee retention and organizational loyalty.
Chandra and Tan (2025)	Indonesia	245 Aesthetic Clinic Employees	Satisfaction Factors, Management Support	Supportive leadership and positive workplace climate significantly enhanced employee satisfaction.

Synthesis of Literature

The reviewed studies consistently indicate that workplace stress represents a significant determinant of employee well-being across service-sector occupations. Research conducted among beauty professionals, hairdressers, frontline service employees, and related customer-facing occupations demonstrates that excessive job demands, emotional labour, role ambiguity, and workplace pressures negatively affect job satisfaction and psychological well-being. Conversely, organizational support, positive work environments, supportive leadership, and psychological resources contribute to improved employee outcomes. Despite these advances, limited empirical evidence exists concerning psychosocial workplace stress and job satisfaction among beauty salon employees in India, particularly within rapidly expanding urban service economies such as Bengaluru. This gap provides the foundation for the present investigation.

2.6 Research Gap and Conceptual Positioning

The growing emphasis on employee well-being has stimulated extensive research on occupational stress, burnout, work engagement, and job satisfaction across multiple professional settings. Contemporary scholarship has examined psychosocial workplace stress among healthcare professionals, teachers, hospitality workers, information technology employees, frontline service staff, and public-sector personnel. Despite this expanding body of literature, significant gaps remain regarding personal service occupations, particularly those operating within the beauty and wellness sector.

International studies have increasingly recognized that beauty service professionals encounter unique occupational challenges arising from emotional labour, customer-facing responsibilities, aesthetic performance expectations, workload pressures, and income-related uncertainty. Existing research has

primarily focused on specific dimensions such as burnout, emotional exhaustion, work-life balance, customer orientation, and psychological distress. Although these studies provide valuable insights into the occupational experiences of beauty workers, they often examine isolated constructs rather than adopting an integrated occupational well-being perspective.

Within the Indian context, empirical evidence remains particularly limited. Most occupational psychology studies conducted in India have concentrated on healthcare, education, corporate employment, manufacturing, hospitality, and information technology sectors. Comparatively little attention has been directed toward beauty salon employees despite the rapid expansion of India's beauty and wellness industry and its substantial contribution to urban employment. Furthermore, the available Indian studies have largely explored mental health outcomes, workplace conditions, or employee satisfaction independently, leaving the relationship between psychosocial workplace stress and job satisfaction insufficiently understood.

Another important limitation within the existing literature concerns geographical context. Occupational experiences are often shaped by local labour markets, organizational cultures, socioeconomic conditions, and customer expectations. Bengaluru represents one of India's largest urban service economies and hosts a rapidly growing beauty and wellness sector characterized by workforce diversity, intense market competition, and evolving customer demands. However, no identified study has comprehensively examined psychosocial workplace stress and job satisfaction among beauty salon employees within this metropolitan context.

From a theoretical perspective, relatively few studies have applied the Job Demands–Resources framework to beauty service occupations in developing economies. Consequently, there remains limited understanding of how workplace demands such as emotional labour, workload

pressure, role ambiguity, customer expectations, and financial concerns influence employee satisfaction within beauty service environments. The present study addresses these gaps by examining psychosocial workplace stress and job satisfaction among beauty salon employees in Bengaluru through the lens of the Job Demands–Resources framework. By investigating the relationship between workplace stress and job satisfaction and exploring demographic influences on employee experiences, the study contributes to occupational psychology literature, service-sector workforce research, and the emerging discourse on employee well-being within the beauty and wellness industry.

III. HYPOTHESIS DEVELOPMENT

3.1 Psychosocial Workplace Stress and Job Satisfaction

The relationship between workplace stress and job satisfaction has been extensively discussed within occupational psychology literature. The Job Demands–Resources framework suggests that excessive workplace demands consume employees' physical, emotional, and cognitive resources, thereby reducing positive evaluations of work experiences. When employees encounter persistent workload pressures, interpersonal conflicts, role ambiguity, customer-related stress, and job insecurity, they are more likely to experience emotional strain, reduced motivation, and diminished satisfaction with their work.

Recent empirical studies consistently report a negative association between workplace stress and job satisfaction across service-sector occupations. Employees experiencing higher levels of psychosocial stress tend to report lower organizational commitment, weaker workplace engagement, reduced motivation, and lower satisfaction levels. Research further indicates that stress-related experiences influence not only employee attitudes but also service quality, performance, and workforce retention.

Within beauty salon environments, employees frequently operate under demanding conditions that require continuous interpersonal interaction,

emotional regulation, and customer service excellence. These occupational demands may adversely affect employees' perceptions of their work environment, compensation, supervisory support, and professional growth opportunities. Consequently, higher levels of psychosocial workplace stress are expected to be associated with lower levels of job satisfaction.

H1 : Psychosocial workplace stress is significantly associated with job satisfaction among beauty salon employees in Bengaluru.

3.2 Demographic Differences in Psychosocial Workplace Stress

Occupational stress experiences often vary across demographic and employment-related characteristics. Previous studies suggest that age, work experience, income, educational attainment, employment status, and working hours influence employees' perceptions of workplace stress. Employees with limited experience may possess fewer coping resources, whereas individuals working longer hours may experience greater physical and psychological strain.

Income stability also plays a significant role in shaping workplace experiences. Employees who perceive financial uncertainty or inadequate compensation frequently report elevated stress levels. Similarly, organizational position and employment arrangements may affect access to workplace resources, influencing stress perceptions and coping capacity.

Within beauty service occupations, demographic variations may be particularly relevant because employees often differ substantially in terms of experience, income structures, customer exposure, and career development opportunities. Therefore, examining demographic differences in psychosocial workplace stress represents an important component of understanding occupational well-being within this workforce.

H2 : Psychosocial workplace stress differs significantly across selected demographic groups.

3.3 Demographic Differences in Job Satisfaction

Research consistently demonstrates that job satisfaction is influenced by demographic and occupational characteristics. Employees' evaluations of their work experiences are shaped by expectations, career aspirations, compensation levels, workplace relationships, and opportunities for professional growth. These factors often vary according to age, education, income, work experience, and employment conditions.

Several studies have reported that employees with greater experience, higher income, and stronger organizational support generally report higher levels of job satisfaction. Conversely, limited advancement opportunities, unstable income, and excessive workload demands may contribute to dissatisfaction. Service-sector employees are particularly sensitive to workplace conditions because customer interactions and organizational support significantly influence day-to-day work experiences.

Given the diversity of roles and employment conditions within beauty salons, variations in job satisfaction across demographic groups are expected.

H3 : Job satisfaction differs significantly across selected demographic groups.

3.4 Psychosocial Workplace Stress as a Predictor of Job Satisfaction

Beyond simple association, contemporary occupational psychology research increasingly emphasizes the predictive influence of workplace stress on employee outcomes. The health-impairment pathway proposed by the Job Demands–Resources model suggests that prolonged exposure to workplace demands progressively reduces employee well-being and negatively affects work-related attitudes.

Studies conducted across multiple occupational settings indicate that psychosocial workplace stress significantly predicts employee satisfaction, engagement, commitment, and turnover intentions. Employees experiencing elevated

stress levels frequently report lower satisfaction because workplace demands interfere with their ability to derive positive experiences from work. Furthermore, stress-related perceptions may influence evaluations of supervision, organizational fairness, compensation, and career opportunities.

Given the customer-facing and emotionally demanding nature of beauty service work, psychosocial workplace stress is expected to exert a significant influence on employees' overall job satisfaction.

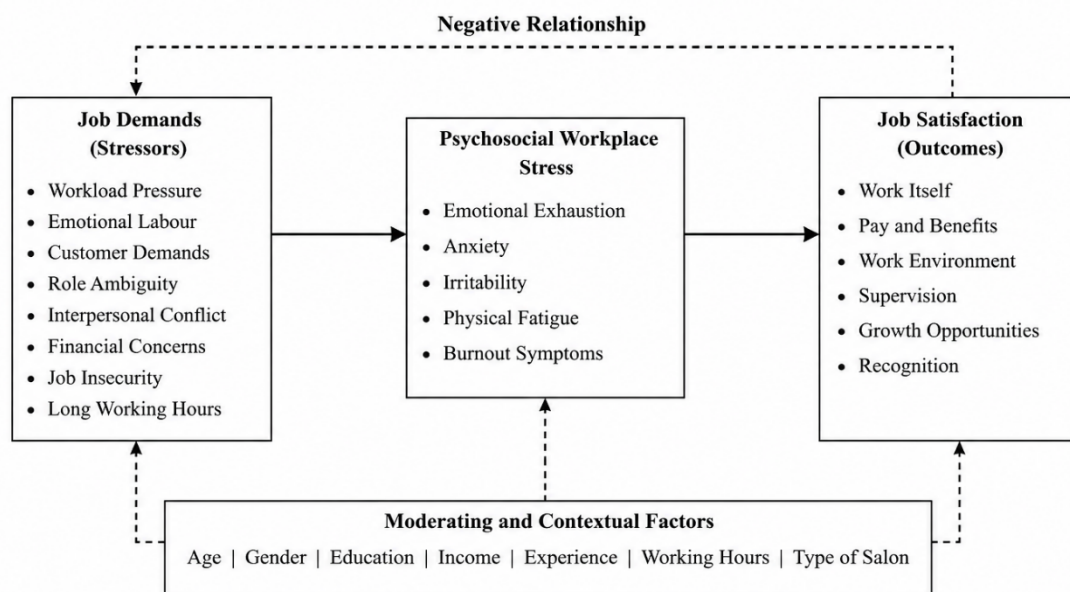
H4 : Psychosocial workplace stress significantly predicts job satisfaction among beauty salon employees in Bengaluru.

3.5 Conceptual Framework

The conceptual framework for the present study is derived from the Job Demands–Resources (JD-R) Model and proposes that multiple workplace demands contribute to psychosocial workplace stress, which subsequently influences job satisfaction among beauty service professionals.

To illustrate the theoretical relationship examined in the study, Figure 1 presents the conceptual framework derived from the Job Demands–Resources model. The framework proposes that workplace demands experienced by beauty service professionals contribute to psychosocial workplace stress, which subsequently influences job satisfaction.

Figure 1. *Conceptual Framework of Psychosocial Workplace Stress and Job Satisfaction among Beauty Service Professionals.*



Note. Adapted from the Job Demands–Resources framework and contemporary occupational well-being literature. The model proposes that workplace demands contribute to psychosocial workplace stress, which subsequently influences employee job satisfaction.

IV. METHODOLOGY

4.1 Research Philosophy and Approach

The present study adopted a positivist research philosophy and a quantitative research approach to investigate the relationship between psychosocial workplace stress and job satisfaction

among beauty service professionals. Positivism assumes that social phenomena can be measured objectively through systematic observation and statistical analysis, allowing researchers to identify patterns, relationships, and empirical regularities. Given the study's focus on measuring workplace stress and job satisfaction using standardized instruments, a quantitative approach was considered appropriate for generating reliable and generalizable findings.

The quantitative paradigm is widely employed in occupational psychology and organizational behaviour research because it enables objective

assessment of psychological constructs, comparison across groups, and testing of theoretical relationships. Furthermore, quantitative methods facilitate the application of statistical techniques that allow researchers to evaluate associations between variables and determine the extent to which workplace factors influence employee outcomes.

4.2 Research Design

A cross-sectional correlational research design was employed for the study. Cross-sectional designs collect data from participants at a single point in time and are particularly useful for examining existing conditions, attitudes, and experiences within organizational settings. The correlational component enabled investigation of the relationship between psychosocial workplace stress and job satisfaction without manipulating study variables.

This design was considered suitable because the primary objective was to understand naturally occurring workplace experiences among beauty salon employees and evaluate the strength and direction of relationships between occupational stress and job satisfaction. Similar designs have been widely utilized in contemporary occupational well-being research (Kim et al., 2021; Qiu et al., 2021; Pradhan, 2022).

4.3 Study Context

The study was conducted among beauty salon employees working in Bengaluru, Karnataka, India. Bengaluru represents one of the country's largest metropolitan cities and has experienced substantial growth in beauty, wellness, and personal care services during the past decade. The city hosts a diverse ecosystem of independent salons, branded salon chains, luxury beauty establishments, wellness centers, and personal grooming businesses that collectively employ a significant workforce.

The beauty services sector was selected because employees working within this industry encounter unique occupational demands characterized by continuous customer interaction, emotional

labour, performance expectations, physical workload, and income-related pressures. Despite the industry's rapid growth, limited empirical research has examined employee well-being within this occupational context, making it an important setting for occupational psychology research.

4.4 Population and Sampling

The target population comprised beauty salon employees engaged in customer-facing roles within Bengaluru. This included hairstylists, beauticians, therapists, reception personnel, salon assistants, and related service professionals employed in independent and branded salons.

A total sample of 300 participants was included in the study. The sample size exceeded commonly recommended minimum thresholds for correlational and regression-based occupational psychology research and provided adequate statistical power for hypothesis testing.

Participants were selected using convenience sampling. This non-probability sampling technique was considered appropriate because of practical accessibility considerations and the decentralized nature of salon operations across the city. Similar sampling approaches have frequently been employed in occupational well-being studies involving service-sector employees and emerging workforce populations.

4.5 Inclusion and Exclusion Criteria

Inclusion Criteria

Participants were eligible for inclusion if they:

- Were employed in a beauty salon located within Bengaluru.
- Were aged 18 years or above.
- Had completed a minimum of six months of work experience in the beauty services sector.
- Were directly involved in customer-facing service activities.
- Provided informed consent to participate.

Exclusion Criteria

Participants were excluded if they:

- Were undergoing temporary training and had less than six months of work experience.
- Occupied exclusively managerial positions without direct customer interaction.
- Submitted incomplete questionnaires.
- Declined voluntary participation.

The eligibility criteria ensured that respondents possessed sufficient occupational exposure to provide meaningful information regarding workplace stress and job satisfaction.

4.6 Measures

Demographic Information Schedule

A structured demographic schedule was developed to collect participant information including age, gender, educational qualification, job role, type of salon, monthly income, work experience, daily working hours, weekly off days, and employment status.

These variables were included because previous occupational psychology studies have reported significant associations between demographic characteristics and workplace well-being outcomes (Park & Park, 2021; Shin & Choi, 2022).

Psychosocial Workplace Stress Scale (PWSS)

Psychosocial workplace stress was assessed using a 25-item instrument designed to measure multiple dimensions of occupational stress experienced by beauty service professionals.

The scale evaluated:

- Workload pressure
- Time demands
- Role ambiguity
- Interpersonal conflict
- Emotional labour
- Job insecurity
- Financial concerns
- Organizational support

Responses were recorded using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Reverse-scored items were appropriately recoded during data analysis. Higher aggregate scores indicated greater levels of psychosocial workplace stress.

The multidimensional structure of the scale aligns with contemporary conceptualizations of psychosocial workplace stress, which emphasize the interaction of organizational, interpersonal, and emotional workplace demands (WHO, 2024; Bakker & Demerouti, 2023).

Job Satisfaction Scale (JSS)

Job satisfaction was measured using an 18-item scale assessing employees' evaluations of their work experiences across several domains.

The instrument measured satisfaction relating to:

- Nature of work
- Compensation
- Incentives
- Supervisory support
- Recognition
- Workplace environment
- Career development
- Job security
- Overall organizational experience

Participants responded using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Higher scores represented greater job satisfaction.

The dimensions included within the instrument reflect factors consistently identified as predictors of occupational well-being and employee retention in service-sector organizations (Ryu & Park, 2025; Chandra & Tan, 2025).

4.7 Reliability and Validity Assessment

Instrument reliability was assessed using Cronbach's alpha coefficient.

The Psychosocial Workplace Stress Scale demonstrated strong internal consistency with a Cronbach's alpha coefficient of .848. Similarly, the Job Satisfaction Scale exhibited satisfactory reliability with an alpha coefficient of .806.

These values exceed the commonly accepted threshold of .70 and indicate adequate internal consistency for behavioural and occupational research (Hair et al., 2022).

Content validity was established through review of contemporary occupational stress, emotional labour, and job satisfaction literature. Items were developed to reflect constructs commonly reported in beauty service occupations and customer-facing service environments. Prior to full-scale data collection, the questionnaire was reviewed for clarity, relevance, and comprehensibility.

Assessment of Common Method Bias

Harman's Single-Factor Test was performed to assess common method variance. The first unrotated factor accounted for 31.8% of total variance, which is below the recommended 50% threshold, suggesting that common method bias was unlikely to significantly affect the results.

4.8 Data Collection Procedure

Data collection was conducted following approval from participating salon management and informed consent from employees.

Potential participants were approached individually and provided with information regarding the purpose of the study, confidentiality measures, voluntary participation, and expected completion time. Respondents were informed that participation was entirely voluntary and that they could withdraw at any stage without penalty. Questionnaires were administered in person and completed anonymously. The average completion time ranged between 15 and 20 minutes. Completed questionnaires were screened for completeness prior to inclusion in statistical analysis.

Data collection procedures were designed to minimize response bias and ensure participant comfort during the research process.

4.9 Ethical Considerations

The study adhered to established ethical principles governing psychological and organizational research.

Participation was voluntary and based on informed consent. Respondents were informed

about the purpose of the study, confidentiality provisions, and their right to discontinue participation at any point without adverse consequences.

No personally identifiable information was collected. Data were used exclusively for academic and research purposes, and responses were analyzed in aggregate form to protect participant anonymity.

The study complied with the ethical principles outlined by the American Psychological Association (APA, 2020) and contemporary occupational research guidelines concerning confidentiality, autonomy, and participant welfare.

4.10 Data Analysis Strategy

Data were analysed using Statistical Package for the Social Sciences (SPSS).

The analysis proceeded through multiple stages.

- **Descriptive Analysis**

Frequency distributions, percentages, means, and standard deviations were calculated to summarize demographic characteristics and key study variables.

- **Reliability Analysis**

Cronbach's alpha coefficients were computed to assess internal consistency reliability for the Psychosocial Workplace Stress Scale and Job Satisfaction Scale.

- **Correlation Analysis**

Pearson's Product-Moment Correlation was employed to examine the relationship between psychosocial workplace stress and job satisfaction.

- **Regression Analysis**

Simple linear regression was conducted to determine the predictive influence of psychosocial workplace stress on job satisfaction.

- **Group Difference Analysis**

Independent-samples t-tests and one-way Analysis of Variance (ANOVA) were used to examine differences in workplace stress and job satisfaction across demographic groups.

All statistical tests were evaluated using a significance level of $p < .05$.

The analytical strategy enabled comprehensive examination of the study objectives and provided empirical evidence regarding the relationship between psychosocial workplace stress and job satisfaction among beauty service professionals in Bengaluru.

V. RESULTS

5.1 Participant Characteristics

A total of 300 beauty service professionals participated in the study. The sample represented a diverse cross-section of employees working across independent and branded beauty salons in Bengaluru. Participants included hairstylists, beauticians, therapists, reception staff, and salon assistants. Demographic analysis revealed variability across age groups, educational qualifications, monthly income levels, work experience categories, and daily working hours, providing a representative overview of employees within the urban beauty services sector.

Table 1. Demographic Profile of Participants (N = 300)

Variable	Category	Frequency	Percentage
Age	18–24 Years	92	30.7
	25–34 Years	126	42.0
	35–44 Years	58	19.3
	45 Years and Above	24	8.0
Gender	Male	102	34.0
	Female	188	62.7

	Prefer Not to Say	10	3.3
Education	Below 10th	28	9.3
	10th/12th	112	37.3
	Diploma	76	25.3
	Graduate	68	22.7
	Postgraduate	16	5.4
Monthly Income	Below ₹10,000	38	12.7
	₹10,001–₹20,000	118	39.3
	₹20,001–₹30,000	86	28.7
	₹30,001–₹50,000	42	14.0
	Above ₹50,000	16	5.3
Experience	<1 Year	36	12.0
	1–3 Years	102	34.0
	3–5 Years	78	26.0
	5–10 Years	56	18.7
	>10 Years	28	9.3

Interpretation

The majority of respondents belonged to the 25–34 years age category, reflecting the relatively young workforce composition of the beauty services sector. Most employees possessed secondary or diploma-level education and earned between ₹10,001 and ₹30,000 per month. The distribution of work experience indicates a workforce dominated by early and mid-career professionals.

5.2 Reliability Analysis

Reliability analysis was conducted using Cronbach's alpha coefficient to assess the internal consistency of the study instruments.

Table 2. Reliability Statistics

Scale	Number of Items	Cronbach's Alpha
Psychosocial Workplace Stress Scale (PWSS)	25	.848
Job Satisfaction Scale (JSS)	18	.806

Interpretation

The Psychosocial Workplace Stress Scale demonstrated strong reliability ($\alpha = .848$), while the Job Satisfaction Scale exhibited satisfactory reliability ($\alpha = .806$). Both values exceed the recommended threshold of .70, indicating good internal consistency and supporting the suitability of the instruments for occupational psychology research.

5.3 Descriptive Statistics

Descriptive statistics were calculated to examine the overall levels of psychosocial workplace stress and job satisfaction among participants.

Table 3. Descriptive Statistics of Study Variables

Variable	Mean	SD	Minimum	Maximum
Psychosocial Workplace Stress	3.42	0.71	1.48	4.88
Job Satisfaction	3.21	0.68	1.56	4.83

Interpretation

The mean psychosocial workplace stress score ($M = 3.42$, $SD = 0.71$) suggests that respondents experienced moderate workplace stress. Similarly, the mean job satisfaction score ($M = 3.21$, $SD =$

0.68) indicates moderate satisfaction levels. The findings suggest that while employees generally experience manageable levels of workplace stress, there remains scope for improving occupational well-being and workplace satisfaction.

5.4 Correlation Analysis

Pearson Product-Moment Correlation analysis was conducted to examine the relationship between psychosocial workplace stress and job satisfaction.

Table 4. Correlation Matrix

Variables	1	2
1. Psychosocial Workplace Stress	1.00	
2. Job Satisfaction	-.515***	1.00

*** $p < .001$

Interpretation

The analysis revealed a statistically significant negative relationship between psychosocial workplace stress and job satisfaction ($r = -.515$, $p < .001$). The magnitude of the relationship falls within the moderate range, indicating that employees experiencing higher workplace stress tend to report lower levels of job satisfaction. The result provides empirical support for the theoretical assumptions of the Job Demands–Resources framework and highlights the importance of psychosocial workplace conditions in shaping employee attitudes.

The coefficient of determination ($r^2 = .265$) suggests that approximately 26.5% of the variance in job satisfaction is associated with psychosocial workplace stress.

5.5 Regression Analysis

Simple linear regression was conducted to determine whether psychosocial workplace stress significantly predicts job satisfaction.

Table 5. Regression Analysis Predicting Job Satisfaction

Model Summary

R	R ²	Adjusted R ²	Std. Error
.515	.266	.264	0.584

According to Cohen's (1988) guidelines, the observed correlation represents a moderate effect size, indicating practical as well as statistical significance.

The model demonstrated moderate explanatory power, suggesting that workplace stress represents a meaningful predictor of employee satisfaction within beauty service occupations.

ANOVA

Source	SS	df	MS	F	p
Regression	36.84	1	36.84	108.12	<.001
Residual	101.56	29	0.341		
Total	138.40	29			

Coefficients

Predictor	B	SE	Beta	t	p
Constant	4.684	.118	—	39.69	<.001
Workplace Stress	-.0429	.041	-.515	-10.40	<.001

Interpretation

Regression analysis demonstrated that psychosocial workplace stress significantly predicted job satisfaction ($\beta = -.515$, $p < .001$). The model explained 26.6% of the variance in job satisfaction ($R^2 = .266$), indicating that workplace stress is an important determinant of employee satisfaction within beauty service occupations.

The negative regression coefficient indicates that increases in workplace stress are associated with corresponding decreases in job satisfaction. Specifically, a one-unit increase in workplace

stress was associated with a .429-unit reduction in job satisfaction scores.

5.6 Demographic Differences

Table 6. ANOVA Results for Psychosocial Workplace Stress

Variable	F	p
Age	2.34	.073
Education	1.89	.112
Income	5.68	.001**
Experience	4.92	.002**
Working Hours	6.41	<.001***

Interpretation

Significant differences in workplace stress were observed across income levels, work experience categories, and daily working hours. Employees with lower income levels, fewer years of experience, and longer working hours reported significantly higher stress levels.

No statistically significant differences were observed across age and educational groups.

Table 6A. ANOVA Results for Job Satisfaction

Variable	F	p
Age	1.78	.151
Education	2.11	.082
Income	7.34	<.001***
Experience	5.21	.001**
Working Hours	6.09	<.001***

Interpretation

Job satisfaction differed significantly across income, work experience, and working-hour categories. Employees earning higher incomes and possessing greater work experience reported significantly higher satisfaction levels. Conversely, employees working longer hours demonstrated lower job satisfaction.

5.7 Hypothesis Testing Summary

Table 7. *Summary of Hypothesis Testing*

Hypothesis	Result
H01: No significant relationship exists between workplace stress and job satisfaction	Rejected
H1: Workplace stress is significantly associated with job satisfaction	Supported
H02: No demographic differences exist in workplace stress	Partially Rejected
H2: Workplace stress differs across demographic groups	Partially Supported
H03: No demographic differences exist in job satisfaction	Partially Rejected
H3: Job satisfaction differs across demographic groups	Partially Supported
H4: Workplace stress significantly predicts job satisfaction	Supported

Summary of Findings

The results indicate that beauty service professionals in Bengaluru experience moderate levels of psychosocial workplace stress and job satisfaction. The study identified a significant negative relationship between workplace stress and job satisfaction, supporting theoretical expectations derived from the Job Demands–Resources framework. Regression analysis further demonstrated that workplace stress is a meaningful predictor of employee satisfaction, accounting for approximately one-quarter of the observed variance.

The demographic analyses revealed that income, work experience, and working hours represent important contextual factors influencing employee well-being. Employees with lower earnings, less experience, and extended work

schedules appear particularly vulnerable to workplace stress and reduced satisfaction.

Collectively, these findings suggest that occupational well-being within the beauty services sector is strongly influenced by psychosocial workplace conditions and highlight the need for organizational interventions aimed at reducing workplace stress and enhancing employee satisfaction.

VI. DISCUSSION

The present study examined psychosocial workplace stress and job satisfaction among beauty service professionals in Bengaluru and investigated the relationship between these constructs within the framework of occupational well-being. The findings contribute to the growing literature on employee well-being in customer-facing service occupations and provide empirical evidence from an occupational group that remains underrepresented in organizational and occupational psychology research. Consistent with the Job Demands–Resources (JD-R) framework, the results indicate that workplace demands experienced by beauty salon employees are significantly associated with employee satisfaction and overall workplace experiences.

6.1 Psychosocial Workplace Stress among Beauty Service Professionals

The findings revealed moderate levels of psychosocial workplace stress among participants ($M = 3.42$, $SD = 0.71$). This suggests that workplace stress represents a meaningful occupational concern within the beauty and wellness sector, although stress levels were not indicative of severe organizational dysfunction. The observed stress levels may reflect the cumulative impact of workload pressures, emotional labour, customer expectations, financial concerns, and performance-related demands commonly experienced within beauty service environments. The findings are consistent with recent occupational well-being research suggesting that customer-facing employees frequently encounter psychological demands that extend beyond technical work responsibilities. Contemporary

studies indicate that service-sector employees often experience heightened stress due to the need to balance organizational expectations with customer satisfaction requirements (Pradhan, 2022; Qiu et al., 2021). Similar observations have been reported among beauty professionals, where workplace stress has been associated with workload demands, role ambiguity, interpersonal tensions, and reward insufficiency (Kim, 2021; Park & Park, 2021).

The moderate stress levels observed in the present study may also reflect broader labour market conditions within the beauty and wellness industry. Unlike highly structured corporate environments, beauty salon employees frequently operate within performance-driven settings where customer retention, service quality, commissions, and repeat business directly influence earnings and professional success. Consequently, workplace stress within this sector is shaped by both organizational and market-related factors.

From the perspective of the JD-R framework, these findings suggest that beauty service professionals encounter substantial job demands that require continuous physical, emotional, and interpersonal effort. While such demands are inherent to customer-facing occupations, inadequate access to supportive resources may increase vulnerability to occupational stress and negatively affect employee well-being.

6.2 Job Satisfaction among Beauty Service Professionals

The study further revealed moderate levels of job satisfaction among participants ($M = 3.21$, $SD = 0.68$). This finding suggests that employees generally maintain positive perceptions of their work experiences despite the presence of workplace stressors. However, the moderate satisfaction levels also indicate opportunities for organizational improvement.

Job satisfaction within beauty service occupations is likely influenced by a combination of intrinsic and extrinsic workplace factors. Intrinsic factors

include opportunities for creativity, customer appreciation, professional identity, and personal accomplishment. Extrinsic factors encompass compensation, incentives, supervisory relationships, working conditions, career progression opportunities, and organizational support. The coexistence of moderate stress and moderate satisfaction observed in the present study reflects the complex nature of service work, where employees may derive meaning and fulfillment from customer interactions while simultaneously experiencing workplace pressures. The findings align with contemporary research indicating that job satisfaction remains strongly associated with workplace support, organizational fairness, professional recognition, and career development opportunities. Studies conducted within beauty service industries have reported that employees experiencing supportive work environments, effective leadership, and positive organizational cultures demonstrate higher levels of satisfaction and organizational commitment (Shin & Choi, 2022; Ryu & Park, 2025).

An important implication of this finding is that workplace satisfaction among beauty service professionals should not be viewed solely as an outcome of compensation. Rather, employee satisfaction appears to emerge from a broader combination of psychological, interpersonal, and organizational experiences. This observation supports emerging occupational well-being perspectives that emphasize holistic approaches to employee satisfaction and workforce sustainability.

6.3 Relationship Between Psychosocial Workplace Stress and Job Satisfaction

One of the most significant findings of the study was the statistically significant negative relationship between psychosocial workplace stress and job satisfaction ($r = -.515$, $p < .001$). The magnitude of the relationship indicates a moderate but meaningful association, suggesting that increases in workplace stress are accompanied by corresponding reductions in employee satisfaction.

This finding strongly supports the central proposition of the JD-R framework, which argues that excessive job demands deplete employee resources and undermine positive work-related outcomes. When employees experience persistent workload pressures, emotional labour demands, interpersonal conflict, financial uncertainty, and job insecurity, they are less likely to evaluate their workplace experiences positively. Consequently, job satisfaction declines as workplace stress intensifies.

The observed relationship is consistent with a substantial body of international literature demonstrating that workplace stress negatively influences employee attitudes and well-being. Recent studies across service-sector occupations have consistently reported that employees experiencing higher levels of stress demonstrate lower job satisfaction, reduced organizational commitment, and increased turnover intentions (Qiu et al., 2021; *Frontiers in Psychology*, 2024). Similar findings have been reported among beauty professionals, where stress-related experiences negatively affect both occupational well-being and quality of work life (Kim et al., 2021).

The moderate strength of the relationship observed in the present study is particularly noteworthy. While workplace stress clearly influences satisfaction, the relationship is not so strong as to suggest that satisfaction is determined exclusively by stress. This indicates that additional organizational factors such as leadership quality, recognition, workplace relationships, career opportunities, and personal resilience may also contribute significantly to employee satisfaction. Such findings support multidimensional models of occupational well-being that recognize the interaction of workplace demands and workplace resources.

6.4 Predictive Influence of Workplace Stress on Job Satisfaction

Regression analysis demonstrated that psychosocial workplace stress significantly predicted job satisfaction and explained approximately 26.6% of the variance in employee

satisfaction ($R^2 = .266$). This finding highlights the practical importance of workplace stress as a determinant of employee attitudes within beauty service organizations.

Although 26.6% may appear modest in comparison to physical sciences, it represents a substantial effect size within behavioural and organizational research, where employee experiences are shaped by multiple interacting variables. The finding indicates that workplace stress constitutes one of the most influential factors affecting employee satisfaction within the beauty services sector.

The negative regression coefficient further demonstrates that increasing workplace stress is associated with declining satisfaction levels. Employees experiencing higher levels of psychosocial stress are less likely to perceive their work environment positively and may become less engaged with organizational goals and customer service expectations. Over time, such experiences may contribute to absenteeism, reduced performance, emotional exhaustion, and turnover intentions.

These findings reinforce calls from occupational health researchers for organizations to address psychosocial workplace conditions proactively. Reducing excessive workplace demands and strengthening supportive workplace resources may represent effective strategies for enhancing employee satisfaction and organizational effectiveness simultaneously.

6.5 Demographic Influences on Employee Well-Being

The study identified significant differences in workplace stress and job satisfaction across income, work experience, and working-hour categories. Employees with lower income levels reported higher stress and lower satisfaction than their higher-income counterparts. This finding is consistent with occupational well-being literature suggesting that financial insecurity contributes significantly to workplace strain and negatively affects employee attitudes.

Work experience also emerged as an important factor. Employees possessing greater experience generally reported lower stress and higher satisfaction. Experienced professionals may possess stronger coping skills, better customer-management abilities, and greater confidence in managing workplace challenges. Furthermore, experienced employees may enjoy greater professional autonomy and stability, which can enhance occupational well-being.

Working hours demonstrated particularly strong associations with both stress and satisfaction. Employees working extended hours reported significantly higher stress and lower satisfaction. This finding reflects concerns increasingly discussed within contemporary occupational health literature regarding excessive working hours, recovery deficits, and work-life imbalance. Long working schedules may reduce opportunities for rest, family engagement, and psychological recovery, thereby increasing vulnerability to stress and dissatisfaction.

Collectively, these findings suggest that workplace well-being within the beauty services sector is influenced not only by organizational conditions but also by broader employment arrangements and socioeconomic factors. Consequently, efforts to improve employee well-being should consider both workplace practices and employment conditions.

6.6 Emotional Labour and Occupational Well-Being in the Beauty Industry

An important contribution of the present study lies in its relevance to emotional labour research. Although emotional labour was not examined as an independent construct, several dimensions of psychosocial workplace stress measured within the study reflect emotional demands associated with customer-facing service work.

Beauty service professionals frequently engage in sustained interpersonal interactions requiring empathy, patience, emotional regulation, and positive self-presentation. Such interactions often continue for extended periods and involve

significant emotional investment. Unlike many occupations where customer interactions are brief, salon professionals may develop ongoing relationships with clients, increasing both emotional rewards and emotional demands.

The findings suggest that emotional labour may represent an important underlying mechanism linking workplace stress and job satisfaction. Employees who continually regulate emotions and manage customer expectations may experience psychological strain that contributes to workplace stress and influences satisfaction levels. This interpretation is consistent with contemporary emotional labour research, which highlights emotional regulation as a significant predictor of employee well-being and occupational outcomes.

Overall, the findings position beauty service professionals as an important occupational group within the broader occupational well-being literature and highlight the need for greater scholarly attention to employee experiences within personal service industries.

VII. THEORETICAL AND PRACTICAL IMPLICATIONS

The present study contributes to the occupational psychology literature by extending the application of the Job Demands–Resources (JD-R) framework to an under-researched workforce within the beauty and wellness industry. While the JD-R model has been extensively applied in healthcare, education, hospitality, and corporate settings, empirical investigations involving beauty service professionals remain comparatively limited, particularly within developing economies.

The findings provide support for the health-impairment pathway proposed by the JD-R model. The significant negative relationship between psychosocial workplace stress and job satisfaction suggests that excessive workplace demands are associated with reduced positive evaluations of work experiences. Employees exposed to workload pressures, emotional demands, financial concerns, interpersonal challenges, and job insecurity reported lower levels of satisfaction, thereby reinforcing the central proposition that

unmanaged job demands undermine occupational well-being.

The study also contributes to the growing body of literature emphasizing the importance of psychosocial work environments in service-sector occupations. Customer-facing employees are frequently evaluated on interpersonal effectiveness, emotional regulation, and service quality rather than solely on technical competence. Consequently, workplace experiences within service industries are shaped by unique psychological demands that warrant greater scholarly attention.

Furthermore, the findings support contemporary perspectives that conceptualize job satisfaction as an important indicator of occupational well-being rather than merely an organizational outcome. The observed relationship between workplace stress and satisfaction suggests that employee well-being is influenced by the interaction of workplace demands and available resources, highlighting the importance of adopting integrated approaches to workforce management.

From a sectoral perspective, the study enriches the limited literature on beauty service professionals by providing empirical evidence from Bengaluru's urban service economy. The findings contribute to a more comprehensive understanding of occupational experiences within personal service occupations and establish a foundation for future research examining employee well-being within rapidly expanding service industries.

The findings of the study offer several practical implications for salon owners, managers, human resource practitioners, industry associations, and policymakers seeking to improve employee well-being and organizational effectiveness within the beauty and wellness sector.

Implications for Salon Owners and Managers

The significant association between workplace stress and job satisfaction suggests that organizational efforts aimed at reducing

psychosocial stressors may enhance employee satisfaction and improve workforce stability. Salon managers should regularly assess employee workload, scheduling practices, and workplace relationships to identify sources of occupational strain.

Creating supportive supervisory environments may be particularly beneficial. Employees who perceive management as approachable, supportive, and responsive to workplace concerns are more likely to experience positive workplace attitudes and greater organizational commitment. Regular communication, employee recognition programs, and constructive feedback mechanisms can contribute to healthier workplace climates.

Implications for Human Resource Management

The findings emphasize the importance of integrating employee well-being into workforce management strategies. Human resource practices should extend beyond recruitment and performance management to include employee wellness initiatives, stress management interventions, and professional development opportunities.

Organizations may benefit from implementing structured induction programs, mentoring systems, emotional intelligence training, and employee assistance initiatives that strengthen employees' capacity to manage occupational demands effectively.

Implications for the Beauty and Wellness Industry

Industry stakeholders should recognize that employee well-being directly influences customer experiences and organizational performance. Service quality within beauty salons depends heavily on employees' emotional engagement, motivation, and interpersonal effectiveness. Consequently, investments in employee well-being may produce benefits that extend beyond workforce outcomes to include customer satisfaction, client retention, and business sustainability.

Implications for Policymakers

The findings highlight the need for increased attention toward psychosocial working conditions within service-sector occupations. Policymakers and labour welfare agencies may consider developing awareness programs, workplace mental health initiatives, and employee welfare guidelines tailored to emerging service industries. Such efforts may contribute to healthier workplaces and more sustainable employment conditions within the beauty and wellness sector.

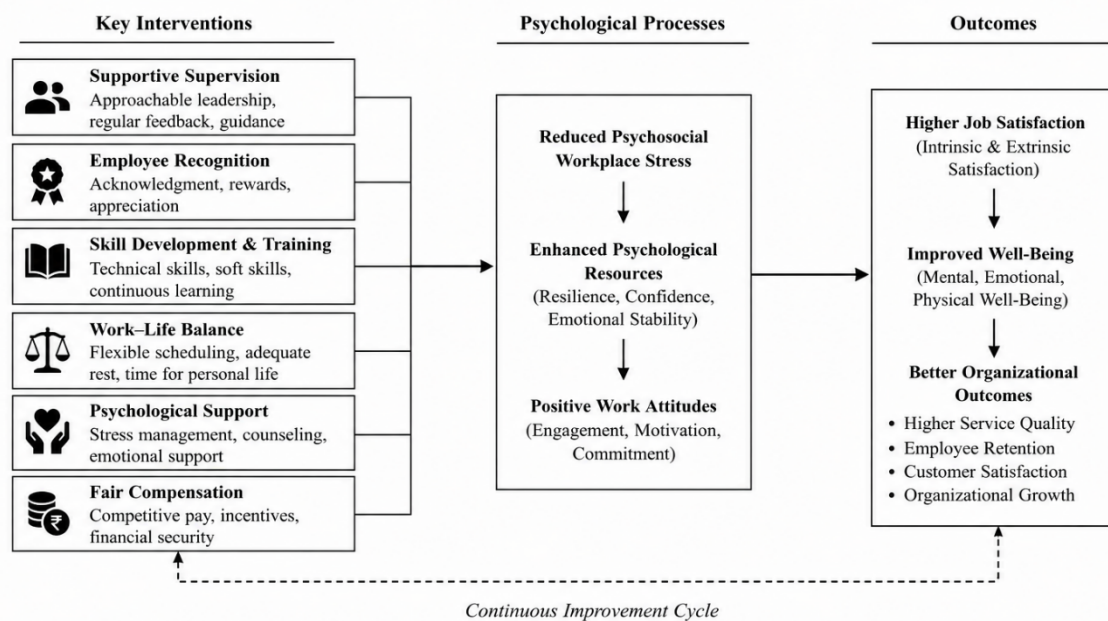
VIII. OCCUPATIONAL WELL-BEING ENHANCEMENT FRAMEWORK

The findings of the study support the development of a practical framework aimed at enhancing occupational well-being among beauty service professionals. The proposed framework integrates insights from the Job Demands–Resources model, occupational well-being research, and the empirical findings of the present investigation.

The framework emphasizes that improving employee well-being requires a systematic approach that addresses both workplace demands and organizational resources. Rather than focusing exclusively on stress reduction, organizations should adopt comprehensive strategies that strengthen employee support systems, professional development opportunities, and workplace recognition practices.

Based on the empirical findings and contemporary occupational well-being literature, Figure 2 presents a practical framework for enhancing employee well-being within beauty service organizations. The framework proposes that organizational interventions focused on support, recognition, and employee development may strengthen psychological well-being and improve workplace outcomes.

Figure 2. *Occupational Well-Being Enhancement Framework for Beauty Service Professionals.*



Note. Developed by the researcher based on study findings, the Job Demands–Resources framework, and contemporary occupational well-being literature

IX. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Despite its contributions, the present study possesses several limitations that should be considered when interpreting the findings.

First, the study employed a cross-sectional design, which restricts conclusions regarding causal relationships between psychosocial workplace stress and job satisfaction. Although significant associations were identified, longitudinal research would provide stronger evidence regarding the directionality of these relationships.

Second, data were collected through self-report measures, which may be influenced by social

desirability bias, response tendencies, and individual perceptions. Future studies may benefit from incorporating multiple data sources, including supervisor assessments and organizational records.

Third, the study utilized convenience sampling within Bengaluru, which may limit the generalizability of findings to other geographical regions and organizational contexts. Employee experiences may vary across cities, cultures, and types of beauty establishments.

Finally, the study focused primarily on psychosocial workplace stress and job satisfaction. Additional variables such as burnout, resilience, emotional intelligence, organizational commitment, work engagement, and turnover intentions were not examined and may provide valuable insights in future investigations.

FUTURE RESEARCH DIRECTIONS

The present study opens several avenues for future research.

Longitudinal studies are recommended to examine how workplace stress and job satisfaction evolve over time and to establish stronger causal inferences regarding occupational well-being. Such studies may be particularly valuable in understanding employee adaptation to changing workplace conditions within rapidly expanding service industries.

Future investigations may also adopt mixed-methods approaches that combine quantitative assessment with qualitative interviews. Qualitative perspectives may provide richer insights into employee experiences, emotional labour demands, customer interactions, and coping strategies within beauty service occupations.

Researchers may further explore the role of psychological variables such as resilience, emotional intelligence, psychological capital, and coping mechanisms in moderating the relationship between workplace stress and employee

outcomes. These factors may help explain why some employees remain satisfied despite demanding workplace conditions.

Comparative studies involving multiple cities, regions, or countries would enhance understanding of cultural and organizational influences on occupational well-being. Additionally, future research may examine the influence of organizational support, leadership styles, work-life balance, and career development opportunities on employee satisfaction within beauty and wellness industries.

Finally, extending the model to include burnout, turnover intentions, work engagement, and organizational commitment may contribute to more comprehensive understanding of employee well-being and workforce sustainability in customer-facing service occupations.

X. CONCLUSION

The beauty and wellness industry has emerged as an important component of contemporary urban economies, creating significant employment opportunities while simultaneously introducing unique occupational challenges. Despite the industry's rapid expansion, limited scholarly attention has been devoted to understanding the workplace experiences and well-being of beauty service professionals.

The present study investigated psychosocial workplace stress and job satisfaction among beauty salon employees in Bengaluru and examined the relationship between these constructs through the lens of occupational well-being. The findings revealed moderate levels of workplace stress and job satisfaction and demonstrated a significant negative relationship between psychosocial workplace stress and job satisfaction. Furthermore, workplace stress emerged as a significant predictor of employee satisfaction, highlighting its importance as a determinant of occupational well-being within beauty service occupations.

The study reinforces the relevance of the Job Demands–Resources framework in explaining employee experiences within customer-facing service environments. The findings suggest that workplace demands associated with emotional labour, workload pressures, financial concerns, and interpersonal challenges may adversely affect employee satisfaction when adequate organizational resources are unavailable.

Importantly, the study demonstrates that occupational well-being within the beauty services sector extends beyond compensation and working conditions. Employee experiences are shaped by a complex interaction of psychological, interpersonal, organizational, and socioeconomic factors. Consequently, organizations seeking to enhance workforce effectiveness should adopt holistic approaches that address both workplace stressors and employee support systems.

By providing empirical evidence from an under-researched occupational group, the study contributes to occupational psychology, service-sector workforce research, and employee well-being literature. The findings offer practical insights for managers, industry stakeholders, and policymakers while establishing a foundation for future research on occupational well-being within the beauty and wellness industry.

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