The Impact Of Ethical Leadership On Organizational Commitment: A Sequential Mediation

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Abstract:
Creating an ethical work place is essential in current business scenario. Leadership can play a vital role in highlighting the ethical values of a company by emphasizing fair and impartial managerial policies and practices. The current study is designed to establish the impact of ethical practices of leaders on the organizational commitment of employees by using sequential mediation of civility and work engagement. For the purpose of this study, we employed Hayes' process Model 6 on the data collected from 309 employees of higher education sector in Pakistan. Results of the study show ethical leadership has significant impact on the organizational commitment. Further, work engagement and civility mediate the relationship between ethical practices of leaders and their followers' commitment with the organization. Therefore, organizational commitment can be enhanced by establishing civility and ensuring work engagement in the organization.
Key words: Ethical Leadership, Work Engagement, Civility and Organizational Commitment.

Introduction
In the current Era, ethical business practices have gained significant importance for the long-term success in the corporate world. Managers are often confronted with the ethical dilemmas while serving and dealing with stakeholders who have diverse interest. Sometimes it is very challenging for the managers to establish a win-win strategy. Ethics start from top and trickle down to bottom which ultimately demonstrates organizational culture (Arshad et al., 2020). In organizations, ethical leadership and its role is necessary for the establishment of sustainable organizational culture and work environment (Iqbal et al., 2020; Northhouse, 2016). Ethical leaders influence their followers' attitude and behavior through their ethical practices and civility (Ilyas et al., 2020; Iqbal et al., 2020). In existing literature, lack of ethical leadership and civility is reported as one of the major issues faced by modern organizations of today. Ethical leaders emphasize on the balance between well-being of employees and organization profitability. Ethical leadership establish a positive relationship based on reciprocal respect & trust and ensures an environment of openness in organization (Ozsungur, 2019).

Recent research indicated that retention of skilled and qualified workforce is indispensable for the sustainable competitive advantage of an organization (Abid et al., 2020; Ilyas et al., 2021; Robinson, 2013). Whereas for the retention of highly productive employees, ethical values should be given due consideration while making decisions and developing policies in the organization (Engelbrecht, 2017). In fact, Mayer et al. (2012) found that ethical leadership reduces unethical behavior of subordinates. Ethical guidance and civility of leaders improve employee's behavior, their work engagement and organizational Commitment. Therefore, ethical leadership has a significant and powerful impact across the whole society and could improve an organization top and bottom line.
The main objective of this research is to investigate the impact of ethical leadership and civility on the organizational commitment of employees in education sector. This sector is mainly dependent on skilled and trained employees. Additionally, the effect of work engagement as mediator is also examined.

Theoretical Perspective & Hypotheses
2.1   Ethical Leadership and Civility
In recent decades, organizations are facing problems due to unethical practices which in turn damage the organizational settings (Abid et al., 2020; Kaptein, 2008). Leaders of ethics with open mind and trust

communicates their norms and values to employees, appreciates worker's contribution in the achievement of organization's goals (Brown and Treviño, 2006; Contreras et al., 2020). They treated their employees in an ethical manner which ultimately supports in the establishment of best practices and civility in the organizations. Immoral conduct includes uncivil behavior at workplace. Civility is the politeness, respect and care of others at workplace is moreover an important factor and extremely a good association. Kalshoven et al. (2011) reported significant relationship between ethical leadership and civility in the organization.

Ethical leaders demonstrate more civility in their behavior at work place (Porath & Pearson, 2013). Ethical values and civil behavior at workplace enhance the productivity of employees (Stuebs and Sun, 2010). Across the world, moral conduct and civility are vast strain for dedicated employees and fewer turnover. Illustration on the two-column approach (Trevino et al., 2000) and social learning theory, Brown et al. (2005) developed classification of moral leadership thus to distinguish it while extra associated leadership approach and to provide a based on logical principle to in receipt of ethical leadership and its result (Abid et al, 2018). At start, EL is well balanced around other leadership styles i.e., authentic (Walumbwa et al., 2017) transformational (Burns,1975) combine notable trait of ability method, succeeding, it adds in not presently fair person attribute that includes characters of faith, honesty, rationality up till now also huge chief, combination the two backbone of good quality organization, ethical character & immense manager thought explain by Trevino et al. (2003). Trevino et al. (2000) specify that variety of managerial positions give worth and importance to moral conduct and leaders being a trustworthy, honest and legitimacy that inspires and promote an ethical working environment. Civil workplace establishes a noteworthy association among employees that support the organizational values and goals. Pearson et al., (2009) indicated that principled manager jointly shares norms of civility, kindness, and value at workplace. Strauss, (2012) state that these behaviors indicate in proper and causal relations, as well merges purposefully energetic direction. Being civil and ethical at working place resulted a variety of productive and unhelpful difference. Showing admiration is range that concentrates on thoughts similar to kind, polite, mindful, pleasing and authorize fruitful links (Porath, & Pearson, 2013). It is likely to have essential dissimilarity that involve treatment of employees with civility or incivility, because both contrasts are having positive and negative outcome (Walumbwa, et al 2017). On deliberation of this, presence of ethical and civil practices in organizations, they can accomplish organizational goals and overall employee performance (Walsh et al., 2012). Therefore, we intend first hypothesis as: -

H1:   Ethical Leadership is positively related to Civility

2.2   Civility and Work Engagement

Civility is defined as concerning or involving relationships between people with respect and love for others (Abid et al, 2018). Idea of civility was involved more than years that include being respectful and social with others. It is the basic norm and best practice that is now shifted to applied psychology, industrial organizational psychology & organizational studies (Abid et al., 2016). The key to follow right civility is the association of skilled expert in any field of life, because no issue where you live, where you are from, we being human become better through practice of civility and it is important measure for a range of positive and negative behavior at working place (Pearson et al., 2009). In organization, civil working environment resulted to different positive employees and work-related outcomes like enhanced job satisfaction, trust of management and commitment towards organization (Laschinger, 2012). Leiter et al., (2012) indicated that civil work environment also produces fewer turnover, unease, stress and absence. Abid, et al, (2015) indicated that civility at work establishes base for constructive support, energizing relations and improved performance of employees and organization as well.

From the beneficial outcome of work-related demands approach by Crawford et al. (2010) and Imran et al. (2020) highlighted that employees who are engaged in their jobs are able to face work related challenges in a positive manner and civil working environment keep them motivated towards their job demands. Organizations that establish and promote civil and respectful work environment, employees become more occupied and engaged individuals respond to challenges by better capacity of energy, vigor and dedication and make respectful work atmosphere (Bakker & Demerouti, 2007; Bakker & Demerouti, 2014; Velez & Neves 2018). In civil working environment, employees experience fair SOPs and policies and identify the setup as liable, sincere and truthful, consequently employees react positively towards organization (Abuzaid, 2018) which direct to high intensity in work engagement. An important indicator of work engagement is trust in organization, which organization can build with establishment of ethical and civil work environment. When employees contribute efforts, potency, time and capacity, they require to secure the stance of giving efforts for the organization (Macey et al., 2009). Porath et al. (2012) indicated that civility being an important driver to deal with ethical dilemmas facing by organization currently has its strong impact on work engagement in a manner where leaders display their moral conduct and high level of WE, 55% subordinates are get engaged in their work also. Based on above literature, we propose our next hypothesis as:

H2:   Civility is positively related to work engagement.

2.3   Work Engagement and Organizational Commitment

In the area of organizational behavior work engagement has attained much attention (Erum et al., 2021; Macey, Schneider, Schneider, Barbera, & Young, 2009; Torres et al., 2020). Work engagement is defined as job-related condition of mind which is described by vigor, dedication, and absorption" (Abid et al., 2018). First component of work engagement is vigor that indicate "individual capacity of being active, flexible and determined in job complexity". Second component is dedication which describes "motivation, pleasure and passion to achieve excellence in assigned work". Third which is absorption "states that contentment and focused on work in such a way which displays employee trouble if he gets detach from job". It is explained by Schaufeli et al. (2010) that these three components of Work engagement signify physical, emotional and cognitive aspects.

Organizational Commitment describe by the feeling such as pride, inspiration and obligation at work (Schaufeli et al., 2006; see likewise Abid et al, 2018). Organizational commitment happens when employees receive ethical and civil working environment which leads to work engagement. Work engagement is seen as a great uplifting factor for commitment of employees towards their institutions (Spreitzer et al., 2012). Organizations compete in labor market to attract skilled workforce and try to make them committed to the organization for the long run (Arshad et al., 2021; Nisar et al., 2020; Ullah et al., 2020). Employees committed to their organization and engaged in their work are less likely to leave the organization (Bhatnagar et al., 2012). Similar to that, occupied & committed employees respond to organization with great level of accountability and obligation towards their job (Roelen et al, 2015). Organization is in the continues effort to make their setup more stable and reasonable with the passage of time. To bring together, it is contended that work engagement will support employee's work commitment, Subsequently, we offer second hypothesis that:

H3   Work engagement is positively related to organizational commitment

2.4   Civility as a mediator between Ethical Leadership and Organizational Commitment

Based on theoretical model, it is implied that civility mediates the relationship between ethical leadership and organizational commitment. Civility is a significant driver for refined & better culture of organization that encourage developing employees for establishment and performing of civility (Akaiso and Ajudua, 2019). Civil environment creates the foundation for constructive support, motivating relations, and enlarged organizational performance (Meyer, 2006). In such atmosphere employees exercise better level of dedication and vigorously engaged in work responsibilities (Eldor & Harpaz, 2016), so, we conceive that:

H4:   Civility mediates relationship between Ethical Leadership and organizational   commitment

2.5   Work Engagement as a mediator between Ethical Leadership and Organizational Commitment

Commitment towards Organizational is an emotional condition which depict the association between employees and employer, that manipulate choice of employees to carry on or stop

the relationship between employees and the organization. EL has positive and significant effect on OC, and impact is recommended through WE. Engagement in work is obtain where employee perform allocated job, and imply supportive, keen and rewarding viewpoints (Schaufeli et al., 2012; see likewise Abid et al, 2018). Ethical leaders provide progressive chance to employees for completing their work-related tasks in a good manner (González-Romá 2006) that enhances their ability (Yu, et al 2019).

Besides that, moral leaders give loyal involvement to organization and employees, which in turn progress staff trust and belief (Feng et al., 2019). Previous study on leadership has changed to focus on ethical associations with a view of its positive consequences (Seibert et al., 2011) and trustworthy liability. Principled leadership gives subordinate autonomy and development opportunities confidence (Northhouse, 2016). Work engagement is inspiring facility towards commitment in organization in a way that hold workers to be more devoted with their organization (Spreitzer and Porath, 2012). The intensity of development of work is encountered to shift employees so draw at work (Bhatnagar et al, 2012). Relations suggest employees build better and establish condition

Respected duty is explained as an innovative desire to continue after a person as of a particular relationship; an ability to relate remarkable quantity of attempt to help involvement; a productive assurance in & assertion of uniqueness and objective of affiliation. Through organizational obligation, employees show their commitment. Leaders of ethic display in three factors, passion toward association, organizations goals and application of efforts in legal concern & investment for organization (Spreitzer and Porath, 2012). To bring together, moral manager support employee's work engagement and subsequently this upgrades their organizational commitment, so fifth hypothesis is

H5:   Work engagement mediates relationship between Ethical Leadership and organizational commitment
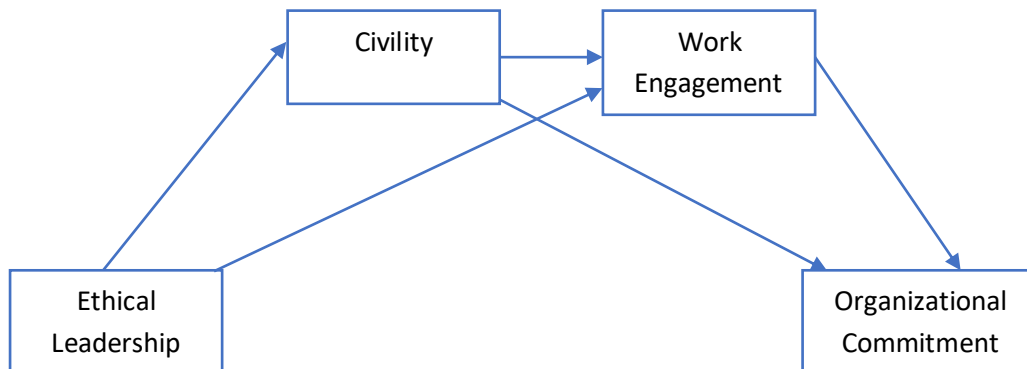
2.5   Sequential mediation of Civility and Work Engagement

On the last, present research offers that civility and work engagement sequentially mediates linkage among EL and OC. Commitment of employees towards organization is a comparative force of respect & involvement in

an organization (Top et al., 2015).   Ethical leadership, civility and work engagement are fundamental antecedents to promote and cultivate OC.   EL demonstrate valued integrity, respect, and sincerity in dealing at working place (Yozgar and Mesekiran,2016) & develop an atmosphere which motivate and encourage employees (Brown et al., 2005). By this, supervisors support workers in resolving difficult problems, construct confidence and achieve job performance, because of which civility increases.

As employees practice civility, it is straightly stimulating constructive disposition which develop ability of employees to add possibility for accomplishing and sustaining more noteworthy performance altitude in their role (Heyns et al, 2018) & engagement at work.   Work engagement is tie together members in job roles, engagement, people employ and state them physically, cognitively and psychologically during role performances (Kahn 1990). Once employee believes that he/she can execute tasks, then they are in confident to assist others together with intention to assemble extended relations. In addition, leaders of ethics concentrate on honest principles, justice, genuineness, honesty, and ethical behavior. Moral behaviors reproduce reflection of leaders & display/increase path for staff in working environment (Yozgar & Mesekiran, 2016). Such thing leads to inspiration for development& improvement because workers reciprocate behavior of leaders rapidly for achievement of objectives individual & organization as well (Abid et al., 2016). Behavior of EL adds value & enhance civil work environment to improve trust and belief of employees. Hence, on exceeding discussion, it is proposed work engagement direct to commitment towards organization.

H6   Civility and work engagement mediate relationship between Ethical Leadership and organizational commitment.

3. Method
3.1 Sample and Procedural
The population of the current study is the employee of public and private sector universities located in Lahore, Punjab, Pakistan. The data were collected from all the academic and administrative staff of the universities by using a questionnaire survey method of data collection. A total number of 395 (Three hundred & ninety-five) questionnaires were distributed to the respondents in which 309 respondents complete and received 309 responses which is 78% of total.

3.2 Measures
All the items are measured on five-point Likert scale (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree & 5= Strongly Agree). Ethical leadership, civility, work engagement and organizational commitment were measures which were used in this study.

3.2.1 Ethical Leadership
The ten items scale of ethical leadership was adopted Brown et al, (2005). The one example item is "My supervisor defines success not just by results but also the way that they are obtained". The reliability of the scale is 0.928.

3.2.2 Civility
Civility has four items which were adopted scale of Porath, & Erez, (2009). An example item of civility is "Do your co-workers is pleasant with you? The internal consistency of the scale is 0.848.

3.2.3 Work Engagement
Work engagement has 9 items which was an adopted scale of Alan M. Saks (2006). One example item is "I get carried away when I am working". The Cronbach Alpha for the scale is 0.821.

3.2.4 Organizational Commitment
The organizational commitment was measured with 6 items adopted from Schaufeli et al., (2006). The one example item is I am proud to tell others I work at my organization. The Cronbach Alpha is 0.933.

3.3 Control Variables

Gender, pay scale, qualification, age, experience, and marital status were the control variables in the current study. Gender included male & female, pay scale measured on two main categories this is staff and officers. The qualification was measure 10 years equal to Matric, 12 years equal to F.A., FSc., 14 years equal to graduation, 16 years equal to master, 18 years equal to M. Phil, and 21 years equal to Ph.D. Age range 21-30, 31-40, 41-50, & 51-60 years. Experience range 0-5, 6-10, 11-15, 16-20 & 21-above. Material status single & married.

Table 1 Correlations

Variables	Mean	S. D	1	2	3	4	5	6	7	8	9
1. Gender	1.12	.321	1								
2. Pay Scale	1.82	.770	-.136*	1							
3. Age	2.33	1.138	-.275**	.363**	1						
4. Experience	2.61	1.812	-.289**	.281**	.804**	1					
5. Marital Status	1.30	.461	.374**	-.253**	-.603**	-.479**	1				
6. Ethical Leadership	3.14	.891	-.129*	-.038	-.047	.084	.003	1			
7. Work Engagement	3.54	.593	-.185**	.149**	-.004	.149**	-.092	.670**	1		
8. Civility	3.64	.768	-.123*	.160**	.027	.135*	-.100	.585**	.602**	1	
9. Organizational Commitment	3.57	.915	-.141*	.080	.041	.161**	-.069	.611**	.679**	.630**	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

4. Findings/Results

4.1 Descriptive Analysis

The table 1 showed that ethical leadership is positively associated to civility (r= .585, p<.01) hence supported H1. The civility is positively associated to work engagement (r= .602, p<.01), so supported H2. The work engagement is positively related to organizational commitment (r= .679, p<.01), supported H3.

Table No.2 showed that the ethical leadership is positively related to civility (β=.505, t=12.654, p=0.000, LLCI=.426, ULCI=.583). the value β is positive which indicate there is positive relations between ethical leadership and civility. It means increase in ethical leadership, civility will also increase and vice versa. The R^2 tell that ethical leadership bring 34% variance in civility.

Table 2   Outcome: Civility

Model Summery

R	R-sq	MSE	F	df1	df2	p
0.585	0.343		160.117	1	307	0.000

Model

	Coeff.	Se	t	P	LLCI	ULCI
Constant	2.057	0.130	15.79	0.000	1.800	2.313

Ethical Leadership	0.505	0.04	12.654	0.000	0.426	0.583

Table No.3 showed that work engagement regressed by ethical leadership and civility. Ethical leadership predict significantly work engagement (β=.321, t=9.844, p=0.000, LLCI=.257, ULCI=.385). Civility also significantly predicts work engagement (β=.247, t=6.814, p=0.000, LLCI=.172, ULCI=.321). The values of β are positive, ethical leadership and civility which showed that there is positive relationship. The R^2 tell that model explain that 52% variance in the work engagement.

Table 3   Outcome: Work Engagement

Model Summery

R	R-sq	MSE	F	df1	df2	p
0.178	0.516		163.124	2	306	0.000

Model

	Coeff.	Se	t	P	LLCI	ULCI
Constant	1.634	0.116	14.044	0.000	1.405	1.863
Civility	0.247	0.038	6.514	0.000	0.172	0.321
Ethical Leadership	0.321	0.033	9.844	0.000	0.257	0.385

Table 4 showed that organizational commitment regressed by ethical leadership, civility and work engagement. Ethical leadership predict significantly organizational commitment (β=.192, t=3.465, p=0.001, LLCI=.083, ULCI=.302). Civility also significantly predicts organizational commitment (β=.350, t=5.838, p=0.000, LLCI=.232, ULCI=.468). Work engagement also significantly predict organizational commitment (β=.581, t=6.857, p=0.000, LLCI=.414, ULCI=.748). The R^2 tells that model explain 56% of variance in the organizational commitment.

Table 4   Outcome: Organizational Commitment

Model Summery

R	R-sq	MSE	F	df1	df2	p
0.745	0.555		126.796	3	305	0.000

Model

	Coeff.	Se	t	P	LLCI	ULCI
Constant	-0.366	0.221	-1.653	0.099	-0.801	0.070
Civility	0.35	0.060	5.838	0.000	0.232	0.468
work engagement	0.581	0.085	6.857	0.000	0.414	0.748
Ethical Leadership	0.192	0.056	3.465	0.001	0.083	0.302

4.2 Hypothesis testing

Our first hypothesis is that ethical leadership is positively impact on civility. Results showed that ethical leadership is positively and significantly impact on civility (β=.505, t=12.654, p=0.000) which supported our first hypothesis H1. The second hypothesis is civility is positively impact on work engagement. Results showed that civility is positively and significantly impact on work engagement (β=.247, t=6.514, p=0.000) which supported our hypothesis H2. The third hypothesis work engagement is positively impact on organizational commitment. Results showed that work engagement is positively and significantly impact on organizational commitment ((β=.581, t=6.857, p=0.000) which supported our hypothesis H3. The fourth hypothesis civility mediates between ethical leadership and organizational commitment. The result (β=.177, LLCI= .120 & ULCI=.235) supported our hypothesis H4. The fourth hypothesis work engagement mediates between ethical leadership and organizational commitment. The result (β=.187, LLCI= .129 & ULCI=.250) supported our hypothesis H5. The sequential mediating effect of civility and work engagement between ethical leadership and organizational commitment is also significant, the result (β=.072, LLCI= .048 & ULCI=.105) which support our hypothesis H6.

Table 5

Sequential Mediation Analysis Results

Direct effect X on Y	Effect	SE	T	p	LLCI	ULCI
	0.192	0.056	3.465	0.001	0.083	0.302
Indirect effect(s) X on Y			Effect	Boot SE	Boot LLCI	Boot ULCI
Total effect			0.436	0.039	0.36	0.514
EL₁ C₁ C			0.177	0.030	0.120	0.235
EL ₁ WE ₁ OC			0.072	0.014	0.048	0.105
EL₁ C₁ WE₁ OC			0.187	0.031	0.129	0.25

5.1   Theoretical Contribution

This study added to existing literature of OC in various ways by exploring new factors i.e., ethical leadership, WE and civility. Previous research demonstrated the results of responding basics of ethical leadership (Brown, Trevino et al, 2014). Therefore, according to these effect, current research explores the important factors by identifying WE and civility as contributors that interfere along with EL and OC. Results of the study also offered that if leadership of any setup is principled, then civil work environment establishes which boost employee engagement. Thus, resulted in enhanced organizational commitment towards job as well as organization.

    Our study effort covers the emerging literature of OC as results confirm that leader ethicality increases civility at work place. The idea behind establishing and promotion ethical leadership is enhancing employee's civility and WE that is related to work activities to perform tasks effectively (Yaoa et al, 2019). Civility at work place directly stimulate engagement of employees in extra role and facilitate work context were employees practice sense of commitment. Awareness to OC as an outcome of ethical leadership is crucial, considering that OC is key in justifying the undesirable effect, increasing the organization and employee performance and assist in employee improvement (Yu et al, 2019).

    At second, results showed positive impact of EL on civility & work engagement. Results also shows that WE and civility have useful relationship to OC empirically; meaning that establishing ethical environment at work place promote to engagement at work that leads to OC as recommend by various research (Toor and Ofori, 2009). Engaged employees are more motivated when they feel that they are supported by their supervisors and organizations (Stahl et al, 2017). At third, current effort also made contribution by recognizing civility and WE as contributors through sequential mediation to simplify how employees engaged and why that engagement leads to commitment toward job and institution.

5.2   Practical Contributions

Current study attempt and results state that work engagement & civility intercede between ethical leadership and organizational commitment. Furthermore, study offered many suggestions for leaders, expert and strategic human resource managers. To meet the current challenges of competitive business requirements, institution should highlight civil atmosphere and occupied employees by ethical leadership as civil environment encourage engagement and motivation that grounds of better output and performance. This study includes to literature of organizational commitment in the course of establishing new drivers civility and work engagement.

Work setting is quickly changing as per today's increasing requirements and reaction around job matters. This study exhibit that ethical leadership, civility and work engagement are important to be measured for growing understating of organizational commitment at work. So, for leaders and administrator of education sector might increase OC by promoting ethical and civil environment where employee's feel satisfied, more committed and motivated for job and institution. As the way leaders treat their employees directly related to the feeling of employee great sense of aspiration for more dedication engaged and overall organizational effective performance.

Our research offers imperative implications for leaders, human resource department, practitioners, supervisors, policy makers and strategic human resource expert in creation human resource related policy development in better way. Organization's management should hire individual that hold respectful standard and behaviors to expand such behaviors at work place for preferred work outcomes. Hence, this study encompasses spot of conjecture regarding the system through which institutions be able to accomplish civility, employees be engaged & motivated, and in that way experience commitment in the workplace. Moreover, this study attempts also offer new ideas for SHRM & HRD professional for creation of training session on civility and values of ethical leadership to establish and promote these values at workplace. SHRM expert should encourage supervisors and leaders about significance of moral principles and civility and keep on continuous effort on developing polices, practices and system in a way that demonstrate overall image of organization based on ethical standards. As a result, employee's being most value resource could motivate for getting improved rank of engagement & commitment

6. Limitation and Future Recommendation

Justification of present study enhances and adds to literature of organizational behavior both academically and empirically. However, few limitations are present.

Firstly, research indicated two antecedes namely ethical leadership and organizational commitment through sequential mediation of civility and work engagement. In future more antecedents are suggested to be included in theorized model.

Secondly, this inquiry is limited to only one sector i.e., education, could raise the issue of generalizability of results. For fulfill this limitation, future research may be done in extra area i.e. banks, service, or manufacturing.

Thirdly, this research is in particular cultural environment in Pakistan, it is suggested to conduct in other developed countries for the justification of results of present.

Fourthly, association of study variables inspected through cross sectional study of design, causality of study variables could not be obtained from it. For that reason, longitudinal study is proposed for future research. Fifthly, only one outcome variable i.e., organizational commitment is studied, it is prospected another independent variable to evaluate other outcome variable.

7. Conclusion

Main stance behind present research is to examine the impact of ethical leadership on civility, effect of civility on work engagement and also effect of work engagement on organizational commitment. This study inspected work engagement and civility in association between ethical leadership and organizational commitment by sequential mediation in education sector of Lahore, Pakistan. Analytical results tested on 309 sample using Process Macros. Results confirmed that ethical leadership positively impact civility and work engagement. On the same way, current research shows civility and work engagement have constructive association with organizational commitment.

Additionally, results specify that civility and work engagement intervene among ethical leadership and organizational commitment. Moreover, this exploration offered numerous suggestions for strategic human resource managers & experts. Institutions should spotlight civil environment and engaged employees through ethical leadership in current competitive business requirements, due to the fact that civil atmosphere promote motivation & employee's engagement and causes of better productivity and performance. Our study adds to literature of organizational commitment through establishing new drivers such as ethical leadership, civility and work engagement.

Authors Contribution: * *First and second author have contributed equally, hence shared first authorship*

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