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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

Abstract: The current study inspects the relationship among ethical leadership, organizational culture and job satisfaction with the mediating role of an organizational commitment in private educational sector of Islamabad, Pakistan. For this study data is collected through a survey of 210 employees of the education sector of Pakistan in October, 2016. The data is analyzed using SPSS 20.0 software through different statistical tests. The findings established the positive relationships 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.

Keywords: 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 organizational commitment. Recent literature has identified that leadership styles and organizational culture are the main determinants of committed and satisfied employees (Trivisonno & Barling, 2016; Top, Akdere & Tarcan, 2015; Sojane, Klopper & Coetzee 2016). From 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 organizational com-

mitment of employees. However, the impact of ethical leadership style and organizational culture on job satisfaction with the mediating role of organizational commitment in the private educational sector of Islamabad, 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 organizational commitment in Antalya Turkey. The study made a noteworthy input towards the literature and proved that ethical leadership enrich the employee's organizational commitment and job satisfaction. It is further suggested that organizational culture could also be incorporated in the model to inspect the effect of organizational culture on job satisfaction in different milieus. So the current study is an effort to inspect the relationship between ethical leadership and organizational culture on job satisfaction with the mediating role of an organizational 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

Today education in Pakistan becomes a provincial subject under 18 Constitutional Amendment during April 2010. There are two types of the education system in Pakistan, Public and Private Education system. Over the past decade, the private sector has been playing a vital role in the elevation of education in Pakistan. Private sector enrolment is increasing because of its excellence in education as compared to public sector.

The education system of Pakistan is comprised of 303,446 institutions and is serving 47,491,260 students with the assistance of 1,723,790 teachers. The public sector is serving 27.69 million students to complete their

education while the remaining 19.80 million students are getting an education in private sector of education. 37% of private educational institutions are serving 42 % of students which indicates a bit higher enrollment ration in the private sector compared to the public sector. 52%of teachers serving the public institutions whilst 48% are engaged in the private sector. It is an obvious fact that the public sector has a paucity of teachers as compared to private sector. This point needs to be investigated more, through research studies, to find the reasons behind this deficiency.

The private educational sectors in Pakistan are facing continuous challenges in productivity, increasing turnover of teachers and administrative staff due to lack of organizational 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 organizational commitment of the employees 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 organizational culture on job satisfaction with the mediating role of organizational commitment in the private educational sector of Islamabad, Pakistan.

1.5 Delimitation of Study

The content of this study is limited to the ethical leadership style and organizational commitment has been considered as one variable in its generic sense and its further dimensions were not taken into consideration. In the following study only private educational sector of Islamabad, Pakistan was

targeted. Due to the limitation of budget and time, only 210 respondents were managed. An additional limitation of the current study is that it had a quantitative research approach and data was collected at one point in time.

2. Literature Review

2.1 Ethical Leadership

Nowadays, the expression "ethics" ordinarily alludes to a composed or un-recorded moral framework that characterises what is socially viewed as erroneous or voracious, 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. 2006; 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 organizational commitment; there are three basic extents of the organizational commitment that are an effective commitment, continuance commitment and normative commitment (Morris & Sherman, 1981). An organizational commitment is permitted to successfully anticipate the employee satisfaction and performance. Research showed that organizational 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 organizational 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 organizational commitment as well with

their sub-dimensions like the continuance of job, affective and normative of the organisation (Alonderiene & Majauskaite, 2016). Therefore, organizational 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. Some 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) found that 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 well-being, learning, and household known and for Indian instructors are religion, popular government, and information.

2.5 Organizational commitment and Job Satisfaction

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

The organizational 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; 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 organizational commitment has positive effects on job satisfaction.

The organizational 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). Considerations 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 specialists¹in 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.

Organizational culture has a positive impact on organizational commitment.

2.8 Ethical Leadership, Organizational Culture & Job Satisfaction with Organizational Commitment

Aronson (2001) was one of the underlying specialists who investigated the moral purpose of perspectives and administration techniques together. Fundamental attributes of moral pioneers are character and trustworthiness, moral, care, focusing on society, ability to arouse, stimulate, empower and accept moral obligation.

Regardless of the way that an extensive number of masters have taught that there is an unfaltering entomb change between hierarchical culture and activity, there is limited exact research inspecting the association among organization and culture and likewise their joint effect on basic authoritative outcomes. All these are the more fundamentally, research has found that the neighbourly mix of legitimate activity polishes with specific sorts of various levelled social orders can earnestly influence workers' execution. The relationship between activity direct and business satisfaction has gotten a countless pact of consideration in bygone studies, regardless, discoveries have been mixed. Viewed in this manner it does not straightforwardly interface worker fulfilment to a specific authority style. Voluminous researchers had proposed that inventiveness style requires the efforts to amend to the way of life or situation to reduce typical dissatisfaction. As indicated by a complete writing audit by (Yousef, 2000) a few analysts have likewise investigated the relationship between initiative conduct and employment execution.

Ethical leadership has a positive impact on the organizational commitment .

Ethical leadership has a positive impact on job satisfaction.

Organizational culture has a positive impact on job satisfaction.

educational sector in Islamabad. The totality of 270 questionnaires was personally distributed out of which 210 were utilised per response rate of 77%.

Table 1. Review of key factors included in questionnaire

Variable	Types of Variables	Source	No. of Items
Ethical Leadership	Independent	(Çelik, Dedeoglu & Inanir, 2015)	9
Organizational Culture	Independent	(Lund, 2003)	8
Organizational Commitment	Mediator	(Çelik, Dedeoglu & Inanir, 2015)	6
Job Satisfaction	Dependent	(Droussiotis & Austin, 2007)	8

Source: own study.

3.1 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 analyse 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 (2013) was used. The model 4 was used to analyse the total, direct and indirect effect of meditation. Furthermore, the Sobel

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

3.2 Ethical Considerations

The honour and dignity of all 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. Complete genuineness and straightforwardness have been kept up while imparting about the research.

4. Data Analysis and Results

In the following study, descriptive statistics are used to find out the data distribution, though the data is normally distributed or not.

	Mean	SD	Skewness	Kurtosis
EL	3.964	0.407	-0.332	-1.638
OCL	4.065	0.268	-0.845	-0.631
OC	4.122	0.470	-0.808	-0.764
JS	4.170	0.312	-0.485	0.811

Source: own study.

The values of mean, skewness and kurtosis of four variables as shown in table i.e. Ethical leadership, Organizational culture, organizational commitment and job satisfaction which indicates that data is normally distributed

because skewness value lies between 1 to -1, also the kurtosis value is lying in the range of 3 to -3.

4.1 Correlation

	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).

Source: own study.

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 organizational commitment will also increase. The correlation between 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 increase. The correlation between ethical leadership and organizational culture is significant and positive ($r = 0.816$, $p < 0.05$). This means that if ethical leadership increase the organizational 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 organizational 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 4. Results of the tested hypothesis

Hypothesis	IV	DV	R2	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

Source: own study.

The direct hypothesis of the study is tested by using linear regression and results are shown in table 4.

H1 postulated that Ethical leadership positively affect an organizational commitment . The results of regression analysis show that 78% variation ($R^2 = .785$, $F = 758$, $P < 0.05$) in organizational 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 the organizational commitment . The results indicate a significant impact ($t = 27.53$, $p < 0.05$) of ethical leadership on the organizational commitment. Subsequently, H1 is supported.

H2 postulated that organizational 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 organizational commitment

is because of organizational 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 organizational culture the 1.119 unit will change the organizational commitment. The results indicate a significant impact ($t=12, p<0.05$) of organizational culture on the organizational commitment. Subsequently, H2 is supported.

H3 postulated that organizational 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 organizational 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 organizational culture .615 unit will change in job satisfaction. The results indicate a significant impact ($t=8.985, p<0.05$) of organizational culture on job satisfaction. Subsequently, H3 is supported.

H4 postulated that Ethical leadership has the positive effect on job satisfaction. The outcomes of regression analysis demonstrated 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 H4 is supported.

H5 postulated that organizational commitment has the positive effect on job satisfaction. The outcomes of regression analysis demonstrated 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 the organizational commitment the .425 unit will change in job satisfaction. The results indicate a significant impact ($t=12, p<0.05$) of organizational commitment on job satisfaction. Therefore H5 is supported.

Table 5. The effect of ethical leadership on job satisfaction through organizational commitment

Hypothesis 6: Organizational 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
Normal theory tests for the indirect effect (Sobal test)	Effect	SE	Z	P	
	0.38	0.08	4.78	0.00	

Source: own study.

The table shows the direct and indirect effect of ethical leadership on job satisfaction through organizational commitment. The results indicate that the total effect of ethical leadership and organizational commitment on job satisfaction is significant ($\beta=0.45, t=10.37, P<0.05, CI [0.36, 0.53]$). The results of the 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 ($\beta=0.38, CI [0.17, 0.57]$) organizational 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, organizational commitment arbitrates between ethical leadership and job satisfaction.

Table 6. The effect of organizational culture on job satisfaction through organizational commitment

Hypothesis 7: Organizational commitment arbitrates between organizational 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	Boot SE		LLCI	ULCI
Indirect effect of X on Y (Creativity)	0.38	0.07		0.25	0.53
Normal theory tests for the indirect effect (Sobal test)	Effect	SE	Z	P	
	0.38	0.06	6.34	0.00	

Source: own study.

The table shows the direct and indirect effect of organizational culture on job satisfaction through organizational commitment. The results indicate that total effect of organizational culture and organizational 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 organizational culture has a direct effect on job satisfaction.

The results of the indirect effect indicate that ($\beta=0.38$, CI [0.25, 0.53]) organizational commitment mediates the relationship between organizational 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 Organizational commitment mediates between organizational culture and job satisfaction.

5. Discussion

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

5.1 Managerial Implications

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 Future Research & Recommendations

The present study mainly focused on the private education sector of Islamabad, Pakistan. This study can be extended to other cities of Pakistan. In future research, the public sector and a comparison of public and private education sector can be considered. As per future recommendations, other sectors (i.e. manufacturing, health) could be a target. However, the scope of organizational culture could be stretched in a future study.

5.3 Conclusion

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

In educational sector the organizational commitment increases the job satisfaction and when the job satisfaction of teachers increases they will produce a good result and ultimately the result of students will increase. The main problem in the private education sector is employee retention, when organizational 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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