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THE IMPACT OF TRUST, JOB INVOLVEMENT AND ORGANISATIONAL COMMITMENT ON THE QUALITY OF LEADERSHIP

Abstract: *In this paper, the authors delve into the pivotal connection between organizational loyalty and the ways in which leadership trust influences this bond. To scrutinize this association, the authors gathered survey responses from over 500 individuals. The data was subsequently examined through both descriptive and inferential statistical methods. The results from this study provide key insights for managerial personnel in fostering and sustaining an affirmative workplace environment that encourages high degrees of organizational loyalty.*

The authors also furnish a theoretical framework around the notion of lateral leadership, a concept that underscores the importance of trust, power, and mutual understanding as crucial elements of influence within an organization, aimed at improving leadership quality.

In sum, the study underscores the imperative for corporations to put their employees' commitment at the forefront and deliver efficient leadership that nurtures trust and cooperative collaboration.

Keywords: *leadership, leadership influence mechanism, trust, job involvement, organisational commitment, job engagement*

1. Introduction

It is one of the most crucial factors in determining the success of any company to have employees who are as passionate and committed to the firm as they possibly can be. This is especially true in light of the numerous problems that modern businesses must face. When evaluating the performance of a firm, this is one of the most crucial factors to take into consideration. Workers who are dedicated to their work, loyal to their employer, and determined to perform to the best of their abilities in their respective positions make up the foundation and the

capstone of an organization's potential to maximize the performance of its operations. This is because workers who are devoted to their work are also more likely to perform to the best of their abilities in their employment. Because of the increasing level of competition in today's marketplaces and the quick speed of digital transformation, no firm can afford to rely on staff members who are only adequate or who only partially devote themselves to the required changes. This is because no company can afford to rely on staff members who are simply sufficient. Additionally, it is essential to avoid frequent personnel shifts, which are

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the source of high employee turnover rates. These rates are generated by frequent staff changes. One strategy for achieving this goal is to reduce the frequency with which members of the staff are rotated. As a result of this, it is of the utmost importance to recognize the organizational commitment of workers as a significant contributor to the success of any firm. It is of the utmost importance to acknowledge this as a must. According to Porter et al. (1974), the organizational commitment of an individual may be described as "the strength of that individual's identification with and involvement in a specific organization." This description is still applicable in the modern world, and it is generally accepted that organizational commitment is an essential element in the process of constructing a powerful team that possesses a robust sense of loyalty and dedication to the purpose. As a result of this, it is of the utmost importance to create, keep, and further foster a good and performance-enhancing atmosphere in order to accomplish the goals of the company in the most efficient manner possible. Leadership is one of the most essential components that defines how a company functions, and it is also one of the most significant variables that dictates the road that a company takes in order to realize its objectives. This is because leadership is one of the most significant variables that dictates the path that a company follows in order to fulfil its goals. The traditional idea of leadership was the exercise of external control over other members of the staff; however, more current theories of leadership consider leadership as a framework for the self-organization of other members of the staff. This is a significant departure from the traditional notion of leadership, which was the exercise of external control over other members of the staff. Employees have the ability to be highly motivated and to take ownership of their responsibilities when this procedure is implemented, since it allows self-organization within the workforce. The process makes it possible to do this, which is

vital for attaining optimal performance in a company and is made feasible by the process. The development of a level of trust with one's workforce and the cultivation of an environment in which workers may effectively self-organize to a high degree by making use of a variety of different leadership influence tactics are both essential components of excellent management. Excellent management also involves the cultivation of an environment in which employees may successfully self-organize to a high degree. Hierarchical organizational notions that are focused on power and control are coming under more scrutiny in today's environment, which is characterized by a high rate of change and constant progression. These kinds of ideas have been common for a considerable amount of time. In today's businesses, the practice of utilizing a flatter organizational structure as opposed to a hierarchical one is turning out to be an increasingly typical occurrence. Hierarchical organizational structures are becoming less popular as flat organizational structures become more prevalent. Working in project teams that do not have a discernible chain of command is becoming an increasingly common practice, and whole corporate functions are increasingly being contracted out to third-party service providers. Collaborations are still highly significant in today's value chains, despite the fact that, in the majority of situations, there is no power to order and obey partnerships. This is due to the fact that collaborations make it possible to share both information and resources. In light of this, it is common practice to employ strategies of influence that extend beyond authority and hierarchy in order to accomplish the result that is intended to be accomplished. The purpose of this investigation is to investigate the link that exists between the "trust" mechanism of leadership influence and the variable known as work involvement. Specifically, this investigation intends to determine whether or not there is a correlation between the two. The purpose of

this inquiry is to gain a better understanding of the relationship that exists between these two aspects of the situation. The purpose of this inquiry is to determine the influence that each of the independent variables has on the organizational commitment variable, which will serve as the dependent variable in this study. The purpose of this research is to analyze one of the features of Stefan Kühl's theory of lateral leadership and evaluate the direct influence that it has on the degree of organizational commitment. To do so, the research will use a case study as its primary method of data collection. One of the concerns that is now being investigated is the idea of leadership that is exercised in a lateral fashion. In order to achieve this goal, it will be required to make use of both descriptive and inferential statistics. Only then will we have a chance of being successful. The primary goal of this research endeavor is to conduct an in-depth examination of correlations and regression equations between the underlying variables in order to provide a report containing data that can be put into practice. This study thus contributes to the quality of leadership in companies, as these can be fundamentally increased with the results of the study.

The method for achieving this goal will be the gathering of pertinent data. The purpose of this study was to shed light on the influence that different styles of leadership have on the amount of commitment that workers have to their businesses. This research was carried out with the objective of shedding light on this topic. The research into the manner in which the variables interact with one another will serve as the means by which this goal will be accomplished. The mechanism by which faith in leadership influence directly impacts the organizational commitment of employees will be one of the important problems that will be explored as part of the scope of this research project. This will be one of the key issues that will be examined as part of the scope of this research project. One of the most important issues that will be looked

into is this one right here. The results of this research study were derived from the responses gathered from a total of 514 people who took part in an online survey that was conducted during the months of October 2022 to December 2022. This research paper was written as a component of a larger study on leadership influence methods, and its purpose is to investigate the influence that such strategies have on work participation and organizational commitment. This research piece was produced as a part of a bigger study that was being conducted. In conclusion, the findings of this research provide managers with actionable insights that may aid them in building, maintaining, and fostering a pleasant working environment inside their individual firms. This demonstrates both the importance of organizational dedication to the achievement of corporate objectives and the role that the influence of leadership plays in the building and maintenance of a pleasant working environment. It also demonstrates the value of organizational devotion to the achievement of corporate goals. In addition, this exemplifies the relevance of the role that leadership plays in the formulation and upkeep of a positive atmosphere inside the workplace. Because of this, the findings of this study offer great value for modern businesses in the process of designing strategies to strengthen employee organizational commitment and attain optimal levels of corporate performance. Specifically, this value is derived from the fact that the study was conducted on modern firms. In a nutshell, the conclusions of this study have the ability to assist contemporary organizations in realizing their full potential.

2. Theoretical Background

The study of organizational science looks into the potential uses of socially imposed norms of conduct as persuasive tools. The concept was first introduced in Luhmann's (1976) body of work. According to Luhmann (1994), the processes of persuasion are

always and continually utilized to achieve and sustain good views in other people. In his research, Luhmann (1994) discovered that the processes of power, trust, and understanding frequently take place covertly. The procedures are carried out in private since their visibility might reduce or even eliminate their efficacy. The idea of lateral leadership is comprised of three distinct aspects that have an impact on leadership. Understanding, power, and trust are the three primary mechanisms that Kühl identifies as being important to the concept of influence. The organization is unable to coerce, ban, or otherwise demand the utilization of influence tools. These processes emerge at the organization's periphery, but the organization, with its formal structure, makes sure that they do not outshine the organization's capabilities. Because of the organization's formal structure, communication procedures are made more efficient, and this is due to the fact that the organization specifies to whom a person is accountable and to whom that person is not liable (Kühl 2017). Even if there may be a hierarchy, any kind of leadership is always lateral, according to Kühl (2017)'s theory. Kühl demonstrates that in the actions of many people who make decisions, circumstances repeatedly emerge in which a decision must be taken without being able to fall back on a formal hierarchy. This is something that happens over and over again. Kühl (2017) describes lateral leadership as a leadership method that is part of the movement toward post-heroic management. Post-heroic management is defined as a systematically connected approach to an organization that only partially relies on personal leadership qualities. Lateral leadership is a leadership technique that is a component of this trend. Useem and Harder (2000) summarize that lateral leadership begins outside the official authority of a manager, in situations where discussions, persuasion, or a binding commitment must be gained without access to direct authority. According to Germanis and Hermann

(2016), the concept of lateral leadership may be summed up as an interest in analyzing the strategies, procedures, and maneuvers of exerting influence in the context of the operations that take place within an organization.

2.1. Definition of Trust

The following meaning of the term "trust" can be found in the Oxford English Dictionary: "A steadfast belief in the dependability, truth, or ability of someone or something."

According to the Oxford English Dictionary, the following words can be related to the concept of trust: "confidence, belief, faith, freedom from doubt, freedom from suspicion, sureness, certainty, certitude, assurance, conviction, credence, reliance" "freedom from doubt, freedom from suspicion, freedom from doubt, freedom from suspicion" (Oxford University, 2018) "Trust is equivalent to 'pistis' (faith) in Greek, and 'fiducia' (self-confidence) or 'fides' (fidelity) in Latin. In Greek, 'fides' means faithfulness. Therefore, in the use of ancient and medieval times, trust stands in the sphere of loyalty and faith (for instance, in Democritus, who recommends not trusting everyone, but only the established).

According to Thomas Aquinas, trust is gained through experience, which reaffirms hope for the successful completion of anticipated circumstances based on the foundation of having faith in God. Since the beginning of the modern era, several epochs ago, for instance, beginning with Thomas Hobbes, trust may be defined as "an increasing degree of confidence in one's abilities (self-confidence)." (Ritter, Grunder and Gabriel, 2017)

"Trust" is defined as "the subjective belief (or sense of or belief in) of the correctness, truth, and integrity of actions, insights, and statements, or the integrity of persons." A person may have trust in another person or in himself (also known as self-confidence).

When one speaks about confidence, one is referring to trust, and the opposite of trust is distrust. Trust also encompasses the possibility to act as well as the capacity to act (Osterloh & Weibel 2006).

In light of this clarification, the concept of trust may now be stated as follows, in addition to what was expressed earlier: The definition of trust is "the firm belief in the reliability or truth of someone or something."

2.2 Definition of Organisational Commitment

What is the variable that determines the level of organizational commitment? The following is how the term "commitment" is defined according to the Oxford English Dictionary: "The state or quality of being dedicated to a cause, activity, etc." According to the Oxford English Dictionary, the term "involvement" is associated with the following synonyms: "dedication, devotion, allegiance, loyalty, faithfulness, fidelity, bond, adherence, attentiveness (Oxford University, 2018).

"Organisational commitment, or synonymously, organizational commitment, describes the extent to which people feel that they belong to and are connected to their organization or parts of their organization (for example, the department or working group)." (van Dick, 2003). Porter proposed the following explanation for the phrase "organizational commitment" as early as the 1970s: According to Porter et al. (1974), the definition of organizational commitment is "the degree to which an individual sees himself or herself as identified with and involved in a specific organization." For this elaboration, the definition of organisational commitment in this paper is according to the definition given by Porter: "Organisational commitment is the strength of an individual's identification with and involvement in a particular organisation."

2.3 Definition of Job Involvement

After presenting definitions for the variables knowledge and organizational commitment, it is necessary to offer a further definition for the result variable known as work engagement. This should be done as soon as possible. The term "job involvement" is a made-up term that is formed when the terms "job" and "involvement" are merged together into a single phrase. The definition of "job" that can be found in the Oxford English Dictionary states that it is "a paid position of regular employment." You may view this definition farther down the page. The Oxford English Dictionary lists the following terms as being connected with the phrase "involvement": "position of employment, position, post, situation, place, appointment, posting, placement, and day job" (Oxford University, 2018). These are some of the words that are associated with the phrase "involvement."

The Oxford English Dictionary defines "involvement" as "the state of being involved in or taking part in something." This is an explanation of what it means when we use the word. The Oxford English Dictionary (Oxford University, 2018) provides a list of numerous different terms that may be substituted for the word "involvement." These options include the words "participation," "action," and "hand." The degree to which an individual considers that engaging in a certain action is meaningful to them is referred to as their "participation" in that conduct; the term "participation" is used interchangeably with the noun "engagement." It is realistic to predict that the amount of cognitive and emotional commitment that a person possesses will rise as the individual's level of engagement increases (Kirchgeorg, 2018, for example), particularly when it comes to the execution of decision-making procedures. This is especially the case when it comes to the execution of decision-making procedures. The degree to which an employee is excited about and engaged in

the performance of his or her work can be defined as "job engagement," according to Lodahl and Kejner (1965). According to Schaufeli and colleagues (2006), "job involvement is defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption" (emphasis added). This definition highlights the fact that job participation is characterized by vigor, commitment, and absorption. "What is meant by the term 'job involvement' is a positive and fulfilling state of mind related to work," according to the American Psychological Association. Because of this, one is in a position to make the argument that the degree to which an individual is dedicated to the supply of their services for a professional activity is representative of the amount of work participation that they have.

2.4 Research Questions and Hypotheses

The research questions of this study are as follows:

"How great is the impact of the variables of trust and job involvement on the expression of the dependent variable of organisational commitment to strengthen the quality of leadership?"

"How do the variables of trust and job involvement interact to influence the expression of organisational commitment and improve the quality of leadership?"

The hypotheses of the investigation are as follows:

H1: "The variables of trust and job involvement have a significant impact ($R^2 > 0.5$) on the expression of the performance variable of organisational commitment."

H0-1: "The variables of trust and job involvement have no impact on organisational commitment."

H2: "The variable of job involvement has a strong moderating influence ($R^2 > 0.5$) on

the variable of trust in forming the variable of organisational commitment."

H0-2: "The variable of job involvement has no impact on trust in forming the variable of Organisational commitment."

3. Material and Methods

As part of an online survey that was carried out using the platform SoSciSurvey, the collection of the obtainable data was carried out. Between the dates of October 1, 2022, and December 27, 2022, the survey was carried out by means of an online questionnaire. People who participate in activities that are directed by executives and who are part of organizations are the focus of the survey's primary audience. The demographic inquiry will guarantee that members of the desired category are included. The following contact pathways were utilized in order to establish communication with the participants: personal networks; LinkedIn; Xing; Poll Pool; and Survey Circle. A landing page, background and demographic questions, and eight questions each on the subjects of trust, understanding, power usage, job engagement, and organizational commitment are included in this survey. After being put through a preliminary test with a sample size of 45, the questions were deemed suitable for the primary inquiry provided that their Cronbach's alpha scores were greater than 0.835. The construction of the survey includes the following components: a landing page, a consent 1 (optional) question, and demographic questions. 8 questions on trust, 8 questions on understanding, 8 questions on power usage, 8 questions on work engagement, 8 questions on organizational commitment, permission 2 (approval of data use), comments, and the last page with organization notes. Target group respondents: employees who are led by an executive and are involved in an organisation. Publicity for the poll was sent via the professional and social networking websites LinkedIn, Xing,

Poll Pool, and poll Circle. The survey falls under the category of a convenience sample, which lacks representativeness and whose population is unknown. The survey will be conducted between October 1, 2022 and December 27, 2022.

Question Sources: A modification of the questionnaire concerning Trust was taken from Cook and Wall (1980) and Delahaye (2003)

The questions for Understanding were adapted from Schaufeli et al. (2006) and Cook and Wall (1980). Utilization of Power: adapted from (Zeiger, 2007). The questions for Job Involvement were reworded from the original text by Lodahl and Kejner (1965). Adapted from Mowday et al. (1979) and Allen and Meyer (1990), the Organizational Commitment model was developed. There were a total of 531 datasets that were produced, however 17 of those datasets were disqualified from further consideration because the necessary agreement to use the data had not been obtained, and another set of records was disqualified because there were insufficient responses. 161 of the remaining entries (514) were of females, 348 were of males, and 5 instances included divers. There were 5 questions answered in English, whereas there were 509 questionnaires completed in German. The age group ranging from 25 to 29 years old was the largest group in the survey's age structure, accounting for 24.3% (125 datasets). Following this were the age groups 20 to 24 years old, which had a share of 13.6% (70 datasets), and the age groups 30 to 34 years old, which had a share of 16.1% (83 datasets). In terms of the number of employees their organization had, respondents who belonged to companies with more than 250 workers were the largest group. This group of respondents accounted for a share of 41.8% (215 datasets), which was followed by a group of respondents who belong to an organization that has 11–50 workers and had a share of 22.6% (116 datasets). With a share of 31.5% (162 datasets), respondents who had worked with

their manager for more than a year but for less than three years made up the largest group. Those who had worked with their manager for less than a year came in second with a share of 28.8% (148 datasets). The length of cooperation with the manager was one of the factors that was investigated in this study. The analysis of the data concerning correlation, regression, and interaction was executed with 514 records. For missing values, the variable values were -1 = I cannot say and 9 = no answer, which were excluded from the analysis. Datasets in Total: N=531

Excluded Datasets:

- No Consent 1: N=1
- No Consent 2: N=11
- Reason: No Answers Given Whatsoever N=5

Values -1 and -9 for any variable are automatically considered missing values. Intensive verification of the datasets for anomalies (e.g., low length of stay, missing answers, and minus points for too quick filling) showed no further need to exclude datasets. Remaining data for analysis: N=514 To analyse the data, the software IBM SPSS Statistics 29 was used. The survey data is publicly available at Harvard Dataverse. (Klein, 2023) In our research, we implemented a range of statistical techniques to scrutinise the data, thereby enabling a thorough exploration and comprehension of the interconnections among diverse variables (Field, 2018). Our initial analytical step involved undertaking a correlation analysis (Pallant, 2016). This statistical tool helps determine the extent of association amongst two or more variables. Through this, we garnered insights into the strength of interconnections among various elements of our study – for instance, the correlation between an employee's stress level and their level of commitment within the organisation. However, it's crucial to remember that correlation does not equate to causation; it only indicates the existence of a relationship (Mukaka, 2012). Subsequent to the correlation analysis, we executed a

regression analysis (Cohen, Cohen, West, & Aiken, 2013). This robust statistical approach aids in delving deeper into the nature of the relationships between variables. It facilitated us in predicting a dependent variable – specifically, the commitment to the organisation – based on one or multiple independent variables – such as the stress level among others. The regression analysis furnished us with an equation enabling predictions related to organisational commitment based on observed stress levels (Hayes, 2018). Lastly, we engaged in an interaction analysis (Aiken, West, & Reno, 1991). This technique enables an investigation into the interplay amongst various independent variables within our study. This is particularly beneficial when

the impact of an independent variable on the dependent variable is contingent on the values of another independent variable. In simpler terms, it aids us in understanding how the different factors under examination interact to influence employee engagement. Figure 1 graphically shows the moderation performed.

In summary, these techniques facilitated our investigation into both individual and combined effects of multiple factors on organisational commitment (Aguinis, Beaty, Boik, & Pierce, 2005). This enabled a profound understanding of the dynamics within our study group and furnished critical insights for subsequent research.

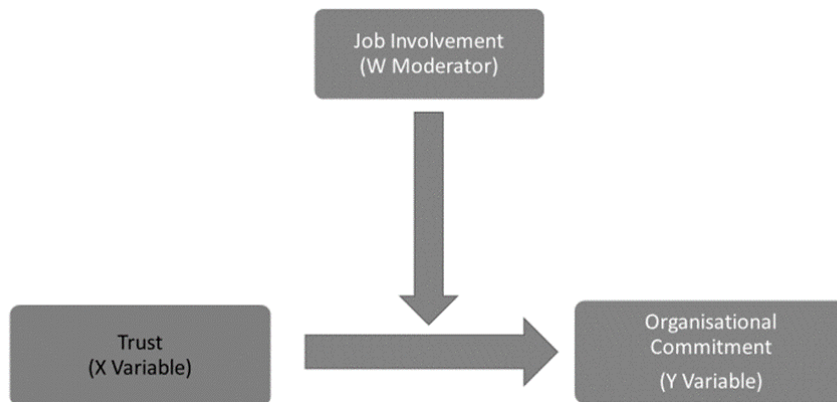


Figure 1. Moderation Scheme Interaction Analysis

4. Result

The empirical examination of the records received and validated was divided into three sections: the correlation analysis, the calculation of the regression equation and the analysis of the interaction of the variables within the framework of a moderation model.

4.1 Correlation Analysis

The correlation analysis of the elements of job involvement, organizational commitment, and trust demonstrates the

interconnection of the variables. Each of the three variables has a level of correlation with the other variables that is statistically significant. Table 1 presents the correlation coefficients of the variables, together with the degree of statistical significance and the number of data sets that were investigated in greater depth. Also included in the table is the number of data sets that were investigated. According to Cohen (2013), the strength of the correlations between the variables may be evaluated based on whether or not the correlation coefficients are greater than 0.50. This metric was proposed as a means of assessing the strength of the

relationships between the variables. To phrase it another way, the relationships are substantial. The correlation coefficients have been consistently high, which points to a network structure in which the variables are dependent on one another. In the second regression study, a closer look was taken at the topology of the network in order to provide a more in-depth demonstration of the interdependencies that exist between the variables.

Table 1. Overview of Pearson R Correlation Coefficients for Variables

	Job Involvement	Organisational Commitment
Trust	0.590 (p=0.0000) N=514	0.697 (p=0.0000) N=514
Job Involvement		0.715 (p=0.0000) N=514

4.2 Regression Analysis

Dependent Variable: Organisational Commitment
Independent Variables: Trust and Job Involvement

Table 2. Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.715 ^a	.511	.510	.68556	
2	.792 ^b	.627	.625	.59956	.427
a. Predictors: (Constant), Job Involvement					
b. Predictors: (Constant), Job Involvement, Trust					
c. Dependent Variable: Organisational Commitment					

4.3 Interaction Analysis – Moderation

The interaction analysis with organizational commitment as a dependent variable and the independent variable trust, moderated by the variable Job Involvement, is significant and shows with $R^2=0,6268$ a high model quality.

Regression Method: Hierarchical Linear Enter

Table 2 displays the found R, R Square, Adjusted R Square, Standard Error of the Estimate and the result Durbin Watson test of the two analysed regression models in detail.

The effect-size regression model (f^2) according to (Cohen 2013) is as follows:

$$f^2 = R^2 / (1 - R^2)$$

→ Effect-size model 1 $f^2 = 1.04$

→ Effect-size model 2 $f^2 = 1.69$

A multiple linear regression was calculated to predict Organizational Commitment based on Trust and Job Involvement. A significant regression equation was found ($F(2, 513) = 154.275$, $p < 0.000$), with an R^2 of .0627. Predicted Job Involvement is equal to $0.217 + 0.426(\text{Trust}) + 0.507(\text{JI})$, where Trust is measured in units, and JI is measured in units. OC increased 0.426 units for each unit of Trust and 0.507 units for each unit of JI. Both Trust and Job Involvement were significant predictors of Organisational Commitment.

Regression Equation: $y = b_0 + b_1x_1 + b_2x_2 + \dots + b_kx_k$

$$OC = 0.217 + 0.426 T + 0.507 JI$$

The interaction analysis shows that the expression of OC heavily depends on the existing level JI. The Interaction is not significant, because in both cases (low and high JI) the slope of the Regression equation is equally steep.

If the level is high, the equation develops just as steeply as with low JI, but never reaches the same values as with high JI.

The interaction equation is:

$$OC = 0.1847 + 0.4378 T + 0.5164 JI - 0.0034 (T*JI)$$

Table 3 displays the B value and statistical significance of the moderation analysis in detail. Figure 2 shows the executed interaction analysis graphically.

Table 3. Summary Table of Moderation Analysis

	B [95% CI]	p
Constant	0.1847 [-0.4873, 0.8568]	0.8568
Trust	0.4378 [0.1918, 0.6838]	0.0005
Job Involvement	0.5164 [0.3164, 0.7164]	0.0000
Interaction (Moderation)	-0.0034 [-0.0697, 0.0630]	0.9206

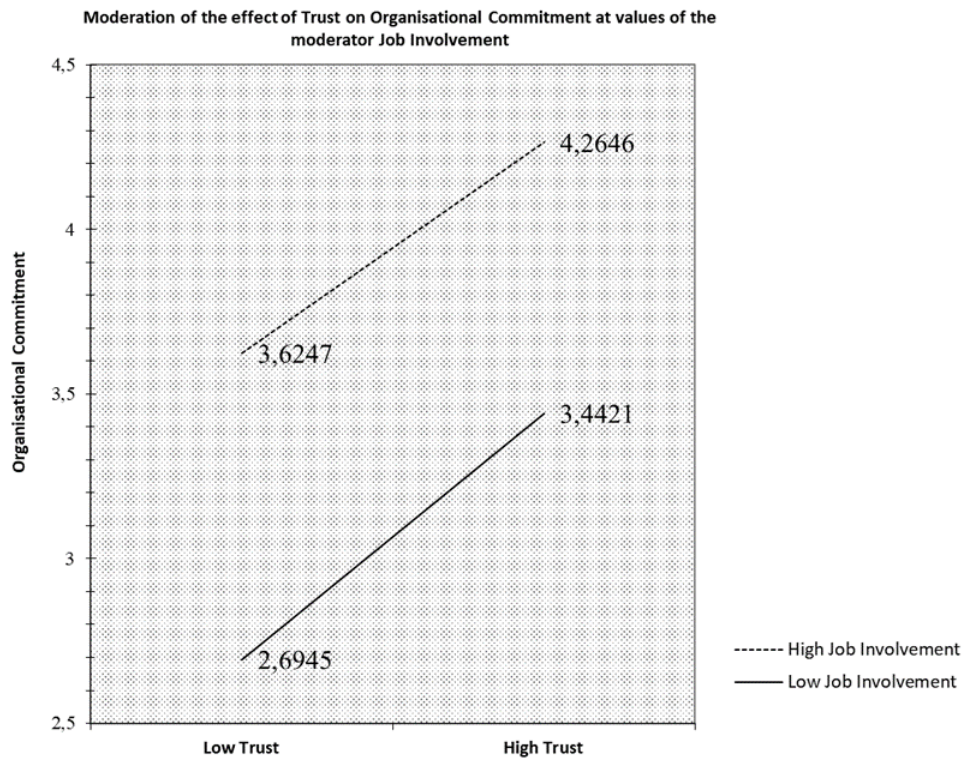


Figure 2. Moderation Analysis Results

5. Discussion

It has been determined that trust and job involvement have a bearing on one's level of commitment to an organization. The hypothesis that "the variable of job involvement has a strong moderating influence ($R^2 > 0.5$) on the variable of trust in the process of forming the variable of organizational commitment" has been tested

and shown to be true. The hypothesis "H0" states that the variable of job involvement has no effect on trust when it comes to developing the variable of organizational commitment. The following is something that can be said: It is reasonable to conclude that Hypothesis H1 is correct. Because the independent variables of trust and job

involvement have a statistically significant influence on the dependent variable of organizational commitment, the empirical analysis demonstrates that the null hypothesis must be rejected because it cannot be supported by the data. As a consequence of doing the regression analysis, the following regression equation has been derived, which represents the extent of the impact as well as its contours: The formula for organizational commitment, denoted by OC, is as follows: $OC = 0.217 + 0.426 \text{ Trust (T)} + 0.507 \text{ Job Involvement (JI)}$

In a similar vein, the confirmation of hypothesis H2 can be assumed. In light of the findings of the empirical research, it is necessary to conclude that the null hypothesis cannot be accepted here. An interaction equation was discovered. The interaction equation, which can be written as follows, represents the extent of this impact as well as its contours: The formula for organizational commitment, denoted by OC, is as follows: $OC = 0.1847 + 0.4378 \text{ trust (T)} + 0.5164 \text{ job involvement (JI)} - 0.0034 (T*JI)$.

It is therefore possible to demonstrate that the present research questions would be able to be answered by the verification of hypotheses H1 and H2. Trust and job involvement are the independent factors that serve as the foundation for determining how one should express the dependent variable of organizational commitment. Within the scope of this elaboration, it is possible to demonstrate that the variables that have been identified are part of an interdependent network. In particular, the interaction analysis, which can be seen in Figure 1, demonstrates the underlying contexts of action among the variables. The findings of the research that was provided enable management to reach the following conclusions, which are graphically depicted in Figure 2: An investment in trust has the same beneficial effect on organizational commitment, regardless of the level of job involvement at which it is made. A financial investment in trust is not sufficient to make

up for the little impact of not having job involvement. According to the results of the study, trust is not the only factor that determines organizational commitment; rather, it is contingent on the existing degree of job involvement. This study did not investigate the factors that contribute to job involvement, but those factors will be the focus of future research. Nevertheless, the findings of this study indicate that it is prudent for executives to not only implement confidence-building actions but also to have the expectation that doing so would have a similarly good influence on the level of organizational commitment exhibited by workers regardless. According to the findings of this study, it is important for a manager to be aware of the current level of job involvement and, if necessary, to take steps to promote job involvement at the same time as trust-building measures. This is because it indicates that the anticipated impact of trust-building measures on organizational commitment can be considered to be significantly higher.

It can be stated that the quality of leadership is significantly increased by the knowledge gained.

6. Conclusion

The article draws attention to the significance of organizational commitment in the accomplishment of business objectives as well as the function that leadership plays in the development and upkeep of a favorable working environment. The purpose of the research that was carried out was to investigate the connection that exists between the "trust" mechanism of leadership influence and job involvement, with the ultimate goal of identifying the impact that each independent variable has on the outcome variable of organizational commitment. The study's findings provide suggestions that modern businesses can use to increase employee commitment to their companies and achieve the highest levels of corporate performance. In particular, the

research highlights the significance of leadership in terms of its function in preserving a positive atmosphere in the workplace. In conclusion, the essay highlights how important it is to cultivate a motivated and devoted staff and provides insightful takeaways that may assist firms in realizing their full potential. It is possible to assert that the level of knowledge attained greatly contributes to an improvement in the quality of leadership.

7. Limitations

While this study made effective use of the limited research resources that were available, it is important to underscore a few constraints that may impact the interpretation and generalization of our findings. The datasets were gathered without the research leader's influence on the selection of the subjects, and as part of a convenience survey, they were distributed to a representative population by utilizing online portals. This approach served to ensure that the data was accurate and reliable, and the observed impacts and identified correlations are likely to be relevant and, in many cases, generalizable.

However, it's crucial to acknowledge that our sample might not entirely mirror the broader population, restricting the unrestricted generalizability of our findings due to the convenience nature of the dataset collection. Furthermore, our study was

conducted between specific months, raising the potential for seasonal bias, which might affect the overall stress levels among participants and subsequently their responses.

The number of examined datasets, which totals $N = 514$, is adequate and large enough to effectively address the questions raised by this research. However, the size of our sample, while statistically sufficient, could be seen as a limitation. Future studies could benefit from a larger sample size to enhance the precision and representation of the results. Additionally, our study focused on the influence of trust and work participation on organizational commitment, yet potential other influencing factors, such as job satisfaction, corporate culture, or leadership style, were not considered. These aspects, if examined, might provide a more comprehensive understanding of factors influencing organizational commitment. Therefore, while the findings can provide valuable insights, it is desirable to confirm these results within the context of a more extended follow-up study involving a representative population and a larger dataset. Undertaking the research in this manner may provide more robust and broadly applicable findings. This is because the findings are based on a representative population. Therefore, one can only hypothesize that the findings have limited relevance to the entire population if the results themselves are clear.

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