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The Impact of Organizational Commitment on the Relationship between the Entrepreneurial Characteristics of Managers and Improving the Service Quality

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Abstract

A field study on hotel managers in the tourism service sector. After surveying the previous studies that dealt with entrepreneurial characteristics and their important role in organizations, the author noticed the interest of researchers in recent times in entrepreneurial characteristics due to their importance and positive impact on the performance of institutions. The researcher found that the work of other studies to measure the extent of activation of these properties on managers and interest in the organizations and the extent to which those characteristics impact on the performance of organizations so as to different time periods of previous studies , which dealt with the field of entrepreneurial and characteristics of leadership so touched on the current leadership characteristics as one of the attributes Leadership and its impact on improving service quality. The study used organizational commitment as a modified variable on the relationship between entrepreneurial characteristics and improving service quality. By distributing two questionnaires to two identical samples with a number of (187) guests and workers in the hotel sector in Alexandria Governorate, and the data obtained were analyzed using the program spss26, AMOS25, the results of the study concluded that there is a significant and statistically significant effect of the entrepreneurial characteristics on improving the quality of service provided to the guests. The organizational commitment modifies the relationship between the entrepreneurial characteristics and the quality of the service provided. The study also came up with some recommendations that will be presented later.

Keywords: Entrepreneurial characteristics, organizational commitment, improving service quality

1 Introduction

Regarding to Egypt's tendency to achieve economic growth and entrepreneurial work in society, the field of leadership in organizations and institutions has recently gained the



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attention of researchers to help leaders and administrators in various organizations and institutions to reach leadership in their fields and to set appropriate goals and strategies to reach any institution to the highest performance and to achieve competitive advantage.

According to a study on (2016), it became clear that the entrepreneurial characteristics had a clear impact on the quality of service, where the personal characteristics ranked first, with a value of (0.89), and this indicates the importance of this dimension in improving the service.

Whereas Nasser and Al-Omari (2011) emphasized that the characteristics of the individual and his personal traits have an impact on his behaviour, orientations and performance, and the most important of these characteristics are those characteristics of leadership that push individuals towards determining their future trends and entrepreneurial actions that contribute significantly to the development of institutions.

Hence, leadership achieves the required change and rapid development through a large investment in human resources, especially the preparation of pioneering leaders by showing them some entrepreneurial characteristics that actually affect their behaviour, ideas and the way they make their decisions, and thus will help create opportunities to strengthen institutions and provide services at the highest level.

Where the leader always bears responsibility for his actions and decisions, which should be proactive and not reactive. Moreover, his goals must be to achieve the goals of the organization and achieve efficient performance because he works with a variety of people and through a variety of sources until he reaches the achievement of these goals.

In light of the state's trends to develop performance in institutions and achieve leadership at the general level, we find that one of the most important goals of institutions now is to maintain their continuity and survival, and where this is the concern for the human element of one of the first and most important goals of institutions now to maintain their stability because the human resource will remain the basis of the success of any A project or any institution through its performance, effort and skills, as it is he who has the ability to manage any other resources in the institution.

Therefore, attention to the individual is very necessary. All his needs, whether psychological, social and material, must be taken care of, and he must be respected and appreciated in order for the organization to ensure its success and achieve its goals, because job satisfaction among individuals in the organization will lead to better performance and productivity. Motivating its employees and trying to meet their needs to enhance trust between employees and the institution, and this will ensure the commitment of these individuals towards the institution and ensure their loyalty and loyalty to the institution by providing outstanding performance and achieving the objectives of the organization.



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Therefore, the researcher found that organizational commitment is one of the vital elements that help the organization achieve its goals through the individual's commitment to work and loyalty to the institution, which actually helps to acquire the pioneering characteristics of the characteristics and behaviors of individuals.

And if the organizational commitment generates the individuals' belonging to the organization, this is reflected in the good performance and the provision of the best services. Therefore, the researcher found that there is a relationship between organizational commitment and the provision of good service, because the efficiency and stability of the institution is known from the commitment and loyalty of its employees to it.

Therefore, the researcher chose the tourism sector because it is considered one of the most important service sectors in the country, which needs continuous development and always improving performance in it and in the services provided to it, because Baatir is one of the honorable destinations for the country.

Tourism is one of the most important areas of interest to the state because it has a significant impact on cultural exchange between countries and its impact on raising the national income. It also helps reduce unemployment by employing individuals in tourist facilities, hotels and tourist restaurants.

The former Minister of Tourism, Dr. Rania Al-Mashat, stressed the importance of looking at the tourism sector from an economic perspective, which is currently adopted by the political leadership in Egypt, noting that the sector contributes 15% of the gross domestic product, and it is one of the important sectors that contribute in providing foreign exchange and creating job opportunities.

Tourism has been subjected to multiple crises recently, with different causes and consequences, which negatively affected the national income. This was the motivation of the state to restore tourism to what it was, but rather the state tends to develop this sector and achieve leadership in this field.

The researcher found that the entire tourism sector needs to do an important element, which is called "sustainable tourism" in the equipment and services provided to tourists, and this is achieved through the pioneering orientation in all sectors and tourism facilities.

Previously, Ghada Khalil, director of the Rowad 2030 Project, indicated that the expectations of the World Tourism Organization amounted to an increase in the Middle East, by 4 to 6% during the last two years, according to global indicators, which requires more effort to be prepared for more. It is one of the innovative solutions to face the various challenges that the sector will face, stressing that this confrontation will not be without



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innovative readiness and different and rapid effectiveness in line with the size of those successive variables.

The study will address the answer to the main question, which is considered the goal of the study, which is to what extent the entrepreneurial characteristics will affect the improvement of service quality and to what extent the organizational commitment will affect the relationship between them.

1.1 Literature review & hypothesis development

Entrepreneurship has been defined by The Global Entrepreneurship Monitor as a serious attempt at work or creating a new adventure such as employing oneself and creating a new organization, expanding the current organization, or expanding existing areas of work by individuals. Entrepreneurship is the process of creating value, whether by individuals. Or organizations, and this process includes distinguishing opportunities and using resources, which is not a simple process, but rather the use of commercial strategies to enter into the adventure, and it has emerged as a major issue and a political tool for economic growth and job creation (McKeown, 2004 & Mitchell)

Organizational commitment is defined as “a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991). This popular definition is an attempt to create consensus between different research traditions and definitions in the literature on organizational commitment. For example, Porter, Steers, Mowday, and Boulian (1974) strongly focused on the affective aspect by defining organizational commitment as “the relative strength of an individual’s identification with and involvement in a particular organization”. Mowday, Porter, and Steers (1982) differentiate Porter, Steers, Mowday and Boulian’s (1974) definition further by specifying “identification” and “involvement” in three factors: “1. a strong belief in and acceptance of the organization’s goals and values; 2. a willingness to exert considerable effort on behalf of the organization and 3. a strong desire to maintain membership in the organization”. These three components reflect two research traditions in the literature of the 1970s and 1980s, that is, attitudinal (or affective) commitment describing an emotional attachment to the organization (Mowday, Porter, & Steers, 1982), and behavioral approaches, focusing on the behavioral intention to remain in the organization (Allen & Meyer, 1990).

Service quality means the ability of a service provider to satisfy customer in an efficient manner through which he can better the performance of business. In the service sector too „quality“ is an important element for the success of business. It is because of the realization of its positive link with profits, increased market share, customer satisfaction. Several earlier



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studies and authors pointed out that quality concept in service is different from the concept prevalent in the goods sector. The reasons for such a treatment are inherent features of services like intangibility, inseparability from the provider, heterogeneous etc. Hence there is a distinct frame work for quality explication and measurement.(Dharanipriya,2019)

Based on the previous studies that dealt with leadership and pioneering characteristics, and indicated their importance and role in the growth of organizations and private sector companies - and their role in improving the quality of services provided and their impact on achieving future directions and entrepreneurial actions that will actually affect economic growth.

A study (Oyeniyi & Adeniji, 2010) focused on the relationship between the personal and psychological traits of entrepreneurs and on performance in countries. The study found that one of the most important psychological and personal characteristics that a businessman must possess is achievement, self-efficacy, control and control that affects the internal performance of the company. The researcher found that these results are in line with some other studies that use similar variables where the relationship between self-efficacy and need for achievement, control and control and self-sufficiency) are interrelated and positively correlated with performance.

(DiZhang & Brining (2015) indicated the presence of a statistically significant impact of the personal characteristics of entrepreneurs with its dimensions on the performance of Canadian industrial companies. Where the study indicated that entrepreneurs who enjoy high self-control may adopt a pioneering approach in their administrative field before heading towards the market.

Ali (2016) conducted study on the impact of leadership characteristics on the quality of hotel service in the hotels of Babil Governorate. The results revealed that there is a positive relationship between the entrepreneurial characteristics of hotel managers and the quality of hotel service and the presence of a statistically significant effect at the level of significance (0.01).) for the pioneering characteristics of hotel managers in the dimensions of hotel service quality

Also, Ghannam's study (2017), which dealt with the impact of the leadership characteristics of the senior management in adopting strategic directions in the food industry companies operating in the Gaza Strip. The study indicated that the level of leadership characteristics of the senior management in the food industry companies operating in the Gaza Strip with its dimensions (the need for achievement, initiative, self-confidence, independence and responsibility, creativity, risk-taking, and self-control) is significantly high, and it was found that the influence of other variables is weak and there are no differences In the averages of



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managers' responses about the entrepreneurial characteristics and strategic directions due to the demographic variables (gender - age - job title - number of years of service)

And the study (Samra, 2018), which dealt with the role of entrepreneurial characteristics in improving the level of institutional performance, is a necessity. The researcher adopted the dimensions of entrepreneurial characteristics through previous studies, where he focused on (creativity - risk-taking - initiative - self-confidence - self-belief - need for achievement - bearing responsibility), The researcher found that there is a positive relationship between the entrepreneurial characteristics and their dimensions at the level of institutional performance in private universities.

And the study (Sarsour, 2019) of strategic leadership among academic leaders and its relationship to the quality of institutional performance at the university, where the researcher determined the relationship between the strategic leadership of the university leaders and the level of quality performance, and to what extent the academic leaders practiced strategic leadership, and the researcher concluded that there is a positive and significant correlation A statistic at the significance level (0.01) between the mean estimates of the sample members for the degree of academic leadership's practice of strategic leadership and the quality of institutional performance.

The current study agrees with a number of previous studies in its direction to measure the impact of the independent variable (entrepreneurial characteristics) as one of the leadership traits on the dependent variable (improving service quality). Success as one of the dimensions of the entrepreneurial characteristics dealt with in the current study, and most of the previous studies that dealt with the subject of the study used the descriptive analytical method and used the same research tools.

The study differs from the study (Hussain, 2013), which focused on the role of entrepreneurial characteristics in enhancing organizational commitment. Studies of entrepreneurial characteristics and their impact on organizational commitment, and this is what the current study differs on in terms of its direction towards the positive relationship between the two variables.

On the other hand, the current study differs from previous studies in general in its direction towards measuring the impact of entrepreneurial characteristics as one of the leadership traits on improving service quality and determining if organizational commitment modifies and will improve this relationship or not. Therefore, the current study seeks to link several variables rarely Previous studies have linked them, but the current study aims to measure the impact of the modified role of organizational commitment on the relationship between the two variables, and demographic factors will be entered into the study.



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Determining the research gap through the results of previous studies and the current study, where the researcher found the scarcity and lack of studies in general that dealt with the subject of the study and the absence of a previous study to measure the relationship between the three variables of the current study.

Therefore, in light of the previous presentation of previous studies, the study hypotheses and the proposed model can be derived as follows :

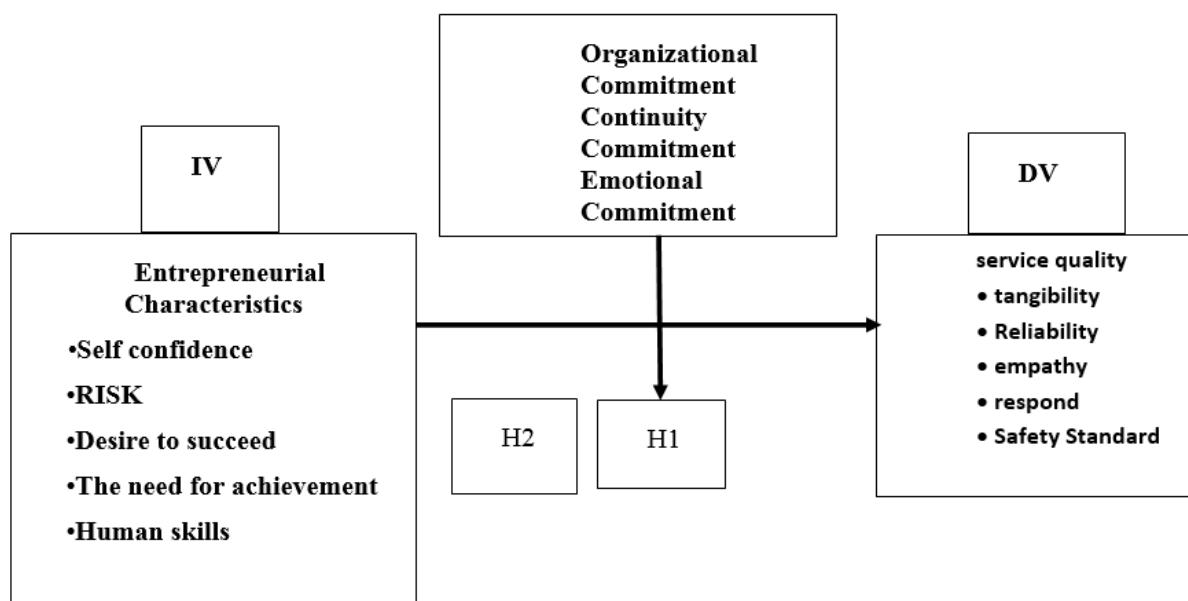


Figure 1. Conceptual framework

H1: There is a statistically significant effect of the entrepreneurial characteristics on service quality dimensions.

H1.a: There is a statistically significant effect of risk on the dimensions of improving service quality.

H1.b: There is a statistically significant effect of self-confidence on the dimensions of improving service quality.

H1.c: There is a statistically significant effect of the desire for success on the dimensions of improving service quality.

H1.d: There is a statistically significant effect of the achievement on the dimensions of improving service quality.

H1.e: There is a statistically significant effect of human skills on the dimensions of improving service quality.

- The second main hypothesis:



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There is a statistically significant effect of organizational commitment as a modified variable (emotional commitment - continuity commitment - normative commitment) on the relationship between entrepreneurial characteristics and improving service quality.

2 Methods

This study presents the results of a quantitative research being applied at a hospitality sector in Alexandria with the aim of determining the impact of Entrepreneurial Characteristics on the service quality dimensions through the moderation effect of organizational commitment.

The study population consisted of the tourist hotels in Alexandria with a minimum of (15) hotel. After research and survey, the researcher found, according to official statistics from the Office of the Ministry of Tourism in Alexandria:

The number of hotels in Alexandria (42) hotels of various levels and quality: (10) hotels that provide 5-star service - (7) hotels that provide 4-star service - (8) hotels that provide 3-star service - (10) hotels that provide two-star service – (4) Hotels that provide a one-star service - (3) hotels under evaluation and to understand the reasons for choosing hotels as a community for this study, where the researcher saw that most of the studies on leadership were applied in many government institutions and educational institutions, while few studies dealt with the issue of leadership and applied it in the hotel sector and tried to address the characteristics and characteristics Managers in hotels and those studies sought to emphasize the importance of the variables of the current study: (entrepreneurial characteristics - organizational commitment - quality of service) as confirmed (Weerakit, 2007) that there are a small number of studies that examined the leadership competencies necessary for managers in hotels and that what hotels face a lot The intensity of competition puts leaders in front of a great challenge, which is the inability to maintain employees, and this requires the presence of administrative competencies for leaders in hotels that enable them to raise the level of hotel performance and maintain the hotel's competitive position.

The researcher performed the procedure in which all individuals in the study community have the same probability of being selected within the study sample independently, by taking a stratified random sample. The study population represents (461) permanent employees, (136) specific employees.

Based on the foregoing, (256) questionnaires were distributed, and (190) questionnaires were retrieved, and (3) questionnaires were excluded, for the employees and guests sample.

For the purpose of this study, a questionnaire has been adopted from previous studies . The questionnaire was close-ended questions and respondents were asked to rank their agreement with the statements indicated through 5-Likert scale to measure the Study variables.

To answer the study questions and test its hypotheses, the Statistical Package of Social Sciences (SPSS28) was used, in addition to using the AMOS26 program.



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3 Results

- The first main hypothesis: There is a statistically significant effect of the entrepreneurial characteristics (risk - self-confidence - desire for success - need for achievement - human skills) on improving service quality, in terms of its dimensions (dependency - response - tangible elements - attention (sympathy - (safety (Trust in dealing). The sub-assumptions include:

The first sub-hypothesis: There is a statistically significant effect of risk on the dimensions of improving service quality .

Table 1. Regression analysis of the effect of risk on the dimensions of service quality improvement

Variable	B	std. Error	B	(t)	P-value
		standard erro			
(Constant)	1.1	0.088		12,535	<.001
Risk	0.334	0.047	0.383	7.11	<.001
R ²	0.383				
*at the level of significance $\alpha \leq 0.001$					

It is also evident from the statistical results contained in Table (1), and from the noticing values of the (t) test that the risk dimension has a positive impact on improving the quality of service, as the calculated (t) values amounted to (12.535), which are significant values at the level of significance ($0.001 \geq \alpha$), also found that after the risk is predicted about 38.3 % .as an influence factor on the changes in the level of service quality improvement, which proves the validity and acceptance of the first sub-hypothesis.

The second sub-hypothesis :There is a statistically significant effect of self-confidence on the dimensions of improving service quality.

Table 2. Regression analysis of the effect of self-confidence on dimensions of improving service quality

Variable	B	std. Error	B	(t)	P-value
		Standard error			
(Constant)	1.161	0.087		13.29	<.001
self confidence	0.291	0.048	0.34	6.099	<.001
R ²	0.34				
*at the level of significance $\alpha \leq 0.001$					



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As it is clear from the statistical results presented in Table (2), and from the follow-up to the values of the (t) test that the dimension of self-confidence has a positive effect on improving the quality of service, as the calculated (t) values reached (13.29), which are significant values at the level of Significance ($0.001 \geq \alpha$), as it was found that the self-confidence dimension predicts about 34.0 % .as an influence factor on the changes in the level of service quality improvement, which proves the validity and acceptance of the second sub-hypothesis.

The third sub-hypothesis :There is a significant statistically significant effect of the dimension of desire for success on the dimensions of improving service quality .

Table 3. Regression analysis of the effect of desire for success on the dimensions of improving service quality

Variable	B	std. Error	B	(t)	P-value
		Standard errorr			
(Constant)	1.422	0.066		21.586	<.001
Desire to succeed	0.143	0.035	0.237	4.104	<.001
R ²	0.237				
*at the level of significance $\alpha \leq 0.001$					

It is also evident from the statistical results contained in Table (3), and from the follow-up to the values of the (t) test that the desire for success has a positive effect on improving the quality of service, as the calculated (t) values reached (21.586), which are significant values at the level of Significance ($0.001 \geq \alpha$), as it was found that after the desire for success predicts about 23.7% as an effect factor of changes in the level of service quality improvement, which proves the validity and acceptance of the third sub-hypothe.

Fourth sub-hypothesis :There is a significant statistically significant effect of achievement on the dimensions of improving service quality.



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Table 4. Regression analysis of the impact of the need for achievement on the dimensions of improving service quality

Variable	B	std. Error	B	(t)	P-value
		standard error			
(Constant)	1.219	0.089		13.627	<.001
need for achievement	0.267	0.048	0.309	5.579	<.001
R ²	0.309				
*at the level of significance $\alpha \leq 0.001$					

It is also evident from the statistical results contained in Table (4), and from the follow-up to the values of the (t) test that after the need for achievement has a positive effect on improving the quality of service, as the calculated (T) values reached (5.579), which are significant values at the level of significance ($0.001 \geq \alpha$), and it was found that the dimension of need for achievement predicts about 30.9% as an effect factor of the changes occurring in the level of service quality improvement, which proves the validity and acceptance of the fourth sub-hypothesis.

Fifth sub-hypothesis :There is a statistically significant effect of human skills on the dimensions of improving service quality.

Table 5. Regression analysis of the impact of human skills on the dimensions of improving service quality

Variable	B	std. Error	B	(t)	P-value
		standard error			
(Constant)	1.553	0.066		23,485	<.001
human skills	0.077	0.033	0.135	2.342	<.001
R ²	13.50%				
$\alpha \leq 0.001$ significance at the level of*					

As it is clear from the statistical results contained in Table (5), and from the follow-up to the values of the (T) test that the human skills dimension has a positive effect on improving service quality, as the calculated (T) values reached (2.342), which are significant values at the level of significance ($0.001 \geq \alpha$) also found that the human skills dimension predicts about 13.5% as an effect factor of changes in the level of service quality improvement, which proves the validity and acceptance of the fifth sub-hypothesis.



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It is noticed from the previous presentation of the sub-hypotheses test that the first main hypothesis was accepted :There is a statistically significant effect of the entrepreneurial characteristics) risk - taking - self - confidence - desire for success - need for achievement- human skills (on improving service quality .In terms of its dimensions) dependence- responsiveness - tangible elements - interest) sympathy - (safety) trust in dealing.

The second main hypothesis: Organizational commitment the relationship between the entrepreneurial characteristics and improve service quality.

Table 6. Multiple regression analysis of the impact of organizational commitment variable as a modified variable on the relationship between entrepreneurial characteristics and service quality

Variable	std. Error	β	(t)	R ²	P-value
	standard error				
Entrepreneurial Characteristics	0.522	0.091	5.724	0.272	<.001
Entrepreneurial characteristics* Organizational commitment	-0.099	0.027	-3.719	0.343	<.001
$\alpha \leq 0.05$ significance at the level of*					

As it can be seen from Table (6) that the value of the impact factor for the entrepreneurial characteristics is 0.272) R²= ,(which reflects the impact of the pioneering characteristics on the level of service quality improvement .And when we observe the limit of significance, we find that P-Value that is, it is less than ,%0.01 and when we test the role of organizational commitment as an adjusting variable, we find that the value of the impact factor increased to .343.) R²= (Which means that the organizational commitment affects the relationship between the entrepreneurial characteristics and improve the level of quality of service, and two variables together predict change in the level of improving the quality of service provided by .(%34.3) Which confirms the validity of the second main hypothesis?

4 Conclusion

From the statistical analysis to test the hypotheses of the study, the following was found:

Testing the first main hypothesis to study the relationship between entrepreneurial characteristics and improving service quality. The previous variables and the improvement of service quality, as the values of the correlation coefficients are greater than zero, with a significance level of less than 0.05, and the values of the regression coefficient are greater than



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zero, while there is a significant effect of risk, self-confidence, need for achievement, desire for success, human skills on the Improve the quality of service, as the significance level values are greater than 0.05.

Based on the previous results, it can be noted that the first main hypothesis, which is "there is a statistically significant relationship between entrepreneurial characteristics and improving service quality" is partially acceptable. This result is consistent with several previous studies that were mentioned before in the chapter of previous studies in accepting the first main hypothesis that there is a significant relationship between entrepreneurial characteristics and improving service quality. The questionnaire and this method is the same that the researcher used in the current research. Despite that, there are differences between the current research and previous studies in terms of the field of application, except for the study (Amal Ali, 2016), which dealt with its study in the tourism sector in Babylon hotels, and this is consistent with the application of the current study. On some tourist hotels in Alexandria.

To test the second main hypothesis to study the effect of organizational commitment on the relationship between entrepreneurial characteristics and improving service quality.

The results of the multiple regression model test showed: There is a significant and statistically significant effect of organizational commitment as a modified variable (emotional commitment - continuity commitment - normative commitment) on the relationship between entrepreneurial characteristics and improving service quality. Where organizational commitment improves the relationship because there is a direct relationship between it and improving service quality. , where the value of the impact factor of the entrepreneurial characteristics is ($R^2=0.272$), which expresses the impact of the entrepreneurial characteristics on the level of service quality improvement. When noticing the significance limit, we find that the P-Value is less than 0.01%, and when testing the role of organizational commitment as a modified variable, we find that the value of the impact factor increased to (.343. $R^2 =$), which means that organizational commitment affects the relationship between the characteristics Entrepreneurship and the level of service quality improvement, and the two variables together predict the change in the level of service quality improvement provided by (34.3%). Which confirms the validity of the second main hypothesis.

Based on the previous results, it can be noted that the second main hypothesis, which is "organizational commitment affects the relationship between entrepreneurial characteristics and the level of service quality improvement", is partially acceptable. Despite the difference with the study (Hussain, 2013), which focused on the role of entrepreneurial characteristics in enhancing organizational commitment. In studies of entrepreneurial characteristics and their impact on organizational commitment, and this is what the current study differs on in terms of its direction towards the positive relationship between the two variables, except that the result



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of the second main hypothesis test is consistent with several previous studies mentioned before in the chapter of previous studies in measuring the impact of entrepreneurial characteristics on organizational commitment. On the other hand, the effect of organizational commitment on service quality in accepting the second main hypothesis that organizational commitment affects the relationship between entrepreneurial characteristics and the level of service quality improvement.

The results of the study hypotheses test concluded:

- There is a significant, statistically significant effect of the leadership characteristics of managers on improving the quality of service provided to guests.

It was found that the most influential dimensions of entrepreneurial characteristics are risk-taking and desire for success.

- It was found that the least influential dimensions of entrepreneurial characteristics are human skills.

- It was found that organizational commitment modifies the relationship between the entrepreneurial characteristics and the dimensions of improving the quality of the service provided to a high degree. Therefore, it is necessary to focus on how to raise the level of organizational commitment among employees.

In light of the results of the study, the researcher makes several recommendations that contribute to enlightening hotel leadership in particular and institutional leadership in general, as follows:

- Holding educational seminars for workers in order to highlight the practical benefits of applying leadership in institutions and to increase their conviction and cultural acceptance, and then practice them with satisfaction and conviction.

- Working to organize regular seminars and meetings between leaders and subordinates.

- Avoiding bureaucratic leadership that is known to limit innovation among employees

- Encouraging and embracing the talented, adopting pioneering workers with innovative leadership talents, enhancing their capabilities, benefiting from them, and employing them in the appropriate places for them.

- Organizing seminars between managers, leaders and workers to discuss the challenges facing the organization and their participation in developing possible solutions to them.

- Paying attention to workers and their problems and trying to participate in them in finding solutions to them while reducing the level of pressures that workers are exposed to while performing their work.



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- Paying attention to always motivating employees, and managers doing some social activities with employees to create a spirit within the work
- Managers' interest in understanding others and understanding their tendencies and tendencies
- The necessity of activating the entrepreneurial culture among workers in the state, as it is the most important requirement in terms of its impact on establishing values
- The principles of leadership with its dimensions and directions, and its reflection on the trends and behaviors of cadres
- The study recommends decision makers to adopt entrepreneurial characteristics as important traits for leaders as an attempt to enhance entrepreneurial leadership and its impact on employees' performance.

In dealing with the subject of this study, the researcher faced some difficulties, which were as follows:

- The complete lack of response of the sample in answering the questionnaire and the difficulty in collecting the questionnaire due to the conditions of the Covid-19 pandemic.
- Restrict the researcher to the time limit to finish the search
- The researcher recommends the necessity of conducting future studies on the impact of the behavioral and administrative skills of leaders on the job loyalty of employees
- It is also recommended to conduct research on understanding the reasons for the low organizational commitment of employees
- The researcher also recommends that the current study be conducted on other sectors in the country such as health, education and service facilities in order to generalize the results of the study

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