

A Study of the Effects of Employee Engagement on Job Satisfaction: Mediating Effect of Labor Relations Climate

Zhao Weihong

Business School of Hebei Normal University

Yang Xiaoyi

Business School of Hebei Normal University

Ma Xiaomeng

Business School of Hebei Normal University

Zhao Yifan

HNU-ASU Joint International Tourism College of Hainan University

Follow this and additional works at: <https://css.researchcommons.org/journal>

Recommended Citation

Weihong, Zhao; Xiaoyi, Yang; Xiaomeng, Ma; and Yifan, Zhao () "A Study of the Effects of Employee Engagement on Job Satisfaction: Mediating Effect of Labor Relations Climate," *Contemporary Social Sciences*: No. 1, Article 4.

DOI: <http://dx.doi.org/10.19873/j.cnki.2096-0212.2023.01.004>

Available at: <https://css.researchcommons.org/journal/vol2023/iss1/4>

This Research Article is brought to you for free and open access by Contemporary Social Sciences. It has been accepted for inclusion in Contemporary Social Sciences by an authorized editor of Contemporary Social Sciences.

A Study of the Effects of Employee Engagement on Job Satisfaction: Mediating Effect of Labor Relations Climate

Zhao Weihong, Yang Xiaoyi, and Ma Xiaomeng

Business School of Hebei Normal University

Zhao Yifan*

HNU-ASU Joint International Tourism College of Hainan University

Abstract: With the rapid advancement of new technologies and the transformation of the economic model on a global scale, enterprises are facing unprecedented changes in the external environment and more diversified demands from employees. Therefore, it is essential for enterprises to bolster employee engagement by enhancing employees' job satisfaction, building a stable and harmonious internal climate, and adapting to the dynamic, complex external environment. This study analyzes the positive effects of employee engagement on job satisfaction, explores the mediating effect of labor relations climate in the relationship between the two, and proposes corresponding practical countermeasures and suggestions.

Keywords: employee engagement, job satisfaction, labor relations climate

DOI: <http://dx.doi.org/10.19873/j.cnki.2096-0212.2023.01.004>

* Zhao Weihong, Business School of Hebei Normal University;
Yang Xiaoyi, Business School of Hebei Normal University;
Ma Xiaomeng, Business School of Hebei Normal University;
Zhao Yifan, HNU-ASU Joint International Tourism College of Hainan University.

This article was funded by the Humanities and Social Sciences Research Project of the Ministry of Education (19YJC630226), A study of the mechanisms of employee engagement on adaptive performance in Chinese enterprises: An explanation based on the JDR theory and the self-consistency theory. Soft Science Research Project of Hebei Provincial Department of Science and Technology (225576109D), Research on the incentive mechanism of innovation of science and technology talents in Hebei Province under the perspective of AMO theory. Soft Science Research Project of Chengdu City (2021-RK00-00126-ZF), Research on enabling scientific and technological innovation for urban modern agricultural industry ecosystem in Chengdu: Based on the perspective of adaptive evolution and collaboration.

Correspondence concerning this article should be addressed to Yang Xiaoyi, Business School of Hebei Normal University, Shijiazhuang, Hebei, 050000, China. Email: 532760675@qq.com

Introduction

Employee engagement is a hot topic in today's theory and management practice. On the one hand, employee engagement can motivate employees to exercise their autonomy in managing corporate activities and give full play to their initiative and creativity. On the other hand, with the advancement of new technologies and the diversification of employee demands, employees pay more attention to the autonomy and fairness of their work. Therefore, employee engagement improvement can promote humanistic and democratic management, enhance employees' sense of belonging and identity, promote a good labor relations climate, and enhance their job satisfaction, which is of great significance to the development of individual employees and the enterprise as a whole. However, some studies have shown that employee engagement has little or no impact on productivity and job satisfaction (Mohr & Zoghi, 2008; Camps & Luna-Arocas, 2009; Guthrie, Spell & Nyamari, 2002). At the individual level, scholars have proposed and validated the positive effects of employee engagement on employee attitudes or behaviors mainly based on the cognitive-emotional model and the social exchange theory. Nevertheless, some scholars have also suggested the potential negative effects of employee engagement, such as a decrease in job satisfaction owing to increased supervision of colleagues, increased employee workload, and higher job stress (Wei et al., 2020; Zhang et al., 2020; Glew et al., 1995; Kaufman, 2011; Barker, 1993).

China's labor relations model and institutional system differ from those of Western countries. In the Chinese organizational context, the impact of employee engagement on job satisfaction and the role of labor relations climate in the effect of employee engagement on job satisfaction need to be further discussed. Our study investigated the effects of employee engagement from the perspective of labor relations, aiming to reveal how employee engagement affects job satisfaction and provide management strategies for easing labor relations issues and enhancing work motivation in enterprises.

Theoretical Review and Research Hypothesis

Definitions

Employee engagement.

Although employee engagement emerged in the late 19th century, real research on it began in the 1960s and 1970s. It is now in a new phase thanks to the development of the disciplines of labor relations and human resource management. Human Resources Management (HRM) has evolved to a strategic HRM stage, where more attention to changes in the external environment of organizations is advocated. Labor relations scholars have also

begun to focus on the impact of high-performance employment systems, human resources, and labor relations practices on organizational performance (Kaufman, 2015). Scholars have proposed new perspectives such as hybrid perspectives, partnerships, neo-pluralism, and inclusive “HR and labor relations” (Kochan & Osterman, 1994; Guest & Peccei, 2001; Bard, 2007).

Foreign definitions of employee engagement fall into two main categories. The first category of employee engagement emphasizes power-sharing and balance in the organization, i.e., from the perspective of employee engagement in decision-making. The second category focuses on systematic forms of management practices, such as quality circles, suggestion systems, self-managed teams, and other employee engagement, from the perspective of participation in management practices. Domestically, employee engagement mainly refers to democratic management in organizations; that is, employees in organizations participate in organizational decision-making and management directly or indirectly through specific forms based on certain procedures or systems. At present, the forms of employee engagement in China not only include the characteristics of democratic management but also combine with foreign advanced management ideas to obtain 13 forms of engagement, such as the workers’ congress, employee suggestion systems, and employee shareholding (Xie, 2009; Cheng et al., 2022).

Labor Relations Climate

The concept of a labor relations climate was first derived from the combination of organizational climate and labor relations. Organizational climate refers to the common perception of employees regarding various events in an organization. Some scholars defined the concept of labor relations climate and approached it from different perspectives of opposition and cooperation. For instance, Nicholson (1979) focused on the antagonism between industrial relations and considered the labor relations climate as the situation where labor and management interact with each other through means, such as verbal and situational conflicts. Lee (2004) focused on labor-management cooperation and claimed that a labor relations climate refers to the degree of cooperation and benefit-sharing between employees and management. Later, scholars divided the factors influencing labor relations into three major categories: the external environment, the internal environment of the organization, and employees’ personality traits (Wang, 2019). In terms of the external environment, social technology and industrial relations systems influence an organization’s labor relations climate to some extent (Gerhart, 1996). Human resource management policies, the decision-making systems, and the organizational structure within an organization have an equally significant impact on the labor relations climate (Zuo, 2018). At the same time, the employees’ personality traits, work experience, and education levels also influence the labor relations climate (Cui & Wu, 2011).

Job Satisfaction

According to Western scholars, the term “job satisfaction” refers to the positive attitudes toward work generated by employees’ evaluation of work characteristics, working environments, and treatment, and also to emotional dispositions toward work arising from the gap between actual work and individual expectations of employees. Wexley (1983) claimed that job satisfaction is essentially a psychological feeling, manifesting employees’ attitudes obtained after comparison. Berry (1997) believed that job satisfaction is an individual reaction to the job experience. According to early domestic scholars, job satisfaction reflected the material and psychological needs of employees to a certain extent. Furthermore, job satisfaction is also influenced by factors such as organizational support, colleague relationships, and pay equity (Xie & Wang, 2012; Huang, 2005).

Research Hypothesis

Employee engagement and labor relations climate.

The construction of an employee engagement system in an organization endows employees with the right to manage the organization, stimulating employees’ motivation to a certain extent and increasing their sense of belonging and responsibility. The combined effect of employees’ engagement practices and the engagement atmosphere within an organization helps to build good employee-organization relations and, in turn, brings a positive impact on employees’ work attitudes and behaviors, with the ultimate goal of improving individual and organizational performance and enhancing the competitive edge of the organization. The organization will provide a good institutional environment for employees through different forms of employee engagement practices such as labor unions, employee stock ownership plans, and employee suggestion systems. At the same time, the idea of democratic management embodied in the employee engagement system also conveys that the organization values everyone’s ideas and regards employees as an important part of the management team. In cases where employees are highly involved in the management and operation of the organization, they will feel respected, which facilitates the harmony of labor relations. Previous studies have found that the degree of importance managers assign to employee development and employee voice in an organization is directly proportional to the labor relations climate (Wu, 2011); factors such as partnership practices and managerial information sharing influence employees’ perceived collaborative labor relations climate (Zuo et al., 2018; Deery et al., 2005). The sense of fairness and accomplishment of employee engagement enables employees to express their opinions, thus forming a good expression mechanism and promoting harmonious labor relations. Therefore, employee engagement has positive effects on the formation of a good labor climate in organizations. Therefore, the following hypotheses were developed for this study:

H1: Employee engagement produces a significant positive effect on the labor relations

climate.

Labor Relations Climate and Job Satisfaction

Studies have shown that an organization's good labor relations climate has a key effect on employees' attitudes and behaviors. Employees' perception of a good organizational labor climate can play a positive role in organizational commitment (Lee, 2004; Hu, 2012). Employees with high organizational commitment can recognize the organization's decision-making system ideologically, trust the organization's goals and values, and thus they are willing to devote more energy to work with high job satisfaction. Additionally, employees will have fewer complaints in a cooperative labor relations climate, and those employees with fewer complaints will be able to take their jobs seriously, so the proper control of emotions at work can significantly improve the employees' job satisfaction (Katz et al., 1983). The labor relations climate also affects employees' job satisfaction (Jiang et al., 2009; Cui et al., 2012). A good labor relations climate positively contributes to improving employees' job satisfaction in an organization.

H2: A positive labor relations climate produces a significant positive effect on job satisfaction.

The mediating effect of the labor relations climate on employee engagement and job satisfaction.

The job satisfaction of employees is affected by a variety of factors. Many scholars at home and abroad have conducted in-depth studies on the factors influencing employees' job satisfaction. Mabasa (2015) argued that organizational support could greatly affect the job satisfaction of employees. Ling (2007) concluded that health care, interpersonal relationships, and motivation factors influence the job satisfaction of employees. On the one hand, employee engagement reflects, to a certain extent, the organization's trust and support of employees' management, which directly enhances the employees' job satisfaction. On the other hand, organizational support for the employees' engagement in management is a spiritual motivation for employees, which enables them to realize personal values, strengthen their individual abilities, and invariably stimulate their sense of belonging. According to the social exchange theory, the exchange of intangible social resources between organizations and employees facilitates the development of a cooperative labor relations climate, ultimately leading to improved job satisfaction. Employee engagement not only influences job satisfaction by affecting the labor relations climate but also directly affects the employees' job satisfaction. Therefore, the labor relations climate has a mediating effect on the influence of employee engagement on job satisfaction.

H3: The labor relations climate has a mediating role in the relationship between employee engagement and job satisfaction.

Research Design

Hypothesis Model

Based on the above analysis, the hypothesis model was proposed for this study, as shown in Figure 1. Variables such as gender, age, education, type of employment, and size and nature of the work unit were controlled for this study. SPSS 20.0 was used to complete the reliability test, descriptive statistical analysis, analysis of main effect and mediating effect, and the Harman one-way test.

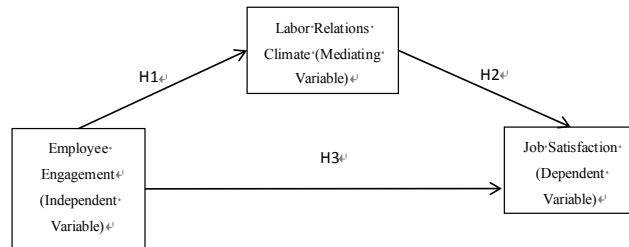


Figure 1 Influence Mechanism of Employee Engagement on Job Satisfaction

Sample and Data Collection

For this analysis, 99 valid questionnaires were collected, and the analysis was made based on the questionnaire results. The basic information of the questionnaire respondents is shown in Table 1.

Table 1 Results of Descriptive Analysis

Basic Information	Content	Sample Size	Percentage %	Basic Information	Content	Sample Size	Percentage %
Gender	Male	33	33.3	Organization Scale	50 people or less	27	27.3
	Female	66	66.7		51-100 people	12	12.1
Age	25 years old and below	44	44.4		101-500 people	20	20.2
	26-30 years old	30	30.3		501-2000 people	13	13.1
	31-40 years old	17	17.2	More than 2001 people	27	27.3	
	41-50 years old	7	7.1	Year of Establishment	Less than five years	19	19.2
	51 years old and above	1	1		6-10 years	17	17.2
Educational Background	Junior high school and below	3	3		11-20 years	25	25.3
	College/bachelor's degree	79	79.8	21 years or more	38	38.4	
	High school/junior high school	3	3	Nature of the Organization	State-owned Enterprise	21	21.2

Basic Information	Content	Sample Size	Percentage %	Basic Information	Content	Sample Size	Percentage %
Educational Background	Graduate and above	14	14.1	Nature of the Organization	Private Enterprise	39	39.4
Type of Employment	Labor Dispatch Workers	6	6.1		Institution/ Government agency	21	21.2
	Flexible Employment	5	5.1		Foreign/Joint Venture	6	6.1
	Others	21	21.2		Management	31	31.3
	Regular Workers	67	67.7	Technical personnel	14	14.1	
Industry of the Organization	Service Industry	20	20.2	Your occupation is closest to	Production/ Service personnel	16	16.2
	High-tech Industry	8	8.1		Business personnel	11	11.1
	Financial Industry	17	17.2		Others	27	27.3
	Others	45	45.5				
	Manufacturing Industry	9	9.1				

The table shows that most respondents were women, accounting for 66 percent. Regarding age, most of the respondents were young and middle-aged, with 74.7 percent of respondents aged 30 and below and 44.4 percent of respondents aged 25 and below. Regarding educational background, 79.8 percent of the respondents had college or bachelor's degrees, and 14.1 percent had master's degrees or above. Among the 99 employees who participated in the questionnaire survey, 67.7 percent were regular employees. Regarding industry, 17.2 percent of the respondents worked in the financial sector, and 45.5 percent worked in industries other than services, high-tech, manufacturing, and finance. Regarding the nature of the organization, 47.5 percent of respondents worked for small and medium-sized enterprises with less than 500 employees. These indicate that the respondents are engaged in many industries, mostly small and medium-sized enterprises. Meanwhile, 38.4 percent of the respondents worked in enterprises established for more than 21 years, and 39.4 percent worked in private enterprises. All categories are involved. The survey respondents are mainly in the management category, accounting for 31.3 percent of the positions.

Statistical Analysis

Reliability Analysis

Reliability analysis mainly examines whether the scale has stability and consistency when

measuring correlation variables. Specifically, it refers to the degree of consistency between each item in the scale and the consistency of the results between two measures. The internal consistency index was used to examine the reliability of the scale. The results are shown in the table below:

Table 2 Reliability Analysis Results

Factor	Number of measured items	Cronbach's α at each level	Total Scale Cronbach's α
Employee Engagement	25	0.898	0.914
Job Satisfaction	11	0.903	
Labor Relations Climate	7	0.889	

As shown in the table above, the coefficient Cronbach's α for the three variables of employee engagement, job satisfaction, and labor relations climate is 0.898, 0.903, and 0.889, respectively, indicating that the scale has high reliability.

Correlation Analysis

Table 3 shows the means, standard deviations, and correlations of employee engagement, labor relations climate, and job satisfaction. According to the table, employee engagement is significantly correlated with labor relations climate at the 0.01 level, labor relations climate is significantly correlated with job satisfaction at the 0.01 level, and employee engagement is significantly correlated with job satisfaction at the 0.01 level. The correlation analysis provides the necessary prerequisites for the regression analysis between the variables below and the examination of the mediating effect.

Table 3 Correlation Analysis of Variables

Variable	Mean	Standard Deviation	1	2	3
Employee Engagement	3.52	0.84	1		
Labor Relations Climate	3.87	0.71	0.677**	1	
Job Satisfaction	3.52	0.58	0.556**	0.635**	1

Regression Analysis

Regression analysis of employee engagement and job satisfaction.

The effect of employee engagement on job satisfaction was first examined, as shown in Table 3. The regression analysis shows that the F value was 43.528 ($p < 0.001$), and the adjusted R^2 value was 0.310, indicating that the regression could explain 31 percent of the relationship between the variables.

The regression results show that the regression coefficient of employee engagement in job satisfaction is 0.557 and $p=0.000$, which is much less than 0.05. The regression results are obvious and provide strong support for H1.

Table 4 Regression Results of Employee Engagement and Job Satisfaction

Model	Independent Variable	Dependent Variable: Job Satisfaction						
		B	Std. E	Standard Beta	t	P	Collinearity Diagnostics	
							Tolerance	VIF
1	Constant Term	2.165	0.212	—	10.229	0.000	—	—
	Employee Engagement	0.386	0.059	0.557	6.598	0.000	1.000	1.000
	Coefficient of Determination	R ²	Adjusted R ²		Std. E	D-W Value	F	P
		0.557	0.310		0.485	1.962	43.528	0.000

Regression analysis of employee engagement and labor relations climate.

The effect of employee engagement on the labor relations climate was examined. The regression analysis shows that the F value was 82.312 ($p<0.001$), and the adjusted R² value was 0.453, indicating that the regression could explain 45.3 percent of the relationship between the variables.

The regression results show that the regression coefficient of employee engagement in labor relations climate is 0.459 and $p=0.000$, which is much less than 0.05. The regression results are obvious and provide strong support for H2.

Table 5 Regression Results of Employee Engagement and Labor Relations Climate

Model	Independent Variable	Dependent Variable: Labor Relations Climate						
		B	Std. E	Standard Beta	t	P	Collinearity Diagnostics	
							Tolerance	VIF
2	Constant Term	1.854	0.229	—	8.106	0.000	—	—
	Employee Engagement	0.574	0.063	0.678	9.073	0.000	1.000	1.000
	Coefficient of Determination	R ²	Adjusted R ²		Std. E	D-W Value	F	P
		0.459	0.405		0.525	1.694	82.312	0.000

Regression analysis of labor relations climate and job satisfaction.

As shown in Table 5, the regression analysis shows that the F value was 65.919 ($p<0.001$), and the adjusted R² value was 0.405, indicating that the regression could explain 40.5 percent of the relationship between the variables.

The regression results show that $p=0.000$, which is much less than 0.05. The regression results are obvious and provide strong support for H2.

Table 6 Regression Results of Labor Relations Climate and Job Satisfaction

Model	Independent Variable	Dependent Variable: labor relations climate						
		B	Std. E	Standard Beta	t	P	Collinearity Diagnostics	
							Tolerance	VIF
3	Constant Term	1.505	0.253	—	5.958	0.000	—	—
	Labor Relations Climate	0.521	0.064	0.636	8.119	0.000	1.000	1.000
	Coefficient of Determination	R ²	Adjusted R ²		Std. E	D-W Value	F	P
		0.405	0.398		0.451	1.882	65.919	0.000

Examination of mediating effect of labor relations climate.

The regression analysis above demonstrated a clear causal relationship between the variables. In this study, therefore, the classical mediating effect test was used to regress, with employee engagement and labor relations climate as independent variables and job satisfaction as a dependent variable. Suppose both produce a significant effect on job satisfaction at the same time, and the regression coefficient of employee engagement in Model 4 is smaller than that in Model 1. In that case, it can indicate that the labor relations climate has a partial mediating effect.

Table 7 Examination of the Mediating Effect of the Labor Relations Climate

Model	Independent Variable	Dependent Variable: Job Satisfaction						
		B	Std. E	Standard Value Beta	t	P	Collinearity Diagnostics	
							Tolerance	VIF
4	Constant Term	1.438	0.250	—	5.761	0.000	—	—
	Employee Engagement	0.161	0.072	0.232	2.223	0.029	0.541	1.849
	Labor Relations Climate	0.392	0.086	0.479	4.585	0.000	0.541	1.849
	Coefficient of Determination	R ²	Adjusted R ²		Std. E	D-W Value	F	P
0.434		0.422		0.442	1.910	36.770	0.000	

Based on the regression results in Table 6, the regression coefficient of employee engagement in labor relations climate of 0.161 is smaller than the coefficient of 0.386 in Table 3. According to the examination of the classical mediating effect, this satisfies the partial mediating effect. Therefore, this regression result provides strong support for H3.

Research Conclusions

Summary and Limitations

After obtaining data by designing and distributing questionnaires and conducting an empirical study, we found that employee engagement has a positive effect on job satisfaction. At the same time labor relations climate plays a mediating effect in the relationship between employee engagement and job satisfaction. This provides empirical support for the influence mechanism of employee engagement on job satisfaction from the labor relations perspective. Although domestic scholars have conducted copious research on the influence mechanism of employee engagement, most of this research has focused on the influence mechanisms of enterprise operations, while considerably less research has been conducted on the influence of employee engagement on employee job satisfaction from the perspective of labor relations. This study constructed a model from a new perspective and explains the mechanism of employee engagement's effect on job satisfaction from the perspective of labor relations. There are also some limitations in this study. For instance, the study's data were mainly obtained through questionnaires, leading to geographical limitations of the distribution group and the singularity of the data collection method. In addition, different scholars have varied opinions and methods on the indicators and measurement dimensions of employees' job satisfaction. However, this study was conducted only from one dimension, and the findings may be affected.

Practical Implications

Despite the possible limitations, this study provides practical implications to some extent. The findings suggest that organizations may improve their labor relations climate by enhancing employee engagement, which can bolster the employees' job satisfaction. For instance, with the development and progress of the times, organizations may adopt some diversified forms of employee engagement, such as "Makers' Culture," created by Haier. Through the establishment of an employee engagement system, an engagement atmosphere of mutual trust and support can be formed in organizations. A good organizational and labor relations climate can greatly improve the motivation and satisfaction of employees, thus reducing the turnover rate and helping the organization retain talent. Moreover, it is also possible to enhance employee engagement ability and motivation by strengthening employee training and building appropriate incentive mechanisms to meet the spiritual needs of employees, which can directly bolster the employees' job satisfaction.

REFERENCES

- Bo, Y. M., Zhao, W. H. & Yang, X. Y. (2021). A study on the multilevel influence mechanism of corporate employee engagement practices. *HEBEI QIYE*, (12), 131–133.
- Chen, W. S., Ding, Y. & Yu, Y. R. (2013). The effect of participatory management on the harmonious labor-management relations climate: The mediating role of organizational equity and inter-generational moderating effects. *Nankai Business Review*, 16(06): 47–58.
- Gao, N. X. (2021). Analysis of the mechanism of the role of labor relations climate in influencing the behavior of organizational citizens. *Modern Business Trade Industry*, 42(13), 59–60.
- Li, Y. L., Jiang, D. K. & Yu, Z. L. (2021). A study on the factors influencing job satisfaction of new-generation employees based on the grounded theory. *Journal of Shandong Academy of Governance*, (03), 50–60.
- Lin, Y. C. (2019). A study of the impact of shared leadership and labor relations climate on employee creativity. *China Circulation Economy*, (35), 103–105.
- Liu, J. (2018). Can job dissatisfaction enhance initiative? The dual moderating effect of organizational commitment and labor relations climate [Electronic version]. *Journal of Yunnan Finance and Trade Institute*.
- Li, Y., Wang, M., van Jaarsveld, D. D., et al. (2018). From employee-experienced high-involvement work system to innovation: An emergence-based human resource management framework. *Academy of Management Journal*, 61(5), 2000–2019.
- Kaufman, B. E. (2015). Market competition, HRM, and firm performance: The conventional paradigm critiqued and reformulated. *Human Resource Management Review*, 25(1), 107–125.
- Tremblay, M. (2019). How, why, and when high-involvement work systems are related to OCB: A multilevel examination of the mediating role of POS and of the moderating role of organizational structures. *Group & Organization Management*, 44(3), 611–651.
- Wei, W., Peng, J. S. & Hua, B. (2020). The double-edged sword effect of high-performing HR systems on employee breakthrough creativity in the context of resource conservation. *Business Review*, 32(8), 215–227.
- Xie, Y. H. & Lei, X. X. (2009). Employee Engagement: Content and research methods - A comparison of Chinese and foreign studies. *Journal of Hunan University Social Sciences*, 23(06), 49–52.
- Xiong, L. & Zhan, X. J. (2022). Innovating from the heart: A study of high involvement HR practices to motivate employees to binary innovation. *Nankai Business Review*, 25(03), 192–203.
- Zhang, B. N. & Xu, S. Y. (2021). Impact of high involvement HR practices on employee innovation behaviors: A mediation and moderation model. *Science and Technology Progress and Policy*, 38(7), 141–150.
- Zhang, W. Q., Sun, K. K., Yang, M. Q. & Sun, R. (2020). The double-edged sword effect of high-performance HRM on employee experience: A process model based on HRM attribution. *Human Resources Development of China*, 37(9), 115–129.
- Zhao, J. W. (2017). A study on the relationship between labor relations climate and job satisfaction of fitness instructors in commercial fitness clubs [Electronic version]. *Journal of Shanghai University of Sport*.

(Editor: Xu Huilan)