GENDER DIFFERENTIATION IN LEADERSHIP AND ITS ROLE IN RAISING THE LEVEL OF ORGANIZATIONAL LOYALTY OF EMPLOYEES AT THE MODERN UNIVERSITY FOR BUSINESS AND SCIENCE

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Abstract: The study aims to identify the main differences between women's and men's leadership with their (Democratic, Autocratic, and Laissez-faire) dimensions and their impact on organizational loyalty with its (Emotional, ethical, and Continuous) dimensions for personnel of Modern University for Business & Science in Lebanon. The study tackles the perception of leadership and its styles, organizational loyalty, and the principal literature of the main study variables. For the study application, the researcher applies the descriptive analytical approach and the questionnaire is approved for collecting the required data of the target population of (30) individuals. The study results conclude a statistically significant effect at the level (0.05) due to the different social types in leadership with all three types throughout personnel organizational loyalty in the university. According to the results achieved throughout the study, the researcher concludes a set of recommendations, the most fundamental of which is the necessary avoidance of the laissez-faire style of leadership that hinders the good functioning of organizational loyalty, in addition to the need to provide scope for personnel to participate in decision making and recognize their capabilities and efficiencies in achieving the organization's objectives.

Keywords: Leadership; Organizational loyalty; Gender.

1. Introduction

1.1 Background and Significance of Study

The challenges of man have increased by the day, particularly with the technical and technological progress, the information revolution, the conflict of values, and with the new globalization, which has an important role in the emergence of leadership as one of the movers of an institution's trends; therefore, organizations must effectively and efficiently face these challenges to reach the desired objectives and keep up with changes by preparing successful leaders who are capable of innovation and change and have the capability to make decisions and solve problems (Abdelaziz, Nur Al-Huda, 2020: 11), Institutions' accelerated growth, expansion, and complexity have complicated their management, which has increased the need for modern, effective leadership distinguished by wisdom, awareness, acumen, and efficiency, and looking forward to the achievement of institutions' objectives through man to improve their performance and face their problems and challenges, enabling it to compete and adapt to modern and global data in its field (Abdelaziz, Drawi, 2012: 11).

In the study of leadership, it reveals to us that there is a difference in leadership styles among males as compared to the females, as the differences between the genders, a difference between leadership styles is created. As has been shown by many studies, the leadership methods adopted by men and women tend to vary greatly and thus affect the overall performance of the institution, where institutions with a greater representation of women in senior management tend to differ from organizations with a lower representation of women in senior management. Popular book writers have argued about leadership, with some seeing effective leadership as compatible with women's-led routes. For example, women's leadership has been described as interactive and involves collaboration and staff empowerment. and that men's leadership is command and control, which involves the assertion of power and the accumulation of power (Al-Hayal, Abba, 2021:1).

Organizational loyalty is one of the variables that determine the extent to which individuals achieve the goals of the organization, and it is also one of the issues that are closely related to the psychology of individuals, as well as one of the most important factors that can be considered a positive indicator; moreover, it is also one of the most important factors that can be considered a positive indicator. It serves as a measure of the effectiveness of individual performance, and institutions in which employee loyalty is high are characterized by higher production rates, good performance, and more organizational effectiveness (Brahimi, 2015: 18), Given the importance of leadership and its impact on the stability of workers and the stability of the enterprise, which is reflected positively or negatively on the loyalty of employees of the enterprise, Hence, this study addresses the issue of gender differentiation in leadership and its role in raising the level of organizational loyalty of workers at the modern University of Business and Science and clarifying whether there are differences in women's

and men's leadership, how much the organizational loyalty of workers is affected and what the level of influence is.

1.2   Problem Statement

Socialization styles have led to the development of different qualities in women and men and are likely to lead to differences in leadership methods. Here is the real problem in leadership: differences in equity in choosing the right person with the right skills and qualities. More attention has been devoted to possible differences between women's and men's leadership patterns to ensure the effective performance of workers and their level of organizational loyalty. Since leadership in most organizations is predominantly male, some women leaders have chosen successful male stereotypes as role models for leadership, but there are women leaders who adopt a variety of patterns to maintain a working relationship with their employees, just as there are women leaders who provide supervision, direction, and control in organizations in order to motivate their staff to achieve the desired goals, satisfaction, and career satisfaction, Leadership styles are the behavioral styles employed by leaders to influence the loyalty of employees working in business organizations, and leadership has an impact on staff' loyalty and motivation to achieve the organization's desired objectives and then continue its growth, The problem of the study has been selected because of the importance of the topic where it focuses on the extent to which the loyalty of the employees of the modern University of Business and Science in Lebanon is influenced by leadership with different gender and examines the level of this influence, this study attempts to understand and know the differences, similarities, and perceptions between the two gender es regarding leadership styles, and to examine the circumstances in which men and women differ.

The problem of the study has evolved in this question" does the Gender differentiation in leadership and its role in raising the level of organizational loyalty of employees at the modern University for Business and Science?

1.3   Scope of Research

Researcher defined the study community to be based on the staff of Modern University for Business and Science, Lebanon, he also defined the current study sample to be based on a group of the staff of Modern University for Business and Science, who were amounted at (30) people.

1.4   Literature Review
1.4.1 Studies realeted to gender in leadership

Al-Manqash Study (2010): The aim of this study is to identify the impact of the gender factor on male and female leadership style. To achieve this objective, the Fedler Scale has been used to determine the extent to which the two gender practiced styles of leadership over the group and leadership with the group, This study was applied to a sample of heads and agents of academic

departments at King Saud University in Riyadh and the study found that there are statistically significant differences between males and females in their exercise of leadership patterns above the group and leadership with the group, Any gender has a significant influence on the practice's leadership style.

Ali Study (2012): The study aims at recognizing the impact of gender on the leadership style of males and females, and for recognizing this aim; Fiedler's Contingency was used to to know how the two genders use the two styles of individual and group leadership. This study was applied on a sample of academic departments heads (males and females) in Sudan University of Science and Technology. The significance of this study is in providing researchers and those who are interested in leadership styles used by males and females in higher education.

1.4.2 Studies on Leadership Styles and their Impact on Ogranizational Loyalty

Gharbi and Dhaif Study (2022): The study aims at recognizing the common leadership style in Trade Directorate of the mandate of the valley in relation to the organizational loyalty, from the point of view of staff working there. Researcher used the descriptive approach to conclude results and collect and analyze data, the questionnaire was used as an instrument for collecting data, and sample was chosen randomly including 45 employees. Study concludes that the common leadership style in the Trade directorate is the autocratic style which had a clear impact on the organizational loyalty level of the staff.

Samir's study (2015) This study aimed to identify the nature of the relationship between leadership styles and the level of organizational loyalty among the workers of the Human Resources Department of the Office of Promotion and Real Estate Management in Tiaret - Algeria, the study used the analytical descriptive curriculum and relied on the questionnaire as the primary tool for the study. The sample study was 60 individual staff of the Human Resources Section, the results of the study indicated that there is a correlation between leadership styles and organizational loyalty to human resource workers.

2. Leadership

Leadership is generally of great importance to the success or failure of any organization; therefore, the concept of leadership is associated with several concepts, including administrative skills and the type of leader's personality, which must be characterized and possessed. Therefore, we will discuss in this topic the concept of leadership and its styles.

Leadership is defined as "an interaction between the personality of the leader and the followers in terms of their needs, directions and problems, and the group itself in terms of building relationships among its members, and other characteristics of the group, and the situations that the group faces, all within the framework of the leader's awareness of himself, others' awareness of him, and the leader's

awareness of those others, and the common perception between the leader and others of the group and the situation" (Abdin, 2010: 12).

2.1 The most important characteristics and differences between women's leadreship and the men's leadership

The difference in the characteristics of both males and females is an attempt to depend on each other's style of leadership in order to be complementary to the roles of the leader. It is possible for women to face more obstacles in the field of leadership compared to men, especially in leadership roles that are dominated by males, and it is noted that the leadership styles of men and women are different, this is because women are more cooperative and synergistic, but less hierarchical than men. The following are the most important leadership characteristics for females and males:

A. Leadership qualities that distinguish women

(Al-Masry, Samour, 2016: 43-45) identified Qualities that women can take advantage to be a leader in the appropriate conditions:

1- Participation: Women have a role in all doctrinal and intellectual changes, and types of participation include: Consulting in the decision-making process, she likes consultation and participation.

2- Empathy: Women are characterized by compassion and appreciation of the needs and circumstances of others, which helps them in building real and honest relationships, which makes followers love them and move with them towards common goals.

3- Creativity: Studies show that women are more creative than men by about 25%. If we add to this that the participation of women in the management of institutions is relatively recent, all this gives women the ability to find unprecedented solutions and contribute ideas that help institutions in changing the way they work in line with rapid changes.

4- Understanding the needs of women: Women are able to understand the needs of women better than men, and women have a greater role in the economy as they make most decisions related to home, education or health.

5- authorization and delegation of powers: Many studies have proven that women's use of force at work is better than men's, and they are more than men in giving powers to their employees, and giving them the freedom to make decisions, which makes the team enthusiastic and cooperative.

6- Contact: Women are more willing to dialogue than men in the same circumstances, and communication and dialogue are essential for the management of work, where men practice it without real conviction, and women are more open minded to talk about their conviction, and their willingness to dialogue and reach solutions to problems

7- Relationships Women are faster than men and deeper in forming relationships with others in a systematic and organized manner, which is more accurate than paying attention to mistakes that may negatively affect relationships.

8- Willingness to Sacrifice: This Willingness of woman to Sacrifice stems from her ability to bear pain, which goes beyond the physical field to the moral field, where we find her not only sympathizing with the pain of others, but living through those pains, and trying to alleviate them as much as possible.

B. Leadership qualities that distinguish men

1- Effort: man works with varying degrees of effort but without interruption.

2- the influence: Interruptions and visits confuse him and affect his productivity and performance.

3- Priorities and Concerns: He is keen to work hard and this is not often interspersed with other things.

4- Relationships He has extensive relationships with people outside the organization.

5- Monitoring and Evaluation: He follows task-by-task performance without placing too much emphasis on evaluating performance or considering future impacts.

6- Engagement to Work: he is deeply engaged to his work.

7- The Exchange. Retaining information

8- Organization sequence: Takes care of the organizational hierarchy (Al-Shammari, Al-Amiri, 2022:23).

There are unique differences between the leadership styles of men and women in the workplace, and each of them has its advantages and disadvantages, and this is due to how to adapt to the personal leadership style that includes those nuances of work in order to be perfect, so each manager has a vision that may conflict or correspond to the goals of the employee, but the successful manager is the one who everyone can agree with. **Leadership types in terms of leadership style:**

2.1.1   Leadership types in terms of leadership style

a-   Democratic Leadership

This type of leadership is characterized by the leader consulting his subordinates, expressing their opinions, involving them in decision-making and delegating powers to them in accomplishing the tasks entrusted to them. The democratic leader allows others to express their opinions and participate. He emphasizes the importance of the individual and the group in the institution and works to raise

their morale, excite their enthusiasm and provide opportunities to deal with the spirit of team work. (Mashat, Daho, 2017: 15).

b- **Autocratic Leadership**

The autocratic type of leadership is a style revolves around the leader who makes decisions and develops plans and strategies alone without the participation of his subordinates. The autocratic leader focus on most of the powers and authorities in his hand. As for the implementation of his orders and instructions, they are left to the subordinates who in turn are subject to severe control and tracking. Some have called the autocratic leadership negative leadership because it relies on negative motivation based on threat and punishment. The leader's interest in this type of leadership focuses on production and neglects human relations. Autocratic leadership is divided into Directing, permissive, and paternalistic. (Adlan, Tayoush, 2021: 28-29).

c- **Messy leadership style**

It is called the free or permissive style, and it is one of the patterns in which the leader is characterized by non-interference in the subordinates and leaving the freedom of action for them, it means that, the leader gives the employees the freedom to act in setting goals and completing the work in the manner they choose, he also expands the delegation of his powers and leaves the freedom to take appropriate decisions for them, he does not participate with the employees, and does not have an impact on personnel affairs or coordination between work units, Rather, he is considered as an advisor through the open-door policy in communications to express opinion and advice to employees and direct them with general and non-specific instructions. (Bukharuba, 2020: 56). **Organizational loyalty**

2.2 Organizational Loyalty

Organizational loyalty is a cornerstone of the administrative process at all levels and an urgent necessity that all institutions are keen to achieve in order to continue and develop in a highly competitive environment to achieve its objectives. It is a prerequisite for public and private institutions, both service and productive.

Organizational loyalty is defined as: "A trend about the individual's loyalty to the organization, which is an ongoing process through which the employees of the organization express their interest and concern for the organization, and its continued success and survival" (Dodo, & Booker Butt, 2021: 293).

A- Dimensions of organizational loyalty:

The dimensions of organizational loyalty varied according to the point of view of researchers and thinkers due to their different opinions and ideas. Organizational loyalty consists of three dimensions:

- The Emotional Loyalty It indicates the emotional attachment of the employee and his loyalty and compatibility with the institution. Workers with high emotional loyalty continue to work in the institution, but they want to continue based on the desire, positive feeling and sympathy of the employees towards the organization. Some believe that emotional loyalty expresses the desire of the individual to continue working in a specific organization because he agrees with its goals and wants to participate to achieve those goals (Abdul Hakim, Alaa, 2018: 13).

- Moral or Normative Loyalty: It is the employee's sense of commitment to stay in the organization in return for the support he receives by contributing to the organization's goal-setting, planning and policymaking (Khaled. 2022, 19).

- Continuous loyalty: It refers to the extent of the individual's desire to continue working in the organization, which depends on the employee's satisfaction with the result of his/her continued presence in the organization, it is also related to the employee's awareness of the moral and material gains and losses resulting from his/her continued work in the organization. (Awni, Hajjaj, 2017: 7).

2.3 Theoretical Framework

In light of the problem of studying and reviewing the relevant literature, a hypothetical model was designed for the study to demonstrate the nature of the relationship between the independent variable, social gender, and the mediating variable, leadership styles (democratic, autocratic, messy), the model also includes an effect of the mediating variable, leadership styles on the relationship between gender and organizational loyalty (emotional, moral, and continuity).
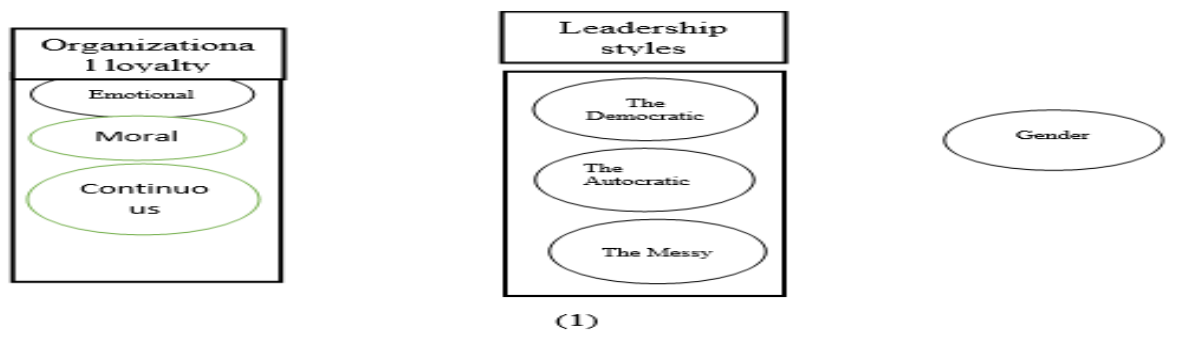

Figure 1. illustrates this relationship

2.4 Development of Hypotheses

Hypotheses of the research have been developed based on the problem, questions, and various elements of the study to achieve the required study objectives, and they are as the following:

The main first hypothesis: There is no statical significant at the level of (0.05) as the gender is different (gender) in leadership and the effect of its dimensions (democratic, autocratic, messy) at the

level of organizational loyalty and its dimensions (the emotional, moral and messy loyalty) for the staff of Modern University for Business and Science, Lebanon.

The main second hypothesis: At Lebanon's modern University of Business and Science, leadership types (democracy, autocracy, and messy) interpose the relationship between gender and organizational loyalty (emotional, moral, and continuous).

- The minor first hypothesis: There is no statical significance at the level of (0.05) as the gender is different (gender) in leadership with its dimensions (democratic, autocratic, messy) at the level of organizational loyalty (emotional) for the staff of Modern University for Business and Science.

- The minor second hypothesis: There is no statical significance at the level of (0.05) as the gender is different (gender) in leadership with its dimensions (democratic, autocratic, messy) at the level of organizational loyalty (moral) for the staff of Modern University for Business and Science.

- The minor third hypothesis: There is no statistic indication at the level (0.05) of the impact of gender differentiation in leadership in its dimensions (democracy, autocracy, placement) at the level of (continuous) loyalty to the staff of the modern University of Business and Science.

2.5 Research Methodology

The research uses the descriptive approach as the appropriate approach for the phenomenon under study. The descriptive approach is known as "is a survey or investigation over the study under study, as it is, to describe and diagnose it, and figure out its relation with the considered factors and aspects. The descriptive approach is not limited to all the information and data and them only, but includes analyzing and explaining these data. Conclusions have a specific purpose or solve and control the research problem. The current study uses the descriptive approach as the appropriate one for the phenomenon under study to analyze gender-based leadership and its role in raising the organizational loyalty level for the staff of Modern University for Business and Science.

The research relies on the questionnaire instrument for collecting the targeted information and data from this study. The questionnaire includes a set of questions - as an interpretation of the study objectives - about gender-based leadership and its role in raising the organizational loyalty level of the staff of Modern University for Business and Sciences, regarding the educational literature in relation to study topic. Researcher developed the questionnaire tool that aims to measure the role of gender-based leadership in raising the organizational loyalty level of the staff of the Modern University for Business and Science. The first scale is concentrated on gender-based leadership that includes (3) fields, (democratic, autocratic, messy). The scale consists of (24) sentences, (8) sentences for each field, While the fifth standard is centralized on organizational loyalty and includes (3) fields, which

are (emotional, moral loyalty and continuing loyalty). The standard consists of (15) sentences; (5) sentences per each field. See annex No (1).

The researcher uses the pentatonic Likert scale to correct the two tools of the study by giving each of its paragraphs one degree out of its five degrees (very high degree= 5, high degree= 4, moderate= 3, low degree=2, very low degree= 1).
And he adopted the following scale for the purposes of analyzing the results:

From 1- 2.33	Low grade
From 2.34 - 3.67	Moderate
From 3.68- 5	high degree

Calculate the scale by using the following equation:

$$1.33 = \frac{1-5}{3} = \frac{(1)\text{Minimum Scale} - (5)Maximun\ Scale}{(3)}$$

4. Data Integration and Analysis
4.1 The validity and consistency of the research tool

First: As for the apparent sincerity: For the purpose of identifying the sincerity of the study tool and its ability to measure what it was prepared to measure, the study tool (questionnaire sheet) was presented to a group of experts and arbitrators on the subject of the study to express their opinion such as modification, deletion or addition, and in terms of its ability to measure and judge what it was prepared for.
Second: For tool stability: Where the questionnaire sheet was applied to (30) of the employees at the Modern University of Management and Science in Lebanon, and this step is useful in identifying the extent of the tool's ability to measure what it was prepared to measure, in addition to identifying the most important obstacles expected when actually applying to the original sample. The following tables show the reliability of Cronbach's alpha for the stability of variables of the research tool, and the correlation coefficient between the degree of each variable and the total degree of the research tool.
 Table 1. shows the results of the Alpha Crew Bach coefficient for the stability of the tool parameters.

Variable	Dimensions	The	Cronbach Alpha
Leadership styles	The Democratic	8	.780
	The Autocratic	8	.865
	The Messy	8	.806
Variable		24	.806
Organizational loyalty	The Emotional	5	.738
	The Moral loyalty	5	.800
	The Continuing	5	.760
Variable		15	.869
Tool as a whole		39	.905

The above-mentioned table shows how consistent is the survey and its results, not changing when re-applied on respondents many times in a specific period; for this reason, the researcher used Reliability coefficient of Cronbach's Alpha; as the above table shows that Cronbach's Alpha value of the survey variables was (0.806) for leadership styles variable, and (0.0806) for the organizational loyalty. Cronbach's Alpha of the whole survey was amounted at (905.). This survey and it's all aspects are with good significance for the research purposes; hence it can rely on generalizing results on the whole study.

4.2 General information about respondents

The researcher applied the survey on a sample of (30) people of the staff of Modern University for Business and Science, Lebanon.

Table 2. shows sample characteristics based on (gender, age group, educational level, marital status, work time)

Variable		k	%
Gender	Male	14	46.7
	Female	16	53.3
Age group:	From 20 to 30 years.	11	36.7
	From 31 to 40 years	12	40.0
	From 41 to 50 years	6	20.0
	51 or more	1	3.3
Educational level	High school degree	2	6.7
	Undergraduate	19	63.3
	Postgraduate degree	9	30.0
Marital Status	Single	12	40.0
	Married	18	60
Duration of work	Less than 5 years	9	30.0
	From 5 – 10 years	11	36.7
	11 to 15 years	5	16.7
	16 to 20 years	4	13.3
	More than 20 years	1	3.3
Total		152	100

It is clear through the above table that sample has the following characteristics:
- Regarding gender, most of respondents were females; the female percentage was amounted at (53.3%) while the male percentage was amounted at (46.7%).

- It is clear that most of the respondents were aged between (31-40years) at the percentage of (40%), followed by the age group of (20-30 years) at the percentage of (36.7%), then the age group of (41-50 years) at the percentage of (20%), and finally the age group of 51 years and more at the percentage of (3.3%).

- Regarding the educational qualification of the study respondents, most of the respondents were with bachelor degree at the percentage of (63.3%), then those with post-graduate at the percentage of (30%), and finally respondents with high school at the percentage of (6.7%).

- Regarding the marital status, the table indicates that most of the respondents were married and were amounted at the percentage of (60%), followed by the single respondents at the percentage of (40%), finally, those who are divorced were amounted at the percentage of (0.0%).

- Regarding work time, the group of (5-10 years) was found the longest work time at the percentage of (36.7%), followed by the group of (less than 5 years) at the percentage of (30%), then the group of (11-15 years) at the percentage of (16.7%), and the group of (16-20 years) at the percentage of (13.3%), and finally the group of (20 or more years) at the percentage of (3.3%).

4.3 Study variables description
4.3.1 Leadership styles

Results regarding the third question: What is the common leadership style in Modern University for Business and Science, Lebanon?

To answer this question; arithmetic means, standard deviations, relative weight and the common style ranking in Modern University for Business and Science, Lebanon, were accounted.

Table 3. shows the arithmetic means and standard deviations of leadership styles in Modern

University for Business and Science, Lebanon

Aspects	Arithmetic	standard	Relative	Degree
Democratic style	3.90	0.58	78.0	High
Autocratic	4.19	0.62	83.8	High
Messy	3.89	0.60	77.8	High
N = 30	3.99	0.45	79.9	High

The above table shows the average of respondent answers of style variable. Which was high, as the average of respondent answers was amounted at (3.99) and standard deviation of (0.45). It is also clear that the autocratic style has the highest arithmetic mean at (4.19), and standard deviation of (0.62), followed by the democratic style at an average of (3.89) and standard deviation of (0.58), finally, the messy style at an arithmetic means of (3.89) and standard deviation of (0.60).

4.3.1 Organizational Loyalty

Results regarding the third question: What is the organization loyalty level of the staff in Modern University for Business and Science, Lebanon?

o answers this question; arithmetic means, standard deviations, relative weight and the ranking of the organizational loyalty level in Modern University for Business and Science, Lebanon, were accounted. **Table 1**. shows the arithmetic means and standard deviations of leadership styles in Modern

University for Business and Science, Lebanon

Dimensions	Arithmetic mean	standard deviation	Relative weight	Degree
Standard loyalty	4.37	0.43	87.4	High
Moral loyalty	4.51	0.46	90.2	High
Consistent loyalty	4.11	0.52	82.2	High
Total	4.33	0.39	86.6	High

The above table shows the average of respondent answers of style Organizational loyalty of the staff in Modern University for Business and Science, Lebanon, which was high, as the average of respondent answers was amounted at (4.33) and standard deviation of (0.39). It is also clear that the moral loyalty dimension has the highest arithmetic mean at (4.51), and standard deviation of (0.46), followed by the democratic style at an average of (4.11) and standard deviation of (0.43), finally, the messy style at an arithmetic means of (3.89) and standard deviation of (0.52).

4.4 Study hypotheses

Main hypothesis: There is no statical significant at the level of (0.05) as the gender is different (g) in leadership and the effect of its dimensions (democratic, autocratic, messy) at the level of organizational loyalty and its dimensions (the emotional, moral and messy loyalty) for the staff of Modern University for Business and Science, Lebanon.

- **The minor first hypothesis:** There is no statical significance at the level of (0.05) as the gender is different (gender) in leadership with its dimensions (democratic, autocratic, messy) at the level of organizational loyalty (emotional) for the staff of Modern University for Business and Science, Lebanon.

Table 2. shows the variable regression analysis of the role of gender-based leadership (democratic, autocratic, and messy) in raising the level of organizational loyalty (emotional)

Variable	R	R2	F	Reference F	B	Beta	Value T	Reference T
fixed	.562	.315	2.879	.043	2.803	-	4.203	.000
Democratic style					136 -	162 -	939 -	.003
Autocratic style					.028	.038	.216	.831
Messy style					.323	.468	1.779	.087
gender					.080	.112	.418	.679

The above table shows the effect of gender and leadership styles (democratic, Autocratic, Messy) on organizational loyalty level in Modern University for Business and Science, Lebanon; the results of regression analysis showed that there is a Statistically significant impact of gender and leadership styles (democratic, Autocratic, Messy) on the level of organizational loyalty through value F of (2.879) at the level of reference (0.043), and is less than (0.05). Explanatory variables also illustrate gender and leadership styles (democratic, autocratic, Tsibi) that explain (31.5%) the disparity in the level of organizational loyalty (emotional) given the determining factor (R^2).

It is also clear that Beta's value, which illustrates the democratic style of leadership over emotional loyalty, has reached (-.162) which is a statistically significant function, and this can be inferred from T's value and the importance associated with it. This means that whenever the democratic style improves in a unit, the emotional loyalty decreases by (-.162).

It is also clear that Beta's value, which illustrates the impact of the autocratic and messy style, and gender on the standard loyalty, statically non-significant, that can be inferred from value T and its significance.

Hence, the hypothesis is partially accepted: There is no statical significance at the level of (0.05) as the gender is different (gender) in leadership with its dimensions (democratic, autocratic, messy) at the level of organizational loyalty (emotional) for the staff of Modern University for Business and Science, Lebanon. In other words, the variable regression analysis revealed that there is a statistically significant impact of the democratic leadership style on the moral loyalty, while there is no impact of the leadership styles (autocratic and messy) on emotional loyalty.

The minor third hypothesis: There is no statical significance at the level of (0.05) as the gender is different (gender) in leadership with its dimensions (democratic, autocratic, messy) at the level of organizational loyalty (moral) for the staff of Modern University for Business and Science, Lebanon.

Table 3. the variable regression analysis of the role of gender difference in leadership (democratic, autocratic, messy) in raising organizational loyalty level (moral).

Variable	R	R2	F	Significance F	B	Beta	Value T	Reference T
fixed	.578	.334	3.141	.032	3.085	-	4.327	.000
Democratic style					141 -	154 -	906 -	.044
Autocratic style					055 -	069 -	398 -	.694
Messy style					.358	.479	1.847	.077
gender					.092	.119	.450	.657

The above table shows the effect of gender and leadership styles (democratic, Autocratic, Messy) on organizational loyalty level in Modern University for Business and Science, Lebanon; the results of regression analysis showed that there is a Statistically significant impact of gender and leadership

styles (democratic, Autocratic, Messy) on the level of organizational loyalty through value F of (3.141) at the level of reference (0.032), and is less than (0.05). Explanatory variables also illustrate gender and leadership styles (democratic, autocratic, messy) that explain (33.4%) the disparity in the level of organizational loyalty (moral), regarding determination coefficient(R^2), It is also clear that Beta's value, which illustrates the democratic style of leadership over emotional loyalty, has reached (-.154) which is a statistically significant function, and this can be inferred from T's value and the importance associated with it. This means that whenever the democratic style improves in a unit, the continuity loyalty decreases by (-.154).

It is also clear that Beta's value, which illustrates the impact of the democratic and messy style, and gender on the moral loyalty, statically non-significant, that can be inferred from value T and its significance, Hence, the hypothesis is partially accepted: There is no statistic indication at the level (0.05) of the impact of gender differentiation in leadership in its dimensions (democracy, autocracy, placement) at the level of (continuous) loyalty to the staff of the modern University of Business and Science. In other words, the multiple regression analysis revealed that there is a statistically significant impact of the democratic leadership style on the moral style. While there is no impact of the leadership styles (autocratic and messy) on continuing loyalty.

- **The minor second hypothesis:** There is no statistic indication at the level (0.05) of the impact of gender differentiation in leadership in its dimensions (democracy, autocracy, placement) at the level of (continuous) loyalty to the staff of the modern University of Business and Science.

Table 4. showing the multiple regression analysis of the role of gender difference in leadership (democracy, autocrat, Tasibi) in raising organizational loyalty (continuous)

Variable	R	R2	F	Reference F	B	Beta	Value T	Reference T
fixed	556	309	2.799	048	2.188	-	2.687	013
Democratic style					198 -	193 -	-1.115	013
Autocratic style					068	.076	.433	669.
Messy style					150.	179	.676	.505
gender					.343	.396	1.466	.155

The above table shows the effect of gender and leadership styles (democratic, Autocratic, Messy) on organizational loyalty level in Modern University for Business and Science, Lebanon; the results of regression analysis showed that there is a Statistically significant impact of gender and leadership styles (democratic, Autocratic, Messy) on the level of organizational loyalty through value F of (3.141) at the level of reference (0.032), and is less than (0.05). Explanatory variables also illustrate gender and leadership styles (democratic, autocratic, messy) that explain (33.4%) the disparity in the level of organizational loyalty (continuous) given the determining factor (R^2), It is also clear that Beta's value, which illustrates the democratic styles of leadership over continuous loyalty, has reached

(-.193) which is a statistically significant function, and this can be inferred from T's value and the importance associated with it. This means that whenever the democratic style improves in a unit, the continuity loyalty decreases by (-.193).

It also turns out that the value of beta that explains the effect of the autocratic style, the messy style, and the social gender on the continuing loyalty is not statistically significant, and this can be concluded from the value of t and the importance associated with it, Hence, the hypothesis is partially accepted: There is no statistic indication at the level (0.05) of the impact of gender differentiation in leadership in its dimensions (democracy, autocracy, placement) at the level of (continuous) loyalty to the staff of the modern University of Business and Science. In other words, the multiple regression analysis revealed that there is a statistically significant impact of the democratic leadership style on the moral style. While there is no impact of the leadership styles (autocratic and messy) on emotional loyalty.

Conclusion

Through the field study and processing, the study revealed the following:

The research results revealed the prevailing leadership styles in Modern University for Business and Sciences in Lebanon, and the Autocratic style ranked first, followed by the Democratic style, and finally the messy style. The study results revealed the high availability of organizational loyalty at the Modern University for Business and Sciences in Lebanon with an arithmetic mean of (4.33), which came after the Moral loyalty at the first rank with an arithmetic mean of (4.51), followed by the Normative loyalty with an arithmetic mean of (4.37), and finally the Continuing loyalty with an arithmetic mean of (4.11).The multiple regression analysis revealed that there is a statistically significant impact of the democratic leadership style on the emotional style.

While there is no impact of the leadership styles (autocratic and messy) on emotional loyalty. The multiple regression analysis revealed that there is a statistically significant impact of the democratic leadership style on the moral style. While there is no impact of the leadership styles (autocratic and messy) on continuing loyalty. The multiple regression analysis revealed that there is a statistically significant impact of the democratic leadership style on the moral style. While there is no impact of the leadership styles (autocratic and messy) on emotional loyalty.

Recommendations

1- The need to move away from the messy leadership style that impedes the good conduct of organizational loyalty.

2- The necessity of solving the problems that the organization suffers from.

3- Consider all variables that impact the organizational loyalty of the employee and are not limited to the leadership only.

4- The necessity of giving the opportunities for the employees to participate in making the decision, and acknowledge their abilities and efficiency in achieving the organization objectives.

5- The necessity for the leader not to interfere in actions that do not concern him.

6- Using modern and developed techniques in the work in order to save time and effort.

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