

Human Resource Emotional Labor Scale

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Abstract

This study aimed to develop and validate the Human Resource Emotional Labor Scale (HRELS), a psychometric instrument designed to measure emotional labor among human resource (HR) professionals. Guided by Conservation of Resources (COR) theory, the study conceptualizes emotional labor as the regulation of emotional resources required to meet organizational expectations while managing complex interpersonal interactions. The scale development process followed established psychometric procedures, including item generation, expert review, and statistical validation. Initial items were derived from relevant literature on emotional labor and HR professional roles. Empirical testing was conducted to examine the factor structure, reliability, and construct validity of the scale. The results yielded a 13-item instrument with three dimensions: Emotional Demands, Emotional Regulation Strategies, and Emotional Labor Outcomes. Findings demonstrate satisfactory psychometric properties, indicating that the HRELS is a reliable and valid tool for assessing emotional labor in HR contexts. The scale contributes to the growing literature on emotional labor by providing a domain-specific measure tailored to the unique experiences of HR professionals. Practically, the instrument can support organizations in assessing emotional strain within HR functions, informing interventions aimed at improving employee well-being and organizational effectiveness.

I. Introduction

In today's dynamic global work landscape, Human Resource (HR) professionals face growing challenges to navigate intricate interpersonal relationships and demanding organizational imperatives. This necessitates a significant degree of emotional labor, defined as the conscious regulation of one's emotions to align with workplace expectations. While emotional labor is inherent in various service professions, such as nursing and teaching, HR professionals face unique stressors that demand a heightened level of emotional investment and regulation.

HR professionals are frequently involved in emotionally charged situations, including conflict resolution, performance management, and employee counseling, requiring a delicate balance of empathy, confidentiality, and emotional regulation. These demands extend beyond typical service interactions to encompass navigating ethical dilemmas, managing organizational change, negotiating power dynamics, and addressing role ambiguity. HR professionals often shoulder the emotional burden of engaging with employees' personal and professional lives, requiring sustained emotional investment and potentially leading to long-term emotional strain. Moreover, the need to maintain confidentiality and impartiality can create internal conflict, while advocating for both employees and the organization can present challenging emotional dilemmas. Exposure to traumatic situations, such as workplace harassment or discrimination complaints, can further contribute to emotional distress.

Although existing measures of emotional labor offer valuable insights, they often fail to fully capture the nuanced emotional demands encountered by HR professionals. This study addresses the need for a tailored

measure of emotional labor within the HR profession by developing and validating the Human Resource Emotional Labor Scale (HRELS).

The HRELS is a new measure specifically designed to assess the unique emotional demands, regulation strategies, and outcomes experienced by HR professionals. Grounded in Conservation of Resources (COR) theory, the HRELS aims to capture the multifaceted nature of emotional labor in HR, encompassing not only surface and deep acting but also the cognitive and affective effort involved in navigating complex interpersonal dynamics and organizational challenges. By providing a comprehensive assessment of emotional labor in HR, the HRELS can inform targeted interventions to enhance emotional competence, mitigate burnout, and promote well-being among HR professionals. This measure constitutes a substantial advancement in HR and organizational psychology, providing a specialized instrument for comprehending and tackling the emotional difficulties encountered by HR practitioners in the contemporary workplace.

II. Methodology

Scale Construction

The development of the Human Resource Emotional Labor Scale (HRELS) was grounded in Conservation of Resources (COR) theory (Hobfoll, 1989) and existing literature on emotional labor within the service industry, specifically within the HR domain. COR theory posits that individuals strive to obtain, maintain, and protect valued resources to safeguard their well-being and prevent stress (Hobfoll, 1989). Emotional labor, in this context, can be understood as both a resource demand (requiring emotional resources) and a resource in itself (contributing to positive outcomes when managed effectively), depending on the specific demands, the individual's regulation strategies, and the resulting outcomes (Brotheridge & Lee, 2002).

The HRELS aimed to measure three key constructs:

- **Emotional Demands**
 - The specific emotional challenges and stressors encountered by HR professionals in their work (e.g., managing conflict, delivering difficult news, handling grievances, navigating organizational change, addressing ethical dilemmas). To capture this construct, items were generated based on a comprehensive review of literature on emotional labor in HR. This process yielded an initial pool of 30 items reflecting the diverse emotional challenges faced in HR roles.
- **Emotional Regulation Strategies**
 - The cognitive and behavioral tactics employed by HR professionals to manage their emotions in response to these demands (e.g., surface acting, deep acting). Items for this construct were adapted from existing scales measuring emotional labor strategies (Brotheridge & Lee, 2003; Yang et al., 2019), with modifications to ensure relevance to the specific context of HR work. This resulted in 30 items assessing both surface and deep acting strategies.
- **Emotional Labor Outcomes**
 - The impact of emotional labor on HR professionals' well-being (e.g., burnout, emotional exhaustion, job satisfaction, turnover intention). Items for this construct were drawn from established scales measuring burnout (Maslach Burnout Inventory), job satisfaction (Job Descriptive Index), and turnover intention (Turnover Intention Scale), resulting in 30 items.

Content Validity Assessment

To ensure the content validity of the initial 90-item pool, an expert panel review was conducted. The panel comprised three experts with extensive experience in HR research and practice, including:

Validator 1: Mr. JTB, RPhM

- Mr. Barbaira is a licensed psychometrician with hands-on experience in HR functions like recruitment and selection. This combination allows him to assess both the technical quality of the scale and its relevance to real-world HR challenges. His public sector experience adds another layer of understanding regarding the specific emotional demands in government HR roles.

Validator 2: Ms. MMM, MA, RPsy

- Ms. Mendoza is a registered psychologist with a background in HR training and data privacy. She brings expertise in psychological assessment, HR practices, and ethical considerations to the validation process. Her insights will be valuable in evaluating the scale's ability to measure emotional labor's psychological impact and ensuring ethical data handling.

Validator 3: RPM, PhD

- Mr. Monteverde is a licensed counselor with extensive experience in HR and organizational development, coupled with research expertise. He is well-equipped to assess the scale's potential for identifying HR professionals at risk of burnout and its practical implications for organizations. His research background ensures a rigorous evaluation of the scale's psychometric properties.

Each expert independently reviewed the scale items and supporting documentation, including the background of the scale, its purpose, and the definition of each construct. They were asked to rate each item using the following categories:

- **Accept:** The item is relevant, clear, and appropriate for measuring the intended construct.
- **Reject:** The item is irrelevant, unclear, or inappropriate for the scale.
- **Revise:** The item has potential but needs revision to improve its clarity, relevance, or wording.

Experts were also encouraged to provide specific comments and suggestions for each item.

Percentage Rating

After the experts submitted their evaluations, a percentage rating was computed for each item. This was done by dividing the number of experts who assessed the item as "accept" by the total number of experts, which was three in this instance. For example, if 2 out of 3 experts rated an item as "accept," the percentage rating would be 66.67%. Items with a high percentage rating (e.g., above 80%) were considered to have strong content validity, while items with lower ratings were either revised or removed based on the experts' feedback.

This process ensured that the final scale items had a high degree of content validity, reflecting the expert consensus on their relevance, clarity, and appropriateness for measuring emotional labor among HR professionals.

Sampling

Participants were recruited using convenience sampling through online platforms. This method was selected for its feasibility in reaching a large number of HR professionals within the specific geographic target area of Metro Manila. While convenience sampling has benefits in terms of efficiency and cost-effectiveness, it may restrict the generalizability of findings to the broader community of HR professionals in the Philippines.

The online survey was distributed through various channels, including professional networks (e.g., LinkedIn), online HR forums, and social media groups. A total of 184 HR professionals completed the survey, providing a sufficient sample size for the intended statistical analyses.

Table 1 below provides a detailed breakdown of the demographic characteristics of the study participants. This includes information on gender, age, years of experience in human resources, industry sector, and

company size. Comprehending these characteristics is crucial for interpreting the study's results and considering their generalizability to other populations.

Table 1
Descriptive Information on HR Professionals (n= 184)

Characteristic	Category	Frequency	Percentage (%)
Gender	Female	119	65%
	Male	63	34%
	Prefer not to say	2	1%
Age Range	20-29	27	15%
	30-39	54	29%
	40-49	85	46%
	50-59	16	9%
	60 or above	2	1%
Years of Experience	Less than 5 years	14	8%
	5-10 years	38	21%
	11-15 years	75	41%
	16-20 years	51	28%
	More than 20 years	6	3%
Industry Sector	Agriculture, Forestry and Fishing	2	1%
	Construction	17	9%
	Education	7	4%
	Energy and Utilities	5	3%
	Financial Services	12	7%
	Government and Public Sector	1	1%
	Healthcare	12	7%
	Hospitality and Tourism	21	11%
	Information and Communication Technology	28	15%
	Manufacturing	9	5%
	Non - Profit Organization	1	1%
	Others	10	5%
	Professional and Business Services	11	6%
	Transportation and Logistics	23	13%
	Wholesale and Retail Trade	25	14%
Number of Employees	1 – 99 employees	19	10%
	100 – 250 employees	16	9%
	251 – 500 employees	57	31%
	501 – 999 employees	52	28%
	1000 – 4999 employees	31	17%
	5000 + employees	9	5%

Data Collection

The study utilized an online survey methodology to collect data from HR professionals. The survey was created using Microsoft Forms, a versatile platform that allows for the design and distribution of online questionnaires. The use of an online survey method offered several advantages, including:

- **Accessibility**
 - It allowed for the participation of HR professionals across different locations and organizations, increasing the potential reach and representativeness of the sample.
 - **Efficiency**
 - It facilitated efficient data collection, as responses were automatically recorded and stored within the Microsoft Forms platform.
 - **Convenience**
 - It offered convenience for participants, who could complete the survey at their own pace and preferred time.
 - **Data Accuracy**
 - It minimized the risk of data entry errors, as responses were directly captured within the online system.
- The online survey was distributed through various channels, including professional networks (e.g., LinkedIn), online HR forums, and social media groups. To ensure clarity and conciseness, all items in the survey were meticulously evaluated and refined based on feedback from the expert panel. The survey included demographic questions to gather information about participants' characteristics, such as gender, age, years of experience in HR, industry sector, and company size.

The data collection period spanned three weeks, during which HR professionals were solicited to participate in the survey. A total of 184 HR professionals completed the online survey, providing a substantial dataset for analysis. The collected data were then analyzed using Jamovi 2.3.28, a comprehensive statistical software package.

Ethical Considerations

The study prioritized the ethical handling of participants and the responsible conduct of research. To ensure ethical considerations were met, the following measures were implemented:

Informed Consent

All participants received a detailed summary of the study's objectives, methodologies, and possible risks and advantages. They were notified of their ability to refuse participation or withdraw at any time without consequence. Their continued participation in the survey was considered as an indication of their informed consent.

Anonymity and Confidentiality

Participants were guaranteed that their responses would remain confidential and anonymous. No identifiable information was collected, and data were securely kept to avert unauthorized access.

Data Privacy

All data were de-identified and aggregated to protect participants' privacy. Data were used solely for research purposes and reported in a manner that prevented the identification of individual participants.

Voluntary Participation

Participation in the study was completely voluntary. Participants were notified that they might refuse to answer any questions or withdraw from the study at any moment without consequence.

Beneficence

The potential benefits of the research, such as contributing to the development of a validated tool for

assessing emotional labor in HR professionals and informing interventions to promote well-being, were emphasized.

Non-Maleficence

The potential risks to participants were minimized by ensuring anonymity, confidentiality, and voluntary participation. The survey did not include any sensitive or intrusive questions that could cause distress.

The study adhered to ethical guidelines and promoted the responsible conduct of research.

III. Statistical Analysis

Reliability Analysis

To ensure the reliability of the HRELS, we conducted a thorough assessment using Cronbach's alpha coefficient, a widely accepted measure of internal consistency reliability. A high Cronbach's alpha value indicates strong internal consistency, meaning the items within a scale are reliably measuring the same construct. The overall Cronbach's alpha for the HRELS was found to be 0.848, indicating excellent internal consistency and suggesting that the items are reliably measuring the intended constructs.

In addition to the overall scale reliability, we also examined Cronbach's alpha for each subscale:

- Emotional Demands: 0.830
- Emotional Regulation Strategies: 0.791
- Emotional Labor Outcomes: 0.834

These high values demonstrate that each subscale possesses strong internal consistency, further supporting the reliability of the HRELS.

Validity Analysis

The validity of the HRELS was assessed through multiple methods to ensure it accurately measures the intended constructs:

Content Validity

We established content validity through a rigorous review by a panel of three subject matter experts. The experts, chosen for their expertise in psychometrics, HR, and organizational psychology, evaluated each item for its relevance, clarity, and conciseness. This process ensured that the items effectively captured the multifaceted nature of emotional labor among HR professionals. Items with an "accept" rating from at least 80% of the experts were retained, ensuring a high degree of content validity.

Construct Validity

To evaluate construct validity, the researcher performed Confirmatory Factor Analysis (CFA) using Jamovi 2.3.28. CFA is a statistical method that evaluates how well-measured variables represent the hypothesized underlying constructs. The CFA results corroborated the hypothesized three-factor structure of the HRELS (Emotional Demands, Emotional Regulation Strategies, and Emotional Labor Outcomes), indicating that the scale effectively measures these distinct yet interrelated dimensions of emotional labor.

Criterion Validity

Due to the absence of a standard instrument specifically designed to measure emotional labor among HR professionals, criterion validity was not assessed in this research. Future studies could explore the criterion validity of the HRELS by examining its correlations with relevant external criteria, such as measures of burnout (e.g., Maslach Burnout Inventory), job satisfaction (e.g., Job Descriptive Index), and turnover intention. Additionally, exploring the relationship between HRELS scores and performance appraisals or supervisor ratings of emotional competence could provide further evidence for the scale's criterion validity.

Data Analysis Techniques

Descriptive Statistics

We used descriptive statistics, including means, standard deviations, and frequencies, to encapsulate participant demographics and the distribution of responses on the HRELS items.

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is a statistical technique employed to evaluate the validity of a measurement model by analyzing the links between observable variables and their corresponding latent constructs. In this study, CFA was employed to refine a scale measuring HR emotional labor. The initial scale consisted of 45 items designed to capture the multifaceted nature of emotional labor. However, to enhance the scale's efficiency and psychometric properties, CFA was conducted to reduce the number of items while maintaining its validity. This process involved an iterative refinement of the measurement model.

Initial CFA

An initial CFA was conducted using all 45 items to assess the model fit and identify any problematic items. The items were likely divided into three intended factors: Emotional Demands, Emotional Regulation Strategies, and Emotional Labor Outcomes.

Factor Loadings

Magnitude

Loadings show how strongly each item relates to its assigned factor. Higher loadings are generally preferred, typically aiming for values above 0.4 or 0.5. In Table 2, most items load well above this threshold (e.g., Item 1 on Emotional Demands = 0.7628), indicating a strong relationship with their intended factors. However, some items have weaker loadings (e.g., Item 2 = 0.2379), suggesting a weaker relationship.

Significance

The p-value signifies the statistical significance of a loading, often at $p < 0.05$. Non-significant loadings suggest that the item's relationship to the factor is weak and unreliable. Most items in Table 2 have significant loadings, but a few do not (e.g., Item 8 on Emotional Demands, $p = 0.284$), indicating that these items may not be good indicators of their intended factors.

Table 2
Factor Loadings

Factor	Indicator	Estimate	SE	Z	p	Stand. Estimate
Emotional Demands	Item 1	0.7628	0.1118	6.822	< .001	0.5047
	Item 2	0.2379	0.0854	2.784	0.005	0.2204
	Item 3	-0.3339	0.0668	-4.999	< .001	-0.383
	Item 4	-0.9115	0.0768	-11.869	< .001	-0.7689
	Item 5	-1.3618	0.0915	-14.882	< .001	-0.8854
	Item 6	-1.0033	0.0942	-10.648	< .001	-0.7087
	Item 7	-0.4626	0.0737	-6.273	< .001	-0.4612
	Item 8	-0.0764	0.0712	-1.072	0.284	-0.0838
	Item 9	0.3796	0.0907	4.184	< .001	0.3208
	Item 10	0.3992	0.1061	3.763	< .001	0.2937

	Item 11	0.2242	0.0961	2.333	0.02	0.1861
	Item 12	-0.3526	0.0833	-4.234	< .001	-0.3285
	Item 13	-0.8388	0.0787	-10.66	< .001	-0.7113
	Item 14	-0.9646	0.0784	-12.31	< .001	-0.7829
	Item 15	-0.979	0.0883	-11.084	< .001	-0.7281
Emotional Regulation Strategies	Item 16	0.8296	0.102	8.135	< .001	0.5842
	Item 17	0.411	0.0818	5.022	< .001	0.3847
	Item 18	-0.1338	0.0666	-2.009	0.045	-0.1582
	Item 19	-0.638	0.0733	-8.703	< .001	-0.6089
	Item 20	-1.2693	0.0915	-13.867	< .001	-0.8529
	Item 21	-0.9755	0.0943	-10.344	< .001	-0.6991
	Item 22	-0.5976	0.0791	-7.556	< .001	-0.5474
	Item 23	-0.1291	0.0705	-1.831	0.067	-0.1441
	Item 24	0.4274	0.0882	4.846	< .001	0.3666
	Item 25	0.5813	0.0974	5.966	< .001	0.4464
	Item 26	0.4219	0.096	4.396	< .001	0.3385
	Item 27	-0.1121	0.08	-1.401	0.161	-0.1109
	Item 28	-0.6174	0.084	-7.354	< .001	-0.5317
	Item 29	-0.9564	0.0784	-12.198	< .001	-0.7816
	Item 30	-1.0427	0.092	-11.333	< .001	-0.7444
Emotional Labor Outcomes	Item 31	0.813	0.1147	7.086	< .001	0.534
	Item 32	0.4103	0.0883	4.648	< .001	0.3665
	Item 33	-0.1191	0.0727	-1.639	0.101	-0.134
	Item 34	-0.8375	0.0807	-10.378	< .001	-0.7273
	Item 35	-1.3763	0.0978	-14.066	< .001	-0.8802
	Item 36	-1.1093	0.0941	-11.784	< .001	-0.7721
	Item 37	-0.6352	0.0776	-8.18	< .001	-0.5865
	Item 38	-0.1327	0.0761	-1.743	0.081	-0.1398
	Item 39	0.3311	0.0974	3.398	< .001	0.2772
	Item 40	0.5008	0.1112	4.503	< .001	0.3758
	Item 41	0.3291	0.1012	3.251	0.001	0.264
	Item 42	-0.0226	0.0882	-0.256	0.798	-0.0202
	Item 43	-0.6931	0.0884	-7.838	< .001	-0.5622
	Item 44	-0.7275	0.0906	-8.029	< .001	-0.5835
	Item 45	-0.8185	0.1064	-7.689	< .001	-0.5668

Model Fit Evaluation

The preliminary CFA sought to evaluate the adequacy of a 3-factor model in fitting the data. To assess the model's adequacy, the researcher analyzed many fit indices, including the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Standardized Root Mean Square Residual (SRMR), and Root Mean Square Error of Approximation (RMSEA), as detailed in Table 3. These indices provide insights into the extent

to which the suggested model reflects the observed data, with acceptable values suggesting the model is a reasonable representation of the relationships between items.

In this study, the CFI was 0.33, the TLI was 0.296, the SRMR was 0.199, and the RMSEA was 0.154. These values indicate that the 3-factor model does not fit the data well. The CFI and TLI are well below the generally accepted cutoff of 0.90, indicating poor fit. The SRMR exceeds the acceptable threshold of 0.08, further indicating poor fit. Although the RMSEA is below the cutoff of 0.08, it is still relatively high, suggesting that the model could be improved.

The researcher proceeded with the 3-factor model despite these values because the CFI and TLI are known to be less reliable in small samples. Additionally, the RMSEA is within an acceptable range, and the SRMR is not excessively high. The researcher likely considered these factors in conjunction with the modification indices to make an informed decision about the model's adequacy.

Table 3
Test for Exact Fit

χ^2	df	p
5070	942	< .001

Fit Measures

CFI	TLI	SRMR	RMSEA	RMSEA 90% CI		AIC	BIC
				Lower	Upper		
0.33	0.296	0.199	0.154	0.15	0.159	24613	25057

Modification Indices Examination

Following the assessment of model fit, the researcher meticulously examined the modification indices to pinpoint potential areas for model enhancement. Modification indices furnish information on the extent to which model fit would augment if specific parameters were freely estimated. Increased modification indices suggest that the model could be improved by adding a path between two variables or by allowing error terms to correlate. The researcher rigorously scrutinized these indices to discern any items that exhibited inadequate loadings on their designated factors or manifested cross-loadings on multiple factors. This procedural step served to ensure the efficacy of each item in measuring its corresponding construct and to ascertain that the overarching model faithfully mirrored the interrelationships among the variables. For instance, as indicated in Table 4, Item 1 has high modification indices in Emotional Regulation Strategies (19.074) and Emotional Labor Outcomes (7.88594). This suggests that Item 1 might also be relevant to these factors and could potentially be grouped with them. The researcher would need to carefully consider the content of Item 1 and its theoretical relevance to each factor before making a decision about regrouping.

Table 4
Modification Indices

	Emotional Demands	Emotional Regulation Strategies	Emotional Labor Outcomes
Item 1		19.074	7.88594
Item 2		20.472	10.84772

Item 3		28.019	14.59109
Item 4		17.924	6.29069
Item 5		0.151	0.10198
Item 6		1.588	0.01012
Item 7		2.068	0.19168
Item 8		0.553	4.38351
Item 9		9.297	11.22366
Item 10		21.715	14.71812
Item 11		35.484	9.34798
Item 12		33.337	6.34372
Item 13		24.042	0.63025
Item 14		0.693	1.40071
Item 15		9.345	0.15009
Item 16	29.1969		13.91575
Item 17	36.08011		21.50805
Item 18	25.63978		13.85511
Item 19	3.19847		3.27531
Item 20	0.6567		1.10187
Item 21	0.75872		4.21043
Item 22	6.27709		0.06001
Item 23	6.73997		0.79687
Item 24	0.40653		0.00411
Item 25	6.55803		10.75819
Item 26	22.21046		23.13497
Item 27	26.75634		37.9084
Item 28	14.50212		21.36302
Item 29	0.15768		5.20886
Item 30	0.00222		5.87E-05
Item 31	7.46754	6.113	
Item 32	5.26975	2.536	
Item 33	2.79268	1.121	
Item 34	3.27327	2.226	
Item 35	5.26298	6.776	
Item 36	0.23418	0.156	
Item 37	3.27722	0.21	
Item 38	9.19971	4.165	
Item 39	20.07408	7.525	
Item 40	20.21108	10.305	
Item 41	11.54298	16.898	
Item 42	1.30988	3.534	
Item 43	3.59834	4.54	
Item 44	2.08199	0.948	

Item 45	3.2814	7.641	
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Item Deletion

Based on the model fit indices and modification indices, the researcher systematically deleted items with low factor loadings or high modification indices, indicating a poor contribution to the measurement of their intended constructs. The process of item deletion is as follows:

- **Low Loadings:** Items with loadings consistently below 0.4 or 0.5, especially if non-significant, are considered for deletion.
- **High Modification Indices:** If removing an item substantially improves model fit, it suggests that the item was causing problems and may be deleted.
- **Theoretical Justification:** Even with decent loadings, an item may be removed if it does not conceptually align with the factor or introduces ambiguity.

Table 5
Item Deletion Decision (Initial Analysis)

Item	Factor	Loading	Decision
Item 1	Emotional Demands	0.7628	Retain
Item 2	Emotional Demands	0.2379	Delete
Item 3	Emotional Demands	-0.3339	Delete
Item 4	Emotional Demands	-0.9115	Retain
Item 5	Emotional Demands	-1.3618	Retain
Item 6	Emotional Demands	-1.0033	Retain
Item 7	Emotional Demands	-0.4626	Retain
Item 8	Emotional Demands	-0.0764	Delete
Item 9	Emotional Demands	0.3796	Retain
Item 10	Emotional Demands	0.3992	Retain
Item 11	Emotional Demands	0.2242	Delete
Item 12	Emotional Demands	-0.3526	Delete
Item 13	Emotional Demands	-0.8388	Retain
Item 14	Emotional Demands	-0.9646	Retain
Item 15	Emotional Demands	-0.979	Retain
Item 16	Emotional Regulation Strategies	0.8296	Retain
Item 17	Emotional Regulation Strategies	0.411	Retain
Item 18	Emotional Regulation Strategies	-0.1338	Delete
Item 19	Emotional Regulation Strategies	-0.638	Retain
Item 20	Emotional Regulation Strategies	-1.2693	Retain
Item 21	Emotional Regulation Strategies	-0.9755	Retain
Item 22	Emotional Regulation Strategies	-0.5976	Retain
Item 23	Emotional Regulation Strategies	-0.1291	Delete
Item 24	Emotional Regulation Strategies	0.4274	Retain
Item 25	Emotional Regulation Strategies	0.5813	Retain
Item 26	Emotional Regulation Strategies	0.4219	Retain

Item 27	Emotional Regulation Strategies	-0.1121	Delete
Item 28	Emotional Regulation Strategies	-0.6174	Retain
Item 29	Emotional Regulation Strategies	-0.9564	Retain
Item 30	Emotional Regulation Strategies	-1.0427	Retain
Item 31	Emotional Labor Outcomes	0.813	Retain
Item 32	Emotional Labor Outcomes	0.4103	Retain
Item 33	Emotional Labor Outcomes	-0.1191	Delete
Item 34	Emotional Labor Outcomes	-0.8375	Retain
Item 35	Emotional Labor Outcomes	-1.3763	Retain
Item 36	Emotional Labor Outcomes	-1.1093	Retain
Item 37	Emotional Labor Outcomes	-0.6352	Retain
Item 38	Emotional Labor Outcomes	-0.1327	Delete
Item 39	Emotional Labor Outcomes	0.3311	Retain
Item 40	Emotional Labor Outcomes	0.5008	Retain
Item 41	Emotional Labor Outcomes	0.3291	Retain
Item 42	Emotional Labor Outcomes	-0.0226	Delete
Item 43	Emotional Labor Outcomes	-0.6931	Retain
Item 44	Emotional Labor Outcomes	-0.7275	Retain
Item 45	Emotional Labor Outcomes	-0.8185	Retain

Iterative Refinement

The researcher repeated these steps until a model with a good fit and all items loading well on their intended factors was achieved, ensuring that each item effectively measured its corresponding construct. This iterative process resulted in a final scale consisting of 13 items that effectively captured the three dimensions of emotional labor: emotional demands, emotional regulation strategies, and emotional labor outcomes.

Final Scale

This iterative process resulted in a final scale consisting of 13 items that effectively captured the three dimensions of emotional labor: emotional demands, emotional regulation strategies, and emotional labor outcomes.

Table 6
Factor Loadings

Factor	Indicator	Estimate	SE	95% Confidence Interval		Z	p	Stand. Estimate
				Lower	Upper			
Emotional Demands	Item 4	0.852	0.0769	0.702	1.003	11.08	< .001	0.719
	Item 6	0.932	0.1004	0.735	1.129	9.28	< .001	0.658
	Item 13	0.806	0.0768	0.656	0.957	10.5	< .001	0.684
	Item 14	1.002	0.0821	0.841	1.163	12.21	< .001	0.813

Emotional Regulation Strategies	Item 4	0.326	0.0757	0.177	0.474	4.3	<.001	0.275
	Item 13	0.356	0.076	0.207	0.505	4.68	<.001	0.302
	Item 19	0.629	0.0772	0.478	0.78	8.14	<.001	0.6
	Item 21	0.922	0.1001	0.726	1.118	9.21	<.001	0.661
	Item 29	0.967	0.0838	0.803	1.131	11.54	<.001	0.79
	Item 30	1.053	0.0971	0.862	1.243	10.84	<.001	0.752
Emotional Labor Outcomes	Item 34	0.946	0.0723	0.804	1.088	13.08	<.001	0.821
	Item 35	1.434	0.0932	1.251	1.616	15.38	<.001	0.917
	Item 36	0.991	0.0964	0.802	1.18	10.28	<.001	0.69
	Item 43	0.745	0.0875	0.573	0.916	8.51	<.001	0.604
	Item 44	0.631	0.09	0.455	0.807	7.01	<.001	0.506

Table 7
Test for Exact Fit

χ^2	df	p
112	60	<.001

Fit Measures

CFI	TLI	SRMR	RMSEA	RMSEA 90% CI		AIC	BIC
				Lower	Upper		
0.948	0.932	0.054	0.0687	0.0486	0.0882	7086	7227

The Confirmatory Factor Analysis (CFA) results corroborated the proposed three-factor structure of the HRELS. The final model, consisting of 13 items, exhibited a good fit to the data, with the following fit indices as demonstrated in Table 7:

- Comparative Fit Index (CFI) = 0.948
- Tucker-Lewis Index (TLI) = 0.932
- Standardized Root Mean Square Residual (SRMR) = 0.054
- Root Mean Square Error of Approximation (RMSEA) = 0.069

These values indicate that the model adequately represents the relationships between the observed variables and their underlying latent components.

Reliability Analysis

The internal consistency of the HRELS and its subscales was evaluated utilizing Cronbach's alpha. The overall Cronbach's alpha for the HRELS was 0.848, indicating excellent reliability, as demonstrated in Table 8. Cronbach's alpha for each subscale exceeded the recommended threshold of 0.70, demonstrating good internal consistency for across all subscales.

Table 8
Scale Reliability Statistics

scale	Mean	SD	Cronbach's α	McDonald's ω
	3.28	0.771	0.848	0.854

Item Reliability Statistics

	Mean	SD	Item-rest correlation	If item dropped	
				Cronbach's α	McDonald's ω
Item 4	3.41	1.19	0.624	0.83	0.836
Item 6	3.33	1.42	0.401	0.845	0.85
Item 13	3.22	1.18	0.576	0.833	0.84
Item 14	3.31	1.24	0.448	0.841	0.847
Item 19	3.35	1.05	0.474	0.84	0.846
Item 21	3.1	1.4	0.368	0.847	0.852
Item 29	3.24	1.23	0.513	0.837	0.845
Item 30	3.26	1.4	0.443	0.842	0.848
Item 34	3.49	1.15	0.642	0.829	0.835
Item 35	3.39	1.57	0.668	0.825	0.832
Item 36	3.47	1.44	0.52	0.836	0.843
Item 43	3.14	1.24	0.565	0.833	0.84
Item 44	2.93	1.25	0.35	0.847	0.853

Specifically, the Emotional Demands (Table 8.1) subscale demonstrated a Cronbach's alpha of 0.830, the Emotional Regulation Strategies (Table 8.2) subscale produced a Cronbach's alpha of 0.791, and the Emotional Labor Outcomes (Table 8.3) subscale showed a Cronbach's alpha of 0.834.

Table 8.1
Emotional Demands
Scale Reliability Statistics

	Cronbach's α
scale	0.830

Item Reliability Statistics

	If item dropped
	Cronbach's α
Item 4	0.777
Item 6	0.827
Item 13	0.777
Item 14	0.763

Table 8.2
Emotional Regulation Strategies

Scale Reliability Statistics

	Cronbach's α
scale	0.791

Item Reliability Statistics

	If item dropped
	Cronbach's α
Item 4	0.779
Item 13	0.770
Item 19	0.765
Item 21	0.755
Item 29	0.740
Item 30	0.742

Table 8.3

Emotional Labor Outcomes

Scale Reliability Statistics

	Cronbach's α
scale	0.834

Item Reliability Statistics

	If item dropped
	Cronbach's α
Item 34	0.783
Item 35	0.752
Item 36	0.807
Item 43	0.815
Item 44	0.834

IV. Results

Presentation of Findings

The final version of the Human Resource Emotional Labor Scale (HRELS) consists of 13 items carefully selected and validated through a rigorous process. These items effectively measure the three key dimensions of emotional labor as conceptualized in this study: Emotional Demands, Emotional Regulation Strategies, and Emotional Labor Outcomes.

Interpretation of Results

As indicated in Table 9, these items are designed to capture the multifaceted nature of emotional labor experienced by HR professionals, including the demands placed upon them, the strategies they use to manage their emotions, and the outcomes they experience as a result of their emotional labor.

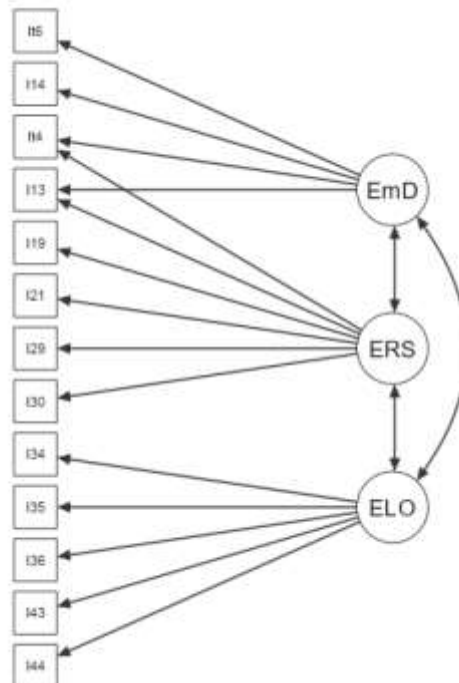
Table 9
Finalized Scale

Number	Item
1	I am expected to be emotionally supportive even when I feel stressed.

2	I feel emotionally drained after difficult performance reviews or terminations.
3	I suppress my emotions to avoid conflict.
4	I am expected to be emotionally available outside work hours.
5	I seek support from colleagues or supervisors when I am feeling emotionally overwhelmed.
6	I engage in physical exercise or other activities to release emotional tension.
7	I try to avoid situations or people that trigger negative emotions.
8	I use humor to diffuse tense situations or manage my own emotions.
9	I feel a sense of personal accomplishment from helping employees through emotionally challenging situations.
10	I feel a sense of satisfaction when I am able to resolve workplace conflicts or disputes.
11	I feel that my job allows me to make a positive impact on the lives of employees.
12	I feel that the emotional demands of my job are too high.
13	I feel that the emotional demands of my job make it difficult to have a positive outlook on life.

The finalized 13-item scale is presented in the path diagram below, illustrating the relationships between the items and the three latent factors.

Path Diagram



The diagram visually represents the results of the confirmatory factor analysis, which confirmed the hypothesized three-factor structure of the HRELS. The standardized factor loadings for each item are shown, indicating the intensity of the relationship between each item and its respective factor. The diagram also shows the correlations between the three factors, highlighting the interconnected nature of emotional demands, regulation strategies, and outcomes. .

V. Discussion

Implications

This study makes several noteworthy contributions. It introduces the HRELS, a rigorously developed and psychometrically sound instrument for assessing emotional labor specifically tailored to HR professionals. The scale's robust assessment of emotional demands, regulation strategies, and outcomes can be instrumental in identifying HR professionals at risk of burnout, emotional exhaustion, and diminished well-being.

The findings underscore the critical need for organizational interventions to support HR professionals in managing the emotional demands of their roles. Organizations should prioritize the establishment of a supportive work environment that fosters resource caravans, such as access to social support, supervisor mentoring, and professional development opportunities, to mitigate the detrimental impacts of emotional labor.

The HRELS can guide the creation of tailored training programs to enhance emotional regulation skills among HR professionals. By improving their capacity to utilize deep acting strategies and minimize surface acting, HR professionals can better manage emotional demands and conserve their emotional resources, leading to enhanced well-being and job satisfaction.

Limitations

The study's reliance on convenience sampling may limit the generalizability of the findings. Future study with a more representative sample is needed to confirm the scale's validity across diverse HR populations. The cross-sectional design prevents judgments about causality. Longitudinal studies could provide richer insights into the dynamic relationships between emotional labor, resource depletion, and well-being over time.

Suggestions for Future Research

Future research should explore the predictive validity of the HRELS concerning career outcomes, such as job performance, turnover intentions, and career satisfaction among HR professionals. Examining the impact of specific organizational interventions, such as emotional intelligence training or mindfulness-based stress reduction programs, on HRELS scores could inform evidence-based practices to support HR well-being.

Cross-cultural research with the HRELS could illuminate the influence of cultural values and norms on emotional labor experiences within HR departments globally.

Conclusion

The HRELS is a reliable and valid tool for assessing emotional labor in HR professionals. The scale possesses robust psychometric features and can effectively identify HR professionals who may be at risk of burnout or emotional exhaustion. The HRELS can also be used to develop training programs and interventions aimed at enhancing emotional regulation skills and promoting resource conservation among HR professionals. This study offers a valuable contribution to the field of HR management and organizational psychology. The HRELS is a promising tool for researchers and practitioners seeking to comprehend and regulate emotional labor in professional settings.

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