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THE IMPACT OF UNDERSTANDING AND ORGANISATIONAL COMMITMENT ON JOB INVOLVEMENT

Abstract: All companies rely on committed and loyal employees to reach their goals.

Thus far, we know little about the specific effects of the mechanisms of leadership influence on the job involvement of employees. This paper focuses on the specific effect of the use of the "understanding" mechanism of leadership influence on job involvement in environments with both low and high organisational commitment.

The paper focuses on two interrelated research questions. First, how high is the impact of the variables of understanding and organisational commitment on the expression of the dependent variable of job involvement? Second, how do the variables of understanding and organisational commitment interact to influence the expression of job involvement?

In addition, the question of the direct relevance of the found findings to the quality of leadership is answered.

A comprehensive dataset of 218 survey participants was used, to find significant positive effects of the use of "understanding" on job involvement, and a moderating effect of "organisational commitment" in the effect of understanding on job involvement at certain values was discovered.

Keywords: Leadership Quality; Leadership Influence Mechanism; Understanding; Job Involvement; Organisational Commitment; Job Engagement

1. Introduction

When looking at the multitude of challenges faced by companies, it is easy to see that any given company relies on meeting its specific challenges with employees that are as committed and loyal as possible. Committed and loyal employees who are willing to perform at a maximum level in their company are at the core of optimised performance creation. Especially in increasingly tight markets and against the background of the increasingly rapid change in modern value chains due to digital transformation, no company can allow itself to employ only average or moderately committed employees or to accept high turnover due to constantly high staff exchanges. The job involvement and organisational commitment of employees can thus be identified as a significant success factor of any enterprise.

Schaufeli et al. (2006) define job involvement as a "positive, fulfilling the work-related state of mind that is characterised by vigour, dedication and absorption".

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The goal of each management measure must, therefore, be to establish, maintain and expand this positive and performance-enhancing state to achieve the goals of the organisation as efficiently as possible. This can be accomplished by leadership.

Becker describes leadership as influencing the direction of goals (Stöwe & Keromosemito, 2013).

Sharma and Jain (2013) defined Leadership as the process of which a leader influences follower to accomplish an objective and directs the followers in a way that makes the performed task more cohesive and coherent.

Gharibvand et al. (2013) on the other hand defines leadership as how a leader motivates and trains his followers and how the leader provides a direction for his team to execute their tasks.

Leadership is defined by Yukl and Mashud (2010) as a process in which a leader intentionally exerts influence on a group of people in an organization by the means of relationship, structure and guide.

Leadership is, according to Northouse (2004) how a leader directs a group of people to accomplish a designates goal (cited in Packard, 2009).

Tannenbaum, Wechsler and Mussarik (1961) defined leadership as "interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of the specialized goal or goals" (cited in Ali, 2012)

Leadership as stated by the above definitions can thus be defined as externally initiated force that is used by a leader to influence his followers to execute a task.

At its core, however, leadership not only concerns external control per se, but it is also recognisable that leadership is increasingly recognised as a framework formation for the self-organisation of employees. Leadership thus sets the prescribed framework for providing employees with the maximum possible level of self-organisation using mechanisms of leadership influence.

Schreyögg describes in this context that leadership in the traditional sense is understood as the external control of employees. In the modern sense, however, leadership is seen as a contribution to the self-organisation of employees and their willingness to organise themselves (Schreyögg & Lührmann, 2006).

It can also be noted that organisational concepts based on hierarchy and authority are increasingly being called into question, be it through the introduction of flat organisations, the widespread abolition of hierarchies in organisations, the outsourcing of entire business functions to external service providers or working in project teams without clear hierarchy.

Kühl (2017), an organisational sociologist at the University of Bielefeld, notes that modern value chains increasingly consist of collaborations, permanent or temporary ones, in which usually no power of direction exists.

In the context of these value chains, influence mechanisms beyond authority and hierarchy are often used to achieve the desired effect.

So far, there is no comprehensive study of the interaction of leadership's influence and its impact on job involvement and organizational commitment. The present study attempts to provide a partial part of this necessary research.

The aim of the study is to scientifically demonstrate the intuitively comprehensible relationship of the influencing factors of leadership and their influence on job involvement and organisational commitment and to shed more detail on them than is intuitively possible.

This paper addresses the impact of the "understanding" mechanism of leadership influence and the variable of organisational commitment on the dependent variable of job involvement. The study is based on a survey of 231 participants conducted online in October 2018.

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The study examines a partial aspect of the concept of lateral leadership introduced by Stefan Kühl for its direct impact on job involvement.

For this purpose, the methods of descriptive and inferential statistics were used. In detail, this research shows the correlations and regression equations and analyses and interprets the interactions between the underlying variables.

Thus, the present study moves in an area beyond any consideration of a certain management style or form of management, which at its core is only an expression of a favoured or desirable course of action by a leader or an organisation. It can be considered that the prevailing management style can be described as a summary of the most used influence mechanisms. The main point of the present study is, therefore, to show what impact the use of the mechanisms of leadership influence has on employees. In other words, the question is one of how leadership works from leaders down to employees.

This article is thus part of a comprehensive investigation into the mechanisms of leadership influence and their impact on job involvement and organisational commitment. Further results, beyond understanding, organisational commitment and job involvement, will be covered in detail in subsequent articles.

2. Theory, Research Questions and Hypotheses

Organisational science identifies how the behavioural expectations of others can be enforced as mechanisms of influence. The term goes back to the works of Luhmann (1976).

Luhmann (1994) subsumes that the mechanisms of influence are always and continuously used to achieve and maintain the positive attitudes of others. Luhmann (1994) finds that the processes of power, trust and understanding often latently take place. The

processes run in secret, as their visibility would limit or even destroy their effectiveness.

The concept of lateral leadership involves three influencing factors of leadership. Kühl cites the three central mechanisms of influence as understanding, power and trust.

The organisation cannot compel, prohibit or require the use of mechanisms of influence. These mechanisms arise in the shadow of the organisation, but the organisation with its formal structure ensures that they do not surpass the abilities of the organisation.

Communication processes are made more efficient by the organisation, as it determines by its formal structure to whom a person is accountable and to whom he or she is not (Kühl 2017).

Kühl subsumed that any leadership is always also lateral, even if there is a hierarchy. Kühl shows that in the actions of many decision-makers, situations arise again and again in which a decision must be made without being able to fall back on a formal hierarchy.

Lateral leadership is a leadership technique and is part of the trend towards post-heroic management, as a systematically linked approach to the organisation, which only partially draws on personal leadership skills (Kühl, 2017).

Useem and Harder (2000) summarise that beyond the formal authority of a manager, where negotiations, persuasion or a binding commitment must be obtained without access to direct authority, lateral leadership begins.

Geramanis and Hermann (2016) subsumes that lateral leadership is concerned with looking at the tactics, practices and manoeuvres of influence against the background of processes in the organisation.

Lateral leadership always looks for functional equivalents. In detail, this search means looking for an equivalent process as in the process in which a leader cannot continue with at the moment. For example, a leader can overcome a lost power play through skilful understanding (Grote, 2012).

What exactly does it mean to come to an understanding, or what is the influence mechanism "understanding" based upon?

2.1. Definition of Understanding

The term understanding has the following synonyms: arbitration, bridge building, balance, communication, agreement, settlement, pacification, reconciliation, peace, and reconciliation (Editorial Board University Leipzig, 2008).

Understanding can be defined as understanding the other person in such a way that new possibilities for action can be opened up. Only if the counterpart is understood in his or her motive can a silent or open trade be agreed upon (Geschwill & Nieswandt, 2016).

Kühl mentions that any communication with colleagues or superiors is an attempt at understanding. Communication is an attempt to convince another person of our own position or to understand the position of the other person (Kühl, 2007).

Done and Nisewandt notice that any conversation is a negotiation to reach an understanding (Geschwill and Nieswandt, 2016).

Galliker and Weimer (2006) describes understanding as an essential objective of communication with other people.

Kühl (2017) identifies a common experience as a typical prerequisite for coordination towards an understanding.

Galliker explains that understanding requires a common language and shared knowledge. It is equally important, however, in the context of understanding that the parties also want to understand each other, in the sense that they want to reach a communicative agreement, that is, an understanding (Galliker & Weimer, 2006).

The advantages of the process of understanding are clear. As a coordination mechanism, it mobilises the views, experiences and interests of the actors involved, thus reducing the motivational and control problem of the leaders (Kühl 2017).

Understanding promotes cognitive agreement and leads to higher internal acceptance in employees. In addition, understanding leads to a better emotional climate between the leader and employees due to effective agreement in the sense of mutual sympathy (von Ameln & Heintel 2016).

Kühl notes that whenever one of the two actors dominate a critical unsafe zone, a latent understanding between the leader and employees can emerge. A silent trade is completed by swapping one benefit for another. An example is in hospitals, where doctors and nurses enter into a silent competence agreement with each other to achieve common goals in nursing (Kühl, 2017).

The influence mechanism "understanding" and, thus, the variable of understanding can be defined as a term for any agreement between a leader and employees, which has been established based on negotiation.

2.2. Definition of Organisational Commitment

On what is the variable of organisational commitment based?

In the Oxford English Dictionary, the definition of the word "commitment" is as follows:

"The state or quality of being dedicated to a cause, activity, etc."

According to the Oxford English Dictionary, the word "involvement" is associate with the following synonyms:

"dedication, devotion, allegiance, loyalty, faithfulness, fidelity, bond, adherence, attentiveness (Oxford University, 2018)."

"Organizational commitment or synonymous organisational commitment describes the extent to which people feel belonging to and connected to their organisation or parts of the organisation (e.g., the department or working group) (van Dick, 2003)."

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As early as the 1970s, Porter suggested a definition of the term "organisational commitment" as follows:

Organisational commitment has been defined as "the strength of an individual's identification with and involvement in a particular organisation" (Porter et al., 1974).

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

Now that the variables of understanding and organisational commitment have been defined, a further definition for the result variable of job involvement is needed. Job involvement is a composite term consisting of the word's "job" and "involvement".

In the Oxford English Dictionary, the definition of the word "job" is as follows:

"A paid position of regular employment."

According to the Oxford English Dictionary, the word "involvement" is associated with the following synonyms:

"position of employment, position, post, situation, place, appointment, posting, placement, day job (Oxford University, 2018)."

In the Oxford English Dictionary, the definition of the word "involvement" is as follows:

"The fact or condition of being involved with or participating in something."

According to the Oxford English Dictionary, the word "involvement" is associated with the following synonyms:

"participation, action, hand (Oxford University, 2018)."

"Participation: the degree of the subjectively perceived importance of behaviour. As involvement increases, the growing intensity of an individual's cognitive and emotional commitment is assumed, for example, in the execution of decision-making processes (Kirchgeorg, 2018)."

Job involvement is the degree to which an employee is engaged in and enthusiastic about performing his or her work (Lodahl & Kejner, 1965).

"Job involvement is defined as a positive, fulfilling the work-related state of mind that is characterised by vigour, dedication, and absorption (Schaufeli et al. 2006)."

It can, therefore, be stated that job involvement represents the degree of commitment to the provision of a person's service for a professional activity.

2.4. Research Questions and Hypotheses

The research questions of this study are as follows:

"How great is the impact of the variables of understanding and organisational commitment on the expression of the dependent variable of job involvement?"

"How do the variables of understanding and organisational commitment interact to influence the expression of job involvement?"

The hypotheses of the investigation are as follows:

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

H2: "The variable of organisational commitment has a significant moderating influence ($R^2 > 0.5$) on the variable of understanding in forming the variable of job involvement."

In addition, the question arises to what extent the quality of leadership can be directly increased by the deliberate influence of impact leadership factors, as examined in this study.

3. Research Design, Data Collection and Variables

3.1 Research Design and Strategy

This study conducted an explanatory research as the study intends to show the impact of leadership influence factors on performance of employees. The explanatory research design involved formulating the hypothesis and collecting the data that leads to the achievement of the objectives of the intended research. In Addition, the research design demands that the researcher needs to measure the impact the independent variables Understanding, and Organisational Commitment have on the dependent variable Job Involvement and thus quantitative method is most suitable for the study. The outlined research design is most efficient in analysing the received data statistically and measuring the impact of the independent variables on the dependent variable Job Involvement.

3.2 Data Collection

The most suitable method to collect primary data is to distribute a questionnaire. Convenience sampling method was applied as it is affordable, easy and subjects are readily available. The sampling method of convenience sampling was also used because of the time limitations and monetary limitations of the intended research.

It is also important to have the permission of the involving party before carrying out an investigation and to ensure no violation of confidentiality related to personal information or the given responses. This consent and confidentiality were insured by the given functionality of the used online survey portal. Only given answers were recorded and no personal information was stored. In addition, all given answers were deleted from the used server after 90days according to the data protection policy of the used online portal It is therefore not possible to draw any conclusions about the identity of the respondents based on the given answers.

The collection of the available data was conducted as part of an online survey via the portal SoSciSurvey. The survey was conducted using an online questionnaire from 04.10.2018 to 27.11.2018. The target group of the survey is people who carry out an activity in which they are led by an executive and are involved in an organisation. The demographic query ensures the inclusion of the target group.

Contact with the subjects was established by the following contact routes: personal networks, LinkedIn, Xing, Poll Pool and Survey Circle.

The survey consists of a landing page, context and demographic issues and eight questions each on the topics of trust, understanding, power use, job involvement and organisational commitment.

Construction of the survey: landing page, consent 1 (voluntary) and demographic questions, 8 questions on trust, 8 questions on understanding, 8 questions on power use, 8 questions on job involvement, 8 questions on organisational commitment, consent 2 (approval of data use), notes, last page with organization notes.

The variables were validated by a pre-test (N= 45) and classified as qualified for the underlying question by measuring the reliability according to Cronbach`s Alpha. The criteria of Cronbach's Alpha for establishing the internal consistency reliability is: Excellent ($\alpha > 0.9$), Good ($0.7 < \alpha < 0.9$, Acceptable ($0.6 < \alpha < 0.7$), Poor ($0.5 < \alpha < 0.6$), Unacceptable ($\alpha < 0.5$) (Blanz, 2015)

Data for the variables were obtained by above mentioned 8 items for each variable answered on a 5 Point Likert Scale. Which was developed to provide the respondents ease of answering the questions according to their level of agreement. The Likert scale follows the format of 1. Strongly Disagree, 2. Disagree, 3. Neither Agree or disagree, 4. Agree, 5. Strongly agree.

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The overall Cronbach's alpha of the variable items is α=0.889. This shows that the received data have a good reliability in internal consistency.

The variable Trust shows the highest Cronbach's Alpha value at α=0.937. This shows the highest reliability in internal consistency of the 5 variables and must be considered as excellent. Power shows the second highest reliability with a Cronbach's Alpha of α=0.904. This shows that the internal reliability of the Power variable must be considered as excellent as the data from the variable Trust. The data of the variable Understanding shows the third highest internal reliability with a Cronbach's Alpha of α=0.896, which is still considered to be a good internal reliability. The data concerning Organisational Commitment also shows a very good internal reliability with a Cronbach's Alpha of α=0.869. And the fourth most reliable data concerning the variable Job Involvement still has a Cronbach's Alpha of α=0.841 and hence must be considered to have a good reliability concerning internal consistency.

Target group respondents: employees who are led by an executive and are involved in an organisation.

The survey was advertised through the personal networks of LinkedIn, Xing, Poll Pool and Survey Circle.

Category of survey: convenience sample, as mentioned above – no representativeness given and population unknown.

Period of the survey: 04.10.2018 to 27.11.2018.

Question Sources:

Trust: modified from (Cook & Wall, 1980) and (Delahaye, 2003)

Understanding: modified from (Schaufeli et al., 2006) and (Cook & Wall, 1980)

Power Use: modified from (Zeiger, 2007)

Job Involvement: modified from (Lodahl & Kejner, 1965)

Organisational Commitment: modified from (Mowday et al., 1979) and (Allen & Meyer, 1990)

A total of 231 datasets were generated, of which 12 datasets were excluded from further use due to a lack of consent to use data and another set of records due to a lack of answers.

Of the remaining records (218), 89 were of women and 189 were of men.

Five questionnaires were answered in English and 213 were answered in German.

The 25- to 29-year-old age group was the largest group in the survey's age structure, accounting for 28.9% (63 datasets), followed by the 20- to 24-year-olds, with a 20.2% share (44 datasets) and the 30- to 34-year-olds, with a 12.8% share (28 datasets).

In terms of company size, respondents belonging to an organisation with more than 250 employees made up the largest group. This group amounted to a share of 42.2% (92 datasets), followed by a group of respondents who belong to an organisation with 11-50 employees, with a 21.4% share (51 datasets).

In terms of the length of cooperation with the manager, respondents who had worked with their manager for less than 1 year made up the largest group, with a 36.7% share (80 datasets), followed by those who had worked with their manager for more than 1 year but less than 3 years, with a 33% share (73 datasets).

The analysis of the data concerning correlation, regression, and interaction was executed with 218 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=231

Excluded Datasets:

- No Consent 1:   N=1

- No Consent 2:   N=11

- Reason: No Answers Given Whatsoever N=1

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=218**.

3.3 Data Analysis

A quantitative research approach was used in this study and this involved also using statistical tools to evaluate the collected data. SPSS 25 is the software used in analysing the collected data to gain meaningful conclusions. Data analysis, reliability test, Durbin Watson test, descriptive analysis, correlation analysis, regression analysis and interaction Analysis were conducted by using SPSS to determine the impact of independent variables on the dependent variables.

4. Results

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

Pearson R Correlation Coefficients can be used to determine the correlation of two shown variables. It takes on values in between -1 and 1, where a value of -1 is a total negative correlation, a value of 0 means there is no correlation and a value of +1 means there is a total positive correlation. (Brückler 2018)

The correlation analysis of the variables of job involvement, organisational commitment and understanding shows an evident interdependence of the variables. Each of the three variables correlates strongly with the other variables. Table 1 displays the correlation coefficients of the variables, the level of statistical significance and the number of analysed data sets in detail. Since the correlation coefficients are >0.50, the correlations of the given variables can be classified as strong, according to Cohen (2013).

Table 1. Overview of Pearson R Correlation Coefficients for Variables

	Job Involvement	Organisational Commitment
Understanding	0.599 (p=0.0000) N=217	0.605 (p=0.0000) N=214
Job Involvement		0.706 (p=0.0000) N=215

The consistently high correlation coefficients indicate an interdependent network structure of the variables. The network structure was examined in more detail by the subsequent regression analysis to be able to show in more detail what the interdependencies are.

4.2. Regression Analysis

A Regression Analysis can be used to show the predicted relationship of a response variable y and a set of predictors variables $x_1 \ldots x_p$. The generated regression model is shown as an equation in form of $y = \beta_0 + \beta_1 x_1 + \ldots + \beta_p x_p + \epsilon$ in which β_0, $\beta_1 \ldots \beta_p$ are unknown constants and ϵ is an unobservable error (Cook, 1995).

In detail this means, that a Regression Analysis can show to what degree the outcome variable is formed by the independent variables at hand.

In this study, a regression analysis is used to show the predicted outcome of the variable Job Involvement by the independent variables Understanding and Organisational Commitment.

The research design of the Regression Analysis is as follows:

Dependent Variable: Job Involvement

Independent Variables: Understanding and Organisational Commitment

Regression Method: Hierarchical Linear Enter

a. Predictors: (Constant), Understanding

b. Predictors: (Constant), Understanding, Organisational Commitment

c. Dependent Variable: Job Involvement

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 Durbin Watson test calculates the auto correlation of the residual from the regression analysis which stat that the acceptable range value for the Durbin-Watson test is within the range of 1.5-2.5.

Table 2. Overview of Pearson R Correlation Coefficients for Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.588[a]	.346	.343	.65072	
2	.734[b]	.539	.535	.54724	1.858

When the value of the Durbin Watson test is at the value of 2, this means there is no auto correlation, a value approaching 0 means there is a positive auto correlation, and a value approaching 4 means there is a negative auto correlation. (Durbin & Watson, 1951)

The value of the Durbin Watson Test shown in Table 2 falls in between the given range of 1.5 <2.5 and hence shows that there is no auto correlation among the selected respondents.

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

$$f^2 = \frac{R^2}{1 - R^2}$$

→ Effect-size model 1 $f^2 = 0.529$

→ Effect-size model 2 $f^2 = 1.169$

Multiple linear regression was used to predict job involvement based on understanding and organisational commitment. A significant regression equation is found (F (2, 211) =

123.589, p < 0.000), with an R^2 of 0.539. Predicted job involvement is equal to 0.898 + 0.234 (understanding)+ 0.513 (OC), where understanding and OC are both measured in units. Job involvement increased by 0.234 units for each unit of understanding and 0.513 units for each unit of OC. Both understanding and organisational commitment were significant predictors of job involvement.

Regression equation:

$$y = \beta_0 + \beta_1 x_1 + \ldots + \beta_p x_p + \epsilon$$

Job Involvement = 0.898 + 0.234 Understanding + 0.513 Organisational Commitment).

Table 3 displays the B, Beta and statistical significance value (p) of the performed regression analysis of the variables understanding and organisational commitment.

Table 3. Summary Table of Regression Analysis

	B [95% CI]	Beta	p
Constant	0.898 [0.553, 1.243]		0.000
Understanding	0.234 [0.127, 0.341]	0.254	0.000
Organisational Commitment	0.513 [0.406, 0.621]	0.553	0.000

4.3. Interaction Analysis – Moderation

Building on the findings of the regression analysis, the Interactions Analysis can show to what extent the results of the Dependent Variable, which is significantly influenced by one or more independent variables, are moderated by the states of another independent variable.

The generated interaction model is shown as an equation in form of $y = c + ax_1 + bx_2 + d(x_1 * x_2) + \epsilon$ in which c , a, b and d are unknown constants and ϵ is an unobservable error.

For this study, this means that it is possible to show to what extent the results of the outcome variable Job Involvement, which is significantly influenced by the independent variable Understanding, are moderated by the different states of the independent variable Organisational Commitment.

The interaction equation is as follows:

JI = -0.6002 + 0.7048 U + -0.9924 OC + -0.1435 (U*OC)

The interaction analysis, as displayed in Figure 1, shows the underlying contexts of action among the variables.

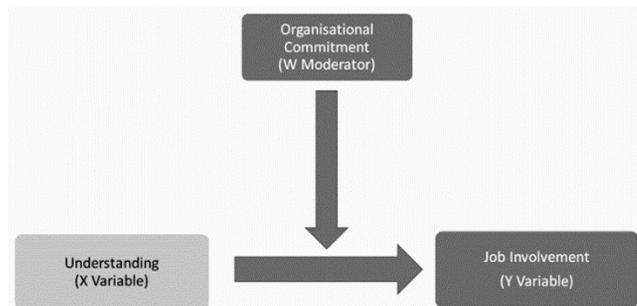Table 4 displays the B value and statistical significance of the moderation analysis in detail.

Figure 1. Graphical Representation of the effect of the Moderator Variable of Organisational Commitment

Table 4. Summary Table of Moderation Analysis

	B [95% CI]	p
Constant	-0.6002 [-1.6493, 0.4489]	0.2607
Understanding	0.7048 [0.3757, 1.0339]	0.0000
Organisational Commitment	0.9924 [0.6578, 1.3269]	0.0000
Interaction (Moderation)	-0.1435 [-0.2387, -0.0484]	0.0033

The interaction analysis with job involvement as a dependent variable and understanding as the independent variable, moderated by the variable of organisational commitment, is significant and shows a high model quality, with R^2=0.5581.

The interaction analysis shows that the expression of JI heavily depends on the current level of OC. If this level is also high, i.e., OC is strong, the variable of understanding can hardly change anything concerning JI. The slope of the JI/U equation is only 0.0768 for high OC, while the slope of the JI/U equation with low pronounced organisational commitment is much steeper and therefore more dynamic. The slope of the equation, in this case, is 0.3418. Additionally, it can be observed that the expression of job involvement with low OC never reaches the final values of expression, as it does with high OC, even as understanding increases.

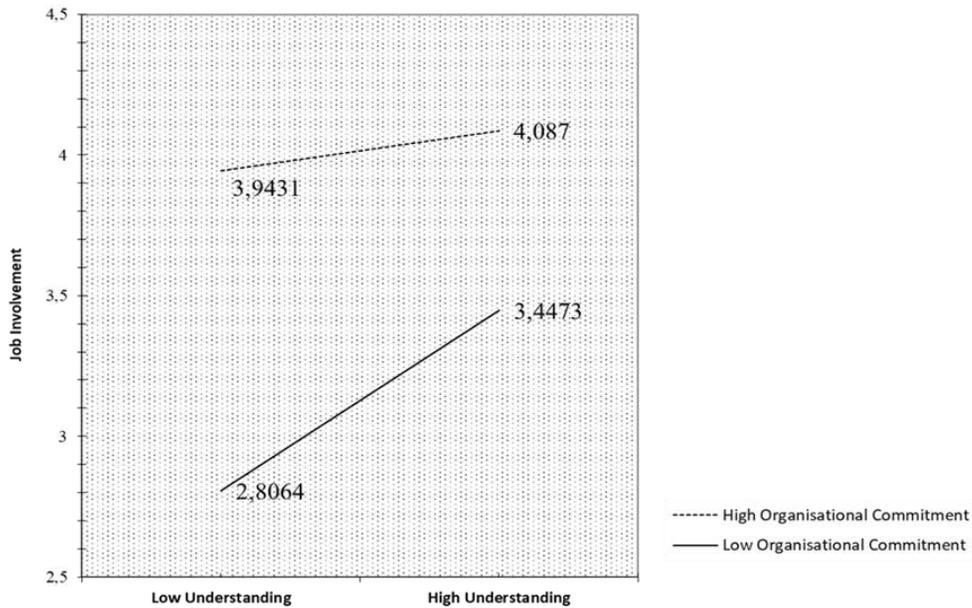The shown effect can be observed in detail in figure 2.

Figure 2. Moderation of the Effect of Understanding on Job Involvement at Values of the Moderator of Organisational Vommitment

5. Conclusion and Limitations

5.1. Conclusion

Refer to the formulated hypotheses:

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

H2: "The variable of organisational commitment has a strong significant moderating influence $(R^2 > 0.5)$ on the variable of understanding in forming the variable of job involvement."

The following can be stated:

Hypothesis H1 can be considered confirmed. The empirical analysis proves that the null hypothesis must be discarded, as the variables of understanding and organisational commitment have a statistically significant impact on the dependent variable of job involvement. The strength and outline of influence are represented as a result of the regression analysis by the regression equation

as follows:

Job Involvement = 0.898 + 0.234 Understanding + 0.513 Organisational Commitment

Similarly, hypothesis H2 can be considered confirmed. The null hypothesis must also be rejected here based on the empirical analysis, as a statistically significant interaction equation has been found. The strength and outline of this influence is represented by the interaction equation as follows:

Job Involvement= -0.6002 + 0.7048 Understanding + -0.9924 Organisational Commitment + -0.1435 (U*OC)

It can, therefore, be established that the present research questions could be answered by the confirmation of hypotheses H1 and H2.

The variables of understanding and organisational commitment variables form the basis for the expression of the dependent variable of job involvement. In the context of this elaboration, it can be established that the named variables are an interdependent network.

The results of the presented research allow for the following management conclusions to be drawn, as graphically illustrated in Figure 2:

- An investment in understanding has a high positive effect on job involvement in situations with low organisational commitment.
- An investment in understanding has almost no effect on job involvement in situations with high organisational commitment.
- An investment in understanding does not compensate for the low effect of missing organisational commitment.

For an executive, the findings of this study show that investing in reaching an understanding with an employee in an environment of low organisational commitment leads to a greater increase in job involvement, than in a situation with a high degree of organisational commitment. In addition, an environment with higher organizational commitment already entails an increased commitment to work, which results in a lower increase in job involvement. This means that managers in environments with a high degree of organizational commitment are not expected to increase the job involvement of their employees so much if they invest in understanding, as the commitment to work is already at a high level. In another part of this research, we showed that the level of organisational commitment depends significantly on the level of predominant trust in the leadership and the enterprise. Building trust is a time-consuming and fragile process, while establishing an understanding can often be realized much faster.

The findings of this study are therefore relevant, as they show managers with employees with low organisational commitment on the one hand a viable way to increase the employee's job involvement immediately and, on the other hand, show a path that, beyond the time-consuming alternative of building trust, entails an immediate increase in the commitment to work.

The present study thus provides a scientifically sound insight into the relationship between the influencing factors of leadership and their direct influence on job involvement, which are far beyond the intuitive comprehensible and obvious connections.

Although every manager should have an intuitive understanding that building trust and reaching an understanding with employees will have a positive impact on the expression of job involvement and organisational commitment, the clear direction and strength of the interactions present in the leadership reality have only been thoroughly researched and scientifically proven by the present study. The present study thus closes a previously existing research gap between the theory of the influencing factors of leadership, as postulated by Niklas Luhmann, and the concrete contexts of this theory, which are relevant for the concrete leadership reality of every leader.

The present study can also answer the question of the extent to which the quality of leadership can be significantly improved by a leader. Behavioral theories suggest that leadership skills aren't ingrained and can be taught – people can obtain leadership qualities through teaching and learning these skills over time. The most important qualities of a good leader include integrity, accountability, empathy, humility, resilience, vision, influence, and positivity. (Germanis & Hermann 2016)

The correlations between understanding, job involvement and organizational commitment shown by the study answer the question of the manufacturability of this leadership quality by a leader. The findings of this study make it possible for a leader to have a direct influence on the development of leadership quality and to further optimize his actions.

5.2. Limitations

This study had to make do with limited research resources. The datasets were collected without the influence of the study leader on the selection of the subjects and inference to a representative population via online portals as part of a convenience survey.

The observed effects and found connections must be considered meaningful and, due to this fact, are also generally generalisable.

However, it must be clearly stated that a conclusion to a population and thus to the unrestricted generalisability of the results cannot be assumed because of the arbitrary achievement of the datasets. In contrast, it is only based on the clarity of the results that the results can be assumed to be limited in generalisability.

The number of evaluable datasets (N= 218) is characterised as satisfactory and sufficiently high to answer the present research questions. However, it is desirable that, in the context of a more extensive follow-up study, the results, being based on a representative population and an even broader data situation, be confirmed once again. It would also be desirable if the present study could be compared with the findings of other studies. Unfortunately, this is currently not possible, as there are no published studies that investigate the direct influence of impact leadership factors on the result variable Job Involment.

Appendix:

The following documents and data used in this research can be downloaded from public data storage at Harvard Dataverse:

- Survey Dataset (SPSS File) including Questionaire
- Analysis Sheet Understanding Code Matrix

To download go to https://doi.org/10.7910/DVN/3O48CU

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