Influence of Transformational Leadership and Work Environment on Job Satisfaction and Ready to Change at The Medical Faculty of Al-Azhar Islamic University

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Abstract

Employees have an essential role in the change process, so they need to be prepared to be more open to changes that will be made. This study examines the effect of Transformational Leadership and Work Environment on Job Satisfaction and Readiness to Change Employees at the Medical Faculty of Al-Azhar Islamic University. This study involved 199 respondents, all of whom filled out a questionnaire as a source of information for research data. SEM-AMOS analyzed the collected data. The results showed that transformational leadership, work environment, and job satisfaction significantly affect employee readiness to change. Transformational leadership and work environment have a significant impact on employee job satisfaction. Transformational leadership and work environment have a significant impact, yet readiness to change through job satisfaction.

Keywords: *Transformational Leadership; Work Environment; Job Satisfaction; Readiness to Change*

Introduction

The Medical Faculty of Al-Azhar Islamic University explained that through its strategic plan for 2021-202,5, it changed its critical adaptations on the perspective from VUCA (Volatility, Uncertainty, Complexity, and Ambiguous) to VUCA prime (Vision, Understanding, Clarity, and Agility). The VUCA perspective analyzes (1) volatility, namely how the position of critical success factors (CSF) in a business environment that is unstable changes very quickly and occurs on a large scale; (2) uncertainty, namely whether the CSF is difficult to predict accurately in the future; (3) complexity, namely whether the CSF challenges are predicted to become more complicated due to the multi-factor interrelated causes; and (4) ambiguous, i,e whether the chain of events and consequences of factors is considered challenging to explain. Meanwhile, VUCA prime is more able to harmonize changes in the organization's internal business with changes in the external environmental conditions of the organization. VUCA Prime's perspective analyzes the following aspects: (1) vision, namely for situations that change very rapidly, dynamically,y and unpredictably, a shared vision is needed to achieve common goals; (2) understanding, namely when the organization must survive under uncertain conditions, it requires the ability to "understand" the situation clearly including the cause and effect of an event; (3) clarity, when the

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environment is surrounded by confusing complexity, it requires "clarity or simplification" of conditions to unravel and reduce the complexity that occurs; and (4) agility, to deal with situations/environments that are not clear/ambiguous, it requires the ability to think and act in a flexible and fast manner. The point is from VUCA to VUCA Prime, Volatility into Vision, Uncertainty into Understanding, Complexity into clarity, and Ambiguous into Agility (Strategic Plan, MF of UNIZAR, 2021-2025).

Furthermore, in 2023, the Medical Faculty of Al-Azhar Islamic University (UNIZAR) is targeted to achieve national A accreditation (Strategic Plan, MF of UNIZAR, 2021-2025). Thi,s of course,e requires changes in governance, governance, quality assurance systems to finance, facilities and infrastructure. Changes that cover all aspects of the institution require the readiness of employees to carry out these changes. Because at the organizational level, readiness for change refers to an agreement with all people to implement change (Weiner, 2020). This collective agreement can be achieved if all organization members strongly urge to implement change (Wibowo, 2007). Armenakis et al. (1993) added that organizational change occurs through employees, and employee readiness to change is an essential factor in the success of the organizational change. It is because employees are actors who carry out daily administrative activities (Mangundjaya, 2012).

Organizations that make changes are in dire need of employee support. With the importance of the role of employees in the change process, employees need to be prepared to be more open to changes that will be made and more ready to change (Eby et al., 2000). Armenakis et al. (1993) revealed that when a change occurs, two attitudes will appear, namely, positive and negative. A positive attitude is indicated by a readiness to change, while a negative attitude is characterized by unpreparedness or resistance to change. Unpreparedness for change does not always appear in standard (explicit) forms such as protesting, threatening strikes, demonstrations, and the like, but also non-explicit and gradual resistance, such as decreased loyalty to the organization, reduced motivation, increased work errors, and reduced discipline (Sopiah, 2008).

Regarding field observations related to the readiness to change employees towards the strategic goals of the Medical Faculty of Al-Azhar Islamic University, there are still several things that can be declared unprepared, such as inadequate qualifications and competencies, not yet optimal career and position management, the unavailability of information system that is integrated, not yet optimal monitoring and evaluation system for the quality of good education, limited research, community service, and intellectual property rights, and lack of language laboratories to support the leading tourism health program.

Therefore, to accelerate the readiness to change employees, a leader is needed who can demonstrate skills in overcoming the limitations that arise among workers and is expected at the same time to be able to improve their performance (Dirani et al., 2020; Wahyu et al., 2020). For this reason, leadership is critical in responding to important events like today (Prideaux et al., 2020). Leaders determine the goals and vision of the organization they lead, and also leaders can change the organization's strategy to achieve their goals (Basar et al., 2021; Vijian & Wahab, 2020). In addition, Indonesian people generally have a strong pronation spirit, so they tend to pay close attention to leadership practices in each social unit (Asbari et al., 2021; Yuwono et al., 2020; Zaman et al., 2020).

By adjusting the needs mentioned earlier, a leader needs to apply a transformational leadership style in the face of these uncertain conditions. The main reason is that employees need an influential leader (idealized influence), who can provide inspirational motivation, can remain calm and optimistic in the face of this challenging condition (inspirational motivation), can open up to each other, and open up space to improving the work system (intellectual stimulation), as well as finding out every problem and need of each worker (Revelation et al., 2020).

Based on field observations, the leadership style applied by the Dean of the medical faculty of Al-Azhar Unversity and his staff is more inclined towards a transformational leadership style. Superiors do not hesitate to delegate faculty programs to be more effective and efficient, free the creativity of their subordinates, motivate and always direct their associates, build good communication, and involve employees in decision-making related to specific issues. So that employees feel they have the space to be involved and have a sense of belonging, a sense of responsibility, and a sense of participation in achieving organizational goals. However, the practice of transformational leadership style in the Medical Faculty of Al-Azhar Islamic University has not been implemented optimally.

Research on the relationship between transformational leadership and readiness for change was conducted byYuwono et al. (2020). They argue that transformational leaders can raise awareness and firm belief to keep seeing opportunities and always be able to maintain readiness for change in employees. The same thing was expressed by Akbari et al. (2021), who found a significant effect of transformational leadership on readiness to change, as well as the findings of other researchers (Putra & Fitri, 2018; Putranto & Kimono, 2015)which revealed a significant relationship between transformational leadership and employee readiness to change. However, regarding this study, different results were expressed by Susanto (2019), which suggests that transformational leadership does not significantly affect employee readiness to change.

Referring to the findings in the field, in addition to paying attention to his leadership style, to increase readiness to change the the Medical Faculty of Al-Azhar Islamic University employees, it is necessary to address several problems related to the lack of an integrated and adequate information system, laboratories and other facilities and infrastructure which are elements of the physical work environment. Nitisemoto (2006), and Sedarmayanti (2001) group the work environment into the physical and the non-physical environments. The physical environment is everything that is tangible or has a physical form that can affect the behavior of the employee either directly or indirectly. At the same time, the non-physical work environment is a work environment related to working relationships within an agency, both relationships with superiors, subordinates, and coworkers who have the same position status in the company. A good work environment creates comfort and security (Bukit, 2021; Norianggono, 2014; Subarto, Solihin, & Qurbani, 2021).

Hughes (2018) explains that organizations must be able to manage today's business demands efficiently, and, at the same time, the organization can adapt to future business needs due to environmental changes. For this reason, to support these goals, the organization and its elements must continue to make changes. Readiness to change, of course, must continue through exploration stages focused on experimentation, flexibility, and innovation (Katou, Budhwar, & Patel, 2021). Therefore, taking into account that organizations must constantly make changes at both macro and micro levels for the long term or to address short-term problems, the organization's success depends on its ability to take advantage of its work environment. (Alghamdi, 2018). So that later, the organization can improvise its organizational performance at the macro level and its employee behavior at the micro level (Mueller et al., 2020).

Furthermore, the relationship between the work environment and employee readiness to change through previous research suggests that the role of change agents, appropriate processes, participation, belief, environment, fairness, and commitment are closely related to employee readiness. (Bernerth, Armenakis, Feild, & Walker, 2007; Cunningham & Hyman, 1999). Furthermore, previous researchers have also found that employee involvement in change can reduce resistance because understanding the need for change and the perceived ability to change is essential (Wanberg & Banas, 2000). The same thing was said by Kirana and Aswar (2021), who stated that the work environment has a positive and significant relationship with readiness for changes.

A slightly different finding in the context of a non-physical work environment is revealed by Susyanto's research (2019) which states that the involvement of coworkers is directly related to employee readiness to change. However, the relationship with superiors does not directly impact employee readiness to change. (Susyanto, 2019).

On the other hand, based on theoretical analysis, it was found that job satisfaction can also affect employee readiness to change in addition to transformational leadership and work environment. Suyanto (2019) revealed that job satisfaction could affect the readiness of employees to change when there is an organizational change. Employees with high levels of job satisfaction will be more ready to accept change. In line with this, Al Hussami (2014) revealed that high work satisfaction would increase readiness for change. In another study, it was found that there is a high correlation between job satisfaction and readiness to change perceived by healthcare providers working in both medical centers and outpatient departments in the United States. (Helfrich et al., 2011).

In contrast to the findings above, Putranto and Kimono (2015) state that there is an insignificant effect between job satisfaction and readiness to change. Another finding from Fahmi (2018) even states that increasing job satisfaction will reduce employee readiness to change; according to him, to realize employees who are ready to change in the public sector, employees do not have to be satisfied first.

Regarding job satisfaction in the field, based on initial observations, it was found that employees were quite satisfied with their work, this was indicated by employees feeling satisfied with the challenges of the work they got, and they felt at home working at the medical faculty of Al-Azhar Unversity because they got good bosses and coworkers who always helped solve work problems. However, there were complaints from several employees who stated that they felt that the incentives received were not by the responsibilities carried out and they felt that the opportunity to improve their careers was not in line with their expectations.

Basically, under any circumstances, job satisfaction is a critical component of organizational success (Hayajneh et al., 2021). In fact, regarding the relationship between transformational leadership, job satisfaction, and readiness to change, Susanto (2019) suggests that leadership does not directly affect employee readiness to change but has an indirect effect through job satisfaction as an intervening variable. For this reason, job satisfaction is stated to be able to mediate the antecedent variable in the form of transformational leadership from readiness to change. Although, about work environment variables, no research has been found that provides a mediating relationship model for job satisfaction variables on the relationship between work environment and readiness to change.

The relationship between transformational leadership and job satisfaction was presented byThebo et al. (2021), which reveals that transformational leadership provides vision, fosters hope, and improves communication, enabling employees to think innovatively; all of these factors lead to job satisfaction (Thebo et al., 2021). In another study, Fikri et al. (2021) revealed that transformational leadership can increase employee job satisfaction. In line with this expression, other previous researchers (Anggraeni & Santosa, 2013; Dong et al., 2021) found a significant positive relationship between transformational leadership and job satisfaction.

In contrast to the findings above, Gunawan and Kusmayadin (2018) found that the close relationship between transformational leadership style and job satisfaction within the scope of the Bima City Civil Service Police Unit was shallow, so it can be said that there was no influence of transformational leadership style on job satisfaction in the scope of the Bima City MPUNDA office. Other researchers (Pritama et al., 2021)stated the same in their research. Namely, they did not find a significant relationship between transformational leadership and job satisfaction.

Meanwhile, previous research on the relationship between work environment and job satisfaction was stated by Kumar (2021), which reveals that the work environment has a more dominating influence on the job satisfaction of police personnel in India compared to demographic factors. In line with these findings, Rodhi et al. (2017) revealed that if organizations engaged in the banking sector in Mataram City can meet the demands of generation Y employees related to the physical and non-physical work environment, it will increase job satisfaction. It is also supported by other researchers who examine the related variables (Amusa, Iyoro, & Olabisi, 2013), who found a significant effect between the work environment and employee job satisfaction.

However, different findings were put forward by Dhermawan et al. (2012), who, through their research, state that the work environment does not significantly affect employee job satisfaction. This is also supported by the findingsWongkar et al. (2018), which state that whether the work environment is conducive or not, employees continue to carry out their work because, according to him, other factors influence employee job satisfaction.

Literature Review

Readiness to Change

Readiness to change is defined as a comprehensive attitude that is simultaneously influenced by the content, process, context, and individuals involved in a change, reflecting the extent to which individuals tend to agree, accept and adopt specific plans to change current circumstances. (Holt et al., 2007). The Harvard Business Review describes readiness for change as the ability to continuously initiate and respond to change in a way that creates profit, minimizes risk, and sustains performance. (Susyanto, 2019).

Furthermore, Holt et al. (2007) explained that readiness to change needs to be reviewed before making organizational changes. Readiness is the employee's belief that they can implement the proposed change, that the proposed change is appropriate for the organization to make, that the leader is committed to the proposed change, and that the proposed change will benefit members of the organization. From this statement, readiness to change will show the behavior of accepting, embracing, and adopting the change plan made.

Hanpachern (1997) defines employee readiness for change as the degree to which individuals are mentally, psychologically, or physically prepared and willing to participate in organizational development activities. It mainly refers to the condition where employees will score high on promotions when participating in change. In addition, according to Holt et al. (2007), employee readiness to change, namely employee confidence that they can implement the proposed change (change-specific efficacy), the proposed change is appropriate for the organization (appropriateness), the leader is committed to the proposed change (management support), and the proposed change will provide benefits for members of the organization (personal valence).

Another opinion Weiner (2020) expresses is that readiness for change in organizations refers to the shared determination of organizational members to implement changes and the belief that they can make them. Besides that, Holt and Vardaman (2013) interpret readiness to change as the extent to which they are ready to engage individually and collectively, motivated and technically able to implement the changes made.

Holt et al. (2007) suggest that five factors, namely can influence readiness to change:

1) Change-specific content
2) Change process

3) Internal context Internal
4) Individual attributes
5) Intentions and reactions

Job Satisfaction

Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in morale, discipline, and work performance (Fathoni, 2006). Experts conveyed another opinion; job satisfaction results from employees' perceptions of how well their work provides things considered essential (Luthans, 2006). In addition, job satisfaction is a person's positive and negative perspectives about his work (Siagian, 2008). It is enjoyed at work by obtaining the results of work objectives, placement, treatment, and work environment atmosphere (Fathoni, 2006).

Job satisfaction is a favorable or unfavorable emotional state in which employees view their work. Job satisfaction reflects one's feelings towards his work; it can be seen in the positive attitude of employees toward work and everything that is faced in the work environment. Job satisfaction can affect absenteeism, labor turnover, and morale. (Handoko, 2008).

Robbins and Judge (2008) define job satisfaction as a positive feeling resulting from an evaluation with clear and broad characteristics. Work requires interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living with less-than-ideal working conditions, and the like.

In other literature, Biswas (2012) defines job satisfaction as a pleasurable or positive emotional state resulting from job appraisals or work experiences. People will be satisfied with their work as long as they accept the perception that their work is by their essential values, such as the nature of a person, roles and duties in the job, their boss, coworkers, and the salary and benefits received.

In this study, the following are used to measure employee job satisfaction by adopting the measurement indicators proposed by Cellucci and DeVries (1978) in Saygi et al. (2011): Satisfaction with Pay, Promotion, Coworkers, Supervisor, Work Itself.

Transformational Leadership

Leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, as well as facilitating individual and group efforts to achieve common goals (Yukl, 2010). Autun (2001) states that transformational leadership is one of the leadership concepts that can accurately explain the leadership behavior patterns of superiors and contain behavioral patterns from other leadership theories. It is transformational leadership fromBass (1985). Transformational leadership is also the leadership style most strongly associated with organizational change (Singh & Krishnan, 2005).

In their writings, Akbari et al. (2020) stated that Bass and Avolio (1996) perfected the transformational leadership theory based on previous transformational leadership theories. Proponents of transformational leadership believe that transformative leaders create trust, loyalty, admiration, and respect among followers and followers and leaders so that they are willing to volunteer to achieve the organization's goals, objectives, and vision (Asbari et al., 2020). Robbins and Judge (2008)confirm that transformational leaders can inspire followers to change their lives and aspire to bigger goals and visions. Luthans (2006) argues that transformative leaders can change their followers' consciousness their morale and motivate them to do their best to achieve organizational goals, not because they are forced, but because they are

According to Bass (1985), There are four aspects of transformational leadership, namely:

1) Idealized Influence
2) Inspirational Motivation
3) Intellectual Stimulation
4) Individual Consideration

Work Environment

The work environment is an internal or external condition affecting morale, so work can be expected to be completed faster and better (Nitisemoto, 2006). Employees can achieve maximum performance if they have high achievement motives. Achievement motives that need to be owned by employees must be grown from within themselves and from the work environment. It is because the achievement motive that is grown in oneself will form a self-strength. If the work environment supports it, achieving performance will be easier. (Mangkunegara, 2011).

It can be concluded from the understandings of experts that the work environment is a condition of adaptation of an employee in the company; if the employee fits in the work environment in the company, his performance will increase if the employee does not match the work environment around the company, the performance will decrease. It is essential to pay attention to the work environment because the work environment affects employee performance and job satisfaction.

Work environment adopted the dimensions of the work environment from (Nitisemoto, 2006), Relationships with co-workers, superiors, and the availability of work facilities.
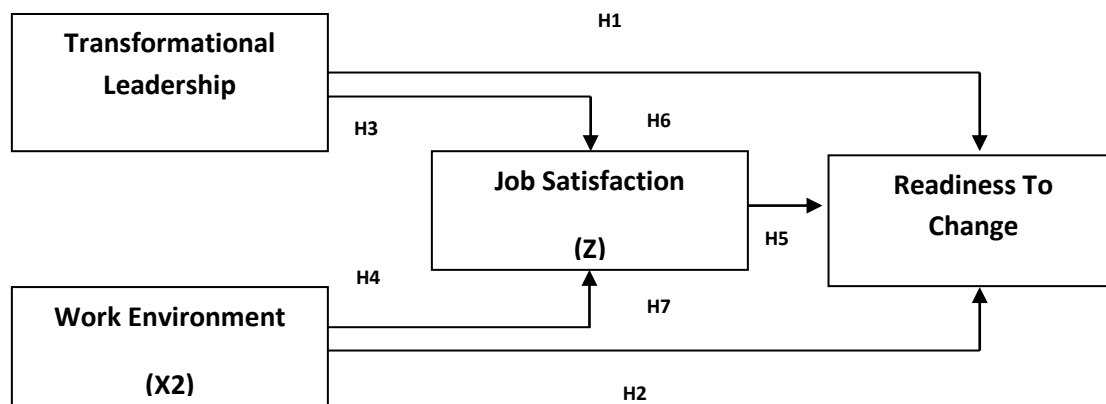
Conceptual Framework

Figure 2.1. conceptual framework

H1: "It is suspected that transformational leadership has a positive and significant effect on readiness to change employees of the Faculty of Medicine, Al-Azhar Islamic University."
H2: "It is suspected that the work environment has a positive and significant effect on readiness to change employees of the Faculty of Medicine, Al-Azhar Islamic University."
H3: "It is suspected that transformational leadership has a positive and significant effect on job satisfaction of employees of the Faculty of Medicine, Al-Azhar Islamic University."
H4: "It is suspected that the work environment has a positive and significant effect on the job satisfaction of employees of the Faculty of Medicine, Al-Azhar Islamic University."

H5: "It is suspected that job satisfaction has a positive and significant effect on readiness to change employees of the Faculty of Medicine, Al-Azhar Islamic University."

H6: "It is suspected that transformational leadership has a positive and significant effect on employee readiness to change through employee job satisfaction at the Faculty of Medicine, Al-Azhar Islamic University."

H7: "It is suspected that the work environment has a positive and significant effect on employee readiness to change through job satisfaction of employees of the Faculty of Medicine, Al-Azhar Islamic University."

Methods

The type of research used in this study is explanatory research, which aims to analyze the relationships between one variable and another. (Hussein, 1999). This research is also explanatory research that highlights the causal relationship between research variables and tests the hypotheses formulated previously (Singarimbun & Effendi, 1989). The population in this study were all employees who entered under the auspices of the Medical Faculty of Al-Azhar University, the number of which was known, namely 199 people, including teaching staff (permanent lecturers and non-permanent lecturers), teaching staff (laboratory, librarian), administrative, academic, and IT staff), and household workers (cleaning and security managers).

The data collection tool in this study was the form of a questionnaire. This questionnaire was given to respondents, in this case, employees of the Medical Faculty of Al-Azhar University. Question items of the questionnaire for transformational leadership were adopted fromAsbari et al. (2021). Question items of the questionnaire for the work environment were adopted from Hertanto (2011). Question items for job satisfaction were adopted from Nugraheny (2009). Question items of readiness to change were adopted from Asbari et al. (2021). To assess respondents' responses, the authors use a Likert scale (Sugiyono, 2013). In conducting data analysis in this study, researchers used the Structural Equation Model (SEM) analysis technique from the AMOS statistical software package.

Results

Overview of Research Sites

Al-Azhar Islamic University (UNIZAR) was established on May 10, 1981, under the Al-Azhar Islamic Boarding School Foundation with Decree Number: 01/YPLA/1981, concerning the Establishment of Al-Azhar Islamic University, in West Nusa Tenggara Province. On June 17, 2004, the Director General of Higher Education issued a Permit for the Organization of the Faculty of Medicine at Al-Azhar Islamic University, namely with Letter number 2100/D/T/2004, regarding the Permit to Organize the Medical Education Study Program at the Al-Azhar Islamic University (UNIZAR).

Regarding gender issues, female respondents were slightly more involved in this study, namely 92 people or 51%, compared to 86 male respondents, equivalent to 49%. Meanwhile, 107 respondents were aged over 30 years or about 60% of the total respondents, and the remaining 71 were aged between 20 and 30. When viewed from the latest education, respondents who are D3/S1 graduates are 32 people or equivalent to 17.9% of the total number of participating respondents, S2 graduates are 96 people or 53.9%, and the remaining 28 people or 15.7 % of respondents are S3 graduates or specialists (respondents with education below D3/S1 are 23 people or 12, 5% of respondents automatically did not get a follow-up questionnaire). For the tenure criteria, as many as 168 respondents worked more than one year, or equivalent to 94% of the total respondents; the remaining ten people, or about 6%, worked less than one year. For the job division criteria, 134 respondents, or about 75% of the total respondents, work as teaching lecturers, 32 people, or 17.9% education staff (laboratory/librarian/administrative staff/IT staff),

as many as five people or 0.2% facility maintenance personnel and infrastructure, and seven people or about 0.3% office boy/girl.

Structural Equation Modeling Analysis

Data analysis in this study used Structural Equation Modeling (SEM). In the SEM analysis, two stages must be carried out, namely first, testing the factors that make up each variable, where the test is carried out using a confirmatory factor analysis model, and the second is testing the regression weight in the complete model analysis.

Based on test resultsConfirmatory Factor Analysis (CFA) overall that each construct or indicator has a very high level of significance with a probability value < 0.05 and a CR value > t table (for a probability level of 0.05 and df = n – k = 156 – 4 = 152 indicators that the value is 1.976), so it can be concluded that all indicators (amounting to 29 indicators) can be used as forming or measuring each variable. After a confirmatory analysis of the indicators forming the latent variables, the subsequent analysis is the complete model Structural Equal Modeling (SEM) analysis. The data processing results for the complete SEM model analysis are presented below.

Table 1. Direct Relationship Hypothesis Testing Results

Hypothesis	Track	B	P	Conclusion
H1	Transformational Leadership → Readiness to Change	0.370	0.001	Accepted
H2	Work Environment → Readiness to Change	0.230	0.000	Accepted
H3	Transformational Leadership → Job Satisfaction	1.480	0.021	Accepted
H4	Work Environment → Job Satisfaction	2.560	0.000	Accepted
H5	Job Satisfaction → Readiness to Change	0.440	0.000	Accepted
H6	Transformational Leadership → Job Satisfaction → Readiness to Change	0.605	0.039	Accepted
H7	Work Environment → Job Satisfaction → Readiness to Change	1.041	0.003	Accepted

In general, hypothesis testing is done by looking at the critical ratio (CR) value and the significance value of p due to data processing compared to the required statistical limits. Meanwhile, see the direction of the positive or negative relationship by looking at the value of E, whether positive or negative. The critical ratio value is above the t table value, 1.976, and the required probability value is below 0.05. If the data processing results meet these requirements, then the hypothesis in the proposed research can be accepted. Based on these criteria, it is concluded that all hypotheses are accepted.

Discussion

The Influence of Leadership on Readiness to Change

This study found that transformational leadership positively and significantly affects the readiness to change employees of the Faculty of Medicine, Al-Azhar Islamic University. The fulfillment of employee expectations related to the transformational leadership practices they feel is reflected in the respect the leadership receives from employees. Increasing the transformational leadership characteristics of their superiors will increase their readiness for organizational change.

At the organizational level, readiness for change refers to an agreement with all people in the organization to implement change (Weiner, 2020). This collective agreement can be achieved if all organization members strongly urge to implement change (Wibowo, 2007). Armenakis et al. (1993) add

that organizational change occurs through employees, and employee readiness to change is an essential factor in the success of organizational change because employees are actors who carry out daily organizational activities (Mangundjaya, 2012). Organizations that make changes are in dire need of employee support. With the importance of the role of employees in the change process, employees need to be more open to changes and more ready to change (Eby et al., 2000).

These findings are consistent with the results of Yuwono et al. (2020) state that transformational leaders can raise awareness and firm belief to keep seeing opportunities and always be able to maintain readiness for change in employees. The same was expressed by Asbari et al. (2021), who found a significant effect of transformational leadership on readiness to change, and the findings of other researchers (Putra & Fitri, 2018), who revealed a significant relationship between transformational leadership and employee readiness to change.

Effect of Work Environment on Readiness to Change

This study found that the work environment had a positive and significant effect on the readiness of Unizar Medical Faculty employees to change. The fulfillment of the expectations of the the Medical Faculty of Al-Azhar Islamic University employees regarding the work environment they receive is reflected in the comfortable working atmosphere and employee's belief in the usefulness of change for the organization.

Change requires short- and long-term sustainable management (Robbins & Judge, 2008). Experts state that a conducive work environment characterized by harmonious co-worker relationships helps them make decisions, behave, and shape their values and work ethics (Anantatmula & Shrivastav, 2012; Lindquist, 2008).

These findings are consistent with previous research conducted by Alghamdi (2018), which states that organizations must constantly make changes, both at the macro and micro levels, for the long term or to overcome short-term problems, in this case, the success of the organization depends on its ability to take advantage of its work environment. So that later, the organization can improvise its organizational performance at the macro level and its employee behavior at the micro level (Mueller et al., 2020).

The Effect of Transformational Leadership on Job Satisfaction

This study found that transformational leadership has a positive and significant effect on the job satisfaction of employees of the Faculty of Medicine, Al-Azhar Islamic University. the Medical Faculty of Al-Azhar Islamic University employees feel that an increase in the characteristics of transformational leadership from their superiors will increase their satisfaction at work.

These findings align with Yukl's (2010) statement, which argues that the leader must apply a good and appropriate leadership style, so that employee job satisfaction increases and can affect the employee's desire to leave. In line with this statement, Thebo et al. (2021) state that transformational leadership provides vision, fosters hope and improves communication, thus enabling employees to think innovatively, ultimately leading to job satisfaction.

In another study, Fikri et al. (2021) revealed that transformational leadership can increase employee job satisfaction. This research is also supported by previous researchers regarding these variables (Anggraeni & Santosa, 2013; Dong et al., 2021), who found a significant positive relationship between transformational leadership and job satisfaction.

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The Effect of Work Environment on Job Satisfaction

This study found that the work environment positively and significantly affects employee satisfaction at the Medical Faculty of Al-Azhar Islamic University employees feel an increase in the work environment both physically and non-physically, it will increase their satisfaction at work. Sedarmayanti (2011) states that an employee can carry out his activities well to achieve an optimal result if an appropriate working environment supports it. An environmental condition is said to be excellent or appropriate if humans can keep their activities optimally, healthily, safely, and comfortably.

This finding is also supported by other researchers who examined the related variables (Amusa et al., 2013; Aruan & Fakhri, 2015), who found a significant positive effect between the work environment and employee job satisfaction.

The Effect of Job Satisfaction on Readiness to Change

This study found that job satisfaction has a positive and significant effect on the readiness of employees to change. the Medical Faculty of Al-Azhar Islamic University employees are satisfied, and it will increase their readiness for organizational change.

Organizations whose employees get job satisfaction tend to be more effective than organizations whose employees get less job satisfaction (Robbins & Judge, 2008). The findings in this study are in line with the findings of Susyanto (2019), which revealed that the level of job satisfaction could affect employees' readiness to change when there is an organizational change. Employees with high levels of job satisfaction will be more ready to accept change. In line with this, Al Hussami (2014) revealed that high work satisfaction would increase readiness for change. In another study, it was found that there is a high correlation between job satisfaction and readiness to change perceived by healthcare providers working in both medical centers and outpatient departments in the United States (Helfrich et al., 2011).

The Effect of Transformational Leadership on Readiness to Change Through Job Satisfaction

This study found that transformational leadership significantly positively affects readiness to change after being mediated by employee job satisfaction. Suppose the employees of the Medical Faculty of Al-Azhar Islamic University feel an increase in transformational leadership characteristics from their superiors. In that case, it will increase their job satisfaction at work and increase their readiness for organizational change.

Yukl (2010) argues that the leader must apply a good and appropriate leadership style so that employee job satisfaction increases and can affect the employee's desire to leave. Robbins & Judge (2008) added that leaders with transformational leadership types inspire their subordinates to put aside their interests and have extraordinary influencing abilities. Leaders with transformational leadership types will pay attention to the self-development needs of their subordinates, change subordinates' awareness of the issues at hand by helping others view old problems in new ways, and be able to please and inspire their subordinates to work hard to achieve common goals.

In line with this statement, in previous research, Thebo et al. (2021) revealed that transformational leadership provides vision, fosters hope, and improves communication, thus enabling employees to think innovatively, leading to job satisfaction. In another study, Fikri et al. (2021) revealed that transformational leadership can increase employee job satisfaction. In line with this expression, other previous researchers (Anggraeni & Santosa, 2013; Dong et al., 2021) found a significant positive relationship between transformational leadership and job satisfaction.

The Influence of the Work Environment on Readiness to Change Through Employee Job Satisfaction

This study found that the work environment positively and significantly affects employee readiness. The more comfortable the work environment employees feel, the more satisfied they will be, thus increasing their readiness for organizational change. Robbins & Judge (2008) explain that organizations whose employees get job satisfaction tend to be more effective than those with less job satisfaction.

In line with this study, separatelyAlghamdi (2018) explains that organizations must constantly make changes both at the macro and micro levels for the long term or to address short-term problems; then, the organization's success depends on its ability to take advantage of its work environment. (Alghamdi, 2018).

Conclusion

Transformational leadership and work environment positively and significantly affect employee readiness to change. Transformational leadership and work environment positively and significantly affect job satisfaction. Transformational leadership and work environment significantly positively affect readiness to change after being mediated by job satisfaction.

Research Implications

Leaders need to have the ability to adapt to a drastically changing environment, communicate accurately with the right frequency, be able to find solutions to turn crises into opportunities and continue to monitor employee productivity so that they do not get off track.

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