

Leadership Influences on Employee Satisfaction and Organizational Commitment in Chinese Technology Firms

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ABSTRACT

This paper develops an integrative framework to explain how leadership influences employee satisfaction and organizational commitment in Chinese technology firms. Drawing on contemporary leadership and organizational behavior literature, the study synthesizes theoretical perspectives to clarify the mechanisms through which leadership behaviors shape employees' evaluative and affective attitudes in innovation-intensive environments. The framework positions employee satisfaction as a central attitudinal outcome of leadership and a key pathway through which organizational commitment is formed. By situating these relationships within the institutional and competitive context of China's technology sector, the paper highlights the importance of leadership behaviors that foster support, trust, and meaningful work under conditions of high performance pressure. Beyond theoretical integration, the study discusses managerial and policy implications related to leadership development, retention, and sustainable human resource practices. The paper also outlines directions for future empirical research, proposing the use of structural equation modeling, multilevel designs, and longitudinal approaches to validate and extend the framework. Overall, the study contributes to leadership and organizational behavior scholarship by offering a context-sensitive perspective on workforce sustainability in rapidly growing technology firms.

KEYWORDS: Leadership; Employee satisfaction, Organizational commitment, Workforce sustainability, Organizational behavior

I. INTRODUCTION

Chinese technology firms operate in an environment characterised by rapid scaling, intense product-cycle compression, and continuous competitive repositioning, where innovation capability is a primary source of advantage and survival. Evidence from studies of China's "Big Tech" and high-tech enterprise ecosystems shows that firms face persistent pressures to upgrade innovation capabilities and manage human-capital constraints that can impede innovation performance (Hernani-Merino et al., 2025; Huang et al., 2023). In such innovation-intensive settings, human capital becomes the critical production factor, and leadership quality is central to sustaining high performance without eroding employee well-being and retention capacity. From a work-design perspective, technologically driven change can amplify job demands while also reshaping job resources; the Job Demands-Resources (JD-R) framework remains widely used to explain how resources (including leadership) protect motivation and well-being under intensified demands (Bakker & Demerouti, 2023; Scholze et al., 2024). Consequently, employee satisfaction and organizational commitment become strategically

important because they influence discretionary effort, cooperation in knowledge work, and workforce stability capabilities that are difficult to replicate in fast-moving technology markets. Meta-analytic evidence also continues to support that organizational support and related relational resources are positively associated with both job satisfaction and organizational commitment, reinforcing the view that people-management and leadership signals matter for attitudinal outcomes (Yan et al., 2024).

Despite a substantial leadership literature, three gaps motivate the present paper. First, findings on leadership-attitude relationships can appear fragmented because studies vary in leadership constructs (e.g., transformational, ethical, supportive, empowering), operationalisations of attitudes, and contextual boundary conditions, making it difficult to derive a cohesive explanation for innovation-driven Chinese technology environments (Agag et al., 2025; Bakker & Demerouti, 2023). Second, scholarship frequently over-relies on single leadership styles or isolates one attitudinal outcome (e.g., satisfaction or commitment), which can underrepresent the interconnected nature of employee attitudes particularly where satisfaction can function as a proximal attitude that shapes longer-term psychological attachment to the organization (Yan et al., 2024). Third, comparatively fewer integrative frameworks are explicitly tailored to the China technology-sector context, where high innovation pressure, rapid organizational change, and evolving work norms can alter how leadership behaviors translate into employee attitudes (Hernani-Merino et al., 2025; Scholze et al., 2024). These limitations suggest a need for a clearer integrative account of *how* leadership influences satisfaction and commitment under conditions typical of Chinese technology firms.

To address these gaps, this paper pursues three objectives:

1. To synthesise leadership perspectives most relevant to employee satisfaction in Chinese technology firms by integrating relational and resource-based explanations of leadership's effects on employee attitudes (Bakker & Demerouti, 2023; Yan et al., 2024).
2. To explain leadership mechanisms shaping organizational commitment by theorising how leadership-driven resources (e.g., perceived support, trust, meaning, empowerment) translate into stronger psychological attachment and reduced withdrawal tendencies (Yan et al., 2024; Jiatong et al., 2022).
3. To propose an integrative framework that links leadership influences → employee satisfaction → organizational commitment, with attention to boundary conditions relevant to innovation-intensive Chinese technology organizations (Hernani-Merino et al., 2025; Scholze et al., 2024).

Theoretical significance. By integrating complementary explanations (e.g., relational support and resource-based pathways), the paper clarifies why leadership can simultaneously influence satisfaction and commitment and why these attitudes should be treated as interconnected rather than isolated outcomes (Bakker & Demerouti, 2023; Yan et al., 2024). The framework also responds to calls for more

coherent cross-context understanding of transformational leadership effects by specifying context-relevant mechanisms and boundary conditions (Agag et al., 2025).

Managerial relevance. For leaders in Chinese technology firms, the model provides a practical logic for prioritising leadership behaviors that build attitudinal resources particularly those that strengthen perceived support and resource availability under innovation pressure because these attitudes are tied to retention and sustained performance in knowledge work (Bakker & Demerouti, 2023; Yan et al., 2024).

Contextual contribution (China's tech industry). By grounding the framework in dynamics observed in China's high-tech and big-tech environments (innovation capability pressures and human-capital constraints), the study offers a context-sensitive platform for subsequent empirical testing and theory refinement within Chinese technology firms rather than relying solely on general leadership models developed in different institutional settings (Hernani-Merino et al., 2025; Huang et al., 2023).

II. LITERATURE REVIEW

Leadership is particularly consequential in knowledge-intensive environments such as Chinese technology firms—because work is complex, interdependent, and innovation-driven. In these contexts, employees face rapid change, continuous learning demands, and coordination pressure across teams and projects. Leaders' behaviors can therefore function as "sensegiving" mechanisms: they help employees interpret ambiguity, sustain motivation, and maintain commitment under high job demands. Empirical work using Chinese samples shows that leadership behaviors can shape engagement pathways and downstream outcomes across time and across teams, supporting the premise that leadership is not merely an interpersonal factor but a core organizational resource in knowledge work (Wang et al., 2023).

A. Employee Satisfaction

Employee satisfaction (job satisfaction) is typically defined as a positive evaluative judgment about one's job or job experiences reflecting the degree to which work meets needs, values, and expectations. Contemporary studies continue to treat satisfaction as a central attitudinal indicator because it captures employees' overall appraisal of their work situation and predicts important organizational outcomes such as retention intentions and performance-related behaviors (Aljumah et al., 2023).

A widely used boundary-setting distinction divides satisfaction into intrinsic and extrinsic dimensions. Intrinsic satisfaction refers to fulfillment derived from the work itself (e.g., meaningful tasks, achievement, autonomy, growth), whereas extrinsic satisfaction is linked to contextual and instrumental rewards (e.g., pay, benefits, supervision quality, job security, and working conditions) (Aljumah et al., 2023). This distinction is particularly relevant in high-performance technology firms,

where employees may tolerate high intensity and ambiguity if intrinsic rewards (learning, impact, status, innovation excitement) are strong, yet may become dissatisfied when extrinsic supports (fairness, workload sustainability, supportive supervision) are perceived as insufficient.

B. Organizational Commitment

Organizational commitment is commonly discussed through three components affective, continuance, and normative commitment representing emotional attachment, perceived costs of leaving, and felt obligation to stay, respectively. While the classic three-component model originates earlier, recent scholarship continues to operationalize these dimensions in contemporary organizational studies and demonstrates their distinct relationships with work outcomes and managerial effectiveness (Wziątek-Staśko, 2023).

In innovation-driven firms, affective commitment is often viewed as the most strategically valuable component because it reflects identification and emotional attachment rather than constraint-based staying. Employees who want to stay (affective) are more likely to contribute discretionary effort, adapt to change, and sustain learning behaviors capabilities essential in technology sectors characterized by continuous innovation cycles. Recent evidence also emphasizes the relational antecedents of commitment (e.g., trust in leaders), reinforcing that commitment is partly constructed through leadership signals and social exchange processes (Lee et al., 2025).

C. Theoretical Foundations

Social Exchange Theory (SET) explains employee attitudes as products of reciprocity and perceived balance in the employment relationship. When employees perceive that leaders and organizations invest in them through support, fairness, and recognition they tend to reciprocate with positive attitudes and loyalty. In this view, leadership behaviors become proximal cues of organizational intent and moral standing. Studies applying SET commonly highlight mechanisms such as perceived organizational support, procedural justice, and trust, linking them to job attitudes and commitment-relevant outcomes (Rajâa et al., 2025). The SET lens is therefore well-suited to explain why leadership quality shapes satisfaction and commitment: employees interpret leadership as evidence of whether the organization values them and can be trusted.

JD-R theory provides a complementary explanation by proposing that employee well-being and attitudes depend on the balance between job demands (e.g., workload, time pressure, emotional strain) and job resources (e.g., autonomy, support, feedback, meaning). A major contemporary synthesis ("Ten Years Later") emphasizes that resources not only buffer demands but also activate motivational processes that enhance engagement and positive attitudes (Bakker & Demerouti, 2023). Leadership is frequently conceptualized as a key job resource because leaders can increase autonomy,

clarify role expectations, provide feedback, remove obstacles, and strengthen meaning—thereby improving satisfaction and commitment under high demands.

Recent developments also extend JD-R toward more dynamic and contextualized formulations, emphasizing that resource–demand relationships can shift over time and under different work connectivity patterns (Li et al., 2025). This is especially relevant in technology firms where after-hours connectivity and project urgency may elevate demands, making leadership-provided resources even more consequential for sustaining satisfaction and commitment.

D. Social Learning and Role-Modeling Perspectives

Social learning and role-modeling perspectives suggest that employees learn norms and expected behaviors by observing influential figures, particularly leaders. Leaders act as salient models for how to handle ethical dilemmas, collaborate, respond to pressure, and treat others; these cues shape trust, climate perceptions, and attitudinal evaluations. Evidence from workplace learning research supports the idea that leader behavior can function as an “instructional signal,” shaping how employees interpret acceptable conduct and how they invest in learning and development—factors that feed into satisfaction and longer-term attachment (Hillberg Jarl et al., 2024). Thus, leadership influences attitudes not only through exchange and resources but also through normative modeling and sensemaking.

E. Leadership Influences on Employee Satisfaction

Transformational leadership is theoretically linked to satisfaction because it elevates meaning and reinforces the perceived value of one’s work contributions. By articulating an inspiring vision and encouraging intellectual stimulation, transformational leaders can strengthen intrinsic satisfaction (e.g., purpose, growth) while also improving extrinsic satisfaction through better communication and role clarity (Deng et al., 2023). Empirical evidence continues to support associations between transformational leadership and attitudinal outcomes, including engagement and commitment-related variables that overlap conceptually with satisfaction pathways (Jiatong et al., 2022).

Empowering leadership complements transformational leadership by increasing autonomy and responsibility, which are core job resources within JD-R theory. In knowledge work, empowerment can enhance satisfaction by increasing perceived control, competence, and ownership of outcomes. Contemporary studies in leading journals continue to examine empowering leadership as a driver of engagement-related attitudes and motivation-relevant outcomes, supporting its inclusion in an integrated framework of leadership influences (Sage, 2024; Tandfonline, 2025).

Ethical leadership is expected to influence satisfaction through trust and fairness mechanisms. Where leaders behave consistently, communicate transparently, and enforce norms fairly, employees experience reduced uncertainty and perceive the employment relationship as more respectful and

predictable. Recent research links ethical leadership with commitment-related mechanisms and psychological ownership, indicating that ethical conduct can deepen employees' emotional attachment and satisfaction with the organizational environment ("Your character is my commitment," 2025). Similarly, work on ethical leadership in applied settings highlights that trust and justice perceptions are key attitudinal pathways connecting ethical leader behaviors to job satisfaction and related outcomes (Baydeniz et al., 2025).

Chinese technology firms often operate under conditions of intense performance pressure, rapid product cycles, and strong competition for innovation leadership. These contextual conditions can amplify the salience of leadership as a resource: when demands escalate, employees increasingly depend on leaders for meaning, prioritization, psychological safety, and sustainable workload practices. Research examining China's "996" pattern (long working hours culture) demonstrates how high-intensity working arrangements can shape labor experiences and employee well-being, making leadership practices critical for sustaining satisfaction and reducing attitudinal withdrawal (Zheng, 2023). Thus, leadership in Chinese technology firms should be conceptualized as operating under high demands, where the capacity to provide resources (support, autonomy, clarity) and to establish fair norms becomes central to employees' satisfaction judgments.

F. Leadership Influences on Organizational Commitment

A central proposition in attitudinal research is that satisfaction functions as a proximal evaluation that can translate into stronger organizational attachment over time. When employees feel satisfied particularly with intrinsic features like meaningful work and growth opportunities they are more likely to develop emotional attachment and identification with the organization. This "attitudinal spillover" logic aligns with both SET (positive exchange leads to loyalty) and JD-R (resources foster motivation and attachment). Empirical work linking leadership to engagement/commitment patterns in Chinese samples supports the plausibility of these mediated attitudinal pathways (Jiatong et al., 2022).

Leadership can also shape commitment directly through identification and relational attachment mechanisms. Transformational leaders create a compelling collective identity and strengthen belonging, which can increase affective commitment even beyond satisfaction. Ethical leadership reinforces moral legitimacy and trust, which similarly enhances attachment and reduces cynicism. Contemporary evidence on trust in leader and its associations with different forms of commitment reinforces that leader credibility is a meaningful antecedent for commitment patterns, including affective and normative forms (Lee et al., 2025). Together, these findings justify including both indirect (via satisfaction) and direct leadership-to-commitment pathways in your framework.

In China's technology sector, organizational culture and performance norms can shape how leadership translates into commitment. High-performance expectations and long working hours may elevate continuance pressures (staying due to costs) while simultaneously threatening affective commitment

if employees perceive unsustainable demands or unfair treatment. Research on the “996” working pattern illustrates how institutionalized overwork can become a defining feature of labor relations in the tech industry, potentially undermining long-term attachment unless leadership actively fosters fairness, meaning, and sustainable resource practices (Zheng, 2023). Therefore, conceptual models should explicitly recognize these contextual factors as boundary conditions that may strengthen or weaken leadership’s influence on satisfaction and commitment.

III. METHODOLOGY

This study adopts a conceptual research methodology grounded in theory synthesis and integrative reasoning rather than empirical hypothesis testing. Conceptual frameworks are particularly appropriate when existing empirical findings are fragmented and when a phenomenon requires theoretical consolidation across multiple perspectives (Jaakkola, 2020; Gilson et al., 2021). Accordingly, the present study develops a Predictor-Mediator-Criterion (PMC) framework to explain how transformational leadership shapes employee attitudes in Chinese technology firms, with contextual relevance to Huawei Technologies. The PMC approach enables a structured articulation of causal logic by identifying leadership as the primary predictor, psychological and relational mechanisms as mediators, and employee attitudes as criterion outcomes, while incorporating contextual moderators that reflect institutional and environmental complexity.

Transformational leadership (TL) is positioned as the central independent variable in the framework. TL is widely conceptualized as a leadership style that motivates followers to transcend self-interest through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Eva et al., 2021; Banks et al., 2022). In technology-intensive environments, where employees face continuous innovation pressure and uncertainty, transformational leaders play a critical role in articulating vision, fostering meaning, and encouraging adaptive learning. Recent leadership scholarship consistently demonstrates that TL is particularly effective in high-demand contexts because it aligns employees’ values with organizational goals while strengthening intrinsic motivation and resilience. These characteristics make TL a theoretically robust predictor of employee attitudes in Chinese high-technology firms.

This study adopts a conceptual theory-building methodology to explain how leadership influences employee satisfaction and organizational commitment in Chinese technology firms. Rather than empirically testing relationships, the methodology focuses on systematically synthesising contemporary leadership and organizational behavior literature to construct a theoretically grounded framework that can guide future empirical investigation. Conceptual approaches of this nature are particularly appropriate when existing findings are fragmented, context-dependent, or insufficiently integrated, as is the case with leadership-attitude relationships in high-technology and innovation-intensive environments (Zyphur, Bonner, & Tay, 2023).

The proposed conceptual framework is structured around a central attitudinal pathway in which leadership behaviors influence employee satisfaction, which subsequently shapes organizational commitment. This sequence is grounded in the assumption that leadership primarily exerts its influence through employees' evaluative and affective responses to their work environment. Recent leadership research consistently demonstrates that positive leadership behaviors particularly transformational, supportive, and empowering forms are strongly associated with higher levels of job satisfaction, psychological well-being, and positive work attitudes (Banks et al., 2022; Hoch et al., 2021). In knowledge-intensive settings such as Chinese technology firms, where employees face high performance demands and rapid change, leadership behaviors play a critical role in shaping how employees interpret these demands and assess their employment relationship.

The framework further incorporates multi-path logic, acknowledging that leadership may influence organizational commitment both directly and indirectly. While satisfaction is theorized as a key mediating mechanism, leadership behaviors may also foster commitment directly by strengthening value alignment, identification with organizational goals, and perceptions of long-term relational exchange. This dual-path logic reflects contemporary leadership models that recognize attitudinal processes as complex and non-linear rather than strictly sequential (Eva et al., 2021).

In addition, the framework is explicitly multi-level in nature. Leadership operates within nested organizational structures, particularly in large technology firms where employees are embedded in teams, departments, and project units. Leadership can therefore be conceptualized both as an individual-level perception and as a shared leadership climate at the team or unit level. Prior studies suggest that leadership climates exert cross-level influences on employee attitudes, shaping satisfaction and commitment beyond individual leader-follower interactions (Njaramba et al., 2025). Recognizing this multi-level structure enhances the theoretical realism of the framework and provides a foundation for future multilevel empirical testing.

The framework is designed to be compatible with structural equation modeling (SEM) as a future validation strategy. SEM is widely recommended for leadership and organizational research because it enables simultaneous estimation of measurement and structural relationships, allows for mediation testing, and supports comparison of alternative theoretical models (Zyphur et al., 2023). By articulating constructs and paths clearly at the conceptual stage, the framework facilitates methodological rigor in subsequent empirical studies.

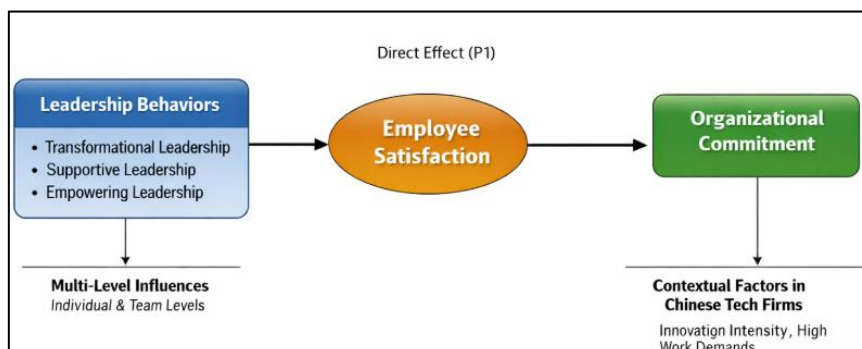


Figure 1. Conceptual Framework

Building on the conceptual framework, three core propositions are advanced. These propositions are derived deductively from established theory and supported by recent empirical syntheses. First, leadership behaviors are expected to positively influence employee satisfaction. Transformational and supportive leadership behaviors such as articulating a compelling vision, providing individualized consideration, and fostering autonomy have been shown to enhance employees' intrinsic motivation and positive affect toward their work. Recent meta-analytic evidence confirms a robust relationship between transformational leadership and job satisfaction across organizational contexts, including high-pressure and public-sector environments (Banks et al., 2022). Accordingly, leadership is conceptualized as a critical antecedent of employee satisfaction in Chinese technology firms.

Second, employee satisfaction is expected to positively influence organizational commitment. Satisfaction reflects employees' overall evaluation of their work experience and serves as a psychological foundation for affective attachment to the organization. Recent studies continue to demonstrate that satisfied employees are more likely to develop stronger affective commitment, exhibit loyalty, and express willingness to remain with their organization (Morais, Ferreira, & Lopes, 2024). In technology firms where human capital retention is strategically vital, satisfaction is therefore positioned as a central determinant of organizational commitment.

Third, leadership behaviors are expected to exert an indirect effect on organizational commitment through employee satisfaction. This mediating relationship reflects an attitudinal spillover mechanism in which leadership shapes satisfaction, which then translates into stronger commitment. Contemporary leadership models increasingly emphasize such indirect pathways, arguing that leadership effects on long-term outcomes are largely transmitted through proximal attitudinal states rather than direct behavioral control (Eva et al., 2021; Banks et al., 2022). This proposition integrates the first two propositions into a coherent explanatory mechanism and represents the core theoretical contribution of the framework.

IV. DISCUSSION AND CONCLUSION

G. Theoretical Implications

This study contributes to leadership and employee attitude research in several important ways. First, it advances leadership theory by shifting the focus from isolated leadership styles toward a more integrated understanding of how leadership behaviors collectively influence employee satisfaction and organizational commitment. Recent leadership scholarship has called for greater theoretical integration, arguing that employees experience leadership as a pattern of behaviors rather than as discrete styles (Eva et al., 2021; Banks et al., 2022). By conceptually linking leadership influences to multiple attitudinal outcomes, this study responds to these calls and enriches the nomological network surrounding leadership and employee attitudes.

Second, the framework contributes to employee attitude literature by positioning satisfaction as both an outcome of leadership and a key psychological mechanism through which organizational commitment is formed. While prior research has often examined satisfaction and commitment separately, contemporary studies increasingly emphasize their interdependence and sequential nature (Meyer & Allen, 2021; Newman et al., 2022). By integrating these constructs within a unified leadership-based framework, this study clarifies how leadership behaviors simultaneously shape short-term evaluative responses (satisfaction) and longer-term emotional attachment (affective commitment).

Third, the study extends leadership research into the context of Chinese technology firms, which are characterized by high performance pressure, rapid innovation cycles, and intense human capital competition. Recent reviews highlight the need for context-sensitive leadership theorizing, particularly in non-Western and high-growth industries (Chen et al., 2022; Zhang et al., 2023). This conceptual contribution underscores the importance of situating leadership-attitude relationships within specific institutional and cultural environments.

H. Managerial Implications

From a managerial perspective, the findings underscore leadership as a critical lever for enhancing employee satisfaction and strengthening organizational commitment in Chinese technology firms. In environments marked by long working hours, frequent change, and demanding performance targets, leadership behaviors that provide meaning, recognition, and support are essential for maintaining positive employee attitudes (Wang et al., 2022; Li et al., 2023).

First, the framework highlights the importance of leadership development initiatives that go beyond technical competence to include interpersonal, motivational, and ethical dimensions. Contemporary leadership development research emphasizes that leaders who communicate vision, demonstrate concern for employee well-being, and foster trust are more effective in sustaining engagement and commitment in knowledge-intensive organizations (Day et al., 2021; Kim & Beehr, 2023). Chinese technology firms should therefore invest in leadership training programs that cultivate relational and people-centered leadership capabilities alongside innovation leadership skills.

Second, the study offers practical insights for retention and engagement strategies. As employee satisfaction is conceptually positioned as a precursor to organizational commitment, managers should view satisfaction-enhancing leadership behaviors as preventive mechanisms against turnover and disengagement. Recent empirical evidence suggests that leadership-driven satisfaction plays a pivotal role in retaining skilled employees in competitive labor markets (Lee et al., 2022; Zhang & Tu, 2024). Thus, leadership effectiveness should be embedded into talent management and performance evaluation systems.

I. Policy and Organizational Implications

At the organizational and policy levels, this study highlights the need for sustainable human resource practices that align leadership development with long-term workforce stability. In high-growth technology industries, rapid expansion often outpaces the development of leadership pipelines, creating risks of burnout, disengagement, and talent loss (OECD, 2022; Cooke et al., 2023). The conceptual framework suggests that leadership practices should be institutionalized through formal HR policies that prioritize employee well-being, fair treatment, and career development.

Moreover, the findings support the strategic development of leadership pipelines that ensure continuity and consistency in leadership quality. Recent research emphasizes that sustainable organizational performance depends on systematic leadership succession planning and continuous leadership capability building (Clarke, 2021; McDonnell et al., 2023). For Chinese technology firms, aligning leadership pipelines with organizational growth strategies can enhance both employee attitudes and organizational resilience.

J. Limitations and Future Research Directions

Despite its contributions, this study is subject to several limitations inherent in conceptual research. First, the framework is theory-driven and does not provide empirical evidence regarding the strength or direction of proposed relationships. As such, the arguments advanced in this paper require empirical validation to establish their generalizability and robustness.

Second, the conceptual scope is intentionally focused on leadership influences on employee satisfaction and organizational commitment, which may overlook other relevant variables such as compensation systems, job design, team climate, or organizational justice. Future research could extend the framework by incorporating these complementary factors to develop a more comprehensive explanatory model (Hwang et al., 2022).

Future studies are encouraged to empirically test the proposed framework using rigorous research designs. Survey-based structural equation modeling (SEM) would be particularly suitable for examining mediation pathways between leadership behaviors, satisfaction, and commitment (Hair et al., 2022). Additionally, multilevel research designs can capture the nested nature of leadership processes within teams and organizations, while longitudinal or time-lagged designs can strengthen causal inference and reduce common method bias (Podsakoff et al., 2021; Zyphur et al., 2023).

K. Conclusion

This study provides a theoretically grounded framework explaining how leadership influences employee satisfaction and organizational commitment in Chinese technology firms. By integrating leadership perspectives with employee attitude research, the paper advances understanding of how leadership behaviors function as strategic resources in high-performance, innovation-driven environments.

The study contributes to leadership and organizational behavior literature by offering an integrative, context-sensitive perspective that moves beyond fragmented analyses of leadership styles and isolated employee outcomes. In doing so, it lays a conceptual foundation for future empirical investigations and informs leadership development, HR strategy, and policy formulation. Ultimately, the findings underscore that effective leadership is central to sustaining employee well-being, commitment, and workforce sustainability in China's rapidly evolving technology sector.

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