

Labor Relations Atmosphere and Job Commitment of New Generation Technical Workers in China's Building Materials Industry

Chiyi Zhang¹

¹ Centre of Postgraduate Studies, Asia Metropolitan University (AMU), Johor Bahru, Malaysia.
Email: 55684973@qq.com

Abstract

This study delves into the intricate relationship between labor relations atmosphere and job commitment among the new generation of technical workers in China's building materials industry. Utilizing theoretical frameworks from social exchange theory, social cognition theory, and job-person fit theory, the study examines how different facets of labor relations atmosphere, encompassing win-win cooperation, labor-capital confrontation, and employee participation, impact the job commitment of technical workers. The findings of this study underscore the significant positive impact of a favorable labor relations atmosphere on job commitment, while also highlighting the detrimental effects of a confrontational atmosphere. Furthermore, the study reveals that career growth acts as a partial mediator in this relationship, highlighting the importance of providing opportunities for career advancement to enhance job commitment. By shedding light on the role of labor relations atmosphere in shaping the attitudes and behaviors of technical workers, this study contributes to the existing literature on job commitment and organizational behavior. The implications of the findings are discussed, offering valuable insights for organizations aiming to foster a positive labor relations atmosphere and enhance job commitment among their technical workforce.

Keywords: *Labor relations atmosphere, Job commitment, Technical workers, Building materials industry, Career growth, Social exchange theory.*

1. Introduction

The building materials industry in China is currently navigating a pivotal phase of transformation and upgrading. This industry, which has traditionally been characterized by overcapacity and intense market competition, is now witnessing a shift towards higher technology and skill requirements (Wang & Liu, 2020). The emergence of the new generation of technical workers, who possess distinct personality traits and work styles, has brought both opportunities and challenges to the existing management models within the industry (Li et al., 2019). These workers, unlike their predecessors, are particularly sensitive to the labor relations atmosphere within their organizations, which significantly influences their work attitudes and behaviors (Zhang & Chen, 2021). In recent years, numerous labor-capital conflicts have

ARTICLE INFO

Research paper

Received: 29 September 2024
Accepted: 4 December 2024
Published: 5 December 2024
DOI: 10.58970/IJSB.2514

CITATION

Zhang, C. (2025). Labor Relations Atmosphere and Job Commitment of New Generation Technical Workers in China's Building Materials Industry, *International Journal of Science and Business*, 43(1), 32-43.

COPYRIGHT

Copyright © 2025 by author(s)
Papers published by IJSAB
International are licensed
under a Creative Commons
Attribution-NonCommercial 4.0
International License.



highlighted the importance of a harmonious labor relations atmosphere in fostering positive work outcomes among the new generation of technical workers (Sun, Zuo, Huang & Wen, 2024). The labor relations atmosphere, which encompasses the overall quality of relationships between employers and employees, plays a crucial role in shaping employees' perceptions of their work environment and, consequently, their level of job commitment (Zhao & Xu, 2022). Given the unique characteristics of the new generation of technical workers, it is imperative to examine the impact of the labor relations atmosphere on their job commitment and to identify potential factors that can mediate or moderate this relationship. This study aims to contribute to the existing literature by investigating the relationship between labor relations atmosphere and job commitment among the new generation of technical workers in China's building materials industry. Specifically, it focuses on the mediating role of career growth in this relationship. The research significance of this study is twofold. From a theoretical perspective, it enriches the research on job commitment by examining the impact of labor relations atmosphere from a novel angle and contributes to the literature on career growth by exploring its mediating role. Practically, the findings of this study can provide valuable insights for enterprises seeking to optimize their labor relations atmosphere and enhance the job commitment of their technical workers. By understanding the mechanisms through which labor relations atmosphere influences job commitment, enterprises can develop targeted strategies to improve their employees' career development and, consequently, their overall performance. Based on a comprehensive literature review and theoretical framework, this study proposes the following research questions and hypotheses.

- (1) Firstly, it seeks to determine whether the labor relations atmosphere has a positive impact on the job commitment of the new generation of technical workers (Hypothesis 1: The labor relations atmosphere has a positive impact on the job commitment of the new generation of technical workers.)
- (2) Secondly, it examines whether career growth mediates the relationship between labor relations atmosphere and job commitment (Hypothesis 2: Career growth mediates the relationship between labor relations atmosphere and job commitment.)
- (3) Finally, it explores whether organizational commitment moderates the relationship between labor relations atmosphere and job commitment (Hypothesis 3: Organizational commitment moderates the relationship between labor relations atmosphere and job commitment.)

Through these research questions and hypotheses, this study aims to provide a nuanced understanding of the complex relationships between labor relations atmosphere, career growth, organizational commitment, and job commitment among the new generation of technical workers in China's building materials industry.

2. Literature Review

2.1 Definition and Measurement of Labor Relations Atmosphere

Labor relations atmosphere, often referred to as workplace atmosphere or organizational climate, represents the collective perceptions and feelings of employees concerning the quality of interactions and relationships within the organizational setting (Baruch & Barnett, 1986). This concept is multifaceted, encompassing dimensions such as trust, open communication, effective conflict resolution, and employee involvement in decision-making processes (Dastmalchian, Adamson, & Blyton, 2011). The significance of labor relations atmosphere lies in its potential to influence employee behaviors, attitudes, and overall job satisfaction, thereby impacting organizational performance and productivity (Kochan, Katz, & McKersie, 1986). To measure labor relations atmosphere, researchers have developed various instruments. One of the most widely used scales is the Organizational Climate Survey (OCS), which assesses multiple aspects of the workplace environment, including leadership style, decision-making processes, and employee-management relations (Litwin & Stringer, 1968). Another notable scale is the Index of Workplace Relations (IWR), which focuses specifically on the quality of labor-management relations, encompassing elements such as trust, fairness, and cooperation

(Dastmalchian et al., 2011). These scales provide a comprehensive understanding of the labor relations atmosphere and facilitate comparisons across different organizations and industries.

2.2 Job Commitment

Job commitment is a psychological state characterized by an individual's attachment to their job and the organization, reflecting a strong desire to remain in the current employment situation (Mowday, Porter, & Steers, 1982). This construct is multidimensional, comprising three primary components: affective commitment, normative commitment, and continuance commitment (Meyer & Allen, 1991). Affective commitment refers to the emotional bond an employee develops with their job and the organization, while normative commitment stems from a sense of obligation or loyalty to continue working (Meyer, Allen, & Smith, 1993). Continuance commitment, on the other hand, is driven by the perceived costs associated with leaving the organization, such as financial losses or the lack of alternative employment opportunities (Becker, 1960). The measurement of job commitment is typically conducted using the Organizational Commitment Questionnaire (OCQ), developed by Meyer and Allen (1991). The OCQ consists of a series of statements that assess the extent to which employees identify with their organization, feel a sense of loyalty, and perceive the costs of leaving. This scale has been widely validated and utilized in numerous studies, providing a reliable measure of job commitment across various contexts (Mowday et al., 1982).

2.3 Career Growth

Career growth is a critical aspect of employee development, encompassing promotions, salary increases, skill acquisition, and professional advancement (Ng & Feldman, 2014). It is a dynamic process that involves the accumulation of knowledge, skills, and abilities, as well as the attainment of higher job positions and increased responsibility (Gunz, Mayrhofer, & Tolbert, 1991). Career growth is particularly important for the new generation of technical workers, who often prioritize opportunities for learning and development in their job search and career decisions (Sullivan & Baruch, 2009). To measure career growth, researchers have developed various scales, such as the Career Growth Scale (CGS) by Ng and Feldman (2014). The CGS assesses employees' perceptions of their career progress, including the extent to which they have advanced in their careers, acquired new skills, and received recognition for their achievements. This scale provides a valuable tool for understanding the career growth experiences of employees and examining the relationship between career growth and other organizational outcomes, such as job commitment and employee retention (Ng & Feldman, 2014).

2.4 Organizational Commitment

Organizational commitment, similar to job commitment, reflects an employee's psychological attachment to their organization (Mowday et al., 1982). However, while job commitment focuses specifically on the job and the immediate work context, organizational commitment encompasses a broader sense of loyalty and identification with the organization as a whole (Porter, Steers, Mowday, & Boulian, 1974). Like job commitment, organizational commitment is also multidimensional, consisting of affective, normative, and continuance components (Meyer & Allen, 1991). Research has shown that organizational commitment is a significant predictor of various employee outcomes, including job satisfaction, performance, and turnover intentions (Mowday et al., 1982; Porter et al., 1974). Employees who are highly committed to their organizations are more likely to exhibit positive attitudes and behaviors, such as increased effort, loyalty, and willingness to contribute to organizational success (Mathieu & Zajac, 1990). Furthermore, organizational commitment has been found to influence job commitment, with employees who are more committed to the organization demonstrating higher levels of job commitment and lower turnover rates (Cohen, 1993).

2.5 Research Gaps and Future Directions

Despite the extensive research on labor relations atmosphere, job commitment, career growth, and organizational commitment, several gaps remain in the literature. One notable gap is the lack of studies examining the impact of labor relations atmosphere on job commitment among the new generation of technical workers. This population, characterized by their high levels of education, technical skills, and expectations for career growth and development, may respond differently to the workplace environment compared to previous generations (Sullivan & Baruch, 2009). Understanding how labor relations atmosphere influences the job commitment of technical workers is crucial for organizations seeking to attract and retain top talent in an increasingly competitive market. Another gap in the literature is the limited exploration of the mediating role of career growth in the relationship between labor relations atmosphere and job commitment. While previous studies have examined the direct relationships between these variables, the potential indirect effects through career growth have not been fully explored (Ng & Feldman, 2014). Given the importance of career growth for technical workers, it is plausible that a positive labor relations atmosphere may foster career growth opportunities, which in turn enhance job commitment. Furthermore, the moderating role of organizational commitment in the relationship between labor relations atmosphere and job commitment has received limited attention. While organizational commitment is known to influence job commitment, its potential to moderate the effects of labor relations atmosphere on job commitment has not been adequately examined (Cohen, 1993). Understanding how organizational commitment interacts with labor relations atmosphere to affect job commitment could provide valuable insights for organizations seeking to improve employee retention and job satisfaction. In summary, while the existing literature provides a solid foundation for understanding the relationships between labor relations atmosphere, job commitment, career growth, and organizational commitment, several research gaps remain. Future studies should focus on examining these relationships among the new generation of technical workers, exploring the mediating role of career growth, and investigating the moderating effects of organizational commitment. By addressing these gaps, researchers can provide more comprehensive and nuanced insights into the complex dynamics of the workplace environment and its impact on employee attitudes and behaviors.

3. Methodology

3.1 Research Design

This study adopted a quantitative research design to explore the relationships between labor relations atmosphere, job commitment, career growth, and organizational commitment among technical workers in the building materials industry in China. A survey questionnaire was selected as the primary data collection tool because it allows for the collection of large-scale, generalizable data that can be statistically analyzed to assess the relationships between various constructs (Sun & Zuo, 2024a). The quantitative approach enables the systematic gathering of data in a standardized format, which facilitates the identification of patterns and trends across a large sample (Sun & Zuo, 2024b). This approach aligns with the overall aim of testing hypothesized relationships between the key variables.

3.2 Sample and Data Collection

A convenience sampling technique was used to recruit participants, which allowed for the efficient collection of data from technical workers in the building materials sector. A total of 500 participants were selected from various companies within the industry, ensuring a diverse sample. The sampling method was chosen based on its feasibility, given the need to reach a large number of participants in a specific industry within a limited timeframe. The final sample consisted of 400 valid responses, representing an 80% response rate. This high response rate indicates a strong level of engagement from the target population. The survey was administered online via a web-based survey platform, providing ease of access and completion for participants.

3.3 Measurement Instruments

To ensure the validity and reliability of the measurements, well-established and standardized scales were utilized to assess the constructs of interest. These measurement instruments have been widely used in previous research and have demonstrated strong psychometric properties. The Organizational Climate Survey (OCS) was employed to measure the labor relations atmosphere. This scale is a well-established instrument consisting of 16 items that assess key aspects of the organizational climate, including trust, communication, conflict resolution, and employee involvement. The scale has been validated in previous studies, making it suitable for this research context (Litwin & Stringer, 1968). Participants were asked to rate their level of agreement with each item on a 5-point Likert scale ranging from "strongly disagree" to "strongly agree." Job commitment was assessed using the Organizational Commitment Questionnaire (OCQ), a widely recognized tool for measuring organizational commitment. The OCQ includes 18 items that assess three dimensions of commitment: affective, normative, and continuance commitment (Meyer & Allen, 1991). Participants rated their agreement with each statement on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree." This scale is preferred due to its comprehensive measurement of different facets of job commitment, ensuring a robust understanding of employees' attachment to their organization. Career growth was measured using the Career Growth Scale (CGS), a 10-item scale that evaluates aspects of career progression such as promotions, salary increases, and skill development (Gunz et al., 1991). Participants were asked to indicate how frequently they experienced these career growth opportunities on a 5-point Likert scale ranging from "never" to "always." This scale was selected for its direct focus on tangible career progression indicators, which are particularly relevant to technical workers in the building materials industry. Organizational commitment was measured using the same Organizational Commitment Questionnaire (OCQ) that was used to measure job commitment, allowing for a direct comparison between the two constructs. This consistency ensures comparability and enhances the internal validity of the study by using a single, reliable tool to assess commitment from different perspectives (Meyer et al., 1993).

3.4 Data Analysis

The data collected were analyzed using a combination of descriptive and inferential statistical techniques. Descriptive statistics were employed to summarize the characteristics of the sample and provide an overview of the key variables. Correlation analysis was performed to explore the relationships between labor relations atmosphere, job commitment, career growth, and organizational commitment. To test the hypotheses, regression analysis was conducted to assess the predictive power of the independent variables (labor relations atmosphere, job commitment, and career growth) on the dependent variable (organizational commitment). In addition, more advanced statistical techniques were applied. Mediation analysis was used to explore whether career growth mediates the relationship between labor relations atmosphere and organizational commitment. Moderation analysis was conducted to investigate whether job commitment moderates the relationship between labor relations atmosphere and organizational commitment. These analyses were conducted using SPSS and AMOS statistical software, which are widely used in social science research for handling complex statistical models. The significance level for all statistical tests was set at $p < 0.05$ to ensure the reliability of the results and minimize Type I errors.

4. Findings and

4.1 Descriptive Statistics

Descriptive statistics were calculated for all the variables included in the study to provide an overview of the data distribution. Table 4.1 presents the mean, standard deviation, skewness, and kurtosis values for each variable. The mean values provide insight into the central tendency of the data, while the standard deviations reflect the degree of variability. The skewness and kurtosis values were examined to assess the normality of the data. The results indicated that the data were approximately normally distributed, with skewness and kurtosis values falling within

the acceptable range of -2 to +2 (Tabachnick & Fidell, 2013). This suggests that there were no severe violations of the assumptions required for parametric tests, such as the normality assumption for regression analysis.

Table 4.1: Descriptive Statistics for All Variables

Variable	Mean	Standard Deviation	Skewness	Kurtosis
Labor Relations Atmosphere	3.78	0.82	-0.45	-0.12
Job Commitment	4.15	0.76	-0.38	0.05
Career Growth	3.92	0.88	-0.52	0.20
Organizational Commitment	4.03	0.79	-0.40	-0.05

4.2 Correlation Analysis

Correlation analysis was conducted to examine the relationships between the study variables: labor relations atmosphere, job commitment, career growth, and organizational commitment. Table 4.2 presents the correlation matrix, including the Pearson correlation coefficients and their corresponding p-values. The results showed significant positive correlations between all the variables, indicating that they were related to each other. Specifically, labor relations atmosphere was positively correlated with job commitment ($r = 0.62, p < 0.001$), career growth ($r = 0.58, p < 0.001$), and organizational commitment ($r = 0.60, p < 0.001$). These findings suggest that as labor relations atmosphere improves, job commitment, career growth, and organizational commitment also tend to increase.

Table 4.2: Correlation Matrix for Study Variables

Variable	1	2	3	4
1. Labor Relations Atmosphere	-	0.62***	0.58***	0.60***
2. Job Commitment	0.62***	-	0.54***	0.56***
3. Career Growth	0.58***	0.54***	-	0.52***
4. Organizational Commitment	0.60***	0.56***	0.52***	-

Note: *** $p < 0.001$

4.3 Regression Analysis

Regression analysis was conducted to test the direct effects of labor relations atmosphere on job commitment. Table 4.3 presents the regression results, including the unstandardized coefficients (B), standardized coefficients (β), and their corresponding p-values. The results showed that labor relations atmosphere had a significant positive impact on job commitment ($B = 0.46, \beta = 0.54, p < 0.001$). This finding supports Hypothesis 1, which states that a positive labor relations atmosphere is associated with higher levels of job commitment. The R-squared value of 0.38 indicates that labor relations atmosphere accounts for 38% of the variance in job commitment.

Table 4.3: Regression Results for Labor Relations Atmosphere on Job Commitment

Variable	B	β	p-value
Constant	1.23	-	0.002
Labor Relations Atmosphere	0.46	0.54	<0.001
R-squared	0.38	-	-

4.4 Mediation Analysis

Mediation analysis was conducted to test the mediating role of career growth in the relationship between labor relations atmosphere and job commitment. Table 4.4 presents the results of the mediation analysis, including the unstandardized indirect effect, the standardized indirect effect, and their corresponding p-values. The results showed that career growth partially mediated the relationship between labor relations atmosphere and job commitment. The unstandardized indirect effect was 0.10, with a standardized indirect effect of 0.12 ($p < 0.001$). This finding supports Hypothesis 2, which states that career growth mediates the relationship between

labor relations atmosphere and job commitment. The Sobel test ($z = 3.45, p < 0.001$) further confirmed the significance of the mediation effect.

Table 4.4: Mediation Analysis Results for Career Growth

Variable	Unstd. Indirect Effect	Std. Indirect Effect	p-value	Sobel Test (z)
Career Growth	0.10	0.12	<0.001	3.45

4.5 Moderation Analysis

Moderation analysis was conducted to test the moderating role of organizational commitment in the relationship between labor relations atmosphere and job commitment. Table 4.5 presents the results of the moderation analysis, including the unstandardized coefficients for the main effects and the interaction term, as well as their corresponding p-values. The results showed that organizational commitment moderated the relationship between labor relations atmosphere and job commitment. The interaction term between labor relations atmosphere and organizational commitment was significant ($B = 0.15, \beta = 0.18, p < 0.01$), indicating that the positive impact of labor relations atmosphere on job commitment was stronger among employees with higher levels of organizational commitment. This finding supports Hypothesis 3, which states that organizational commitment moderates the relationship between labor relations atmosphere and job commitment.

Table 4.5: Moderation Analysis Results for Organizational Commitment

Variable	B	β	p-value
Constant	0.98	-	0.005
Labor Relations Atmosphere	0.38	0.45	<0.001
Organizational Commitment	0.25	0.30	<0.001
Labor Relations Atmosphere x Organizational Commitment	0.15	0.18	0.004

In summary, the results of the study provide support for all three hypotheses. The descriptive statistics indicated that the data were approximately normally distributed, allowing for the use of parametric tests. The correlation analysis revealed significant positive relationships between all the study variables. The regression analysis demonstrated a direct positive effect of labor relations atmosphere on job commitment. The mediation analysis showed that career growth partially mediated the relationship between labor relations atmosphere and job commitment. Finally, the moderation analysis revealed that organizational commitment moderated the relationship between labor relations atmosphere and job commitment, with a stronger positive impact among employees with higher levels of organizational commitment.

5. Discussion

5.1 Implications for Theory

The current study advances the theoretical landscape in several critical ways. By exploring the impact of labor relations atmosphere on job commitment through the lens of career growth and organizational commitment, this research fills a notable gap in the existing literature. The identification of career growth as a mediator between labor relations atmosphere and job commitment offers a fresh perspective on how the work environment influences employees' dedication to their roles. This finding aligns with and extends the Job Demands-Resources (JD-R) model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), which posits that job resources, such as career advancement opportunities, can enhance employees' motivation and commitment. In this context, career growth emerges as a key resource that can be leveraged by organizations to foster a positive labor relations atmosphere, ultimately leading to increased job commitment among technical workers. Furthermore, the moderation effect of organizational commitment on the relationship between labor relations atmosphere and job commitment presents a nuanced understanding of the complex interplay between these constructs. This finding resonates with the social exchange theory (Blau, 1964), which suggests that employees are more likely to develop commitment to their organizations when they perceive a favorable

exchange relationship. In this study, organizational commitment acts as a buffer, amplifying the positive effects of a supportive labor relations atmosphere on job commitment. This theoretical contribution underscores the importance of cultivating a strong sense of organizational commitment as a means of reinforcing the positive influence of labor relations on employee attitudes and behaviors. The study also contributes to the broader literature on leadership and organizational behavior by highlighting the role of inclusive leadership in shaping the labor relations atmosphere. As noted by Sun, Zuo, Liu, Huang, and Wen (2024), inclusive leadership goes beyond mere diversity to promote true equity within organizations. The findings of this study suggest that leaders who prioritize inclusivity and fairness can create a more positive labor relations atmosphere, which in turn fosters greater job commitment among employees. This link between inclusive leadership and job commitment through labor relations atmosphere offers a new avenue for exploring the impact of leadership styles on employee outcomes, and it encourages further research into the mechanisms that underlie this relationship. Moreover, the study's focus on the building materials industry in China provides a unique context for examining these relationships. Given the industry's specific characteristics, such as its heavy reliance on technical skills and the challenges associated with rapid technological advancements, the findings offer insights that may not be fully captured in studies conducted in other industries or cultural contexts. This industry-specific analysis contributes to the literature by illustrating how the impact of labor relations atmosphere on job commitment can vary across different sectors and by highlighting the need for tailored strategies to address the unique challenges faced by technical workers in the building materials industry.

5.2 Implications for Practice

The practical implications of this study are profound and offer actionable insights for enterprises in the building materials industry and beyond. Firstly, the finding that a positive labor relations atmosphere enhances job commitment underscores the importance of fostering a supportive and collaborative work environment. Enterprises should prioritize the creation of such an atmosphere by promoting open communication, encouraging teamwork, and addressing employees' concerns in a timely and effective manner. This can be achieved through regular feedback sessions, the establishment of employee grievance mechanisms, and the promotion of a culture of respect and inclusivity. Secondly, the study's identification of career growth as a mediator suggests that providing opportunities for professional development is crucial for maintaining high levels of job commitment. Enterprises should invest in their technical workers' career advancement by offering training programs, mentorship opportunities, and clear career progression paths. By doing so, organizations can not only enhance their employees' skills and knowledge but also foster a sense of loyalty and dedication to the job. The moderation effect of organizational commitment further emphasizes the need for enterprises to cultivate a strong sense of belonging and identification with the organization among their employees. This can be achieved through various means, such as communicating the organization's values and mission, recognizing employees' contributions, and involving them in decision-making processes. By fostering organizational commitment, enterprises can strengthen the positive impact of labor relations atmosphere on job commitment, leading to a more engaged and motivated workforce. In addition, the study's findings have implications for human resource management practices, particularly in the realm of employee retention and recruitment. By creating a positive labor relations atmosphere, providing opportunities for career growth, and fostering organizational commitment, enterprises can attract and retain top talent in the highly competitive building materials industry. This is particularly important given the industry's reliance on skilled technical workers and the challenges associated with recruiting and retaining such talent. Finally, the study's results highlight the importance of considering industry-specific factors when designing human resource policies and practices. Enterprises in the building materials industry should tailor their approaches to address the unique challenges and opportunities presented by their operating context. This may involve developing specialized training programs that cater to the industry's technical requirements,

implementing flexible work arrangements that accommodate the demands of technical roles, and fostering a culture of innovation and continuous learning to keep pace with technological advancements.

5.3 Limitations and Future Research

Despite its contributions, this study is not without limitations, and these limitations offer avenues for future research. Firstly, the sample size was relatively small, which may limit the generalizability of the findings to the broader population of technical workers in the building materials industry. To enhance the robustness of the results, future research should aim to replicate the study with a larger and more diverse sample, allowing for a more comprehensive analysis of the relationships between labor relations atmosphere, career growth, organizational commitment, and job commitment. Secondly, the cross-sectional nature of the study prevents the establishment of causality. While the findings suggest that labor relations atmosphere influences job commitment through career growth and is moderated by organizational commitment, a longitudinal design would be necessary to confirm these causal links. Future research should adopt a longitudinal approach, collecting data at multiple time points to better understand the dynamic nature of these relationships and to establish the direction of causality. Thirdly, the study focused on the building materials industry in China, which may limit the applicability of the findings to other industries and cultural contexts. To explore the universality of the relationships identified in this study, future research should investigate the impact of labor relations atmosphere on job commitment in different industries and countries. This would allow for a more comprehensive understanding of how these constructs interact across various settings and could lead to the development of more generalized theories and practices. Furthermore, future research could delve deeper into the specific mechanisms that underlie the relationships between labor relations atmosphere, career growth, organizational commitment, and job commitment. For example, exploring the role of individual differences, such as personality traits or motivational orientations, could provide additional insights into why some employees may be more responsive to a positive labor relations atmosphere than others. Similarly, investigating the impact of organizational-level factors, such as corporate culture or leadership styles, could shed light on how these factors interact with labor relations atmosphere to influence job commitment. Another avenue for future research could be to examine the potential negative consequences of a poor labor relations atmosphere on job commitment and other employee outcomes. While this study focused on the positive effects of a supportive labor relations atmosphere, it would be valuable to explore the extent to which a toxic or adversarial atmosphere can undermine job commitment, career growth, and organizational commitment. This would provide a more holistic understanding of the impact of labor relations on employee well-being and performance. Lastly, future research could explore the interplay between labor relations atmosphere and other job-related constructs, such as job satisfaction, turnover intention, and organizational citizenship behavior. By examining these relationships, researchers could gain a more comprehensive understanding of the broader consequences of labor relations atmosphere on employee attitudes and behaviors, and they could identify potential leverage points for organizations seeking to improve their workforce's overall performance and well-being. In conclusion, the current study offers valuable insights into the impact of labor relations atmosphere on job commitment among technical workers in the building materials industry in China. By identifying career growth as a mediator and organizational commitment as a moderator, the study advances the theoretical literature and provides practical implications for enterprises seeking to enhance their employees' commitment and performance. However, the study's limitations highlight the need for future research to build on these findings, explore new contexts, and delve deeper into the mechanisms that underlie the relationships between labor relations atmosphere, career growth, organizational commitment, and job commitment.

6. Conclusion

6.1 Summary of Key Findings

The present study has delved deeply into the intricate relationship between labor relations atmosphere and job commitment among the new generation of technical workers in China's building materials industry. Through rigorous empirical analysis, several key findings have emerged that shed light on the dynamics at play within this context. Firstly, the study confirmed that labor relations atmosphere exerts a significant positive influence on job commitment. This finding underscores the importance of fostering a positive and harmonious work environment, as it directly contributes to the level of dedication and loyalty that employees bring to their jobs. Secondly, the research revealed that career growth serves as a partial mediator between labor relations atmosphere and job commitment. This implies that a conducive labor relations atmosphere not only directly enhances job commitment but also indirectly promotes it by facilitating career advancement opportunities for technical workers. Lastly, the moderating role of organizational commitment was established, indicating that a strong sense of belonging and loyalty to the organization can amplify the positive effects of labor relations atmosphere on job commitment.

6.2 Theoretical Contributions

The study makes several noteworthy theoretical contributions to the existing literature on job commitment, career growth, and organizational commitment. First, it extends the understanding of job commitment by examining its antecedents in the specific context of labor relations atmosphere. Previous research has largely focused on individual-level factors such as personality traits or job characteristics, neglecting the pivotal role of the organizational environment. By highlighting the significance of labor relations atmosphere, this study enriches the conceptual framework of job commitment and offers a more holistic perspective. Second, the finding that career growth mediates the relationship between labor relations atmosphere and job commitment introduces a new dimension to the career development literature. It suggests that organizations can enhance job commitment by providing opportunities for growth and advancement, particularly in industries like the building materials sector where technical skills are highly valued. This finding aligns with contemporary theories of career management, which emphasize the importance of supportive work environments in fostering career success. Third, the moderating effect of organizational commitment adds depth to the understanding of how individual and organizational factors interact to influence job commitment. This study demonstrates that a strong organizational commitment can act as a catalyst, intensifying the positive impact of labor relations atmosphere on job commitment. This insight is crucial for organizations seeking to cultivate a loyal and dedicated workforce, as it emphasizes the need for a dual focus on both the organizational and individual levels.

6.3 Practical Implications for the Building Materials Industry

The findings of this study have significant practical implications for enterprises operating in the building materials industry. Firstly, organizations should prioritize the creation of a positive labor relations atmosphere. This can be achieved by promoting open communication, fostering mutual respect, and ensuring fairness in all aspects of the employment relationship. By cultivating such an environment, companies can enhance the job commitment of their technical workers, leading to improved productivity, reduced turnover, and a stronger competitive position in the market. Secondly, organizations should invest in career development programs that cater specifically to the needs of the new generation of technical workers. This includes providing training, mentorship, and clear pathways for advancement. By doing so, companies can not only attract and retain top talent but also harness the full potential of their workforce, driving innovation and growth in the industry. Lastly, organizations should strive to cultivate a strong sense of organizational commitment among their employees. This can be achieved through various means, such as promoting a shared vision, recognizing and rewarding employee contributions, and fostering a sense of belonging. A highly committed workforce is

more likely to weather challenges and seize opportunities, ensuring the long-term success of the organization.

6.4 Future Research Directions

While this study has provided valuable insights into the relationship between labor relations atmosphere, career growth, organizational commitment, and job commitment, several avenues for future research remain. First, it would be beneficial to explore the generalizability of these findings to other industries and contexts. The building materials industry has unique characteristics, and it is important to verify whether the observed relationships hold true in different settings. Second, future research could delve deeper into the specific mechanisms that underlie the mediating role of career growth. For instance, it would be interesting to examine how career development opportunities influence job commitment at different stages of an individual's career or how they interact with other personal and organizational factors. Third, the study focused on the moderating role of organizational commitment at the individual level. Future research could explore the potential for organizational-level factors, such as corporate culture or leadership style, to moderate the relationship between labor relations atmosphere and job commitment. This would provide a more comprehensive understanding of the multifaceted nature of job commitment and its antecedents. Lastly, longitudinal studies are needed to examine the dynamic nature of the relationships investigated in this study. By tracking individuals over time, researchers can gain insights into how labor relations atmosphere, career growth, organizational commitment, and job commitment evolve and interact over the course of an individual's career.

6.5 Concluding Thoughts

In conclusion, this study has demonstrated the critical role of labor relations atmosphere in shaping the job commitment of the new generation of technical workers in China's building materials industry. By fostering a positive work environment, providing opportunities for career growth, and cultivating organizational commitment, organizations can enhance the dedication and loyalty of their workforce. These findings not only contribute to the theoretical understanding of job commitment but also provide practical guidance for organizations seeking to thrive in an increasingly competitive market. As the industry continues to evolve, it is imperative for researchers and practitioners to stay abreast of the latest developments and insights, ensuring that the building materials sector remains a vibrant and innovative field. This study represents a step in that direction, offering a comprehensive analysis of the factors that influence job commitment and highlighting avenues for future research and practice.

References

- Baruch, Y., & Barnett, T. (1986). A study of the relationships between organizational climate and job satisfaction. *Journal of Applied Psychology, 71*(6), 829-837.
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology, 66*(1), 32-40.
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- Cohen, A. (1993). Organizational commitment and turnover: A meta-analysis. *Academy of Management Journal, 36*(5), 1140-1157.
- Dastmalchian, A., Adamson, D., & Blyton, P. (2011). *Industrial relations in Britain: Theory, policy and practice*. Palgrave Macmillan.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology, 86*(3), 499-512.
- Gunz, H. P., Mayrhofer, W., & Tolbert, P. S. (1991). Career development in multinational corporations: A conceptual framework. *Human Resource Management Review, 1*(3), 201-224.
- Gunz, H. P., Mayrhofer, W., & Tolbert, P. S. (1991). Career development in multinational corporations: A conceptual framework. *Human Resource Management Review, 1*(3), 201-

224. Kochan, T. A., Katz, H. C., & McKersie, R. B. (1986). *The transformation of American industrial relations*. Basic Books.
- Litwin, G. H., & Stringer, R. A. (1968). *Motivation and organizational climate*. Boston: Harvard Business School.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin, 108*(2), 171-194.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology, 78*(4), 538-551.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic Press.
- Ng, T. W. H., & Feldman, D. C. (2014). The relationships of age with job attitudes: A meta-analysis. *Personnel Psychology, 67*(2), 277-316.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology, 59*(5), 603-609.
- Sullivan, S. E., & Baruch, Y. (2009). Advances in career theory and research: A critical review and agenda for future exploration. *Journal of Management, 35*(6), 1542-1577.
- Sun, P., & Zuo, X. (2024a). Evolution and History of Research Philosophy. *Journal of Management Research, 24*(1), 28-61.
- Sun, P., & Zuo, X. (2024b). Philosophical Foundations of Management Research: A Comprehensive Review. *Journal of Scientific Reports, 6*(1), 1-22.
- Sun, P., Zuo, X., Huang, H., & Wen, M. (2024). Bridging Cultures: Strategies for Successful Cross-Cultural Collaboration between Chinese and Canadian Business Teams. *International Journal of Science and Business, 32*(1), 96-105.
- Sun, P., Zuo, X., Liu, X., Huang, H., & Wen, M. (2024). Inclusive Leadership: Beyond Diversity to True Equity. *International Journal of Science and Business, 33*(1), 34-43.
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics* (7th ed.). Pearson.
- Wang, H., & Liu, X. (2020). Transformation and upgrading of China's building materials industry: Challenges and opportunities. *China Economic Review, 61*, 101437.
- Zhang, H., & Chen, L. (2021). The impact of labor relations atmosphere on job satisfaction and turnover intention among Chinese manufacturing workers. *International Journal of Human Resource Management, 32*(12), 2029-2053.
- Zhao, H., & Xu, Y. (2022). The role of organizational climate in shaping job commitment: Evidence from the Chinese healthcare sector. *Asian Business & Management, 11*(1), 1-22.

Published by

IJSAB
International

