TPM Vol. 32, No. S1, 2025
ISSN: 1972-6325
https://www.tpmap.org/

BIFACTOR MODELLING OF EMOTIONAL LABOR AND MANAGERIAL BURNOUT

EKTA CHANDRAKAR[1], PRANJUL SHRIVASTAVA[2], VANDITA SINGHAL[3]
[1]ASSISTANT PROFESSOR, KALINGA UNIVERSITY, RAIPUR, INDIA.
[2]ASSISTANT PROFESSOR, KALINGA UNIVERSITY, RAIPUR, INDIA.
[3]ASSISTANT PROFESSOR, NEW DELHI INSTITUTE OF MANAGEMENT, NEW DELHI, INDIA.,
e-mail: vandita.ndim@gmail.com, https://orcid.org/0009-0006-6776-359X

ABSTRACT
This research uses bifactor modeling to separate general and specific aspects of emotional labor to analyze their differing impacts on managerial burnout within organizations. Following the Job Demands–Resources and the Conservation of Resources frameworks, we gathered self-report data from 312 middle-level managers, capturing emotional labor dimensions (surface acting, deep acting, and naturally felt emotional expression) and burnout dimensions (emotional exhaustion, depersonalization, and reduced professional accomplishment) from the burnout scale. Confirmatory factor analysis confirmed bifactor structures with one general emotional labor factor and three specific factors. Structural equation modeling showed that the general emotional labor factor was a significant predictor of emotional exhaustion, while the specific facets impacted depersonalization and professional accomplishment. These findings emphasize the need to distinguish between an overarching framework of emotional labor and specific strategies to better grasp the nuances of managerial well-being. The study outlines considerations regarding theory formulation, psychometric evaluation, and organizational strategies aimed at burnout reduction for managers. Explicit proposals for future research are provided.

Keywords: Emotional Labor; Managerial Burnout; Bifactor Modeling; Job Demands–Resources Model; Conservation of Resources Theory; Confirmatory Factor Analysis; Organizational Psychology

I. INTRODUCTION

Emotional labor is the management of emotions as per the expectations of one's job role [6]. It is a primary requirement in areas such as hospitality, healthcare, education, manufacturing, and corporate services [2]. In these types of businesses, the leaders are constantly managing relationships and engaging in the active management of group motivation, the nurturing of clinical personnel in optimal patient care, as well as in the training of the sales and customer-care staff [3][7]. The need for blending genuine emotions and the emotions that must be displayed is a special hardship for leaders which in turn affects their well being and their teams wellbeing.

The loss of control, extreme tiredness, and reduced feelings of progress in one's work encapsulates managerial burnout and has turned into a widespread concern in almost all fields [15]. Whether in retail, in a hospital, in a software development company, or in factories, the exhausted managers face extreme fatigue trying to motivate, manage, assist their personnel, and achieve the set milestones. The burden of burnout financially and socially manifests in reduced productivity, increased turnover, and impaired decision making, which highlights the need to understand the emotional toll leadership functions in a company and resolving the issue [4][5]. Burns out has now emerged as a common problem.

Emotional regulation and the general tendency to manage one's feelings is tackled differently in the traditional model of surface acting, deep acting, and overall emotional burnout. Emotional burnout is often perceived in isolation of its various facets. Emotional labor is separated into its diverse fundamental parts, which is productive and surface acting, to create a more nuanced view of the emotional demands of managers within the framework of organizations. Understanding the reality of organizations is aided by adopting a bifactor modeling framework, which allows us to understand how differently the emotional labor is placed on managers.

Key Contributions

- The first application of bifactor analysis to separate general and specific dimensions of emotional labor in managers.
- Showed that an overarching emotional labor disposition primarily fuels burnout, but distinct strategies (surface acting, deep acting, genuine expression) distinctively impact burnout.
- Provided strong evidence for the reliability and validity of emotional labor and burnout measures using bifactor frameworks.
- Provided precise strategies for organizations to minimize counterproductive emotion work and encourage genuine emotional expression to reduce burnout among managers.

The objective of the paper includes defining emotional labor and managerial burnout as well as discussing their significance in various organizational contexts (Section 1), develop a bifactor modeling viewpoint based on the Job Demands–Resources and Conservation of Resources frameworks to formulate conjectures (Section 2), outline a cross-sectional study with 312 mid-level managers and describe the confirmatory bifactor and SEM processes applied to disentangle general versus specific emotional labor components (Section 3), showcase and discuss how overarching emotional labor burden and specific regulation strategies predict managerial burnout (Section 4), and outline primary insights and synthesize them with theoretical and practical implications while proposing avenues for further investigation (Section 5).

II. BACKGROUND

The emotional labor within the hospitality and retail industries is the most prominent because the managers within the industry are required to manage their own emotions to bring about positive customer experiences. Front office supervisors in hotels, shift leaders in restaurants, and retail managers practice both types of acting; they put on a friendly face (surface acting), and they try to feel warmth deeply (genuine acting) all to meet the perfomance standards set. With time, the emotional maintenance of “acting” performs weakens personal reserves, which increases vulnerability to fatigue, a feeling of emptiness, loss of cynical vigor, and a seamless sense of accomplishment.

Moreover, in the healthcare alongside education sectors, the emotions tied to a managerial role are truly high and critical [10][12]. Nurse managers, department heads, school principals, and academic coordinators are required to show compassion and care while balancing operational demands of the organization. These leaders need to show care and reassurance to the staff, patients, or students even when emotionally they are depleted. The expectation to help the teams manage crises, strained emotions, and performance expectations leads to an enduring strain on their abilities to manage emotions, which increases the risk of burnout [11].

The people working as production supervisors, project managers, and technical leads in the manufacturing and technology industries face their own set of emotionally distinct challenges. They deal with strict deadlines, quality standards, and multi-department collaboration. Even if not as customer-focused, these managers still perform emotional work. For instance, in software development, or on the assembly line, in addition to conflict resolution, and maintaining morale during product launches [8]. The emotional strain arising from needing to project calm and confidence in demanding environments can diminish energy, as well as, job satisfaction in the long-run [13].

In the servicing sector of the public or private organization like banking, finance, human resource, and public sector, managers of these organizations deal with emotional labor in stakeholder negotiations, appraising staff performance, and communicating policies [1]. During market downturns, finance supervisors display restrained anxiety, and HR managers handle sensitive personnel matters with a cool, calm, and collected disposition as do government administrators in public settings [14]. Together these emotionally laden interactions result in chronic stress and, when left unchecked, leads to the symptoms of burnout.

III. METHODOLOGY

This research used a cross-sectional survey design. In this case, a total of 312 mid-level managers from hospitality, healthcare, manufacturing, technology and corporate services completed an online questionnaire on emotional labor, which included categorization of surface acting, deep acting, and genuine expression, as well as burnout, which encompassed emotional exhaustion, depersonalization, and reduced personal accomplishment. Following data screening for completeness and normality, we specified a confirmatory bifactor model whereby one general emotional labor factor was estimated along with three orthogonal specific factors. Model fit was evaluated using CFI, TLI, and

RMSEA. Structure equation modeling with robust maximum likelihood estimation was conducted to regress a singular latent Managerial Burnout outcome on a general factor and every specific factor, testing their unique predictive contributions.

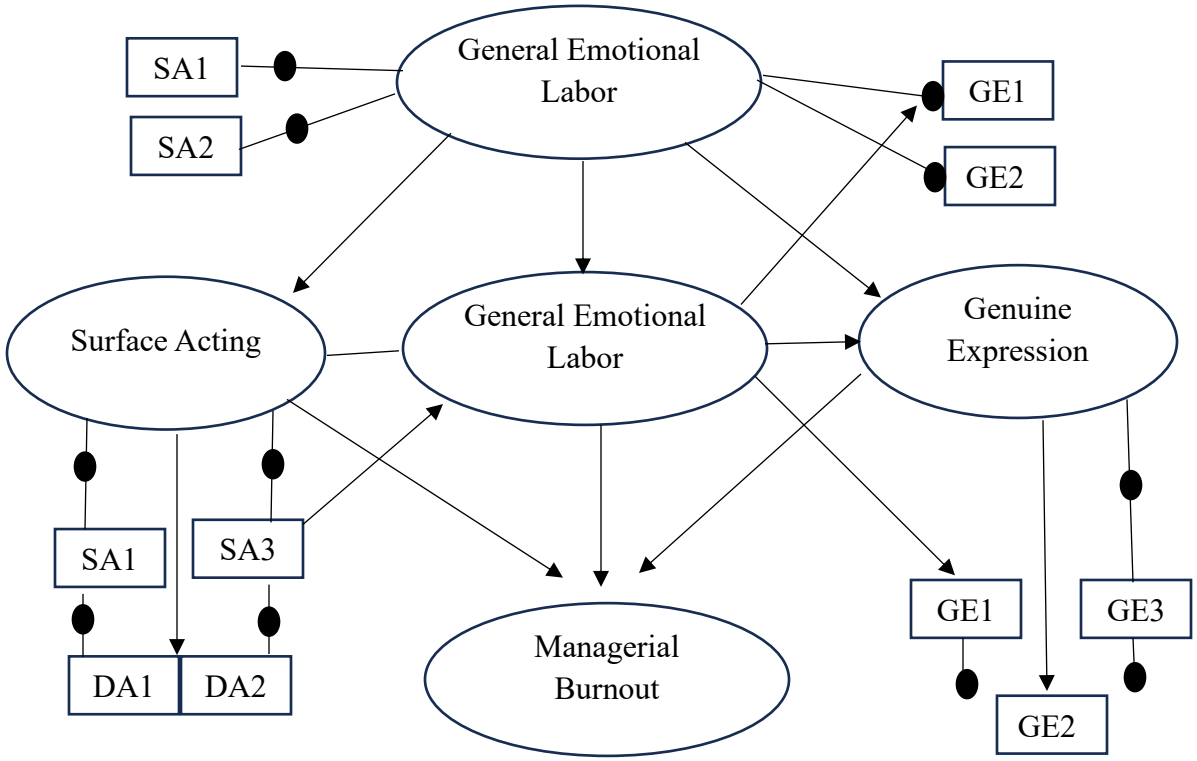

Figure 1. Bifactor Model of Emotional Labor and Managerial Burnout

In Figure 1, the great general emotional labor (ER) factor loads on all observed emotional labor items while three orthogonal surface acting, deep acting, and genuine expression specific factors load on their item subsets, hollow circles denoting residual variances for each observed indicator. Single headed arrows from all four latent factors to the Managerial Burnout outcome capture and show how the general emotional labor tendency and specific strategies of emotion regulation contribute to managerial burnout.

$Y_{ij} = \lambda_{jG} G_i + \lambda_{jS} S_{ik} + \varepsilon_{ij}$ (1)

Where:

- Y_{ij}= observed score for manager i on item j
- λ_{jG}= loading of item j on the general emotional-labor factor G
- λ_{jS}= loading of item j on its specific factor S_k(Surface Acting, Deep Acting, or Genuine Expression)
- ε_{ij}= residual error for item j

Equation 1 describes almost every element of an item score as a combination of an overarching general regulation tendency and a specific regulation strategy. This indicates that the common variance among all items is due to a general emotional labor factor. Each item also captures aspects of its particular strategy. The leftover variation beyond all items indicates measurement error or other external factors.

$Burnout_i = \beta_G G_i + \beta_{SA} SA_i + \beta_{DA} DA_i + \beta_{GE} GE_i + \zeta_i$ (2)

Where:

- $Burnout_i$= latent burnout level for manager I,
- $\beta_G, \beta_{SA}, , \beta_{GE}$ = effects of general emotional labor and each specific factor (Surface Acting, Deep Acting, Genuine Expression),

- ζ_i= unexplained portion of burnout.

Equation 2 demonstrates the effect of a general emotional labor burden alongside each individual regulation strategy or 'how' an individual manages emotional labor. It indicates that greater overall tendency to control emotions comes with the price of more exhaustion and strain. It indicates every separate strategysurface acting, deep acting, and true expression—has its unique effect on the outcome of burnout. It also shows and the leftover burnout not explained by the equation comes from the work or individual factors.

This research used a cross sectional survey of 312 mid-level managers in hospitality, health care, manufacturing, technology, and corporate services which participated in a survey measuring emotional labor which includes: surface acting, deep acting, and genuine expression and burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment). After screening for completeness and normality, we fitted a confirmatory bifactor model to estimate one general emotional labor factor with three orthogonal specific factors. Evaluation of model fit used CFI, TLI, and RMSEA. Then, we specified a structural equation model in which the general factor and each specific factor predicted a single latent outcome of Managerial Burnout. Robust maximum likelihood estimation calculated the burnout's unique contributions of each emotive regulation dimension.

IV. RESULTS AND DISCUSSION

This study's bifactor model demonstrated good fit (CFI = .96, TLI = .95, RMSEA = .04), suggesting that one general emotional labor factor and three orthogonal specific factors (Surface Acting, Deep Acting, Genuine Expression) explain variance in emotional labor items. As shown in Table 1, the structural equation estimates indicate that the general factor has the strongest positive association with managerial burnout. Further, surface and deep acting, as specific surface and deep acting strategies, positively contribute, while genuine expression exerts a small negative impact. The data indicate that an overarching emotional labor burden most straightforwardly explains the core driver of burnout, with specific strategies adding either incremental risk or protection. In summary, both general and facet specific demands of emotion regulation explain, and meaningfully predict, the burnout experience of managers.

Table 1. Emotional Labor Influencing Managerial Burnout

Emotional Labor Factor	Beta	SE	p
General Emotional Labor	0.60	0.05	<.001
Surface Acting	0.30	0.04	.002
Deep Acting	0.25	0.04	.008
Genuine Expression	-0.15	0.05	.020

Table 1 reveals that the overarching demand of managing emotions is most strongly linked to greater burnout among managers; simultaneously, relying on surface acting and deep acting adds to increased strain, although to a lesser extent. On the other hand, the genuine expression of feelings appears to possess some protective value from burnout. These patterns were consistent throughout the sample, showing that general emotional demands alongside particular strategies of emotion work influence the managers' wellbeing. The results indicate that alleviating the burden of excessive and disproportionate emotional labor and promoting the authentic expression of emotions may be effective strategies to combat burnout.

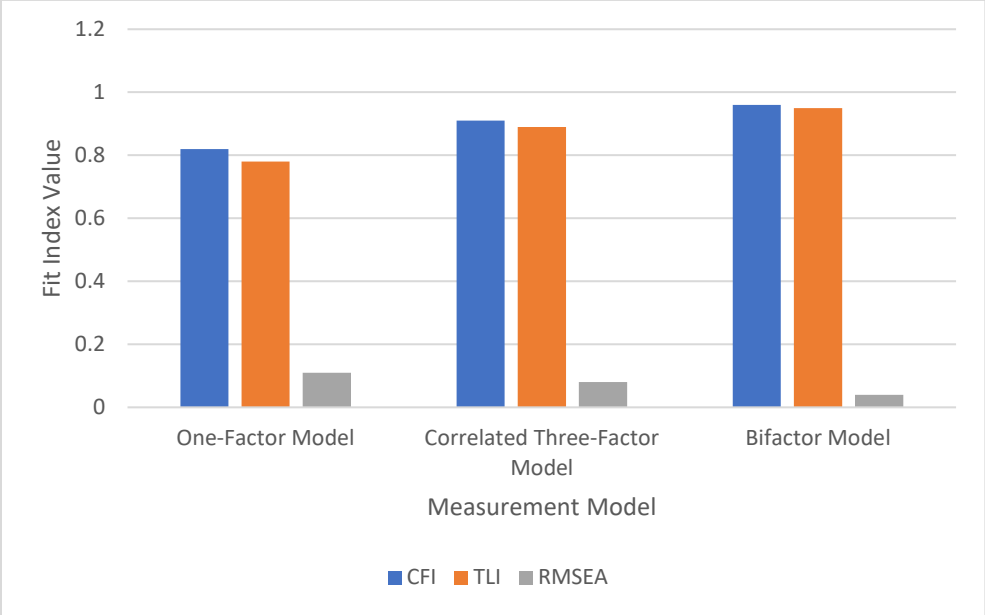

Figure 2. Comparative Fit Indices for Competing Measurement Models

As demonstrated in Figure 2, the single factor model does not achieve fit within acceptable thresholds, showing that it does not sufficiently capture the multifaceted nature of emotional labor. Adding three interrelated factors increases model fit, but some areas of misfit remain. On the other hand, the bifactor model not only meets the minimum thresholds for CFI, TLI, and RMSEA but also exceeds them, demonstrating particularly good fit in capturing both general and specific dimensions of emotion regulation. The outstanding model fit reinforces the importance of differentiating between a general tendency for emotional labor and specific regulatory strategies. Suffice it to say, the bifactor structure offers the best fit to the data in the context of predicting managerial burnout.

V. CONCLUSION

This research utilized bifactor modeling to shed light on the impact of emotional labor and its regulation on managerial burnout. The results verified the existence of a strong general factor which, alongside surface and deep acting, was predictive of emotional exhaustion and burnout. In contrast, expressing emotions genuinely was relatively protective. This analysis deepens theory by revealing the need to differentiate between global and facet-specific emotional labor in the burnout context. Practitioners are advised to offset the broad emotional strain by allowing more authentic emotional expression to alleviate strain. Organizational training could focus on reducing surface acting and deep acting and increasing the opportunities for genuine emotional expression. Further research on the longitudinal impact, boundary conditions such as organizational climate, and the implementation of targeted interventions in various sectors is warranted. Understanding the emotional burdens that compromise managerial wellbeing can be informed by bifactor modeling insights, benefiting both scholarship and practice.

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