**Emotional labor (1-5 surface acting;6-11 deep acting)**

1. In my work, to display specific expressions and attitudes, I hide my true feelings.
2. Showing appropriate expressions and attitudes at work feels like acting to me.
3. I display a positive attitude at work, even if I don’t feel that way inside.
4. I would rather pretend to show the required emotions at work than change my true inner feelings.
5. For emotions that need to be displayed at work (such as friendliness, anger, or calmness), I only need to pretend.
6. I try to genuinely feel the emotions required at work (such as friendliness, anger, or calmness) rather than just pretending.
7. If I must show certain emotions in front of others (such as friendliness, anger, or calmness), I try to make it as genuine as possible rather than faking it.
8. For the sake of work, I adjust my mood temporarily to face others with the appropriate mindset.
9. I strive to overcome my emotions at work and genuinely engage with an appropriate attitude (such as kindness or calmness).
10. While working, I not only appear pleasant (calm or angry) on the outside but also feel pleasant (calm or angry) on the inside.
11. Even when dealing with unreasonable situations or people at work, I still make an effort to solve problems and complete the tasks.

**Job Burnout (1-5 exhaustion; 6-9 cynicism; 10-15 professional inefficacy)**

1. Work makes me feel physically and mentally exhausted.
2. I feel completely drained by the end of the workday.
3. I feel very tired at the thought of facing a full day of work each morning.
4. A full day of work is indeed very stressful for me.
5. Work makes me feel on the verge of collapse.
6. Since starting this job, I have become less interested in my work.
7. I am no longer as enthusiastic about my work as I used to be.
8. I doubt the significance of the work I do.
9. I care less and less about whether my work makes a contribution.
10. I can effectively solve problems that arise in my work.
11. I feel that I make a useful contribution to my organization.
12. In my view, I am good at my job.
13. I feel very happy when I accomplish certain things at work.
14. I feel that I have completed a lot of valuable work.
15. I am confident in my ability to complete all tasks effectively.

**Organizational Commitment**

**(1-6 affective commitment; 7-12 normative commitment; 13-18 continuance commitment)**

1. I am willing to spend the rest of my career with my current organization.
2. I view the organization’s problems as my own.
3. I am willing to make contributions to my organization.
4. I have a strong emotional attachment to my organization.
5. My organization helps me achieve my personal goals.
6. I feel a strong sense of belonging to my organization.
7. I feel obligated to continue working for my organization.
8. I have a sense of responsibility toward my organization.
9. I would feel guilty if I left my organization now.
10. I believe I should be loyal to my organization.
11. I believe I should be fully committed to my organization.
12. My organization depends on me, which is a major reason I stay.
13. Even if I wanted to, it would be very difficult for me to leave my organization right now.
14. Leaving my organization would disrupt many aspects of my life.
15. If I left my organization, I would suffer significant losses.
16. My options are too limited to consider leaving my organization.
17. I remain with my current organization because finding a suitable replacement would be difficult.
18. One of the main reasons I continue working here is the high cost of leaving.

**Perceived Organizational Support**

1. The organization fails to notice any extra effort I put into my work.
2. The organization ignores any dissatisfaction I may have.
3. Even if I do my best, the organization wouldn’t notice.
4. The organization hardly cares about me.
5. The organization is proud of my accomplishments at work.
6. The organization cares about my salary and benefits.
7. The organization values my contributions.
8. The organization cares about whether I am satisfied with my job.