The Mediating Role of Employees' Readiness to Change: Relationship of Transformational Leadership and Job Satisfaction

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Abstract

The business realm is not solely confined to obtaining human capital and involving them in their professional lives. Another vital aspect of business organizations is the significance of employee engagement, employees' readiness to change. Prior to introducing any alterations within the organization, those leading the change, or change agents, need to impact the employees' readiness for change. This involves comprehending the factors that drive change and foster a state of preparedness for it.This research study looked at the nature of the connection between job satisfaction (JS), employees' readiness to change (ERTC), and transformational leadership (TFL) within the workforce of the Indian Pharmaceutical sector. It also presented a conceptual model and the link between TFL and JS was studied in regard to the mediating role of ERTC. The validity of the conceptual model was confirmed through the utilisation of partial least squares structural equation modeling (PLS-SEM). Purposive and convenient sampling employed 254 individuals in the Delhi-NCR's. The results indicated a substantial and significant positive relationship between ERTC and TFL and JS. It was discovered that ERTC mediates the link between TFL and JS. The results verify that HR departments and policymakers have a direct impact on TFL and ERTC through organizational actions. Additionally, it has the impact of raising employees' positive attitudes and levels of satisfaction with their employment. This latest research contributes to the expanding field of studies concerning ERTC, TFL, and JS, which is continually increasing.

Keywords: Job satisfaction; Employees readiness to change; Transformational leadership; PLS-SEM.

1. Introduction

Globalization and the quick development of technology within commercial organizations have made the entire business world move quickly, creating a highly competitive and unstable business climate on a worldwide scale. Consequently, in order for businesses to survive and thrive in a changing environment, suggested changes must be accepted (Samaranayake & Takemura, 2017). According to

Samaranayake & Takemura (2017), the growing competition requires every firm to undertake a planned change implementation process where the nature and role of employees will be extremely important. If an organization does not create change properly, firms will not be able to maximize their organizational effectiveness, and organizations cannot enter into economic development globally, which will perhaps threaten their business existence (Kunert & Staar, 2018). Employers and organization must therefore be aware of their employees' readiness for change (ERTC). ERTC was defined by Olafsen et al. (2020) as the degree to which workers are cognitively inclined to accept, support, and consent to a suggested modification that modifies the status quo.

Several change drivers have been found to be important indicators of ERTC or instance, leadership support, and autonomy in empirical research (Bedarkar & Pandita, 2014;Herold et al., 2007; Katsaros et al., 2020). The function of change drivers in promoting ERTC has received special and major attention in recent years. Therefore, it is critical to find the change driver will therefore be essential if staff members are to support the implementation of new changes within the business (Jacobs et al., 2013; Huang, 2015). Leadership styles are the external change drivers which influences readiness for change (Lutz Allen et al., 2013; Matthysen & Harris, 2018) Chrusciel (2006) stated the role of leaders' participation and involvement in the organization's change transformation is considered an important factor in readiness for change. Walinga (2008) explained that the ERTC needs to be facilitated by the managers/leaders often to move forward with new changes that make their members embrace and accept those proposed changes. Transformational leadership (TFL) is becoming more and more important to both practitioners and academia. According to Von Treuer et al. (2018), transformational leaders actively communicate suggested changes to staff members while exhibiting positive values, attitudes, and beliefs. After that, staff members are prepared and eager to implement changes, which improves the process's success.

Previous research looks everywhere for novel ways to show that TFL is connected to work-related employee characteristics and results like JS, OC, productivity, and overall performance (Cole et al., 2012). Employees that are devoted to their organization exhibit greater loyalty and satisfaction when led by transformational leaders (Bernarto et al., 2020). According to Stevens (2013), ERTC plays a crucial role in identifying the outcomes connected to work that arise from implementing any kind of change program. People who are prepared for change are better able to participate in and effectively contribute to change outcomes. Accordingly, ERTC is necessary to raise JS, organizational commitment, and employee happiness (Matthysen & Harris, 2018).

Studies confirming a systematic link between TFL, ERTC, and JS are scarce. The present investigation established a model to explore the connection between these variables, aiming to bridge this gap in understanding. Then, among Indian Pharmaceutical sector employees, the intervening role of ERTC on the association between TFL, ERTC, and JS was investigated. The study stands out for its distinctiveness, as it delves into factors that have not been previously explored in global contexts. Notably, no previous research has definitively confirmed an intervening role of ERTC in the connection between TFL, JS specifically within the Indian Pharmaceutical industry. Combining descriptive and exploratory analysis is appropriate for this study.

A conceptual model is introduced using the social exchange theory (SET) to establish a connection and explore the mediating impact of employees' readiness to change (ERTC) between transformational leadership (TFL) and job satisfaction (JS), drawing from Blau (1964) and expectation theory (Vroom, 1964). The current study utilized partial least squares structural equation modeling (PLS-SEM) to confirm and validate its model. Subsequently, the research encompassed hypothesis development, research methods, results and discussion, and concluded with implications.

2. Review of Literature

2.1. Leadership

Leadership as a influence work in which a leader uses the connection based on leader-follower activity to try and explain organizational goals explained by (Kort, 2008). Schmidt (2014) clarified the significance of leadership in the current context by outlining the characteristics of a leader, including their effectiveness and efficiency.

2.1.1. Transformational leadership

The first concept of a transformational leader in a political setting was proposed by Burns (1978). Bass (1985) investigated transformational leadership (TFL) in greater detail and related it to the organizational setting. Bass & Avolio (1994) described TFL in a study on infantry leaders as the leaders and followers have the opportunity to share thoughts and collaboratively achieve a high level on both sides.

Bass and associates later in 2003 defined TFL in terms of four dimensions: Idealized influence (II) describes a leadership quality that causes role models to respect, admire, and imitate it. Inspirational motivation (IM) pertains to leaders who have a visionary mindset and assign meaningful and demanding tasks to their subordinates so they can become inspired individuals (Bass et al., 2003; Mittal & Dhar, 2015). The leadership attribute referred to as intellectual stimulation (IS) motivates followers to abandon traditional beliefs, values, and practices to cultivate interest in innovative ideas. A leader who practices individualized consideration (IC) takes into account the needs and talents of their subordinates in order to provide them with further mentoring (Bass et al., 2003; Guay, 2013). Based on recent research conducted by Bagga et al. (2023), Busari et al. (2020), and Islam et al. (2021), TFL is characterized as a leader who initiates change, enhances the collective awareness of subordinates by emphasizing group benefits, and assists them in accomplishing remarkable objectives.

2.2. Job satisfaction

Researchers and academicians' interest in the field of OD has been influenced by job satisfaction (JS) (Lu et al., 2005; Yousaf et al., 2015). According to Knoop (1995), JS is an affective disposition toward work and its contributing elements. According to Oshagbemi (1999), it is an optimistic attitude and an emotional reaction to aspects of work. According to Mickson & Anlesinya (2019), JS is the most significant attitude component that affects employee happiness since it determines human behavior within the company. Siswanto & Yuliana (2022) have noted that one's feelings toward his work role are taken into consideration while determining contentment. It went on to discuss how people view

how well they represent their jobs and make a meaningful contribution to things that are important to them.

2.3. Employees' Readiness to Change

Armenakis & Fredenberer (1997) defined readiness as an employee's ideas, beliefs, and behaviors that recognize the needs and abilities of an organization. The notion of readiness for change (RFC) was first introduced by Armenakis et al. (1993), who described ERTC as a person's perspectives, convictions, and purpose regarding the point of necessary changes and the organization's capability to implement those changes. Subsequently, Holt et al. (2007) further elaborated on Armenakis et al. (1993) study, clarifying the term ERTC as a comprehensive construct consisting of four sub-dimensions: Employees with **change self-efficacy (CE)** are those who believe they can carry out a suggested change. Change that is appropriate for both the individual and the organization is referred to as **appropriateness (AP)**. **Management support (MS)** addresses situations in which managers have a stronger commitment to the change that is being suggested. The idea that a proposed change would be advantageous to both the corporation and its personnel is known as **personal valence, or PV.** This research adopted the operationalization and explanation of Holt et al. (2007).

3. Establishment of theoretical background and formulation of hypotheses development

3.1. Linking transformational leadership with job satisfaction

The positive correlation between TFL and JS has been supported by a number of previous investigations (Amin et al., 2013; Voon et al., 2011). TFL and JS found to be related by Bushra et al. (2011). Data was gathered using a basic random sampling technique from the banking industry in Lahore on 133 respondents. The results indicated a positive association between JS and TFL. Wang et al. (2012) corroborated the same results. Braun et al. (2013) discovered that TFL has a favorable and noteworthy impact on JS. According to their findings, employee happiness would be well-formed if TFL could be used effectively.

Puni et al. (2018) went one step further and found that 315 Ghanaian personnel in the banking industry had a substantial and positive association between TFL and JS. Following this, Kishen et al. (2020) examined the positive connection between transformational leadership style (TFL) and job satisfaction (JS) in a sample of 120 Tangerang employees. The results substantiated the idea that there was a significant correlation between transformational leadership and job satisfaction. Through random sampling, Cahyono et al. (2020) discovered that TFL has a favorable impact on JS among 151 faculty members in Tangerang higher education institutes. Consistent with this study, TFL was favorably correlated with JS in Indonesia's education sector, as shown by Siswanto & Yuliana (2022). Subsequently, Khamaidi et al. (2022) also found a favorable correlation between TFL Siswantoand JS and performance in PT Bank Pembiayaan Rakyat Syariah (BPRS)'s banking division. Taha et al. (2024) investigated the notable correlation between TFL and JS as perceived by food handlers in Dubai, United Arab Emirates. Based on above observations, the following hypothesis was developed.

Hypothesis 1: There is a positive association between TFL and JS.

3.2. Linking transformational leadership and employees' readiness to change

One of the main independent variables (IV) in the field of organizational development (OD) has been identified in previous literature studies as the idea of transformational leadership as a catalyst for individual change readiness. According to the consistent results of numerous earlier investigations, TFL and ERTC have a substantial positive correlation (Al-Hussami et al., 2018; Kreitner & Kinicki, 2010). According to Santhidran et al. (2013), enhancing employees' preparedness for change requires a leader to possess certain qualities, knowledge, skills, and competencies. Numerous studies find a strong and positive correlation between TFL and ERTC. Mujiburrahman et al. (2017) and Mahessa & Hadiyati (2016) investigated the important connection between TFL and ERTC. Their research revealed that executives have a positive outlook when it comes to informing staff members about suggested changes.

The research findings of Al-Tahitah et al. (2018) and Winiastuti et al. (2020) affirmed a positive connection between transformational leadership (TFL) and employees' readiness to change (ERTC). Additionally, Asbari et al. (2021) and Shannon (2021) both identified a positive and significant impact of TFL on ERTC. Al-Maamari (2022) concluded a positive association between TFL and ERTC. Their findings confirmed that TFL and the RFC process's effectiveness would help to raise management performance in the Yemeni public education sector. Muhajir et al. (2023) investigated the notable and positive correlation between TFL and ERTC as perceived by faculties in an Islamic university. Building on the aforementioned discussion, the hypothesis was formulated that the TFL style enhances ERTC.

Hypothesis 2: There is a positive association between TFL and ERTC.

3.3. Linking employees readiness to change and job satisfaction

ERTC is thought to be a crucial concept for comprehending employee satisfaction, which leads to increased adaptability to change (Saracaloglu & Dincer, 2017). The self-efficacy views of teachers and their level of job satisfaction are positively and significantly correlated (Viel-Ruma et al., 2010; Won & Chang, 2020). It may be concluded from the literature that instructors who have high levels of self-efficacy beliefs are more satisfied with their jobs as teachers and better preparation was linked to better levels of satisfaction at the beginning of the semester, as demonstrated by Ji et al. (2022).

Hypothesis 3: There is a positive association between ERTC and JS.

3.4. Linking transformational leadership and job satisfaction through employees' readiness as a mediator

Numerous previous studies consistently reported a notable and positive association between TFL and ERTC (Al-Hussami et al., 2018; Winiastuti et al., 2020) and ERTC and JS (Viel-Ruma et al., 2010; Won & Chang, 2020). In residential aged care settings, Von Treuer et al. (2018) conducted a study on 255 staff members in Australia and the results confirmed that transformational leaders engage and hold positive values, attitudes, and beliefs in communicating proposed change among staff members.

Thereafter, employees are willing and ready for any change implementation, which in turn enhances the positive outcomes for the organization (Eisenbach et al., 1999; Podsakoff et al., 2003; Oreg et al., 2011).

Based on **Blau (1964) and expectation theory (Vroom, 1964),** the social exchange theory (SET) conceptualizes the positive link between TFL and JS through ERTC. Expectancy theory states that leaders should treat their subordinates fairly in a negotiation since it is fairness that motivates workers to strive hard and get rewards (Vroom et al., 2005). Strengthening the fair social exchange strategy would raise employees' RFC levels, which in turn affects attitudes and behaviors linked to the workplace, including JS, and eventually contributes to the beneficial growth and development of a business (Saleem, 2015). Therefore, TFL and JS via ERTC were made possible by the SET theory and the expectation theory.

Furthermore, drawing on the results of the cited studies, the present investigation recognized the substantial mediating function of ERTC between TFL and OC (Akbar & Tirtoprojo, 2021; Kumar & Bagga, 2023; Radian & Mangundjaya, 2019; Santhidran et al., 2013), between TFL and OP (Effiyanti et al., 2021), between TFL and employee performance (Asbari et al., 2021; Katsaros et al., 2020; Yuwono et al., 2020), between TFL and psychological empowerment (Pradhan et al., 2017), and between TFL and organizational learning (Hosseini et al., 2019). Muhajir et al. (2023) investigated the JS as a mediator between the TFL and ERTC. However, the existing literature doesn't provide the authors' best knowledge, no previous study explored an intervening influence of ERTC on the connection between TFL and JS, particularly within the Indian Pharmaceutical sector. Considering these observations, the following hypothesis was formulated:

Hypothesis 4: ERTC serves as a mediator in the association between between TFL and JS.

Drawing on the aforementioned discourse, the current investigation has put forth a conceptual model, illustrated in Figure 1, which denotes that TFL functions as an exogenous variable and exhibits a noteworthy positive correlation with both ERTC and JS, with ERTC serving as a mediator. Additionally, ERTC and JS have a strong favorable association. Each suggested association in the model has a theoretical foundation that was adequately discussed in the pertinent sections.
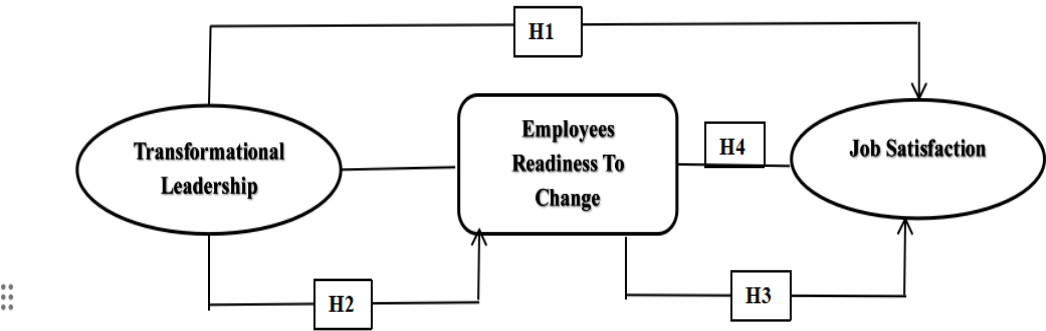

Figure 1. Proposed Conceptual Framework. **Source:** Authors.

4 Methodology of study

4.1 Profile of sample and sampling design

The study design incorporated elements from both descriptive and exploratory approaches. The exploratory phase focused on clarifying concepts such as TFL, ERTC, and OC, and existing literature was reviewed to address research gaps. Meanwhile, the descriptive phase involved quantitative analysis to examine and validate the relationship ERTC as an intervener between TFL, and OC, using data collected through self-administered questionnaires.

4.2. Data sources

This research relied on empirical investigation with a focus on primary data. Initial data was directly gathered through surveys, while secondary data was exclusively employed for theory and conceptual development and referenced from articles in journals and books.

4.3. Sampling characteristics

A survey approach combined with a descriptive research design was taken into consideration for the current study's justification. The top 5 Indian corporations were surveyed using the Purposive sampling technique, which included components of Convenience sampling.Leading Pharmaceuticals & Drugs companies are ranked according to their revenue by rating agencies such as Deloitte, Gartner, McKinsey, and others. Similarly, IBEF, TECHGIG, and other sources offer data on the Top 5 Pharmaceutical Companies in India based on revenue.

Because of this, the study was restricted to the Top 5 Indian Pharmaceutical Companies based solely on revenue. These companies were chosen (even though there was a small discrepancy in the rankings) using reputable online sources based on moneycontrol.com's 2024 revenue and market capitalization (2024). The organizations that were approached for gathering the data include revenue and market cap for these companies as follows: Sun Pharma (Revenue: 208.12, Market cap: 3154.765), Cipla (Revenue: 169.62bn, Market cap: 1057.23bn), Divi's Laboratories Ltd. (Revenue: 157.90bn, Market cap: 1033.92bn), Dr. Reddy's Laboratories (Revenue: 127.92bn, Market cap: 944.33bn), Mankind Pharma (Revenue: 112.58bn, Market cap: 895.63bn). See Table 1 for the categorization and additional vital information.

The data collection spanned from August 2023 to December 2023, concentrating on the significant urban centers of National Capital Region (NCR), which host numerous Pharmaceuticals companies, including those at the forefront. Self-administered questionnaires were disseminated through digital channels and in-person contacts; the majority of the interviews were conducted over the phone and then in person. The sampling targeted non-managerial personnel (employees) working in Delhi-NCR. Non-managerial employees encompassed various roles such as regulatory specialists, clinical researchers, pharmacologists, pharmacists, marketing professionals, and laboratory technicians.

Initially, about 310 questionnaires were distributed through Google Forms by various social media sites and networking platforms, followed by a face-to-face approach. Following Bagga et al.'s recommendation, both approaches were used to guarantee the sample's widest possible coverage of all

demographic factors (2023). Out of which 264 replies were received (RR 85.4%). After deleting the undesired/incomplete questionnaires, the sample of 254 employees was selected for the final analysis (Roscoe, 1975). As a general rule, the minimum sample size needed is equal to the largest number of arrows reaching the dependent construct multiplied by 10 (Barclay et al., 1995; Goodhue et al., 2012; Hair et al., 2013). The maximum number of arrows pointing to OC allowed by the regulation was two, hence a sample size of 20 was necessary. . After proper screening, a sample of 254 responses was deemed sufficient for subsequent statistical analysis (Roscoe, 1975; Faul et al., 2009), particularly for Partial Least Squares Structural Equation Modeling (PLS-SEM), in line with recommendations by Goodhue et al. (2012). Thus, 245 responses were enough for analyzing the findings in structural equation modeling. Descriptive statistics and analysis for demographic variables are showed in Table 1.

Table 1

Demographic information of the respondents and the characteristics of the organizations

Factor	Characteristics	Frequency	Percentage (%)
Gender	Male	149	58.6
	Female	105	41.4
Age	≤30 years	92	36.2
	31-35 years	141	55.5
	>35 years	21	2.18
Educational Qualification	≤Graduate	119	48.3
	≥Master	135	51.7
Non-managerial	Employees	254	

	Name	Values (mkt cap; revenue)		
Pharmaceutical organizations	Sun Pharma	3154.765B; 208.12B		
	Cipla	1057.23B; 169.62B		
	Divi's Laboratories Ltd.	1033.92B; 157.90B		
	Dr. Reddy's Laboratories	601.37B; 1530.43B; 0.1600M		
	Mankind Pharma	479.96B; 44.38B; 1.561K		
Total			254	100

Note. Market cap values & revenue are in USD; B, billion.

Source: Authors.

4.4 Research tools

There were two sections to the self-administered survey. The questionnaire's first section asked questions on the respondents' demographic makeup. Items in Part B were modified (rephrased) from the standardized tests used in the research to measure latent components, such as JS, TFL, and ERTC, as shown in Table 3. There were a few questions regarding the respondent's demographic profile, such as gender, age, educational qualification, and non-managerial employees. For Part B of the questionnaire, the respondents were asked to respond on a 5-point Likert Scale, varying from 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Past researchers have modified established scales to align with the specific requirements of their studies. For example, Lin

et al. (2020; 12 items), Hai et al. (2020; 8 items), and Hee et al. (2018; 10 items) employed a condensed version of the Multifactor Leadership Questionnaire (MLQ) originally developed by Bass and Avolio (1995) to measure Transformational Leadership (TFL). Novitasari et al. (2020; 7-items) and Trivedi (2021; 9-items) utilized a employees readiness to change scale created by Holt et al. (2007) to measure ERTC. Drawing from insights gleaned from these studies, the present research incorporated 20-items for TFL, 9-items for ERTC, and 11-items for JS by Macdonald & Maclntyre (1997) from the scales mentioned above. For additional information, please refer to Section 5.2 and Table 3.

4.5 Evaluation of Common Method Bias

It was crucial to thoroughly investigate common method bias (CMB) using both procedural and statistical methods because the data for the latent variables in the conceptual model were collected from individual respondents in a one-time survey (Podsakoff et al., 2003). IIn order to reduce the possibility that respondents would give false or deceptive answers, the authors implemented procedural safeguards to guarantee the privacy and confidentiality of the information supplied by the staff (Podsakoff et al., 2003). Furthermore, the survey's model variables were included at random to reduce the possibility of respondents establishing cause-and-effect relationships between the latent components. Using statistical methods, a thorough collinearity test within Smart PLS-SEM based on variance inflation factors (VIFs) was carried out using Kock's (2015) and Kock and Lynn's (2012) protocols. By looking at inner VIF values, this approach suggests the presence of CMB if any value above the 3.3 threshold, indicating collinearity concerns. To solve this issue, the proposed conceptual model's inner VIF values ranged from 2.105 to 3.031.

5. Discussions & findings

5.1. Summary metrics & Pearson's correlation

In order to confirm the concept validity and multicollinearity between exogenous variables, correlation (r) was calculated. As per Nunnally's (1978) criteria, the constructs' validity was established when the correlation coefficient (r) was below 0.8. Mean (M), standard error (SD), and correlation (r) for the latent constructs are presented in Table 2. Every product moment coefficient (r) was less than 0.8, intimating that the latent constructs found to be true, but they were not very related.

Table 2
Descriptive metrics & correlations (r) between TFL, ERTC, and JS

Construct	Mean	SD	TFL	ERTC	JS
TFL	3.435	0.724	-	0.698**	0.674**
ERTC	3.392	0.675		-	0.731**
JS	3.365	0.756			-

Note:**Correlation is significant at 0.01 level(one-tailed). Refer Table 3 for constructs' abbreviations.

To look at the link between the three variables—TFL, ERTC, and JS, partial least square-structural equation modelling (PLS-SEM) was used. To authenticate the proposed conceptual framework for the study, Smart PLS v4.0.9.9 was employed. There are two steps in the PLS-SEM research model evaluation process (Hulland, 1999). Examining the measuring model's validity and reliability for the latent constructs was the first step. During the second stage, the presumed links between latent

variables were calculated, and the evaluation of the inner model (structural model) was conducted (Dimaunahan & Amora, 2016).

5.2. Assessment of the measurement framework

To examine the measurement model of PLS-SEM, latent constructs were employed. To measure these constructs, a reflective model was analyzed using PLS-SEM, and its indicators were identified through assessments of convergent and discriminant validity. Initially, Cronbach's alpha (CA) and composite reliability (CR) metrics were utilized to evaluate it. Subsequently, convergent validity gauged the consistency of the items as perceived by respondents, scrutinized through the average value extracted (AVE) outcomes recommended by Hair et al., (2011). Finally, as indicated by the concluding results of discriminant validity were calculated (Kock, 2017).

The loadings for the variables surpassed the required minimum threshold of 0.60, but two indicators were removed to increase predictive relvance (R^2) as indicated in Table 3. The inner structural model of the present research study showing all the items of the variable and indicators are shown in Figure 3. As can be seen from Table 3, TFL, ERTC, and JS satisfied the requirements of the reliability scale. The reliability is deemed satisfactory as all CR and CA results surpass the minimum threshold value of 0.70, as specified by Chin (2010). Next, according to Fornell and Larcker's (1981) recommendation for considerable convergent validity, the AVE for each component was larger than 0.5. The AVE coefficients demonstrated satisfactory validity, as indicated in Table 3. The findings demonstrated that the constructs' dependability was guaranteed and that they were properly matched to the relevant model. Table 3 shows that all of the constructs' VIF values were below the cut-off value, which is 3.3 in order to assess the probability of collinearity concerns between the constructs (Kock, 2017).
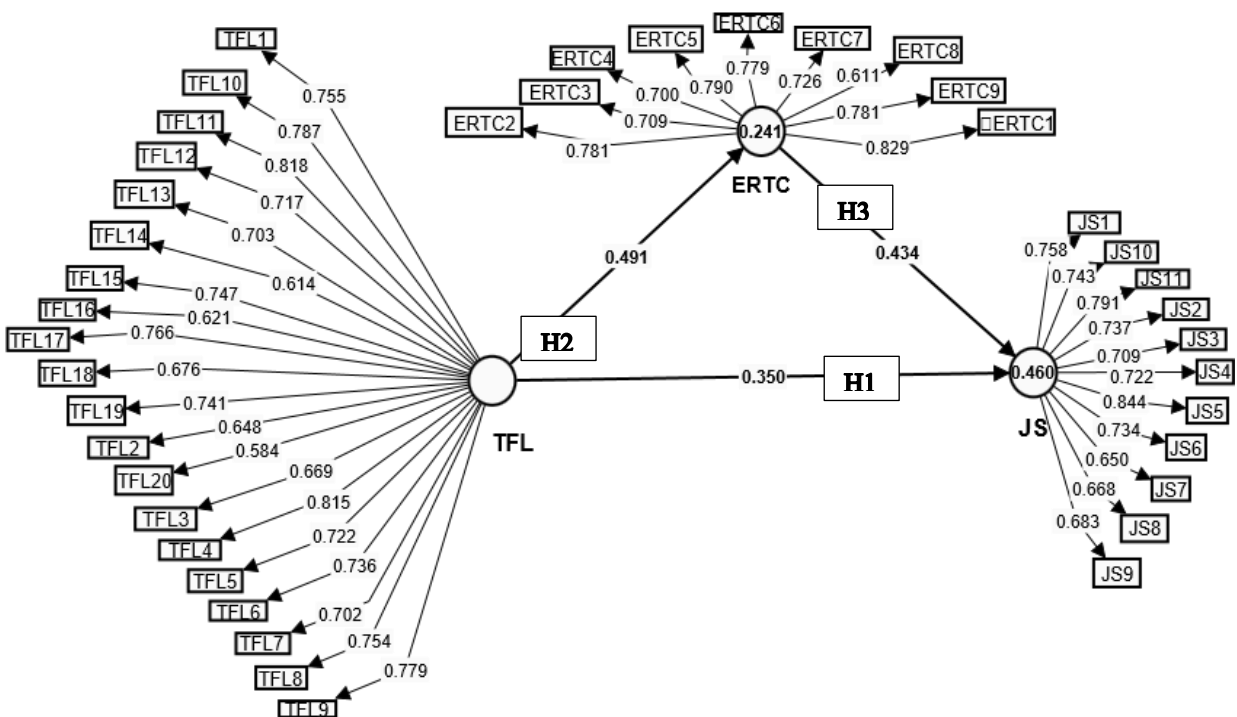

Figure 2. Inner model: regression values of latent constructs showing direct and indirect effect with all indicators **Source:** Authors.

Table 3

Measurement Model

Reference (source of validated scale)	Selective indicators (after factor analysis)	Loading	AVE	CA	CR
	TFL1: Acts in a way that builds my respect	0.771			
	TFL2: Displays a sense of power and confidence	0.662			
	TFL3: My leader instills pride in me for being associated with him/her	0.680			
	TFL4: My leader goes beyond self-interest for the good of the group	0.821			
	TFL5: Talks about their most important values and beliefs	0.728			
	TFL6: Emphasizes the importance of having a collective sense of mission	0.744			
	TFL7: Considers the moral and ethical consequences of decisions	0.713			
	TFL8: Specifies the importance of having a strong sense of purpose	0.761			
Bass & Avolio (1995)	TFL9: Envisions exciting new possibilities at hand	0.791			
	TFL10: Talks optimistically about the future	0.797	0.539	0.949	0.953
	TFL11: Expresses confidence that goals will be achieved	0.823			
	TFL12: Articulates a compelling vision of the future	0.721			
	TFL13: Suggests new ways of looking at how to complete assignments	0.671			
	TFL15: Spends time teaching and coaching	0.748			
	TFL16:Gains input from others in solving a problem	0.620			
	TFL17: Treats all employees as individuals rather than just a member of the group	0.761			
	TFL18: Helps me to develop my strength.	0.640			
	TFL19: Considers me as having different needs, abilities, and aspirations from others	0.711			
	ERTC1: I think that the organization will benefit from this change.	0.829			
	ERTC2: This change will improve our organization's overall efficiency.	0.781			
	ERTC3: This change makes my job easier.	0.710			
Holt et al. (2007)	ERTC4: Our senior leaders have encouraged all of us to embrace this change.	0.701			
	ERTC5: Our organization's top decision makers have put all their support behind this change effort.	0.790	0.559	0.900	0.919
	ERTC6: This organization's most senior leader is committed to this change.	0.779			
	ERTC7: When I set my mind to it, I can learn everything that will be required when this change is adopted	0.725			
	ERTC9: I have the skills that are needed to make this change work.	0.780			
	JS1: I receive recognition tor a job well done	0.758			
	JS2: I feel close to the people at work.	0.737			
	JS3: I feel good about working at this company.	0.710			
Macdonald & Maclntyre (1997)	JS4: I feel secure about my job.	0.723			
	JS5: .On the whole, I believe work is good for my physical health	0.844	0.537	0.913	0.918
	JS6: My wages are good.	0.734			
	JS7: All my talents and skills are used at work.	0.650			
	JS8: I get along with my supervisor	0.668			
	JS9: I would feel guilty if I left this organization now.	0.683			
	JS10: I feel good about my job	0.743			

JS11:I believe management is concerned about me.	0.791

Note: All loading significant at 0.001 level; AVE, average variance extracted; CA, Cronbach's alpha; CR, composite reliability, TFL, transformational leadership; ERTC, employees' readiness to change; JS, job satisfaction
Source: Authors.

Table 4 displays the correlation coefficients between the constructs alongside the square root of Average Variance Extracted (AVE) to illustrate the construct's discriminant validity, as recommended by Fornell and Larcker (1981). Adhering to the criteria outlined by Hair et al. (2011), the diagonal values, representing the square roots of each construct's AVE, exceeded the off-diagonal values. Consequently, the final results indicate that the indicators employed in this study possess satisfactory discriminant validity.

Table 4
The discriminant validity and correlation coefficients of the construct.

Construct	ERTC	JS	TFL
ERTC	0.748		
OC	0.606	0.733	
TFL	0.495	0.572	0.734

Note: Diagonal elements depict the square root of AVE coefficients; Off Diagonal elements depict the correlation between constructs. Refer to Table 3 for constructs' abbreviations.

5.3. Assessment of the inner structural model and mediation analysis.

To evaluate the indirect effects of the proposed conceptual mediation model, following the framework outlined by Hair et al., (2011), the present study utilized the bootstrapping technique. The structural model of the study, illustrated in Figure 3, incorporates the indirect mediating influence along with all the factors loaded into the variables and indicators along with the mediating effect. However, this current study enclosed all the indicators ≥ 0.615 and deleted 3 items (i.e., ERTC8 (0.611) , TFL 14 (0.614) and TFL 20 (0.584).
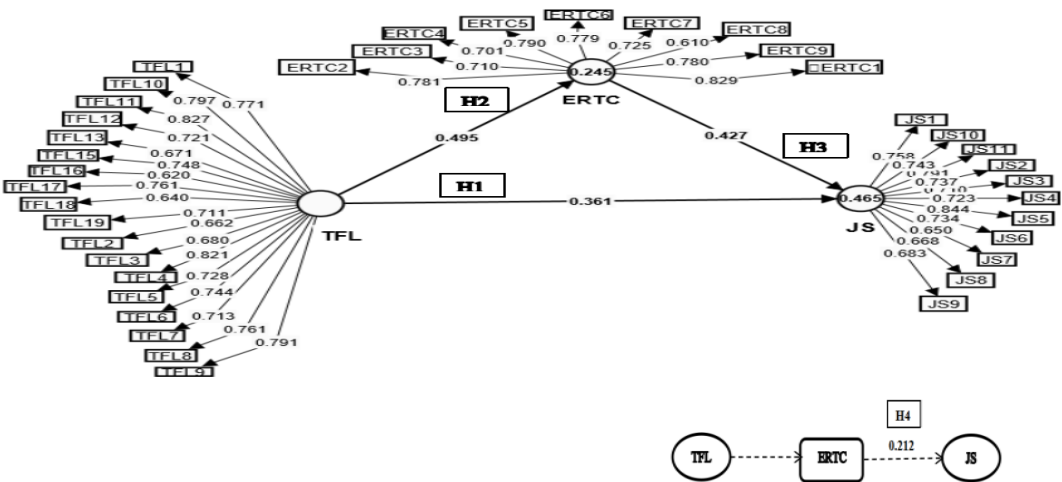

Figure 3. Structural models: regression values of constructs showing direct and indirect effect (miniature model) and three items having factor loading ≤0.615, i.e., ERTC8 (0.611) and TFL14 and TFL20 (0.614 & 0.584) were deleted
Source: Authors.

The parameter measures of the direct value of the proposed conceptual model are exhibited in Table 5. First, the results discovered a positive and significant connection between TFL and JS (β= 0.361, p= 0.001, H1 supported). This positive association revealed that if transformational leaders could contribute more and lead their organizations towards better JS by fostering positive feelings and attitudes of corporate employees about their noble work; mentoring and coaching employees; giving a sense of value and professional prestige; and making employees perceive it as central to their lives, ultimately enhancing satisfaction and efficiency (Gyanchandani, 2017; Sunarsi et al., 2021). Previous research also substantiated this finding (Khamaidi et al., 2022; Kotter & Cohen, 2012; Mclean, 2006; Tensay & Singh, 2020). Second, the path value analysis showed that TFL was significantly and positively related to ERTC (β=0.495, p= 0.001, H2 supported). The result might imply that TFL showed a positive relationship with ERTC, which indicates that amid of any recent rapid changes in the IT sector, the RFC is a critical concern. Transformational leaders start with the early step of conveying the goals of the proposed change and pay attention to the needs, wants, and aspirations of their subordinates. This might lead to positive beliefs and attitudes about the change. The results were in line with the prior research studies (Al-Tahitah et al., 2018; Winiastuti et al., 2020); Shannon, 2021; Al-Maamari, 2022). Third, the analysis showed that ERTC and OC were significantly and positive related (β=0.427, p= 0.000, H3 supported). This affirmative relationship indicated that ERTC is a significant and vital factor in enhancing the employees' job satisfaction. These findings were corroborated in prior research studies linking ERTC to JS (Won & Chang, 2020).

Table 5
Parameter estimates of direct effect.

Hypothesis	Path Relationship	DE	SE	T-statistics	p-value	Results
H1	TFL → OC	0.361	0.075	4.707	0.000	Supported
H2	TFL → ERTC	0.495	0.061	8.087	0.000	Supported
H3	ERTC → OC	0.427	0.058	7.471	0.001	Supported
H4	TFL → ERTC→ OC	Mediation (refer Table 6)				

Note:DE, direct effect; SE, standard error; β = standardized path coefficients. Refer to Table 3 for variables' abbreviations.

5.3.1. Mediating and indirect analysis

The results of the mediation and indirect value of model are presented in Table 6. It was observed that there exists a statistically significant and indirect impact of ERTC on the relationship between TFL and JS (β=0.212, p=0.001, supporting H4). The quantification of the indirect effect involved calculating the Value Adjustment Factor (VAF), obtained by dividing the indirect effect value by the total effect value. According to Hair et al. (2012), a partial mediation effect is revealed if VAF is less than 20%, whereas a full mediation effect is achieved if VAF is greater than 80%. As indicated in Table 6, the indirect effect amounted to 0.212, and the Value Adjustment Factor (VAF) for hypothesis H4 was approximately 37.02% (0.3706). This positive correlation indicated that ERTC fills the research gap by mediating TFL and JS to some extent. This observation leads to the conclusion that transformational leaders changed the fundamental beliefs and attitudes that make the job easier and ultimately increase the overall efficiency of the organization by inspiring and motivating all of the staff

to provide the support that was suggested. These results, consistent with the findings of (Asbari et al., 2021; Bass & Riggio, 2006), further validate the importance of the TFL style in influencing employees' readiness to embrace change.

Table 6

Estimates of the indirect effect parameters.

Hypothesis	Path relationship	IDE	TE	SE	VAF	p-value	Results
H4	TFL→ ERTC → JS	0.212	0.572	0.040	0.3706	0.000	Supported, PM

Note: IDE, indirect effect; TE, total effect; SE, standard error; VAF, value adjustment factor; TE= DE + IDE; PM = partial mediation

5.4. Prediction relevance power and model fit.

The evaluation of the predictive capability of the proposed model involved utilizing the coefficient of determination (R2) for the dependent latent constructs within the structural model that included a mediator (i.e., ERTC). R^2 serves as an indicator of the explained variance in an observed construct. The obtained R^2 for ERTC and JS were 24.5% and 46.5%, respectively, as illustrated in Figure 2.

As per the explanations provided by Hair et al. (2011) , it was asserted that the conceptual model had the capacity to depict all endogenous constructs and exhibited enhanced predictive capability. Model fit was indicated by the obtained SRMR value of 0.078 (< 0.08) (Hu & Bentler, 1998). Given that a successful model fit requires an NFI value of 0.90, the obtained value of 0.774 was marginally below what was needed (Bentler & Bonett, 1980).

Model fit is an evolving subject, and while exploratory and predictive analyses (PLS-SEM) do not necessitate its application, it is in contrast to confirmatory analysis (CB-SEM), as emphasized by Hair et al. (2017).

6. Study conclusions

Numerous prior research studies examined the connection between job satisfaction and transformational leadership style. Although there have been some studies on employees' readiness to change in the Indian Pharmaceuticals business, more research is needed in this area. The current study's novelty is noteworthy since no other research, with a specific focus on Indian Pharmaceuticals sector employees, has investigated the intervening role of employees' readiness to change in the association between transformational leadership and job satisfaction. The research elucidated the theoretical underpinnings of prior studies on employees' readiness to change by presenting and substantive an empirical theoretical and conceptual framework, establishing it as a substantial mediating variable between the independent latent variable and the outcome variable in the Indian Pharmaceuticals industry.

This study was notable for its unique contribution as it offered theoretical insights to previous research on employee readiness to change. The model established that employee readiness to change plays a partial intervening role in the connection between transformational leadership style and job satisfaction, particularly within the Pharmaceuticals sector. Additional noteworthy findings obtained from the study include the following: Transformational leadership positively influenced both employee

readiness to change and job satisfaction. Employee readiness to change directly and significantly enhanced job satisfaction.

6.1. Theoretical & Managerial Implications

6.1.1. Conceptual implications

The study provides four contributions. Initially, it furnishes and authenticates an empirical model (demonstrating significant predictive relevance), the work has added theoretical inference to the ERTC knowledge set. Secondly, through the confirmation of an empirical model grounded in SET and expectation theory, portraying employees' readiness to change (ERTC) as a significant mediator between transformational leadership (TFL) and job satisfaction (JS) in the Pharmaceuticals sector, our study has added to the broader understanding of its mediating influence. Thirdly, the study also provided theoretical insights to the current knowledge domain related to ERTC and TFL style, identified as external catalyst for change. These findings may aid upcoming researchers in their work.

6.1.2. Managerial implications

From a practical standpoint, this research study sheds light on the growing significance of ERTC for scholars and professionals, which may be more kind and evident in the astute actions of upper management. First, leaders might use the programs to teach qualities and plan for the future development of personnel. Second, the study has implications for Indian Pharmaceuticals company employees, who say that their leaders' roles encourage their passion through dialogue and interaction. As a result, people are inspired by the organization's admirable objectives and core values, which innately provide them a sense of fulfillment regarding their allegiance to the company. This suggests that the driver of higher employees' readiness for change and work happiness is Pharmaceuticals organizations with improved transformational leadership methods. Pharmaceuticals firms should ensure equal opportunities in their job positions to enhance employee contentment.This will allow employees to arrive with enthusiasm and become fully engaged in completing their tasks. Third, the ERTC's role as a mediator in the TFL-JS relationship suggests that transformational leaders altered the underlying attitudes and beliefs that facilitate work and, in turn, boost organizational efficiency by encouraging and motivating all employees to offer support. Fourthly, the study outcomes propound that the relationship of TFL-ERTC implies that higher levels of transformational leadership should be provided, starting with the early step of communicating the intended change's aims and paying attention to their subordinates' requirements, wants, and ambitions. This could result in favorable attitudes and views regarding the change. In summary, it is advised that IT companies support a transformational leadership style that emphasizes employee motivation and psychology in order to sustain a positive attitude and behavior within their workforce.

6.2. Constraints and recommendations for the future avenue

The present study has the following limitations: Firstly, as the researchers focused solely on fundamental attributes, the investigation was not carried out on a facet-by-facet basis. Facet-wise analysis may be used in future study, which could yield fascinating results. Secondly, because the

current study is cross-sectional, it is not possible to evaluate the causality path; a longitudinal analysis may yield different results. Thirdly, the study's geographic scope is restricted to the top five Pharmaceutical firms located just in the Delhi-NCR area; additional research in the Asia-Pacific area may be undertaken. Fourthly, as appropriate for their research goals, future studies might make use of more advanced instruments with a greater number of constructs in the same framework. Fifthly, future research may look into the effects of various leadership philosophies (such as participative leadership, hybrid leadership, and virtual team leadership) on various outcome measures. It is recommended that future research address this gap as well. Future research studies may cover this gap as well.

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No conflicts/competing of interest was reported by the authors.

Undertaking

The authors take the responsibility that this paper has not been published before in any journal or presented in any other Conference/Seminar/Symposium or submitted for consideration of any award.

Authors contribution

The author 1 conceived/ presented the original idea. The author 2 contributed to the literature review. First author contributed to computation portion, designed and verified the method and model, discussed the results, and contributed to the final manuscript. The author 1 has provided supervision/guidance at every step and assisted with the proofreading and plagiarism of the paper.