

The impact of perceived ethical leadership and organizational culture on job satisfaction with the mediating role of organizational commitment in private educational sector of Islamabad, Pakistan

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Abstract: - The current study inspects the relationship among ethical leadership, organizational culture and job satisfaction with the mediating role of an organizational commitment. For this study Data is collected through a survey of 210 employees of the education sector of Pakistan. The data is analyzed using SPSS 20.0 software through different statistical tests. The findings established the positive relation among organizational culture, ethical leadership and job satisfaction with the mediating role of an organizational commitment. It is also observed that ethical leadership and organizational culture increases the job performance. The findings of the current study propose teachers and managers to encourage ethical leadership and create a positive culture to enhance organizational commitment and job satisfaction.

Key-Words: - Educational Management, Ethical Leadership, Organizational Culture, Organizational Commitment, Job Satisfaction

1 Introduction

1.1. Significance of the Study

The organisations these days strive for high performing employees without which they are unable to compete in a competitive market. The high performance of the employees cannot be achieved if they are not pleased with their jobs or have a lack of organisational commitment. Recent literature has identified that leadership styles and organisational culture, the main determinants of committed and satisfied employees (Trivisonno & Barling, 2016; Top, Akdere & Tarcin, 2015; Sojane, Klopper & Coetzee 2016). Out of different leadership styles research on ethical leadership has received significant attraction of scholars in the field of management sciences.

The education industry of Pakistan has witnessed a lot of growth in the recent two decades. The education industry has created a number of jobs in a variety of areas related to

primary and secondary education (private schools & colleges). For the economic, social and cultural growth of the country, it is important that the educational system is fully developed which is only possible through high performing employees. Though there are numerous aspects that stimulate the job satisfaction and organisational commitment of employees. However, the impact of ethical leadership style and organisational culture on job satisfaction with the mediating role of organisational commitment in the private educational sector of Pakistan is only examined in the current study.

1.2. Gap Analysis

Çelik, Dedeoglu and Inanir (2015) has studied the impact of ethical leadership on job satisfaction with the mediating role of organisational commitment in Antalya Turkey. The study made a noteworthy input towards the literature and proved that ethical leadership enrich the employee's organisational

commitment and job satisfaction. It is further suggested that organisational culture could also be incorporated in the model to inspect the effect of organisational culture on job satisfaction in different milieus. So the current study is an effort to inspect the relationship between ethical leadership and organisational culture on job satisfaction with the mediating role of an organisational commitment. The current research endeavours to fill the theoretical as well as the contextual gap in the literature of ethical leadership and job satisfaction.

1.3. Problem Statement

The private educational sectors in Pakistan are facing continuous challenges in productivity, increasing turnover of teachers and administrative staff due to lack of organisational commitment and dissatisfaction. The recent research in the educational sector of Pakistan has identified job satisfaction as one of the major disputes to be addressed in order to cultivate a strong educational system (Zulfqar, Devos, Shahzad & Valcke, 2015; Khan, Ali, Hussain & Safdar, 2015). The current situation, therefore, calls for research to identify the factors that can enhance job satisfaction and organisational commitment of the personnel in the educational sector of Pakistan.

1.4. Research Goal

The key goal of the study is to investigate the effect of perceived ethical leadership and organisational culture on job satisfaction with the mediating role of organisational commitment in the private educational sector of Pakistan.

1.5. Delimitation of Study

There are different leadership styles prevailing in the educational industry of Pakistan, however, the content of this work/effort is limited to the ethical leadership /moral leadership style only. The current research has only been conducted in the educational sector of Islamabad and Rawalpindi. The concept of organisational

commitment can be divided into three extents, i.e. normative commitment, continuous commitment and affective commitment (Allen & Mayer, 1991), however, the organisational commitment for the present study has been taken as one variable in its generic sense. The study is quantitative in design and cross-sectional in time horizon.

2. Literature Review

2.1. Ethical Leadership

Nowadays, the expression "ethics" ordinarily alludes to a composed or unrecorded moral framework that characterises what is socially viewed as erroneous or veracious, great or awful (Aronson, 2001). Until now researchers have not found a distinctive explanation for what constitutes an ethical leadership. Leadership is defined by (Davis, 1981) as "the ability to persuade individuals to endeavour with a specific end goal to achieve the hierarchical objectives". Çelik (2012, p.6) examined many definitions and characterised authority as "a procedure amid which the objectives of a business or a gathering are resolved and the gathering individuals are directed to achieve these objectives with the assistance of impact." In numerous studies led on administration, the accentuation has been on the initiative procedure, pioneer practices, association with the group of onlookers and authoritative yields. (Yukl, 2002; April et al., 2010; Gardner et al., 2005). Be that as it may, as of late, the initiative has ended up connected with current exploitative practices. Government and corporate lifespan enforced new controls in moral administration improving studies (Belschak, 2012; Resick et al. 2011; Den Hartog & Harrison, Trevino and Brown 2005).

2.2. Organizational Culture

Culture delineates how the function is going on, and the general populations are dealt with inside the association". Hierarchical culture is created by a set, pretty much sound or enunciated, of qualities, implications, practices and authoritative works on speaking to the fundamental filter in deciphering the

association's world: it likewise fulfils the capacity of conduct introduction in the organisation. It is growing, fundamentally in a typical arrangement, 10 to offer an instrument of comprehension, introduction and conduct inside the authoritative casing. Schein comprehended "authoritative culture as a subjective procedure of adjustment to the specific differing qualities of hierarchical substance, and reconciliation in this reality".

2.3. Organizational Commitment

Morris and Sherman (1981) showed that authoritative duty can viably foresee the representative's execution and turnover. It was found that hierarchical responsibility was an appropriate marker of work execution. It is imperative for administrators and pioneers to give careful consideration to the representative's hierarchical responsibility. The greater part of the studies concerning hierarchical responsibility and found that authoritative duty was influenced by four main considerations: Personality, Job Speciality, Experience and Pay and Working. The result influenced by authoritative duty incorporates the maintenance eagerness, maintenance request, going to rate, and work execution (Raja & Palanichamy, 2005).

Employees' psychosomatic affection to the organisation is called organisational commitment; there are three basic extents of the organisational commitment that are affective commitment, continuance commitment and normative commitment (Morris & Sherman, 1981). An organisational commitment is permitted to successfully anticipate the employee satisfaction and performance. Research showed that organisational commitment is a good pointer of work performance and satisfaction. It is a salient point for the leaders and managers to give careful consideration to the employee's organisational commitment. The dimensions of leadership styles and their attributes specifically transformational, transactional, autocratic control, human relation specialist, coaching and servant/domestic leadership flairs are considerably allied to organisational

commitment as well with their sub-dimensions like continuance of job, affective and normative of the organisation (Alonderiene & Majauskaite, 2016). Therefore, organisational commitment in this current globalised dilemma enhances employee satisfaction (Hussein, 2016).

2.4. Job Satisfaction

It is communicated that administration style assumes a fundamental part in affecting workers' employment execution. A few scientists found that distinctive initiative styles will cause diverse workplace and precisely stimulus the occupation fulfilment of the representatives. One of the studies recommended that change may normally embolden more employment fulfilment, given its capacity to grant a sense of duty and scholarly provocation. (Lashbrook, 1997).

Work fulfilment has been defined in different complementary ways. As per Spector, (1985, p. 693) work fulfilment is " worker states of mind, including pay, advancement, supervision, periphery benefits, unforeseen prizes, working strategies, collaborators, nature of work, and correspondence". For the reasons for the present study, work fulfilment will be considered as the definition by Spector.

Bavendam (2000), openings for work, stretch, administration, work models, reasonable prizes, and satisfactory power were contributing variables to instructor work fulfilment. Besides, Arani (2003) completed a similar investigation of auxiliary teachers' employment fulfilment in connection with their esteem introduction and school authoritative atmosphere in Iran and India. Of the factors chose for the study, instructors work fulfilment is needy variable and educators esteem introduction, school authoritative atmosphere, sexual orientation, age, subject of educating, showing background, pay and sort of school are free factors. Discoveries of the study uncovered a significant distinction amongst government plus tuition based school instructors in their occupation fulfilment in both the nations. The study originates the most indispensable qualities for Iranian educators are wellbeing, learning,

and household known and for Indian instructors are religion, popular government, and information.

2.5. Organisational Commitment and Job Satisfaction

Prior studies have emphasised on the relationship in organisational commitment and job satisfaction. Like (Bedeian & Armenakis, 1981; Dubinsky & Borys, 1981) stated a positive relation between an organisational commitment and job satisfaction? On the other hand, (Curry et al., 1986) establish no connection amid them. Vandenberg and Lance (1992) explored that organisational commitment cause's job satisfaction. Russ and McNeilly (1995) investigated the connection among organisational commitment and job satisfaction via experience, performance and gender as moderators. The current findings show that experience and performance help the connection between an organisational commitment and job satisfaction. Therefore, it is hypothesized that:

The organisational commitment has a positive effect on job satisfaction.

2.6. Ethical Leadership, Organizational Commitment and Job Satisfaction

A number of studies (Tennakoon, 2009, Atmojo, 2012; Zohrabi & Ahmadi, 2012; Munir et al., 2013; Pannu & Ahmadi 2011, Rezaei & Darvish, 2011) in the writing that inspects the relationship between authoritative responsibility and employment fulfilment. Be that as it may, the examination, particularly focusing on the relationship of moral initiative with authoritative responsibility and employment fulfilment, is strikingly constrained. It has been set up that pioneers are powerful in making authoritative responsibility and guaranteeing work fulfilment (Baum, 2001; Zajac & Mathieu, 1990). The ethical behaviour of the leaders also increases the commitment of employee and their job satisfaction.

Zhu et al. (2004), Ofori and Toor (2009), Ghorban, Mohd and Ghahroodi (2013) found in their studies that moral administration

decidedly influences hierarchical responsibility, while moral initiative may likewise positively affect work fulfilment (Brown et al., 2005). Organizational pledge escalates via proliferations of job satisfaction in the business (Testa, 2001). Kappagoda (2012), Berkes and Jermier (1979), Gomes (2009) and also pointed in their studies that organisational commitment has positive effects on job satisfaction.

The organisational commitment arbitrates the relationship between ethical leadership and job satisfaction.

2.7. Organizational Culture and Organizational Commitment

The possibility of the organizational commitment is seen as the impression of definitive qualities, which are acknowledged as the impression of the legitimate culture. Since duty is an impression of legitimate standards and tenets are impressions of various levelled social orders, there might be a relationship amongst dedication and societies in associations. Additionally, authoritative duty might be acknowledged as a yield of hierarchical culture since the parts of hierarchical culture like standards, images, qualities, convictions, and fundamental suspicions shape authoritative responsibility (Reyes and Shaw, 1992; Martin and Peterson, 1990). Consider comes about revealing that the regard presentation of teachers has consequences for their various levelled obligation support this supposition. In disdain of the way that there are endless surveys on legitimate culture and progressive obligation, there are not too many audits taking a gander at the relationship between these two thoughts. In any case, perceptible specialists in the field of definitive culture, Waterman and Peters (1982) and Kennedy and Deal (1982) and, speculatively focused on the huge effect various levelled cultures may have on execution and duty in affiliations.

Organisational culture has a positive impact on organisational commitment

established theories are tested in a different context. In interpretivism the researcher is not independent to the research, the data is collected in words and theories are generated using grounded data. In pragmatism, a mixed method approach is used in which data is collected in words as well as numbers. The present research is quantitative in its approach and follows positivism paradigm. The design of the current research is hypothesis analysis and investigation style is causal & crosses sectional.

3.2. Development Tool

In this study, closed questionnaire are used to collect the data. Questionnaire are divided in two sections, i.e. close ended questionnaire and structured questionnaire. However, it is further sub-divided into two sections A & B respectively. Demographic information (sexual category, age, experience, education and managerial tier) is given in section A which is about public and private sector of employees, Section B covers the questions related to different items to measure responses on the variables. All questions were adapted using the five Likert scale (Likert, 1967), ranging on scale from 0 (strongly dissatisfied) to 5 (strongly satisfied).

3.3. Population & Sample

In this research, the main focus is on a private educational sector of Islamabad so in this context data was collected from private educational institutes of Islamabad and Rawalpindi. A convenience sampling technique is used for this research.

3.4. Unit analysis

In business and management research three kinds of unit analysis i.e. individual, group and an organisation. Individual analysis has been done as a unit analysis for a current study that embraces the employees of the education sector because organisational culture is observed by the mainstream of the employees in an organisation.

3.5. Time Horizon

The time horizon in terms of data collection can be of two types i.e. cross-sectional or longitudinal. The cross-sectional data is the data which we collect at one point of time while the data which we collect with a different interval of time is known as longitudinal data.

For the present study, the time horizon is cross-sectional as this data has been collected at one point of time from the employees of the educational sector.

3.6. Data Collection Method

The planned survey was used as a tool for information gathering. The questionnaire was circulated to the workers of the educational sector in Islamabad and Rawalpindi. The totality of 270 questionnaires was personally distributed out of which 210 were utilised per response rate of 77%.

3.7. Statistical Tests for Data Analysis

Data collected through questionnaire were coded into SPSS version 20 and a variety of tests were applied in order to analyses the data and test hypothesis. Firstly, the pilot test was conducted using Cronbach alpha for the reliability and internal consistency of the instrument. Secondly, after the final data collection the frequencies and percentage of demographic features of the sample were calculated. Thirdly, for the preliminary analysis of the data the descriptive statistics of the variables were calculated including mean, standard deviation, skewness and kurtosis. Fourthly, the Pearson correlation between different variables was calculated in order to measure the trend and degree of association under investigation. Fifthly, for the direct hypothesis testing linear regression was used (simple and multiple regression whichever applicable). Finally, for the mediation analysis; the process macro was installed in SPSS and bootstrapping method suggested by Hayes's (2013) was used. The model 4 was used to analyses the total, direct and indirect effect for

mediation. Furthermore, the Sobel test was applied to confirm the mediation result. Descriptive statistics, correlation analysis and regression analysis used in the current research.

3.8. Ethical Considerations

The honour and dignity of all examination respondents must be maintained. It was much ensured to secure the protection of research matters, guaranteeing the secrecy of research information furthermore securing the namelessness of people who participated. Participants were given a data sheet sketching out the reason for the review and given confirmations that their information would be dealt with confidentially. Ample legitimacy and candour took account while imparting about the research/this study.

3.9. Face and Content Validity

The content and confront legitimacy is guaranteed for a dependable and approve scale. Substance and face legitimacy was finished with the assistance of expert specialists in the field, the instrument was changed by proposals made by them. The purpose of substance legitimacy is to inspect that up to what degree things are tending to all measurements of a specific build and to guarantee that things built in a way that all respondents can read them helpfully (Cooper and Schindler,2001). Based on criticism certain things were erased. The revised survey was appropriated among the respondents for pilot testing with covering letter clarifying the scholastic reason for the exploration.

4. Data Analysis and Results

In the following study descriptive statistics study is showing mean value, skewness and kurtosis, basically descriptive statistics used to find out the data distribution, though the data is normally distributed or not. There are four main variables and there normality has been discussed in the mean value and skewness and kurtosis also used to check out the normal circulation of the information. However, if the value of skewness remains

between 1 to - 1 it indicates the ordinariness of information distribution, similarly, if kurtosis stays between 3 to - 3 it also demonstrates the typicality of information dissemination. As indicated by the first variable Ethical leadership, the mean value is 3.96 which indicate that data is normally distributed because with that skewness value is -.332 which is between 1 to -1, also the kurtosis value is lying in the range of 3 to -3. Similarly, the second variable Organisational culture mean value is 4.06 which indicate that data is normally distributed because skewness value is -.845 which is between 1 to -1, also the kurtosis value is lying in the range of 3 to -3. The third variable organisational commitment mean value is 4.12 which indicate that data is normally distributed because skewness value is -.808 which is between 1 to -1, also the kurtosis value is lying in the range of 3 to -3. Somehow, the fourth variable job satisfaction mean value is 4.17 which indicate that data is normally distributed because skewness value is -.485 which is between 1 to -1, also the kurtosis value is lying in the range of 3 to -3.

4.1. Correlation

Table 1

	Correlations			
	EL	OC	JS	OCL
EL	1			
OC	.886**	1		
JS	.585**	.640**	1	
OCL	.816**	.640**	.529**	1

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation between ethical leadership and the organizational commitment is significant and positive ($r = 0.886$, $p < 0.05$). This means that if ethical leadership increase the organisational commitment will also increase. The correlation among ethical leadership and job satisfaction is significant and positive ($r = 0.585$, $p < 0.05$). This means that if ethical leadership increase the job satisfaction will also 27 increase. The correlation between ethical leadership and organisational culture is

significant and positive ($r = 0.816, p < 0.05$). This means that if ethical leadership increase the organisational culture will also increase. The correlation between hierarchical duty and occupation fulfilment are critical and positive ($r = 0.640, p < 0.05$). This implies if hierarchical duty increment the job fulfilment will likewise increase. The connection between hierarchical duty and organisational culture is huge and

positive ($r = 0.640, p < 0.05$). This implies if authoritative commitment increase the hierarchical culture will likewise increment. The correlation between work fulfilment and hierarchical culture is significant and positive ($r = 0.529, p < 0.05$). This implies if job fulfilment increment the hierarchical culture will also increase.

4.2. Regression

Table 2

Hypothesis	IV	DV	R ²	F	Beta	test	Sig	Status
H1	EL	OC	0.785	758	1.025	27.532	0	Accepted
H2	OCL	OC	0.409	143.999	1.119	12	0	Accepted
H3	OCL	JS	0.28	80.728	0.615	8.985	0	Accepted
H4	EL	JS	0.342	107.619	0.45	10.374	0	Accepted
H5	OC	JS	0.409	144.18	0.425	12.008	0	Accepted

Direct hypothesis of study is tested by using linear regression and results are shown in table 2.

Hypothesis 1 postulated that Ethical leadership positively effect an organisational commitment. The results of regression analysis show that 78% variation ($R^2 = .785, F = 758, P < 0.05$) in organisational commitment is because of ethical leadership. The F value indicates that the model is fit for regression. The coefficient value ($\beta = 1.025$) indicates that with one unit change in ethical leadership the 1.025 unit will change in the organisational commitment. The results indicate a significant impact ($t = 27.53, p < 0.05$) of ethical leadership on the organisational commitment. Subsequently hypothesis 1 is supported.

Hypothesis 2 postulated that organisational culture has the effect on the organizational commitment that is positive. The results of regression analysis show that 41% variation ($R^2 = .41, F = 143, P < 0.05$) in organisational commitment is because of organisational culture. The F value indicates that the model is fit for regression. The coefficient value ($\beta = 1.119$) indicates that with one unit change in organisational culture the 1.119 unit will change in the organizational

commitment. The results indicate a significant impact ($t = 12, p < 0.05$) of organisational culture on the organizational commitment. Subsequently hypothesis 2 is supported.

Hypothesis 3 postulated that organisational culture has the positive effect on job satisfaction. The outcomes of regression analysis show that 28% variation ($R^2 = .28, F = 80, P < 0.05$) in job satisfaction is because of organisational culture. The F value indicates that the model is fit for regression. The coefficient value ($\beta = .615$) indicates that with one unit change in the organisational culture .615 unit will change in job satisfaction. The results indicate a significant impact ($t = 8.985, p < 0.05$) of organisational culture on job satisfaction. Subsequently hypothesis 3 is supported.

Hypothesis 4 postulated that Ethical leadership has the positive effect on job satisfaction. The outcomes of regression analysis demonstrate that 34% variation ($R^2 = .342, F = 107, P < 0.05$) in job satisfaction is because of ethical leadership. The F value indicates that the model is fit for regression. The coefficient value ($\beta = .45$) indicates that with one unit change in ethical leadership the 0.45 unit will change in job satisfaction. The

results indicate a significant impact ($t=10.37$, $p<0.05$) of ethical leadership on job satisfaction. Therefore hypothesis 4 is supported.

Hypothesis 5 postulated that organisational commitment has the positive effect on job satisfaction. The outcomes of regression analysis demonstrate that 41% variation ($R^2= .41$, $F= 144$, $P<0.05$) in job

satisfaction is because of an organizational commitment. The F value indicates that the model is fit for regression. The coefficient value ($\beta=.425$) indicates that with one unit change in organisational commitment the .425 unit will change in job satisfaction. The results indicate a significant impact ($t=12$, $p<0.05$) of organisational commitment on job satisfaction. Therefore hypothesis 5 is supported.

Table 3

Hypothesis 6: Organisational commitment mediates between ethical leadership and job satisfaction.

	Effect	SE	t	LLCI	ULCI
Total effect of X on Y	0.45	0.04	10.37	0.36	0.53
Direct effect of X on Y	0.06	0.09	0.75	-0.11	0.24
	Effect	Boot SE		LLCI	ULCI
Indirect effect of X on Y (Creativity)	0.38	0.10		0.17	0.57
	Effect	SE	Z		P
Normal theory tests for the indirect effect (Sobal test)	0.38	0.08	4.78		0.00

To test indirect hypothesis i.e. mediation Hays's (2003) bootstrapping method was used. The process macro was installed in spss. Model 4 was used to analyse the total, direct and indirect effects to check the mediation.

The table shows the direct and indirect effect of ethical leadership on job satisfaction through organisational commitment. The results indirect that total effect of ethical leadership and organisational commitment on job satisfaction is significant ($\beta=0.45$, $t=10.37$, $P<0.05$, CI [0.36, 0.53]). The results of direct

effect are found insignificant ($\beta=0.06$, $t=0.75$, $P<0.05$, CI [-0.11, 0.24]), showing that ethical leadership has no direct effect on job satisfaction.

The outcomes of the indirect effect indicate that ($\beta=0.38$, CI [0.17, 0.57]) organisational commitment arbitrates the relationship between ethical leadership and job satisfaction. The Sobel test also supports the mediation results ($\beta=0.38$, $z=4.78$, $P<0.05$). Based on the above results Organisational commitment arbitrates between ethical leadership and job satisfaction.

Table 4

Hypothesis 7: Organisational commitment arbitrates between organisational culture and job satisfaction.

	Effect	SE	T	LLCI	ULCI
Total effect of X on Y	0.61	0.07	8.98	0.48	0.75
Direct effect of X on Y	0.23	0.79	2.97	0.07	0.39
	Effect	SE		LLCI	ULCI
Indirect effect of X on Y (Creativity)	0.38	0.07		0.25	0.53
	Effect	SE	Z		P
Normal theory tests for the indirect effect (Sobal test)	0.38	0.06	6.34		0.00

To test indirect hypothesis i.e. mediation Haye's (2003) bootstrapping method was used. The process macro was installed in spss. Model 4 was used to analyse the total, direct and indirect effects to check the mediation.

The table shows the direct and indirect effect of organisational culture on job satisfaction through organisational commitment. The results indicate that total effect of organisational culture and organisational commitment on job satisfaction is significant ($\beta=0.61$, $t=8.98$, $P<0.05$, CI [0.48, 0.75]). The results of direct effect are also found significant ($\beta=0.23$, $t=2.97$, $P<0.05$, CI [0.07, 0.39]), showing that organisational culture has a direct effect on job satisfaction.

The results of the indirect effect indicate that ($\beta=0.38$, CI [0.25, 0.53I]) organisational commitment mediates the relationship between organisational culture and job satisfaction. The Sobel test also supports the mediation results ($\beta=0.38$, $z=6.34$, $P<0.05$). Based on the above results Organisational commitment mediates between organisational culture and job satisfaction.

5. Discussion

The goal of this research was to discuss that ethical leadership, organisational culture and its effect on job satisfaction with the mediating role of an organizational commitment. In the current research, the ethical leadership has taken as an independent variable and organisational commitment has taken as mediator. The regression was run to check the relationship between ethical leadership and organisational commitment. The outcomes of regression analysis show the variation in organisational commitment is because of ethical leadership. The regression table shows that this model fits for regression. The results indicate a significant impact of ethical leadership on the organizational commitment. In this study we have also discussed organizational culture has the impact on the organizational commitment that is

positive. The results of regression analysis show that variation in organisational commitment is because of organisational culture. The regression table shows that model is fit for regression. The results of regression indicate that significant impact of organisational culture on the organizational commitment. The results of regression analysis show that variation in organisational commitment because of ethical leadership. The results indicate a significant impact of ethical leadership on organisational commitment. The previous study has been done in the field of marketing in which they have discussed ethical leadership and organisational commitment. It shows a definite relationship between ethical leadership and organisational commitment. The prior studies show the strong connection between moral administration and authoritative commitment (Hunt, Wood and Chonko, 1989).

5.1. Managerial Implications

The following results and discussions are showing that there is solely needed for ethical leadership, organisational culture, organisational commitment to improve the job satisfaction. It has been proved that with ethical leadership the job satisfaction can be enhanced. Meanwhile, specifically in educational sectors of Pakistan must adopt these sort of practices.

5.2. Limitation of the Research

In the following study, there were budget and time constraints, which are why only 210 respondents were managed. Somehow, in this present research, only education sector of Islamabad was targeted. The study was only conducted in the private educational sector of Pakistan. Another restraint of the current study is that it had a quantitative research approach. The data was cross-sectional in nature as it was collected at one point in time. The organisational commitment existed as one variable and its further dimensions were not taken into consideration.

5.3. Future Work & Recommendations

The present study mainly focused on the education sector of Islamabad. It has targeted only private educational sector of Islamabad. This study can be extended to Rawalpindi and other cities of Pakistan. In future research, the public sector can be part of this research. A comparison of public and private education sector can be considered in future. As per future recommendations manufacturing sector, health sector or another sector could be a target for further research. However, scope of organisational culture could be stretched in a future study. The quantitative data may be collected for in-depth analysis.

5.4. Conclusion

In this research, the relationship of four important variables has been discussed which includes ethical leadership, organisational culture, organisational commitment and job satisfaction. The organisational culture and ethical has been taken as an independent variable whereas organisational commitment is as mediator. The dependent variable is job satisfaction. The current research is conducted in the private educational sector of Islamabad and outcome and literature has shown that ethical leadership and organisational culture has a significant effect on job satisfaction. The mediating effect of organisational commitment cannot be ignored in this study which is again supported by literature and result.

In educational sector the organisational commitment increases the job satisfaction and when the job satisfaction of teachers will increase they will produce a good result and ultimately the result of students will increase. The main problem in the private educational sector is employee retention, when organisational commitment will be there this problem may also be solved automatically. In today's life, ethical leadership is very important in the private educational sector. The scope of this study can be enhanced by making the comparison in public and private educational sector of Pakistan.

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