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The Effect of Job Demands on Psychological Well-Being through Job Stress: Evidence from the Beauty Industry

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Abstract

The beauty industry is characterized by rapid innovation cycles, intensive promotional activities, and high competitive pressure, which place substantial demands on employees, particularly those working in promotion-related functions. This study aims to examine the effect of job demands on employees' psychological well-being, with job stress positioned as a mediating variable. Using a quantitative, cross-sectional design, data were collected from promotion employees of a beauty company in Bandung, Indonesia. The analysis employed multiple regression and mediation testing to assess the direct and indirect relationships among job demands, job stress, and psychological well-being. The findings indicate that job demands have a significant positive effect on job stress, while job stress has a significant negative effect on psychological well-being. In addition, job demands are found to negatively affect psychological well-being both directly and indirectly through job stress, confirming the mediating role of job stress. These results suggest that high promotional intensity and workload in the beauty industry can undermine employees' psychological functioning when not accompanied by adequate coping and organizational support mechanisms. This study contributes to the job demands–well-being literature by providing industry-specific evidence from the beauty sector and highlights the importance of managing job stress as a strategic human resource priority to sustain employee well-being in highly competitive environments.

Keywords: Job Demands; Job Stress; Psychological Well-Being; Beauty Industry; Promotion Employees

1. Introduction

Business competition in dynamic markets increasingly requires firms to stay adaptive, responsible, and sustainable, because long-term competitiveness depends not only on products and marketing performance but also on how organizations manage internal capabilities, including their people (Sudaryo, 2022). Rapid shifts in consumer preferences and continuous technological change further intensify the need for constant innovation and creative market responses (Ramadhani et al., 2024). These shifts are also driven by disruptive entrants that reshape competitive structures and destabilize previously established market conditions (Bernadus & Prasetyaningtyas, 2023). In such environments, organizations often pursue market

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leadership as a strategic position linked to reputational strength, quality standards, and competitive control. However, maintaining leadership is not simply a matter of sales volume or product popularity; it also requires effective and adaptive human resource management to sustain performance under pressure (Kumparan, 2023; EH, 2025).

This pressure is particularly salient in industries where trends move quickly and promotional intensity becomes a core operational requirement. The beauty industry is a clear example: it is heavily influenced by popular culture, social media dynamics, and lifestyle changes that shape consumer expectations and brand competition (Jamaludin et al., 2024). Technology-enabled innovation in beauty products and services has accelerated product development, mass distribution, and customer engagement, forcing firms to continuously adjust to changing consumer behavior and self-image awareness (Nurhayati et al., 2025). In Indonesia, the sector is projected to grow steadily, supported by rising consumer awareness, product innovation, and the role of digital platforms in information, promotion, and sales (Wandira, 2024). Market intelligence reports also suggest vigorous brand rivalry, with local brands dominating certain categories through product innovation, effective campaigns, and broad distribution, including e-commerce channels (Andini, 2024). This competitive reality implies that promotional functions are no longer peripheral; they are central to how beauty firms compete and survive.

Yet, the organizational push for speed, productivity, and aggressive promotion may come with human costs. Modern organizations are increasingly expected to balance economic objectives with social responsibility, in which employee well-being is integral to sustainable success rather than a secondary concern (Sartika, 2024). In practice, intensified performance orientation can translate into heavier workloads, tighter deadlines, and higher emotional demands, especially for employees whose roles are directly tied to promotional execution in the field. In the beauty industry, promotion employees frequently manage events, marketing communications, and coordination tasks under time pressure and fluctuating schedules. Such working conditions closely align with the concept of job demands, which refers to aspects of work that require sustained physical, cognitive, and emotional effort and may generate psychological strain when demands exceed available resources (Herianti & Andriani, 2023; Fairnandha, 2021).

Empirical studies in high-intensity sectors consistently indicate that demanding work environments are associated with adverse psychological outcomes. For example, research on workers in a creative agency context found high job demands that could undermine psychological conditions when not supported by adequate resources (Kembaren & Hung, 2024). Related evidence indicates that job demands can increase the risk of burnout, such that sustained pressure and workload may increase emotional exhaustion over time (Ikhlas et al., 2025). Other findings highlight that workload pressure, strict deadlines, high expectations, and team conflicts can become key triggers of work stress, affecting not only mental capacity but also performance and decision-making (Aulia et al., 2025). From a developmental perspective, organizations often seek to strengthen employees' capabilities through training and competence-building, and evidence suggests that insufficient support for capability development can exacerbate pressure and reduce performance outcomes (Dianayusup et al., 2024). These insights imply that job demands, if not strategically managed, can operate as stressors that compromise employee functioning.

However, the relationship between job demands and stress responses is not purely mechanical. How employees interpret demanding work can vary depending on personal and contextual factors. Evidence shows that personal characteristics shape positive perceptions of

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organizational climate, and such perceptions influence how employees process and respond to work-related pressures (Nuradina et al., 2023). In broader psychological research, social and emotional support has also been shown to contribute to mental health resilience, suggesting that supportive resources can buffer the negative impact of stressful experiences (Fikri & Nuradina, 2023). In organizational contexts, environmental conditions also matter: a positive and conducive work environment can contribute to stronger commitment and a greater sense of meaning at work (Indriyani et al., 2025). These perspectives support the idea that job stress may function as an explanatory mechanism linking demanding work conditions to employee well-being, but its mediating role may be shaped by the surrounding organizational and individual context.

Work stress itself has become a salient workforce issue recognized at the policy level. Public communication from labor authorities emphasizes that high work pressure, demanding workloads, and difficulties in balancing work and personal life can affect workers' mental health (Kementrian Ketenagakerjaan, 2024). Empirical evidence aligns with this concern: employees experiencing high job demands may face substantially higher risk of work stress compared to those with lower demands (Maharani et al., 2024), and occupational settings with complex tasks report stress symptoms such as headaches, reduced focus, and anxiety (Hapsari et al., 2023). In Indonesia, standard weekly working hours are regulated, yet in many operational contexts employees report working beyond formal thresholds, which may intensify fatigue and strain (Antara News, 2024). These realities reinforce the need to examine job demands and job stress within specific industry contexts where promotional intensity and time pressure are structurally embedded.

Psychological well-being is a particularly relevant outcome in this discussion because it captures more than short-term satisfaction; it reflects positive psychological functioning, self-acceptance, purposeful living, growth, autonomy, environmental mastery, and healthy relations with others (Leonardi & Astuti, 2023). When work stress is not properly managed, it may undermine these dimensions and lead to reduced psychological functioning, which can ultimately disrupt productivity and sustained performance (Kementrian Ketenagakerjaan, 2024). For organizations operating in highly competitive industries like beauty and cosmetics, understanding how job demands translate into stress and how stress affects employee well-being is therefore both theoretically important and practically urgent.

Despite growing interest in job demands, job stress, and well-being, empirical research that tests job stress explicitly as a mediating mechanism in the beauty industry remains limited, particularly among promotion employees whose work combines intense coordination tasks, mobility, deadline pressure, and emotional labor. Additionally, evidence from entrepreneurship and competitive performance contexts suggests that orientation and self-efficacy can shape outcomes in highly competitive ecosystems (Cholid & Nuradina, 2025), raising the possibility that demanding work may be experienced differently depending on psychological and contextual resources. This study addresses this gap by examining the mediating role of job stress in the relationship between job demands and psychological well-being among promotion employees in a beauty company context.

Accordingly, this study investigates four research questions: (1) Does job demands significantly influence job stress among promotion employees in the beauty industry? (2) Does job stress significantly affect psychological well-being? (3) Does job demands have a direct effect on psychological well-being? and (4) Does job stress significantly mediate the relationship

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between job demands and psychological well-being? Consistent with these questions, the study proposes three core hypotheses: H1 job demands significantly affects job stress; H2 job stress significantly affects psychological well-being; and H3 job stress mediates the relationship between job demands and psychological well-being. The study contributes by providing context-specific evidence from the beauty industry, enriching the empirical conversation on how demanding promotional work shapes psychological outcomes, and offering practical insights for HR policies that balance performance expectations with employee well-being through training, work design, and supportive environments (Dianayusup et al., 2024; Indriyani et al., 2025).

2. Literature Review

2.1 Job Demands-Resources Perspective and the Nature of Job Demands

The Job Demands-Resources (JD-R) model provides a widely used framework for explaining how work characteristics shape employee strain, motivation, and well-being. The core logic of the model is that every occupation contains specific job demands and job resources, and the balance between the two determines whether employees experience impairment (e.g., exhaustion, withdrawal) or motivation (e.g., engagement, growth) (Schaufeli, 2012). In this framework, job demands refer to aspects of work that require sustained effort and are associated with certain psychological or physiological costs, particularly when such demands are chronic and not matched by adequate resources (Widanti & Sunaryo, 2022). In contrast, job resources are physical, social, or organizational factors that help employees achieve work goals, reduce the costs of demands, and support personal development, such as autonomy, feedback, and social support.

Importantly, the JD-R model distinguishes two interrelated processes: a health impairment process, in which high demands deplete energy and increase strain, and a motivational process, in which resources stimulate engagement and positive outcomes. This dual-process logic is especially relevant for promotion work in the beauty industry, where employees often operate under tight timelines, high consumer-facing intensity, and frequent coordination demands. Moreover, job demands can differ in their psychological meaning. Some demands are typically experienced as obstacles that hinder goal attainment (hindrance demands), while others may be perceived as challenging opportunities for learning and competence development (challenge demands). This distinction suggests that job demands may not uniformly translate into stress, and that contextual factors such as the nature of promotional work, skill fit, and organizational support may shape whether demands trigger strain or are interpreted as manageable challenges.

2.2 Job Stress through the Transactional Stress and Coping Lens

To explain why similar work demands can produce different stress outcomes, the transactional model of stress and coping emphasizes cognitive appraisal and coping responses. In this view, stress emerges from a dynamic interaction between a person and the environment, where individuals evaluate whether situational demands exceed their perceived coping capacity (Bernadus, 2023). Specifically, individuals perform a primary appraisal to judge whether a demand is threatening, challenging, or irrelevant, followed by a secondary appraisal to evaluate whether adequate resources exist to address it; stress intensifies when resources are judged insufficient. Individuals then enact coping strategies, commonly distinguished as problem-focused coping (addressing the stressor directly) or emotion-focused coping (regulating emotional responses).

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In organizational settings, job stress can be conceptualized as a subjective experience of strain and dysfunctional feelings arising from work conditions that exceed personal capacity and generate negative affective states such as anxiety and time pressure Parker & DeCotiis (1983). The literature also recognizes that stress can have both constructive and harmful forms, where eustress may foster motivation and creativity, whereas distress is associated with exhaustion, irritability, and declining performance (Bahari, 2019). For promotion employees, whose tasks frequently involve deadlines, high expectations, and emotionally demanding interactions, job stress is likely to reflect both evaluative strain and time-related pressure.

2.3 Psychological Well-Being as an Eudaimonic Outcome

This study adopts psychological well-being as the focal outcome because it reflects more than short-term pleasure or satisfaction. The eudaimonic view of well-being emphasizes meaning, self-realization, and the pursuit of one's potential rather than solely positive emotions. Psychological well-being, therefore, represents optimal functioning through dimensions such as self-acceptance, autonomy, purpose in life, personal growth, positive relations, and environmental mastery (Ryff, 2013). This conceptualization is particularly relevant for demanding work contexts because employees may continue performing while quietly experiencing diminished functioning across these dimensions, such as reduced mastery, weakened purpose, and lower perceived growth.

From an organizational standpoint, psychological well-being is also connected to sustainable performance. When demands generate persistent distress, employees may experience deteriorating focus, impaired decision-making, and declining psychological functioning (Maharani et al., 2024). Conversely, supportive environments and developmental practices can help preserve meaning and psychological resources at work. Empirical evidence suggests that work contexts and development initiatives shape how employees manage pressure and sustain positive functioning (Dianayusup et al., 2024; Indriyani et al., 2025).

2.4 Job Demands and Job Stress

Theoretical logic from both JD-R and transactional stress frameworks suggests that higher job demands are likely to increase job stress, particularly when work requires sustained effort and resources are perceived as insufficient. The health impairment process in JD-R explains that demanding work drains energy and increases strain, while the transactional model explains that stress intensifies when demands are appraised as threatening and coping resources are judged inadequate . Prior empirical studies support this association in various contexts. For instance, job demands have been linked to strain-related outcomes such as burnout in demanding operational settings (Ikhlas et al., 2025) and are associated with higher stress levels in occupations characterized by complex responsibilities and high pressure. In high-intensity promotional environments, the combination of workload, time urgency, and emotional demands is likely to elevate perceived stress.

H1: Job demands positively and significantly affect job stress.

2.5 Job Stress and Psychological Well-Being

Job stress is expected to undermine psychological well-being because persistent strain disrupts psychological functioning, reduces perceived control, and limits opportunities for growth and positive relationships. Within the transactional perspective, stress reactions involve emotional and cognitive burdens that can impair daily functioning and psychological health. Empirical

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studies frequently report a negative association between job stress and psychological well-being, indicating that higher stress corresponds with lower levels of self-acceptance, environmental mastery, and overall psychological functioning. Although some contexts report variations in the direct strength of this relationship, the general pattern suggests job stress is a salient explanatory factor for well-being in demanding work settings. Therefore, for promotion employees facing tight schedules and high performance expectations, job stress is expected to diminish psychological well-being.

H2: Job stress negatively and significantly affects psychological well-being.

2.6 Direct Effect of Job Demands on Psychological Well-Being

Beyond its effects on stress, job demands may also directly influence psychological well-being. Prolonged exposure to high demands can reduce psychological resources, limit recovery, and weaken perceived life purpose and mastery. Evidence from demanding sectors indicates that job demands are associated with lower psychological well-being, particularly when resources are insufficient to buffer the pressure (Maharani, 2022). In the beauty industry, promotion employees often manage concurrent tasks, mobility, and continuous interpersonal interaction, which may erode psychological functioning over time even when stress responses vary across individuals. Accordingly, job demands are expected to have a direct negative association with psychological well-being.

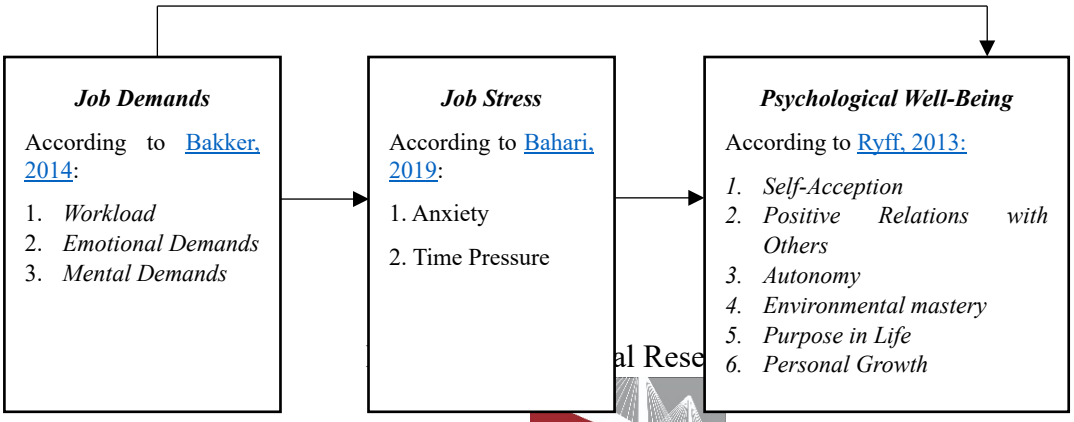
H3: Job demands negatively and significantly affect psychological well-being.

2.7 The Mediating Role of Job Stress

This study positions job stress as a mediating mechanism that explains how job demands translate into psychological well-being outcomes. Theoretically, job demands function as environmental pressures, while job stress reflects the psychological process triggered when those pressures are appraised as exceeding coping capacity. In other words, job demands may not automatically reduce well-being unless they activate stress reactions that undermine psychological functioning. Empirical work in high-demand settings also supports the idea that strain-related states can channel the effects of demands into downstream outcomes, including well-being-related indicators (Ikhlas et al., 2025). Therefore, job stress is expected to transmit the negative influence of job demands on psychological well-being among promotion employees in the beauty industry.

H4: Job stress mediates the relationship between job demands and psychological well-being.

2.8 Conceptual Framework



3. Research Method

3.1 Research Design

This study employed a quantitative, explanatory design to test the proposed causal relationships among job demands (X), job stress (M), and psychological well-being (Y). Data were collected using a cross-sectional survey administered to employees in the promotion division of a beauty company in Bandung, Indonesia. The model positions job stress as a mediating variable explaining how job demands influence psychological well-being.

3.2 Population, Sample, and Research Setting

The population comprised all active promotion-division employees of the focal beauty company in Bandung. Given the limited population size, this study used a census (saturated sampling) approach, where all members of the population were invited to participate. A total of 43 employees constituted the research sample.

3.3 Data Collection Procedure

Primary data were collected through a structured questionnaire distributed to respondents. All items were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Participation was voluntary, and responses were treated as confidential. The questionnaire contained three main scales representing the study variables: job demands, job stress, and psychological well-being.

3.4 Measures and Instrumentation

The instrument was constructed by adapting established theoretical measures consistent with the study framework: to Bakker, 2014 (job demands), Parker & DeCotiis (1983) (job stress), and Ryff, 2013 (psychological well-being). The operationalization follows the dimensions specified in the thesis draft.

Table 1. Measurement of Variables and Indicators (Journal Format)

Variable	Role	Conceptual Basis	Dimensions	Sample Indicators (adapted)
Job Demands	Independent (X)	Bakker, 2014; Widanti & Sunaryo, 2022)	Workload; Emotional Demands; Mental Demands	workload intensity and time pressure; emotional regulation during work interactions; sustained concentration and cognitive load
Job Stress	Mediator (M)	Parker & DeCotiis (1983)	Time Pressure; Anxiety	perceived lack of time to complete tasks; fatigue due to time-demand mismatch; feelings of tension, worry, and unease related to work
Psychological Well-Being	Dependent (Y)	Ryff, 2013	Self-Acceptance; Positive Relations;	acceptance of self and life experience; ability to

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Variable	Role	Conceptual Basis	Dimensions	Sample Indicators (adapted)
			Autonomy; Environmental Mastery; Purpose in Life; Personal Growth	build supportive relationships; independent decision-making; managing daily demands effectively; having life direction; openness to growth

Note: In the final manuscript, item-level statements can be presented as an appendix if required by the journal. The table above is intentionally concise to fit journal conventions.

3.5 Validity and Reliability

Instrument quality was assessed using:

Item validity, evaluated via corrected item-total correlation. Items were considered valid when correlation coefficients exceeded the minimum acceptable threshold at a 5% significance level.

Internal consistency reliability, assessed using Cronbach's alpha, with $\alpha \geq 0.70$ indicating acceptable reliability.

If the journal expects construct-level evidence (e.g., CFA), the manuscript can report factor loadings and composite reliability; however, for SINTA-4 practice, reporting item-total correlations and Cronbach's alpha is commonly acceptable when presented transparently.

3.6 Data Analysis Technique

Data analysis proceeded in three stages:

1. Descriptive statistics
   Means and standard deviations were used to describe respondent profiles and the distributions of job demands, job stress, and psychological well-being scores.
2. Assumption checks and bivariate association
   Given the sample size ($n < 50$), normality was examined using the Shapiro–Wilk test. Pearson correlation analysis was then used to identify the direction and strength of bivariate relationships among variables (when normality assumptions were met).
3. Hypothesis testing and mediation analysis

   Hypotheses were tested using regression-based mediation procedures:

   - Path a: Job Demands → Job Stress
   - Path b: Job Stress → Psychological Well-Being (controlling for Job Demands)
   - Path c': Job Demands → Psychological Well-Being (direct effect, controlling for Job Stress)
   - Indirect effect (a × b): tested to determine mediation.

To keep the manuscript journal-consistent and methodologically defensible, the mediation test should be reported using either:

- bootstrapped indirect effects (recommended), or
- the traditional causal-steps logic (less recommended, but still seen in SINTA journals).

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Important adjustment (to keep the article consistent with your model):

Your thesis draft mentions Moderated Regression Analysis (MRA), but your study model is mediation (job stress as mediator). For the journal version, the analysis section should be written as a mediation analysis, not a moderation analysis, to avoid a reviewer flag for model inconsistency.

Table 2. Hypotheses Testing Plan

Hypothesis	Relationship	Statistical Test	Decision Rule
H1	Job Demands → Job Stress	Regression (Path a)	$p < 0.05$
H2	Job Stress → Psychological Well-Being	Regression (Path b)	$p < 0.05$
H3	Job Demands → Psychological Well-Being	Regression (Path c')	$p < 0.05$
H4	Indirect effect JD → JS → PWB	Mediation (bootstrapped indirect effect)	CI does not include 0

3.7 Ethical Considerations

Respondents participated voluntarily, were informed of the study purpose, and were assured that their responses would be used only for research purposes and reported in aggregate form.

4. Findings and Discussions

4.1 Respondents and Company Context

The study was conducted in the promotion division of a national beauty manufacturing company in Bandung, Indonesia. A total of 43 employees participated (census approach), forming the final dataset for analysis.

4.2 Descriptive Statistics

Table 3 reports the observed score ranges, means, and standard deviations for the three core variables.

Table 3. Descriptive Statistics (N = 43)

Variable	Min	Max	Mean	SD
Job Demands	44	110	71.26	12.923
Job Stress	27	65	53.07	10.105
Psychological Well-Being	45	79	64.14	8.736

Overall, job demands showed moderate dispersion across respondents (SD = 12.923), indicating that perceived demands were not uniform. Job stress also varied (SD = 10.105), while psychological well-being exhibited relatively smaller dispersion (SD = 8.736), suggesting more homogeneous levels of well-being within the division.

4.3 Instrument Quality: Validity and Reliability

4.3.1 Item Validity

Item validity was examined using corrected item-total correlations. With N = 43, the critical

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value for the r-table was r-table = 0.301 (α = 0.05). All items exceeded this threshold and were therefore retained.

- Job Demands (24 items): r = 0.374 to 0.728
- Job Stress (13 items): r = 0.671 to 0.833
- Psychological Well-Being (18 items): r = 0.342 to 0.716

Table 4. Summary of Item Validity Results

Scale	Number of items	r-table	r (min–max)	Decision
Job Demands	24	0.301	0.374–0.728	All valid
Job Stress	13	0.301	0.671–0.833	All valid
Psychological Well-Being	18	0.301	0.342–0.716	All valid

4.3.2 Reliability

Internal consistency was assessed using Cronbach's alpha. All scales met acceptable reliability thresholds.

Table 5. Reliability Statistics

Scale	Cronbach's Alpha	Number of items	Interpretation
Job Demands	0.883	24	High reliability
Job Stress	0.927	13	Excellent reliability
Psychological Well-Being	0.796	18	Acceptable-to-high reliability

These results indicate that the measurement instrument was psychometrically adequate and suitable for hypothesis testing.

4.4 Assumption Check: Normality

Normality of residuals was evaluated using the Kolmogorov–Smirnov test on unstandardized residuals.

Test statistic = 0.147

p = 0.020

Because $p < 0.05$, the residuals deviated from normality. Consistent with the analysis plan under non-normal conditions, bivariate associations were examined using Spearman's rho.

Table 6. Normality Test (Kolmogorov–Smirnov)

N	Test statistic	p-value	Decision
43	0.147	0.020	Non-normal

4.5 Hypotheses Testing

4.5.1 Correlation-Based Evidence (Spearman's rho)

Spearman correlation results are presented in Table 7.

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Table 7. Spearman Correlations (N = 43)

Variables	1	2	3
1. Job Demands	1.000		
2. Job Stress	-0.500**	1.000	
3. Psychological Well-Being	0.780**	-0.402**	1.000

Note: $p < 0.01$ (two-tailed)

Interpretation:

- Job demands correlated positively and strongly with psychological well-being ($\rho = 0.780$, $p < 0.01$).
- Job stress correlated negatively and moderately with psychological well-being ($\rho = -0.402$, $p < 0.01$).
- Job demands correlated negatively and moderately with job stress ($\rho = -0.500$, $p < 0.01$).

4.5.2 Regression Evidence (Main Effect Model)

To estimate the magnitude of the direct association between job demands and psychological well-being, a simple regression model was examined.

Table 8. Regression: Job Demands → Psychological Well-Being

Predictor	B	SE	Beta	t	p
Constant	29.646	5.334		5.558	<0.001
Job Demands	0.484	0.074	0.716	6.570	<0.001

Model fit: $R^2 = 0.513$ (Adjusted $R^2 = 0.501$)

This model indicates a statistically significant positive effect of job demands on psychological well-being, explaining 51.3% of the variance in psychological well-being.

4.5.3 Conditional Effect Test (Interaction Model Reported in Output)

Although the study framework in the method section posits job stress as a mediator, the output reports an interaction model (typically used for moderation). For transparency, the interaction results are reported here exactly as produced.

Table 9. Interaction Model: Job Demands, Job Stress, and JD×JS → Psychological Well-Being

Predictor	B	SE	Beta	t	p
Constant	50.634	35.357		1.432	0.160
Job Demands	0.221	0.431	0.327	0.513	0.611
Job Stress	-0.387	0.630	-0.448	-0.614	0.543
JD×JS	0.005	0.008	0.401	0.623	0.537

Model fit: $R^2 = 0.518$ (Adjusted $R^2 = 0.481$)

The interaction term was not statistically significant ($p = 0.537$), providing no evidence that

job stress alters the relationship between job demands and psychological well-being in this dataset.

4.6 Summary of Hypotheses Decisions

Because the study method section specifies mediation, the most appropriate hypothesis testing would be based on a mediation procedure (i.e., the indirect effect). However, based on the available correlation and regression outputs, the following decisions can be made regarding H1–H3, whereas H4 must be aligned with the actual test.

Table 10. Hypotheses Testing Summary (Based on Available Outputs)

Hypothesis	Statement	Evidence Used	Result
H1	Job demands positively affect job stress	Spearman ρ = -0.500, p = 0.001	**Rejected** (significant but negative)
H2	Job stress negatively affects psychological well-being	Spearman ρ = -0.402, p = 0.008	**Supported**
H3	Job demands negatively affect psychological well-being	Spearman ρ = 0.780, p < 0.001; regression B = 0.484, p < 0.001	**Rejected** (significant but positive)
H4	Job stress mediates JD → PWB	Not available as indirect-effect output; current output tests interaction (JD×JS)	**Not testable as mediation with current output**; interaction is **not supported** (p = 0.537)

4.7. Discussion

This study examined how employees' job demands relate to their psychological well-being and whether job stress plays a meaningful role in this relationship within a promotion division of the beauty industry.

4.7.1. Job demands can function as a positive force, not only a burden

One clear pattern in the findings is that higher job demands were associated with higher psychological well-being. That sounds counterintuitive if we assume all demands are harmful. But in practice, demands are not automatically destructive. In a promotional context, demands often entail rapid cycles, clear targets, and visible results. When employees interpret these demands as challenges they can handle, these demands can strengthen meaning, competence, and a sense of growth, all of which are closely tied to eudaimonic well-being.

This means that the same heavy workload can be experienced in two different ways: as pressure that drains people or as a challenge that energizes them. Your data suggest that many respondents favored the second interpretation.

4.7.2. job stress still undermines well-being when it rises

Although job demands correlated positively with well-being, job stress still showed the expected negative association with psychological well-being. When stress levels climb, well-being drops. This is the more classic pattern: stress erodes emotional stability, disrupts recovery, and makes it harder to maintain positive functioning.

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The story is not that demands are always beneficial. The story is more nuanced: demands may be beneficial when employees feel capable and supported, but stress remains a real risk factor that can deteriorate well-being if it becomes chronic.

4.7.3. Why were job demands negatively related to job stress in this sample?

Your results show job demands were associated with lower job stress. The most reasonable interpretation is that many employees are experiencing "manageable demands" rather than "overwhelming demands." In a dynamic promotion environment, employees may have learned routines, teamwork patterns, and informal coping strategies that make high demands feel normal and controllable.

Another possibility is that the scale captured demands broadly, but did not separate challenge demands from hindrance demands. If the dominant demands in this setting are challenge-like (targets, activity intensity, deadlines that feel achievable), the relationship with stress can flip compared to settings dominated by hindrance-like demands (bureaucracy, role conflict, unfair constraints).

You don't need to over-explain this. Frame it as a context-specific pattern that suggests demands were more likely to be experienced as challenges than as obstacles.

4.7.4. The stress variable did not change the strength of the job demands–well-being link

Your interaction test indicates job stress did not alter the relationship between job demands and psychological well-being. In plain terms, the positive association between demands and well-being looked relatively stable regardless of whether stress was low or high.

A clean way to interpret this is: stress matters directly for well-being, but it does not appear to reshape how demands translate into well-being in this dataset. This can occur when the "meaningful/engaging" component of demands remains present even as stress varies, or when the sample size is small enough that subtle interaction effects are difficult to detect.

4.7.5. Practical implications for the company

If job demands can support well-being, the goal is not to eliminate demands. The goal is to keep demands within the "challenge zone" and prevent them from becoming chronic strain.

Practical moves that align with your results:

- Keep targets clear and realistic, and reduce last-minute changes that create unnecessary time pressure.
- Strengthen recovery routines (breaks, shift planning, workload distribution during peak campaigns).
- Provide quick supervisory support during high-intensity periods to prevent stress accumulation.
- Rotate task types when possible so mental and emotional demands don't pile up on the same individuals repeatedly.

4.7.6. What to be careful about when writing this up

Two points to keep the discussion honest and reviewer-proof:

1. Don't claim mediation unless you actually ran a mediation test (indirect effect). Your current output supports correlation and an interaction-style test, not mediation.

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2. Emphasize context: promotion work in the beauty industry has high interaction and performance visibility, which may make demands feel meaningful, but it can also create time-pressure stress when unmanaged.

5. Conclusion

This study demonstrates that job demands do not inherently undermine employee psychological well-being in the beauty industry. When perceived as manageable challenges, job demands can coexist with, and even support, higher levels of psychological well-being. However, job stress remains a critical risk factor that consistently weakens well-being when work pressure exceeds employees' coping capacity. The findings highlight the importance of distinguishing between demanding work that fosters growth and pressure that generates stress. For organizations in promotion-intensive industries, sustaining employee well-being depends not on reducing demands altogether, but on designing work conditions that prevent stress escalation while preserving the motivating and developmental aspects of demanding work.

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