Validity and Reliability Study of the Emotional Capital Scale[1]

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Duygusal Sermaye Ölçeğinin Geçerlik ve Güvenirlik Çalışması	Validity and Reliability Study of the Emotional Capital Scale
Öz	**Abstract**
Duygusal sermaye kavramı literatürde sınırlı olarak çalışılmış bir konudur. Çalışmanın amacı, Newman vd. (2015) tarafından geliştirilen duygusal sermaye ölçeğini Türk kültürüne uyarlamaktır. Duygusal sermaye ölçeğinin özellikleri iç tutarlılık katsayısı, test tekrar test, pilot uygulama, keşfedici ve doğrulayıcı faktör analizi, ölçüt bağıntılı geçerlik, uyum ve ayrım geçerlilikleri yöntemleriyle incelenmiştir. Ölçüt bağıntılı geçerlik için duygusal sermaye ve duygusal emek ölçekleri kullanılmıştır. Elde edilen sonuçlar, Türkiye'de uyarlaması yapılan duygusal sermaye ölçeğinin geçerli ve güvenilir olarak kullanılabilecek bir ölçek olduğunu göstermiştir.	The concept of emotional capital is a limitedly studied subject in the literature. The aim of the study is to adapt the emotional capital scale developed by Newman et al. (2015) to Turkish culture. The properties of emotional capital scale were analysed through internal consistency coefficient, test-retest method, pilot application, exploratory, confirmatory factor analysis, criterion-related validity, convergent and discriminant validity method. Emotional capital and emotional labour scales were used for criterion-related validity. The results obtained show that, the emotional capital scale adapted in Turkey is a valid and reliable scale that can be used.
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1. Introduction

The number of studies on economic resources obtained through the development of individual and social properties is limited. Thompson (1999) presumes that success in future businesses will mainly depend on knowledge and emotions. Emotions are considered as capital since they have an effect on increasing performance (Gendron, 2002, 2004). Emotional capital manifests itself in employees' performance and dedication to work, and their organizational commitment and willingness to take responsibilities, and these constitute the source of collective emotional energy necessary for these attitudes and behaviors (Candea and Candea, 2010: 183).

It is believed that emotional intelligence-based emotional capital that refers to individuals' social and emotional competencies should be considered in order to develop in organizations, extend their networks, and use labour force skills for maintaining the existence of organizations.

Emotional capital refers to an individual's contribution to the internal resources that determine the individual's capacity to establish relationships and connections with other people, and thus, contribution to the social capital eventually created by a certain group and also refers to his/her capacity to benefit from them. This concept connects sociology and anthropology, which mainly focus on groups, with psychoanalytic theories that concern the psychological structure of individuals (Garland et al., 2002: 213).

In general terms, economic theory regards capital as useful physical elements that are used within the process of production. Gendron (2004), however, suggests that the individual and social skills, which make individuals gain economic and social benefits through communicating with others, have not been sufficiently conceptualized in previous definitions of human capital. Gendron describes this as "knowing the right way" to learn to know the rules of socializing, how to act in social situations, how to communicate effectively, and how to handle a conflict (Gendron et al., 2016: 64).

This study aims to adapt the emotional capital scale developed by Newman, Purse, Smith, and Broderick (2015) to the Turkish culture. The authors believe that the valid and reliable emotional capital scale that will be obtained at the end of this adaptation study will fill a significant gap in this field. The emotional labor variable was used to make criterion-related validity, convergent and discriminant validity. Examining the relationship between emotional capital and emotional labour, which is theoretically related to emotional capital, will also contribute to the literature.

1.1. Emotional Capital: Background and Conceptualization

Emotion is a feeling, and some specific thoughts, psychological and biological states, and a series of tendencies of motion related to this feeling (Goleman, 1996). Emotions serve two purposes. The first purpose is to energize people to take action. The second purpose is to meet the individual's needs and show a directive or evaluative function (Passons, 1975: 183-185). Emotions can determine whether individuals are able to perform well or advance in their careers (Newman, 2008: 3).

Following Hochschild's (1983) study, which came up with "The Managed Heart", organizational researchers began to elaborate on the emotional lives of the employees and the role of emotions in organizations. With Daniel Goleman's book named "Emotional Intelligence"

published in 1995, the academicians began to study emotions in the workplace in detail (Ashkanasy and Daus, 2002 as cited in Çoruk, 2012: 69).

Some researchers, such as Mayer and Salovey (1990), Bar-On (1997), Goleman (1998), and Cooper and Sawaf (2000) argued that emotional intelligence should be divided into two different models as: (a) a "skill-based" model that suggests emotional intelligence is some sort of intelligence or skill, and (b) a combined model that includes various criteria and effective combination of intelligence and personality (skilled properties, personality variables, and social relations) (Newman and Smith, 2014: 42). Studies suggest that emotional intelligence should be evaluated in two different structures with personality- and skill-based theoretical approaches. Personality-based emotional intelligence is related to self-perceptions regarding emotions in the lower levels of personality hierarchy. Skill-based emotional intelligence includes basic competencies of processing, facilitating, understanding, and managing emotions, which are evaluated through maximum performance methods (Petrides et al., 2007; Kong et al., 2019:1-2).

Although the term "emotional intelligence" was introduced in Mayer and Salovey's articles, the concept became more popular with the book by Goleman named "Emotional Intelligence". In brief, emotional intelligence is the ability to understand, feel, and efficiently implement the power and intelligence of emotions as a source of energy, knowledge, creativity, trust, and connection. However, Goleman, Mayer, Salovey, and Caruso pointed out that emotional intelligence is not a performance indicator itself; contrariwise, it is the main source for competencies (Gendron, 2007: 402).

Gendron (2007: 4) states that emotional intelligence is not strong and sufficient by itself in explaining work performance, whereas emotional competencies are more effective in explaining work performance. Accordingly, Goleman (1996) has also separated emotional intelligence and emotional competence and classified emotional competence as personal and social competencies. According to Gendron (2007), this set of competencies constitutes emotional capital.

Along with economic, sociologic, and psychologic approaches in the field of emotional intelligence and management sciences, Gendron (2007) also worked on a conceptual model named "Emotional Capital" that won the national "French Academy of Moral and Political Sciences" award in 2006. This model shows that emotional capital is a significant capital for children- and youth-at-risk in order to ensure better social adaptation and human relations for future success particularly in society (Gendron, 2007: 402).

Newman and Purse (2007) defined the "emotional capital" model that described emotional and social competencies in leadership and various professional roles. The emotional capital model, which includes a series of competencies available in previous models, has redefined these in terms of social and emotional competencies that predict success in various management, leadership, and professional roles. The applied research studies performed in workplaces by using this model resulted in the publication of Emotional Capital Report (Newman and Purse, 2007; Newman and Smith, 2014: 43).

"Emotional capital is the whole of resources (emotional competencies) useful for a person's inherent personal, social, professional, and organizational development" (Gendron, 2004: 10). Reay (2000) defines emotional capital as an accumulating, sustained, and transferrable to another family member within the social relations. Based on Froyum (2010), Bourdieu (1984),

and Bourdieu and Passeron's (1977) cultural capital theory, he/she regards emotional capital as a method of emotional management as a skill or a habit that may turn into social advantages (Brown et al., 2014: 1172).

A number of studies have explored emotional capital and a valuable review of the literature has been undertaken. Elicegui-Reyes et al., (2017) examine, in theoretical terms, how emotional capital can be a key factor, not only for attracting and retaining talent, but also for ensuring competitiveness in economic, social, and environmental aspects, and therefore its sustainability is understood as a balance of economic, social and environmental performances.

Intellectual, emotional, and social capitals have a positive and significant influence toward employee performance. Emotional capital is the variable dealing with the highest degree that influences the employee's performance (Widarni, 2017: 145). Ethics and emotional intelligence are vital in developing positive employee behaviours in the workplace and for better management of human capital in organizations (Arif and Zia-ur-Rehman, 2017: 71); emotional capital has an effect on both job satisfaction and life satisfaction (Eyel and Akkaya, 2020); emotional capital influence emotional exhaustion negatively and significantly (Tutcu, 2020); emotional intelligence is significantly related with the socio-emotional competencies at the individual and organizational level (Choudhury, 2021); intangible factors and emotional capital play a role in improving organizational performance (Martins and Martins, 2019). Human Resource Development Climate, mindfulness and Public Leadership Behavior have a positive relationship which would further get enhanced by the role of emotional capital (Bilal and Zia-ur-Rehman, 2017). Total emotional capital had a positive influence on total individual innovativeness (Eyel and Durmaz, 2019).

From an interdisciplinary approach combining sciences of education, economic of human resources, and positive psychology, it shows that emotional capital can improve the well-being and performance of trainees, future educators, and teachers that contribute to ensuring sustainable and benevolence education and balanced person development and professional skills (Gendron, 2017). Social, cultural, and emotional capitals significantly predict the achievement of the language learners; however, emotional capital was a stronger predictor of achievement than the other capitals (Piri et al., 2018).

Ortega (2019) stated in the Ph.D. thesis that the Relationship Between Income and Stressful Life Events Emotional capital has measurable consequences on productivity in the labour market, production of goods within the household, marriage, children, education and health, among other possible economic outcomes. Walsh (2019) investigated whether the activities that married couples engage in together are associated with improvements in each couple member's mental health. Spouses with more emotional capital experienced better general moods on a daily basis, despite the changing demands of life.

Newman et al. (2015:1) developed the emotional intelligence-based emotional capital scale in order to measure emotional and social competencies and published the "Emotional Capital Report". This scale includes 10 different competencies and 5 dimensions. These competencies and dimensions are given in Table 1.

Table 1: Emotional Capital Competencies

Name of the Competence	Scope	Name of the Dimension
Self-Knowing	The capacity to recognize the impact of a person's feelings and emotions on their personal opinions, attitudes, and judgements.	Self Awareness
Self-Confidence	The ability to respect and like themselves and be confident in their skills and abilities.	Self Management
Self-Reliance	The power to take responsibility in making significant decisions, back their own judgments, and be self-reliant in making significant decisions.	Self Management
Straightforwardness	The ability to express their feelings, thoughts and beliefs openly in a straightforward way. They are comfortable challenging the views of others and give clear messages while respecting the fact that others may hold a different opinion or expectation.	Self Awareness
Self-actualization	The ability to manage their reserves of emotional energy and maintain an effective level of work/life balance.	Adaptability
Relationship Skills	The ability to establish and maintain collaborative and rewarding relationships characterized by positive expectations.	Relationship Skills
Empathy	The ability to grasp the emotional dimension of a business situation and to understand the feelings and thoughts of other people and create resonant connections with others.	Social Awareness
Flexibility	The ability to adapt their thinking, feelings, and actions in response to changing circumstances and be tolerant of others and receptive to new ideas and consider different points of view.	Adaptability
Self-Control	The ability to manage their emotions well and restrain their actions until they have time to think rationally. They are able to stay calm in stressful situations and maintain productivity without losing control.	Self Management
Optimism	The ability to sense opportunities even in the face of adversity, and to see the big picture and where they are going and are able to focus on the possibilities of what can be achieved.	Adaptability

Source: Newman et al. (2015:1)

1.2. Emotional Labour

The concept of emotional labour was first described by Hochschild (1983) as the process of managing the emotions to create a publicly observable facial and bodily display (Hochschild, 1983; Diefendorff et al., 2005; Basım and Beğenirbaş, 2012).

Hochschild (1983: 7) stated that emotional labour can be exchanged for a fee, thus, it has a commercial value. Emotional labour refers to the efforts of the employees to display organizationally approved emotions that require interaction with the customers while doing business (Wharton, 1999: 160). In many emotional labour theories, the organizations determine the screen rules that provide standard service for the appropriate expression of emotions. The central focus of emotional labour research is to find out how the individuals obtain the required emotional displays (Diefendorff et al., 2005: 339-340).

Hochschild (1979, 1983) discussed the emotional behaviours of the employees in two dimensions as *surface acting* and *deep acting*. In surface acting, the employee would act theatrically, differentiate his/her actual emotions and reflect this to the customer. In deep acting, the employee would focus on his/her inner emotions and would make an effort to play the quired role just like an actor or actress and try to convey his/her emotions to the other party (Hochschild, 1983; Brotheridge and Grandey, 2002).

Considering the employees may actually feel these emotions and show appropriate behaviours in this process, Ashforth and Humprey (1993) added *natural emotions* as the third dimension to Hochschild's approach. This points out that the employees reflect their emotions as they like. It may be necessary to make deliberate efforts to make sure that the individual displays coincide with the expectations of the organization (Diefendorff et al., 2005: 340).

Emotional labour contains the emotional performances of the personnel. This was first theorized by Hochschild (1979, 1983), and then it was concluded that this was an integral part of numerous jobs mostly performed by women. One of his understandings was related to the power effect of emotional labour. The weakest link within a community is apt to carry the most intense negative emotions and become the "complaint clerks of the society" (Hochschild 2003, 85). The individuals with higher levels of emotional capital that is related to emotional and social competencies are considered to become more successful in expressing their own emotions and understanding and guiding the others or the person served. Interpreting the emotions and the ability to motivate as required by the job can only be achieved through reserving emotional capital. The number of studies explaining the relationship between emotional capital and emotional labour is limited in the literature. Some studies (Andrew, 2015; Moon and Hur, 2011; Onay, 2011; Gillies, 2006; Reay, 2000) that suggest a potential significant relationship between emotional capital and emotional labour show that a significant relationship may exist.

2. Method

2.1 Research Group

The employees in three different work areas in Turkey constitute the research population. Municipality employees constitute the public institution participants, general administrative employees in the faculty of medicine constitute the health sector participants, and textile factory employees constitute the private sector participants. A pre-interview session was carried out in the data collection process with some of the employees within the research group with the questions on the scale. At the end of these interviews, it was concluded that the health sector should be evaluated as a separate study field since the health sector employees have different emotional competencies in service provision and they have different physical work areas.

Since it is almost impossible to reach the entire population in terms of time and costs, a sample selection method that can represent the population was preferred. Quota sampling, one of the non-random sampling methods, was used in this research. It was found that the sample size that can represent the entire population at a 95% confidence range was 384. According to the determined categories, the ratios (quota) in the research population were determined and the number of samples in each sector was calculated. The minimum number of employees to be included within the sample from each sectoral group according to quoting method and the sectoral distributions of the participants are given in Table 2.

Table 2: Number of Research Group Population and Samples

Sectors	Total Number of Employees	Minimum Number of Employees Required for the Sample	Number of Employees within the Sample
Public	48.043	241	285
Private	26.000	130	173
Health	2.575	13	161
Total	76.618	384	619

2.2 Measures

2.2.1. Emotional Capital Scale

The emotional capital scale was developed by Newman and Purse (2007) by collecting data from 3.240 professionals from various countries including Australia, New Zealand, Ireland, North America, and Europe. This scale, which initially included 77 items, was used in the article by Newman et al. (2015), which was conducted with 6.874 people from 11 countries, and published at Australasian Journal of Organisational Psychology Journal under the name "Assessing Emotional Intelligence in Leaders and Organizations: Reliability and Validity of Emotional Capital Report" and this scale was narrowed down to 30 items and used in this article. It was found that the scale had a five-factor model, the average internal consistency was between 0.60 and 0.82, and Cronbach's alpha coefficients were found to be high for all scales (Newman et al., 2015). 11 questions of this scale were reverse-coded. The participants were asked to rate each statement on a scale of 1 to 5. In this 5-point Likert type scale: "1 = almost never true", "2 = seldom true of me", "3 = sometimes true of me", "4 = often true", and "5 = very often true of me".

2.2.2. Emotional Labour Scale

The emotional labour scale, the scale used by Diefendorff et al. (2005), includes three dimensions as surface acting, deep acting, and natural emotions. The participants assessed each item on the scale through a five-point Likert scale. In this scale, surface acting is measured with 6 items, deep acting is measured with 4 items, and natural behaviours are measured with 3 items. The internal consistency of the scale was found $\alpha=0.92$ for surface acting, $\alpha=0.85$ for deep acting, and $\alpha=0.83$ for natural emotions (Diefendorff et al., 2005: 345).

The scale was adapted into Turkish by Basım and Beğenirbaş (2012). The total Cronbach's alpha coefficient for this scale was found 0.80. When the results of factor analysis were evaluated, a 3-factor model with an eigenvalue higher than 1 was obtained. The total variance given by the scale was found 0.67.

Kaiser-Meyer-Olkin value of emotional labour scale used in this study was 0.873. The sample size was found adequate. Exploratory factor analysis (EFA) and the 3-factor model explains 72.19% of the variance. Cronbach's alpha value was found 0.85. When Cronbach's alpha value of sub-dimensions was analysed, surface acting was found to be 0.93; deep acting was found to be 0.86; natural emotions were found to be 0.70; it was found that the items that constitute this scale were reliable at an acceptable level.

Exploratory factor analysis was followed by confirmatory factor analysis. The fit index values were found as: Chi-Square Goodness of Fit χ^2 (61) = 155.728; Normed Chi-Square (NC) = 2.55; Comparative Fit Index (CFI) = 0.96; Root Mean Square Error of Approximation (RMSEA) = 0.74; Normed Fit Index (NFI) = 0.94; Incremental Fit Index (IFI) = 0.96; Goodness Fit Index (GFI) = 0.92;

Adjusted Goodness Fit Index (AGFI) = 0.89. The construct validity of the three-dimensional emotional labour scale was verified.

2.3. Procedure

This study aims to perform a validation study of the emotional capital scale, which has not yet been studied in national literature, and to reveal its dimensions. The emotional capital scale was originally written in English. The permission of Newman, the developer of the emotional capital scale, was received. The five-stage method of Brislin et al. (1973) was used when translating the Emotional Capital Scale (Newman and Purse, 2007) into Turkish. These stages include the initial translation, assessment of the initial translation, reverse translation, assessment of the reverse translation, and expert's opinion. The data were collected in 2018 by the survey method. The questionnaires were distributed to the employees by making explanations about the scale.

Following the approved translation, data were collected twice with a three-week interval from 56 individuals in order to evaluate the comprehensibility of the emotional capital scale. Pre-test – post-test analysis showed no significant difference. In order to make sure that the articles of the translated scales were clear and culturally acceptable, a pilot application was performed with a sample group consisting of 285 participants selected among the target population. It was found that Kaiser-Meyer-Olkin (KMO) sample efficiency value was 0.873, and the Bartlett sphericity test was significant (X^2 (406) = 3735.172, p<0.001). According to pilot application exploratory factor analysis (EFA), the lowest of the joint variance values explained by the articles of this scale was 0.301, and the highest value was 0.696. According to confirmatory factor analysis (CFA) pilot application model, Chi-Square Goodness Fit was found χ^2 (365) = 757.808; NC = 2.076; CFI = 0.89; RMSEA=0.062; NFI = 0.80; IFI = 0.89; GFI = 0.85, AGFI = 0.82.

Following the pilot application, the researchers continued to collect data in order to reach the target number in the sample group. The skewness and kurtosis values of the data were analysed in order to understand whether the data of this scale showed a normal distribution to test the construct validity following the collection of data. It was observed that the skewness and kurtosis values of the items were between (-1) and (+1) and met normal distribution conditions. First EFA and then CFA was performed to determine the construct validity of the scale.

3. Results

3.1. The Relationships Between Descriptive Statistics and Research Variables

46% (n=285) of research group work at public sector, 27.9% (n=173) work at private sector, and 26% (n=161) work at a health institution; 63.7% (n=394) of the participants are male and 35.2% (n=218) of the participants are female employees. When the participants' marital statuses are examined, it is found that 69.8% (n=432) are married, 25.2% (n=156) are single, 3.2% (n=23) are divorced, widowed, etc. 42.2% (n=261) of the participants are between 20-30 years of age, 37.2% (n=230) are between 31-40 years of age, 15.8% (n=98) are 41-50 years of age, and 2.9% (n=18) are 51 and over. 30.7% (n=190) of the participants are high school graduates, 27% (n=167) have associate degrees, 21.2% (n=131) have bachelor's degrees, 18.4% (n=114) have master's degrees, 2.1% (n=13) are literate, illiterate, or primary school graduates.

3.2. Construct Validity

Exploratory Factor Analysis

In order to find out the construct validity of the emotional capital scale, exploratory factor analysis (EFA) was implemented by using principal components analysis and the "varimax" rotation technique. As a result of EFA, the KMO sample efficiency value was found 0.937, and the sample size was found to be sufficient for factor analysis. The significance of the Bartlett sphericity test ($\chi^2(406) = 10784.478$, $p<0.001$) shows that the correlation relations among the items are suitable for factor analysis. Four factors were found as a result of EFA. One item (DS5) of the scale was eliminated since it had a very slight contribution to the explained variance, and it tended towards cross-loading. After remaking EFA, it was found that the 29-item scale had a four-factor construct. It was observed that this four-factor construct explained 61.047% of the total variance of the factors. The EFA results regarding the factor loads of the items of the scale are given in Table 3.

Table 3: Emotional Capital Scale EFA Results

| Items | Components | | | |
	Awareness	Adaptability	Relationship management	Self-management
DS8	0.820			
DS10	0.782			
DS6	0.770			
DS3	0.767			
DS1	0.765			
DS2	0.765			
DS11	0.759			
DS12	0.757			
DS7	0.735			
DS9	0.727			
DS4	0.654			
DS28		0.793		
DS27		0.786		
DS25		0.779		
DS29		0.774		
DS26		0.762		
DS24		0.737		
DS30		0.705		
DS23		0.649		
DS19			0.754	
DS15			0.742	
DS17			0.736	
DS13			0.687	
DS14			0.680	
DS16			0.672	
DS18			0.604	
DS21				0.767
DS22				0.734
DS20				0.510
Explained Variance	**23.969%**	**18.248%**	**12.905%**	**5.925%**

These results support the construct developed by Newman et al. (2015) and included 30 questions and 5 dimensions, however, the social and individual awareness dimension of the scale conjugated into a single dimension. Based on theoretical research, the scale factors are named awareness, adaptability, relationship management, and self-management. The factor loads of the scale were as follows: between 0.654 and 0.820 for awareness dimension, between 0.649 and 0.793 for adaptability dimension, between 0.604 and 0.754 for relationship management, and between 0.510 and 0.767 for self-management. Following rotation, the first-factor awareness dimension explained the variance at the rate of 23.969%, the second-factor adaptability dimension explained the variance at the rate of 18.248%, the third-factor relationship management explained the variance at the rate of 12.905, and the fourth-factor self-management explained the variance at the rate of 5.925.

Confirmatory Factor Analysis: Cross-Validation

In order to find out whether the resulting measurement construct of the emotional capital scale was consistent with the theory, and whether the resulting scale items and factors have a high-quality distribution, CFA was performed, and the researchers tried to verify the predicted theoretical structure of the scale. CFA findings were cross-verified by using AMOS software. Four different models were tested and compared by using maximum probability estimation procedures. The first model is a primary single-factor model where all 29 factors are loaded into a single factor.

Figure 1: Model 1 Primary Single-Factor Confirmatory Factor Analysis
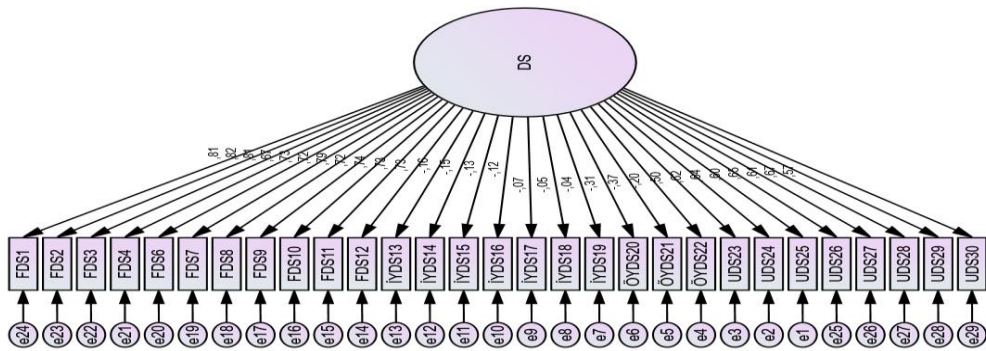
The fit index values were found as: Chi-square goodness of fit $\chi^2_{(377)}$ = 4505.465; normed chi-square (NC) = 11.951; comparative fit index (CFI) = 0.61; root mean square error of approximation (RMSEA) = 0.133; normed fit index (NFI) = 0.59; incremental fit index (IFI) = 0.61; goodness fit index (GFI) = 0.52; adjusted goodness fit index (AGFI) = 0.45.

The second model is a primary correlated four-factor model, namely awareness(F), relationship management (IY), self-management (OY), and adaptability (U).
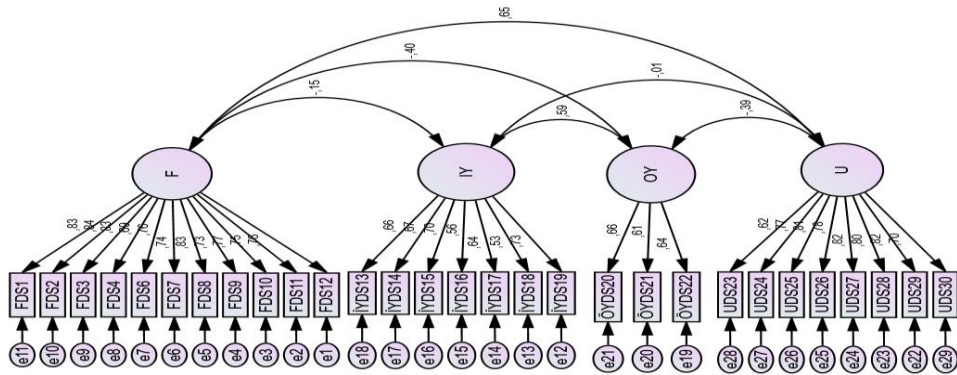
Figure 2: Model 2 Primary Correlated Confirmatory Factor Analysis

The fit index values were found as: Chi-square goodness of fit $\chi^2_{(371)}$ = 1.431.943; normed chi-square (NC) = 3.86; CFI = 0.90; RMSEA = 0.68; NFI = 0.87; IFI = 0.90; GFI = 0.85; AGFI = 0.82.

In the third model, an upper-level single and comprehensive factor (latent variable) predicted by the factors (latent variables) was included within the model. Secondary level CFA was performed.
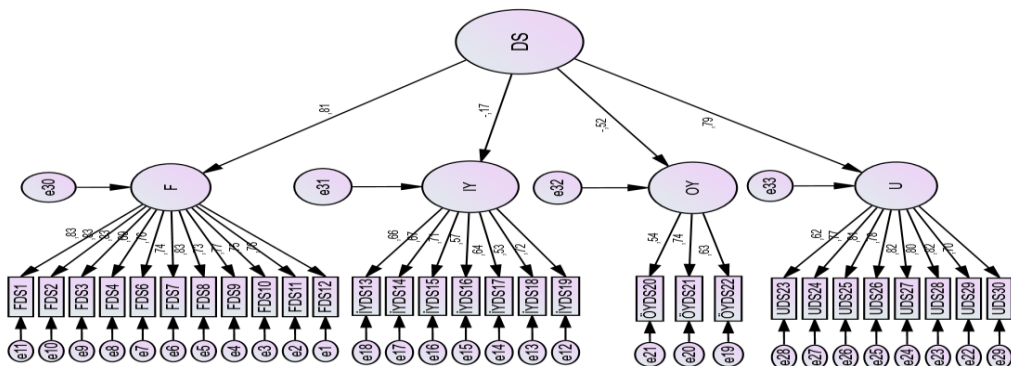
Figure 3: Model 3 Secondary Level Confirmatory Factor Analysis

The fit index values were found as: Chi-square goodness of fit $\chi^2_{(373)}$ = 1.555.301; NC = 4.17; CFI = 0.88; RMSEA = 0.72; NFI = 0.86; IFI = 0.89; GFI = 0.84; AGFI = 0.81.

The fourth model was the primary level, multifactor, and correlated model that was tested as a result of modifications made on items.

Figure 4: Primary Level Multifactor Modified CFA
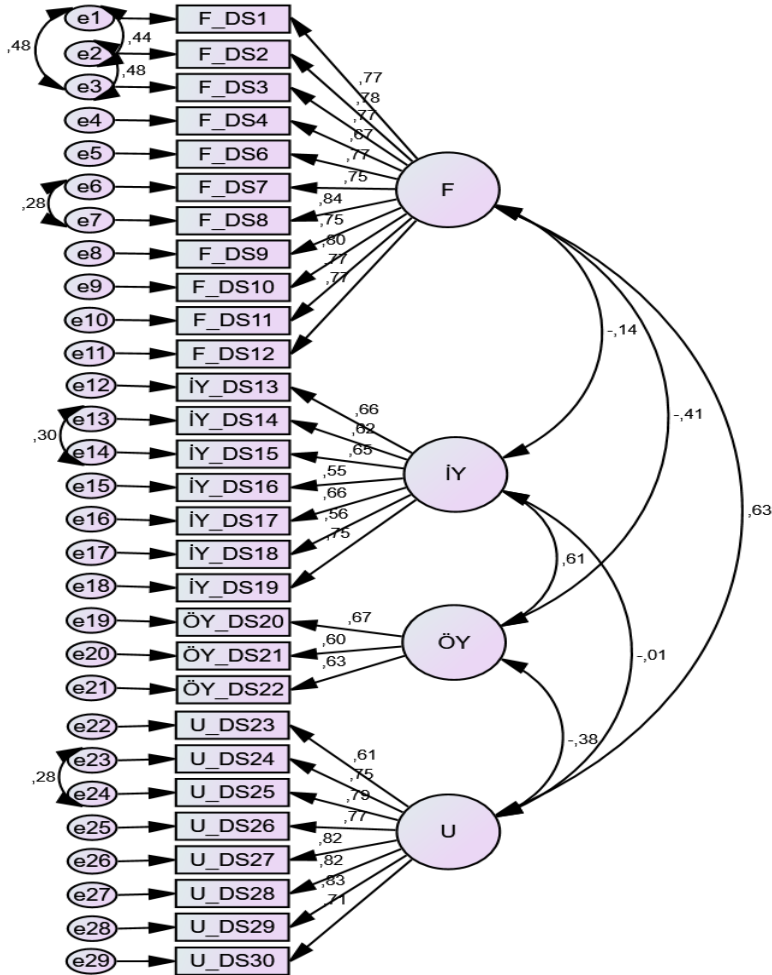
The fit index values were found as: Chi-square goodness of fit: $\chi^2_{(365)}$ = 1033.421; NC = 2.83; CFI = 0.94; RMSEA = 0.05; NFI = 0.91; IFI = 0.94; GFI = 0.90; AGFI = 0.88.

According to the results of CFA, it is observed that the factor loads of variables that constitute the factors in Figure 4 were significant at a level of 0.001. the factor loads of all items are between 0.55 and 0.84. the relationships between the factors and items of the emotional capital scale are given in Table 4.

Table 4: CFA Results - Regression Weights

Observation Variable		Latent Variable	Estimated Value	Standard Error	Critical Value	P
F_DS12	<---	F	1.000			
F_DS11	<---	F	.895	.044	20.435	***
F_DS10	<---	F	.997	.047	21.224	***
F_DS9	<---	F	.882	.045	19.784	***
F_DS8	<---	F	1.037	.046	22.741	***
F_DS7	<---	F	.947	.048	19.653	***
F_DS6	<---	F	.978	.048	20.458	***
F_DS4	<---	F	.875	.051	17.236	***
F_DS3	<---	F	1.008	.050	20.322	***
F_DS2	<---	F	1.048	.050	20.768	***
F_DS1	<---	F	1.116	.055	20.379	***
İY_DS19	<---	İY	1.000			
İY_DS18	<---	İY	.761	.060	12.786	***
İY_DS17	<---	İY	.828	.055	15.190	***
İY_DS16	<---	İY	.797	.063	12.709	***
İY_DS15	<---	İY	.839	.056	14.889	***
İY_DS14	<---	İY	.837	.060	14.007	***
İY_DS13	<---	İY	.866	.058	15.048	***
ÖY_DS22	<---	ÖY	1.000			
ÖY_DS21	<---	ÖY	1.056	.098	10.785	***
ÖY_DS20	<---	ÖY	1.214	.106	11.431	***
U_DS29	<---	U	1.000			
U_DS28	<---	U	1.002	.042	23.810	***
U_DS27	<---	U	1.016	.042	24.083	***
U_DS26	<---	U	.995	.045	21.990	***
U_DS25	<---	U	.991	.044	22.727	***
U_DS24	<---	U	.928	.044	20.986	***
U_DS23	<---	U	.761	.047	16.223	***
U_DS30	<---	U	.863	.044	19.567	***

When the data in Table 4 are analysed, it is observed that standard error values of the relationships between latent variables that explain emotional capital and observed variables are lower, and non-standardised estimated values are higher. The critical value is notably over 1.96, the statistically accepted lower limit. When the regressions among factors are examined, high-level relationships between all dimensions of the scale are observed.

χ2 value shows whether the population covariance and the covariance obtained from the sample are different from each other. The fact that the criterion obtained by dividing chi-square χ2 value by degree of freedom (df) is between 0 and 3 indicates that the model shows a good fit (Gürbüz and Şahin, 2015: 329). It is observed that the χ2/df value (2.83) of the fourth model has a notably good fit value.

Table 5: CFA Models

Model	χ^2	df	GFI	CFI	TLI	RMSEA	RMSEA 90% CI
Model 1	4505.465	377	.525	.609	0.579	.133	.130 - .137
Model 2	1431.943	371	.845	.900	.890	.068	.064 - .072
Model 3	1555.301	373	.835	.888	.878	.072	.068 - .075
Model 4	1033.421	365	.900	.937	.930	.054	.051 - .058

Compatibility or incompatibility of a model with the data is found out through assessing various compatibility indices. CFI, AGFI, TLI, NFI and GFI fit indices are close to 1 and this means an acceptable fit value. A good fit is usually described as it should be 0.90 and over (Meydan and Şeşen, 2015: 31, 37; Hair et al., 2014: 576-584). When the verification models in Table 5 are compared, it is observed that the fit indices of Model 4 look very good. It is also seen that each factor constituting the scale represents the items that form each factor with a high fit value. The emotional capital scale is verified through a four-dimension construct.

Criterion-Related Validity

The emotional labour scale is used as an external scale to test the emotional capital scale for criterion-related validity. When the studies on management and organization and organizational behaviour were examined, the concepts such as emotional intelligence, emotional labour, etc. were found to be the least studied themes in Turkey (Yıldırım et al., 2017: 112). Based on these findings, the relationships between emotional labour dimensions were analysed in order to evaluate the criterion-related validity of the emotional capital scale.

The correlation analysis of the relationships between employees' emotional capital awareness, relationship management, adaptability, and self-management subdimensions and deep acting, surface acting, and natural emotions subdimensions of emotional labour is presented in Table 6.

Table 6: The Relationship between Emotional Capital and Emotional Labour

Dimensions	1	2	3	4	5	6	7
1. Awareness	1						
2. Relationship management	.130*	1					
3. Self-management	-.115	.285**	1				
4. Adaptability	.399**	.158**	-.054	1			
5. Surface	.041	-.127*	-.088	.086	1		
6. Deep	.225**	.024	-.066	.367**	.291**	1	
7. Natural	.184**	.090	-.058	.368**	-.043	.495**	1

*p< .05 ** p< .01

The correlation between emotional labour and emotional capital is analysed by using information obtained from 281 employees. Significant relationships were found between the subdimensions of emotional capital and the subdimensions of emotional labour. According to the results of the correlation analysis:

Positive significant relationship was found between awareness subdimension of emotional capital and deep acting subdimension of emotional labour (r = 0.225, p < 0.01), and natural emotions subdimension of emotional labour (r = 0.184, p <0.01); negative significant relationship was found between relationship management subdimension of emotional capital and surface acting (r = -0.127, <0.05); positive significant relationship was found between

adaptability subdimension and deep acting subdimension (r = 0.367, p < 0.01), and natural emotions subdimension (r = 0.368, p <0.01). No significant relationships between emotional capital self-management dimension and emotional labour subdimensions were found.

3.3. Reliability Study of Emotional Capital Scale

Internal Consistency

The reliability value was assessed through Cronbach's alpha internal consistency coefficient. The reliability coefficient of the emotional capital scale is 0.875. The items that constitute the scale are reliable at an acceptable level.

Table 7: Cronbach's Alpha Values for Sub-Factors of Emotional Capital Scale

	Awareness	Relationship management	Self-management	Adaptability
Cronbach Alfa	.943	.830	.669	.918
Emotional Capital		0.875		

Test-Retest Consistency

The emotional capital scale form written in Turkish was implemented twice with a three-week interval on a group of 56 participants. The data obtained were analysed through the test-retest method and the averages data collected at two different times were tested for any significant differences. Test-retest reliability of a measurement method means when the tests are performed twice or more times in different time periods on the same group, and similar results are obtained (Gürbüz and Şahin, 2015: 158). Table 8 shows the results of the analysis.

Table 8: Emotional Capital Scale Test-Retest

	Mean	N	S.d.	Df	t	P
Pre-test	3.53	56	.31	55	.036	.972
Re-test	3.53	56	.33			
Cronbach Alfa				0.616		

According to the findings, no significant differences were found between pre-test and post-test (t$_{(56)}$=0.036 and p>0.05). The correlation coefficient calculated between the two applications was found to be 0.638 (p<0.000). It was found that the scale showed required internal consistency.

Convergent Validity

The Cronbach's alpha reliability coefficient of the variables was above 0.60 and it was determined that they had good reliability (Hair et al., 2014). Composite Reliability (CR) values were above 0.60 (Bagozzi and Yi, 1988) and *Average Variance Extracted* (AVE) values were above 0.50 (Fornell and Larcker, 1981). Thus, it was determined that the variables had internal consistency and convergent validity.

Table 9: Composite Reliability and Average Variance Extracted Scores

Dimensions	CR	AVE
1. Awareness	0.956	0.662
2.Relationship management	0.839	0.534
3. Self-management	0.757	0.518
4. Adaptability	0.943	0.675
5. Surface	0.938	0.715
6. Deep	0.927	0.762
7. Natural	0.903	0.756

Discriminant Validity

To test the discriminant validity of the scales, VAVE (Fornell and Larcker criterion) and Heterotrait-Monotrait Ratio (HTMT) values were examined (See Table 10 and 11).

Table 10: First Stage Discriminant Validity

Dimensions	1	2	3	4	5	6	7
1. Awareness	**0.814**						
2.Relationship management	.130[*]	**0.731**					
3. Self-management	-.115	.285[**]	**0.720**				
4. Adaptability	.399[**]	.158[**]	-.054	**0.821**			
5. Surface	.041	-.127[*]	-.088	.086	**0.846**		
6. Deep	.225[**]	.024	-.066	.367[**]	.291[**]	**0.873**	
7. Natural	.184[**]	.090	-.058	.368[**]	-.043	.495[**]	**0.870**

Note: The diagonal elements (bold) are the square root of AVE.

Considering the results of the Fornell and Larcker criterion (values shown in dark color), which was used to determine the discriminant validity of the variables used in the study, it was observed that the relevant values among the correlation loads between the variables were higher (Fornell & Larcker, 1981). In addition, HTMT values were examined as the second discriminant validity in the study (See Table 11).

Table 11: Second Stage Discriminant Validity Heterotrait-Monotrait (HTMT) Values

Dimensions	1	2	3	4	5	6	7
1. Awareness							
2.Relationship management	0.169						
3. Self-management	0.454	0.582					
4. Adaptability	0.671	0.077	0.496				
5. Surface	0.117	0.130	0.181	0.167			
6. Deep	0.515	0.065	0.245	0.545	0.390		
7. Natural	0.536	0.074	0.256	0.583	0.173	0.823	

When the HTMT results used in the research were examined, it was determined that the values of the variables were below 1.00 (Voorhees et al., 2016), thus the scales had discriminant validity.

4. Discussion

This study was designed to perform a validation study of the theory-based scale in Turkish, which was developed to measure individual and social competencies suggested by Newman et al. Factor analysis was performed for a validation study of emotional capital scale in order to find out whether the measurement construct of the emotional capital scale was consistent with the theory, and whether the resulting scale items and factors have a high-quality distribution. The scale was verified through four different models. This means that the scale, which was originally proposed as a five-factor scale (Newman et al., 2015), is suitable for Turkish in a four-factor construct. A primary level correlated four-factor model, namely awareness, relationship management, self-management, and adaptability, was verified. It was determined that the scale had internal consistency, composite reliability, convergent, and discriminant validity. As a result, the construct of the scale was supported with enough evidence, and it was found that the construct has valid and reliable values. The result of this research supports the literature that bases Emotional Capital on the competency-based Emotional intelligence model (Newman and Purse 2007; Newman et al., 2015; Cronk and Davis, 2016; Mayer, Caruso and Salovey, 1999; Newman and Smith, 2014; Caruso et. al., 2002; Gendron, 2007; Zembylas, 2007; Cottingham, 2013).

The scale, which was originally proposed as a five-factor scale (Newman et al., 2015), is suitable for Turkish in a four-factor construct. Different factor structures can be seen in scale validation studies. This situation is tried to be explained by intercultural personality differences (Butcher and Spielberger, 2013). How information is processed, acquired, coded, and stored, the effect of culture, and the functions of affect and intersubjective processes are mentioned as the main areas of interest of theories of mind (Wilson et al., 1989). It is very difficult to explain human thought structures. The collection of data in the workplace may have suggested awareness of the work environment. Employees with self-awareness develop attitudes by combining what they perceive from the environment with their own thoughts and can establish mutual emotional relations with other employees. Therefore, social awareness and self-awareness seem to be intertwined and may be united under one dimension.

Exploratory factor analysis was performed for the emotional labour scale used in this study. Total joint factor variance explained by the scale was found as 72.19%. Then confirmatory factor analysis was performed. It was observed that the CFA fit values were within acceptable limits. As a result of these analyses, the scale's three-factor structure including surface acting, deep acting, and natural emotions was verified.

A positive significant relationship was found between the awareness dimension of emotional capital and deep acting and natural emotions. The awareness dimension is individuals' ability to express their feelings, thoughts, and beliefs openly in a straightforward way. They are comfortable challenging the views of others and give clear messages while respecting the fact that others may hold a different opinion or expectation (Newman et al. 2015: 3). The employees with this kind of awareness can grasp the emotional dimension of a business situation and make sincere efforts to act deeply and display natural emotions.

A negative significant relationship was found between the relationship management dimension of emotional capital and surface acting. It may be concluded that as the employees develop the ability to establish and maintain collaborative and satisfactory relations that include positive expectations, the need for surface acting may eventually disappear.

Positive significant relationships were found between the adaptability dimension of emotional capital and deep acting and natural emotions. Adaptability is the ability of the person to adapt his/her thoughts, feelings, and behaviors to changing conditions. It expresses the capacity to understand the state of emotion that new ideas arise. (Newman et al., 2015: 3). As the power of adaptability increases, the power of deep acting and displaying natural emotions will also increase. No significant relationship was found between the self-management subdimension of emotional capital and the subdimensions of emotional labour.

No studies were found in the literature that directly examined the relationship between emotional capital and emotional labour. The studies in the literature that examine the relationships between emotional intelligence and emotional labour support the results found in this study.

Onay (2011) found positive and significant relationships between emotional labour and emotional intelligence, emotional labour and performance, and emotional intelligence and performance. It was reported that when the employees improve themselves on displaying "deep behaviours" regarding what they do in their business lives, and when they efficiently manage the main factors between the dimensions of emotional intelligence, positive chances would occur in their job performances (Onay, 2011: 596). Presents empirical evidence proving that emotional intelligence has a significant impact on deep acting strategy and expression of natural emotions (Yin et al., 2013: 143; Wen et al., 2019: 122).

Within the context of hospitality services, Kim et al. (2012) found that emotional intelligence did not come into prominence with surface acting strategies of the hotel employees, however, it was positively related to deep acting. Employees with higher emotional intelligence are able to maintain emotional labour by using these emotional capabilities as main sources. They can notice the positive sides of emotions necessary at the workplace and they can control their emotions better. They also tend to do deep acting more than surface acting (Wen et al., 2019: 122). The evidence in the literature shows that there is a negative relationship between emotional intelligence and surface acting, and a positive relationship between emotional intelligence and deep acting (Kim et al., 2012; Wen et al., 2019: 127).

The first limitation of this study is its sectional nature. It is always possible to obtain different findings in different time periods. The fact that the research population is located in Gaziantep is a geographical limitation. The primary objective of this study is to perform the validity study of a valid and reliable emotional capital scale for the workplace. It is suggested for future studies to investigate and compare the causal relationships between emotional capital and its subdimensions and different workplace/business attributions.

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