



The Effect Of Change Management, Organizational Culture, And Internal Communication On Employee Performance With Change Readiness As A Mediating Variable At Pt Angkasa Pura Indonesia Belitung Branch

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ABSTRACT

This study aims to analyze the influence of change management, organizational culture, and internal communication on employee performance with change readiness as a mediating variable at PT Angkasa Pura Indonesia, Belitung Branch. The research method applied was descriptive-verification with a quantitative approach. Data were collected through questionnaires distributed to employees and analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS). The results indicate that change management and internal communication have a positive and significant effect on change readiness, while organizational culture does not show a significant effect. Furthermore, change management, organizational culture, and internal communication do not have a direct impact on employee performance. However, change readiness has been proven to positively and significantly influence employee performance. In addition, change readiness mediates the relationship between change management and internal communication on performance, but does not mediate the effect of organizational culture on performance. These findings emphasize that change readiness is a crucial factor in improving employee performance during organizational transformation. The practical implications of this research can be utilized by the management of PT Angkasa Pura Indonesia, Belitung Branch, to strengthen change management strategies, enhance the quality of internal communication, and build employee readiness in facing organizational dynamics, thereby optimizing performance improvement.

INTRODUCTION

Change is inevitable in the dynamic and uncertain world of business. Companies are required to continuously adapt to technological developments, increased market competition, changes in government regulations, and increasingly high customer expectations. Without the ability to adapt, organizations risk stagnation and even loss of competitiveness. Therefore, change management is a very important factor for the survival of an organization (Cameron & Green, 2019).

Change management is not only related to structural, technical, and organizational policy aspects, but also concerns human aspects. The success of change ultimately depends on the readiness of employees to accept and implement the planned transformation. In this case, change readiness is a psychological and organizational condition that reflects an individual's commitment, belief, and readiness to undergo change (Holt, 2007; Putra et al., 2021). Without strong readiness, even the best-designed changes can encounter resistance and even end in implementation failure. Previous studies have highlighted factors that influence employee readiness for change and performance. Lase (2024) found that change management has a significant effect on employee performance at the Gunungsitoli City Regional Secretariat Office. Saf'ani & Ratnawati (2022) revealed that organizational culture has a positive influence on employee performance, both directly and through readiness for change as a mediator, especially in facing the dynamics of the Industrial Revolution 4.0. Meanwhile, Waru et al. (2024) emphasized that effective internal communication contributes 79.1% to improving employee performance, as open and clear communication strengthens understanding of organizational goals. These findings are consistent with Robbins & Judge (2015), who emphasized that organizational culture, internal communication, and change management are important determinants in supporting employee performance effectiveness.

However, the facts on the ground at PT Angkasa Pura Indonesia's Belitung Branch show a different situation. Although the company has made various organizational changes, such as digitizing services, improving operational standards, and internal restructuring, employee performance has not shown optimal results. Based on the company's internal performance report for the 2021–2023 period, there has been a 7.5% decline in average employee productivity, a 12% increase in the rate of late completion of work, and customer service targets that only reached 83% of the company's set standards. In addition, there is still a lack of effective coordination between departments and uneven employee participation in supporting the change program. This data reflects that the existing change management, organizational culture, and internal communication have not fully resulted in strong change readiness or high employee performance.

This gap is important to examine further. From a theoretical perspective, change management, organizational culture, and internal communication should be able to encourage change readiness and improve employee performance. From previous research, various studies have proven the positive relationship between these variables. However, from an empirical perspective at PT Angkasa Pura Indonesia Belitung Branch, the phenomenon that occurred actually showed different results: the change policy had not fully impacted performance improvement.

This condition confirms the need for this study to gain a deeper understanding of how change management, organizational culture, and internal communication affect employee performance, with readiness for change as a mediating variable.

Thus, this study is expected to contribute theoretically, reinforce empirical findings, and offer practical solutions for the management of PT Angkasa Pura Indonesia Belitung Branch. Previous studies have highlighted the relationship between change management, organizational culture, internal communication, readiness for change, and employee performance. Lase (2024) found that change management had a significant effect on employee

performance at the Gunungsitoli Regional Secretariat. Saf'ani & Ratnawati (2022) showed that organizational culture has a positive effect on employee performance with change readiness as a mediating variable. Meanwhile, Waru et al. (2024) proved that internal communication contributes significantly to improving employee performance in the education sector. In addition, Putra et al. (2021) emphasized the importance of change readiness as a psychological factor that strengthens employee acceptance of organizational transformation. These findings confirm that the variables of change management, organizational culture, and internal communication play an important role in influencing performance, both directly and through change readiness.

However, previous studies still leave gaps (research gaps). First, most previous studies only examined the direct relationship between variables, without exploring in depth the role of readiness for change as a mediating variable. Second, most research contexts are still limited to the government, education, or service sectors in general, so they do not fully describe the dynamics in the air transportation sector. In fact, this sector has unique characteristics in the form of strict regulations, high risk levels, and complex customer demands. Third, research that specifically integrates change management, organizational culture, and internal communication into a single conceptual model with change readiness as a mediating variable for employee performance is still rare.

Therefore, this research is believed to have significant novelty. No previous research has been found that was conducted in the context of PT Angkasa Pura Indonesia Belitung Branch or in the air transportation sector that tested the relationship between change management, organizational culture, and internal communication on employee performance through change readiness. Thus, this study not only contributes academically to the development of human resource management and organizational behavior theory but also enriches the literature, which is still limited in the air transportation sector.

In addition to academic contributions, this research also offers important practical contributions. The results of this study are expected to provide operational recommendations for the management of PT Angkasa Pura Indonesia Belitung Branch in managing organizational change. These recommendations include strengthening a more focused change management strategy, developing an adaptive organizational culture, and improving the quality of internal communication. With these efforts, employee readiness in facing the dynamics of change can be improved, so that the company's performance can achieve more optimal and highly competitive results.

LITERATURE REVIEW

Employee Performance

Employee performance in this study explicitly refers to individual performance, not overall organizational performance. This is important to understand because the indicators used to measure employee performance differ from those used to measure organizational performance. While organizational performance emphasizes the achievement of the company's macro strategic objectives, employee performance focuses on the achievement of an employee's work results in carrying out the tasks and responsibilities assigned to them. Thus, this study focuses on employee performance as a micro factor that contributes to the achievement of organizational performance. Rizal & Hidayatullah (2025) emphasize that effective performance management can increase productivity, innovation, and collaboration within organizations. In line with this, Susanti Usman et al. (2023) found that motivation, job satisfaction, competence, and organizational culture have a significant effect on employee performance, while Ismail Nurdin et al. (2023) added that performance appraisal in the public sector still faces challenges related to objectivity and unclear measurement indicators. These findings show that performance management systems need improvement in order to reflect employees' real

contributions to the achievement of organizational goals. In addition, change and internal communication factors have also been shown to affect performance. Citra Lutfia Mukti & Monica Septiani (2025) show that change management helps Generation Z adapt, even though work stress has a negative effect on performance. Furthermore, Putri Aprilia Hikayatunnimah et al. (2023) prove that change management and work engagement have a positive effect on employee performance in franchise businesses, while Waru et al. (2024) and Robby Darmawan et al. (2025) confirm that internal communication and teamwork have a significant influence on performance. Linda Intania Dewi et al. (2023) also reinforce these findings by discovering that change management, leadership, and organizational culture improve performance through work motivation.

Readiness for Change

Readiness for change is one of the key factors in determining the success of change implementation in an organization. Without sufficient readiness, planned changes may encounter various obstacles, both in terms of resistance among members of the organization and uncertainty in the change process itself. Therefore, readiness for change is not only related to technical or structural readiness, but also the psychological readiness of individuals and groups within the organization. According to Reemeus (2020), readiness to change is a psychological condition in which members of an organization collectively feel committed and confident in implementing change. Then, according to Holt (2007), readiness to change is defined as an individual's belief that they are capable of implementing the suggested changes. The suggested changes must be in line with the organization. Likewise, leaders must be committed to the changes, and these changes must bring benefits to the organization and its members (Putra et al., 2021). Based on the above definitions, it can be concluded that readiness to change is a psychological condition in which members of an organization feel committed and confident to implement the changes that occur. Readiness to change includes the belief of individuals that they are capable of facing and implementing the suggested changes, which must be in line with the needs of the organization. In addition, the changes must be led by strong commitment from leaders and designed to bring benefits to both the organization and its members. Research by Linda Intania Dewi et al. (2023) confirms that change management, leadership, and organizational culture play an important role in increasing readiness for change through work motivation. This is reinforced by Waru et al. (2024), who found that effective internal communication can reduce resistance to change and increase employee readiness to accept new policies. Thus, previous studies confirm that readiness for change is a multidimensional factor involving individual, leadership, organizational culture, and internal communication aspects. This shows that organizations that want to succeed in implementing change must ensure employee readiness, both psychologically and structurally, so that the transformation process can run more effectively.

Change Management

Change management is a strategic approach used by organizations to manage and direct changes that occur in various operational and structural aspects. These changes can be in terms of policies, procedures, technology, or even the way of thinking and behaving of organization members. The change management process is very important to ensure that the changes made are not only implemented, but also accepted and implemented effectively by all members of the organization.

Lase (2024) shows that change management has a significant effect on employee performance in local government environments, with a contribution of 59.4%. These findings confirm that good change management can overcome resistance, improve efficiency, and encourage employees to adapt to organizational demands. In line with this, Hikayatunnimah et al. (2023) prove that change management together with work engagement has a positive effect

on employee performance in franchise businesses, indicating that successful change requires a combination of organizational strategy and active employee participation. These studies confirm that change management is not merely an administrative process, but a comprehensive strategy that touches on structural and individual behavioral aspects.

Furthermore, Dewi et al. (2023) add that change management, leadership, and organizational culture play an important role in improving performance through work motivation in the banking sector. This is reinforced by Mukti & Septiani (2025), who found that change management can help Generation Z employees adapt to workplace challenges, even though work stress factors remain an obstacle.

In general, these studies confirm that effective change management must involve clear communication, leadership support, and technological and organizational structure updates so that all members can accept and implement changes properly. Thus, change management can be a major catalyst for organizations to transform and increase their competitiveness amid an ever-evolving environment.

Organizational Culture

In the context of human resource management, organizational culture plays a very important role in shaping the way employees interact, work, and communicate with one another. This culture is not just about written values, but also includes behaviors, habits, and norms that develop within the work environment. Within an organization, culture can influence how effectively change is accepted, how high employee motivation levels are, and the extent to which the organization is able to adapt to existing dynamics. Previous studies have shown that organizational culture plays a major role in shaping employee behavior, motivation, and performance. Usmalıyah & Suwandi (2025) emphasize that a strong organizational culture can increase productivity, satisfaction, and employee loyalty, while a weak culture can actually decrease motivation and work effectiveness. These results are in line with the findings of Saf'ani & Ratnawati (2022), who found that organizational culture has a positive effect on employees' readiness to change, which ultimately improves performance. Thus, organizational culture not only serves as a guideline for behavior but also becomes a determining factor in the readiness of individuals and groups to face organizational dynamics.

In addition, Dewi et al. (2023) emphasize that an organizational culture that is in line with change management and effective leadership can improve employee performance through work motivation. This is supported by Robby Darmawan et al. (2025), who found that an organizational culture oriented towards communication and teamwork can strengthen synergy among employees, thereby having a positive impact on performance. In general, previous studies confirm that organizational culture is not only a company's identity but also a strategic instrument that influences performance, readiness for change, and the success of organizational transformation implementation.

Internal Communication

Within an organization, internal communication plays an important role in maintaining smooth relations between various parties, whether between leaders and employees or among employees themselves. Effective communication ensures that relevant and important information is conveyed accurately to all members of the organization, enabling them to work synergistically to achieve common goals. Conversely, failure to communicate effectively can lead to miscommunication, confusion, and ultimately impact the overall performance of the organization. Previous studies have confirmed that internal communication plays an important role in improving organizational effectiveness and employee performance. Waru et al. (2024) found that effective internal communication had a significant impact of 79.1% on improving the performance of elementary school employees, as it clarified direction, strengthened understanding of organizational goals, and reduced the potential for miscommunication. These

results are in line with Darmawan et al. (2025), who emphasized that internal communication and teamwork have a positive and significant effect on employee performance in the local government sector, especially in terms of task coordination and target achievement. Thus, internal communication has been proven to function not only as a channel of information but also as a strategic instrument in creating productive work synergy. In addition, research by Dewi et al. (2023) reveals that internal communication that is aligned with organizational culture and change management contributes to improved performance through employee work motivation in the banking sector. This finding is reinforced by Mukti & Septiani (2025), who show that good internal communication helps Generation Z adapt to organizational change while reducing the negative effects of work stress.

METHODS

The research object is the aspect that becomes the focus of observation in a study to obtain objective, valid, and reliable data to answer the research questions that have been set. Referring to Sugiyono (2018), the research object is something that becomes the scientific target to obtain information about a particular variable. In this study, the objects studied consist of five variables, namely change management (X1), organizational culture (X2), and internal communication (X3) which act as independent variables; readiness for change (Z) which functions as a mediating variable; and employee performance (Y) which is defined as a dependent variable. All of these variables were examined to determine the relationship between variables in the context of organizational change at PT Angkasa Pura Indonesia's Belitung Branch, with the unit of analysis in this study being the employees working at the company. The population is an area consisting of objects/subjects that have certain qualities or characteristics that have been determined by the researcher for their research so that they can be studied to draw a conclusion (Sugiyono, 2018). The population in this study is all employees of PT Angkasa Pura Indonesia Belitung Branch who are involved in the change management process and operational activities in the company. This study targets employees from various positions and hierarchical levels within the organization who are expected to have experience and knowledge of change management, organizational culture, internal communication, and employee performance. A sample is a portion of the number and characteristics determined by the researcher and possessed by the population of objects (Sugiyono, 2018). The employees in the sample were selected because they were directly or indirectly involved in various activities related to change in the work environment. This study included employees working in various departments and functions, both at the managerial and non-managerial levels, to obtain a more comprehensive picture of the influence of the factors studied on Data Collection Techniques

Data collection techniques are an important step in research aimed at obtaining accurate, relevant, and accountable data to answer the research questions. According to Turyandi (2018), data collection techniques are methods used to gather the required data based on the characteristics of the objects and samples that have been determined. In this study, data were collected through two main techniques, namely observation and questionnaire distribution, which were compiled based on a quantitative approach with Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS) using SmartPLS software. employee performance. Observations were conducted to gain an initial understanding of the organizational situation and work environment dynamics at PT Angkasa Pura Indonesia's Belitung Branch. The observation technique used was non-participatory, whereby the researcher made direct observations without engaging in the subjects' activities. These observations aimed to provide context to support quantitative analysis. The questionnaire was used as the main instrument for collecting primary data. This instrument contained a number of statements compiled based on indicators from five research variables, namely change management (X1), organizational culture (X2), internal communication (X3), readiness for change (Z), and employee

performance (Y). Each indicator is measured using a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was distributed to respondents who were the units of analysis, namely employees of PT Angkasa Pura Indonesia Belitung Branch.

Research Instrument Testing

Research instrument testing is conducted to ensure that the questionnaire used is truly capable of measuring latent variables in accordance with the established theoretical construct. This test is important because invalid or unreliable instruments can produce biased data and potentially reduce the quality of research conclusions.

In this study, instrument testing was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through SmartPLS software. The reason for using PLS-SEM is that this method is more suitable for complex research models with latent variables measured through multiple indicators. In addition, PLS-SEM does not require normally distributed data, can be used on relatively small to medium sample sizes, and is more focused on predictive purposes (Hair et al., 2019).

In general, instrument testing in PLS-SEM is carried out in two major stages, namely:

1. Measurement Model Testing (Outer model), which aims to assess the validity and reliability of indicators against latent constructs. This stage includes convergent validity, discriminant validity, and construct reliability tests.

2. Structural Model Testing (Inner model), which is conducted after the Outer model is declared valid and reliable, to assess the relationships between latent variables.

The stages of instrument evaluation in the Outer model are as follows:

because of their low contribution to the construct.

Discriminant validity is used to ensure that each construct in the model is unique and does not overlap with other constructs. Two approaches are used to test discriminant validity:

1. Cross Loading: Each Convergent Validity

Convergent validity aims to test whether the indicators used are truly capable of explaining the same latent construct. An instrument is declared to have convergent validity if:

1. The factor loading value is ≥ 0.70 , which indicates that the indicator has a high correlation with the construct.

2. The Average Variance Extracted (AVE) value is ≥ 0.50 , which means that the construct is able to explain more than 50% of the variance of its indicators.

If there are indicators with a loading factor between 0.60 and 0.70, these indicators can still be retained as long as the overall reliability of the construct is adequate. However, indicators with a loading factor < 0.60 are generally eliminated indicator must have the highest loading value on the intended construct, not on other constructs.

Heterotrait-Monotrait Ratio (HTMT): A good HTMT value is below 0.90. If the HTMT value between two constructs exceeds this limit, there is a concern that excessive correlation may obscure the differences between constructs (Henseler et al., 2015). Construct Reliability

Construct reliability indicates the level of internal consistency of indicators in measuring a construct. Two measures used in this study are:

1. Cronbach's Alpha, which measures consistency between indicators. A value ≥ 0.70 indicates good reliability, although values between 0.60 and 0.70 are still acceptable in exploratory research.

2. Construct Reliability (CR), which assesses the stability of the overall construct measurement. A CR value ≥ 0.70 is considered to reflect high reliability.

Verificative analysis in this study was conducted to test hypotheses formulated based on theory and conceptual frameworks. Testing was carried out using a structural model (inner model) employing the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through SmartPLS software.

PLS-SEM was chosen because this method is capable of analyzing complex relationships between latent constructs, can be used on relatively small sample sizes, does not require normally distributed data, and is more prediction-oriented. Thus, PLS-SEM is suitable for this study, which involves independent, dependent, and mediating variables.

The main objectives of this analysis are:

1. To assess the predictive power of independent variables on dependent variables.
2. To test the significance of direct effects between constructs.
3. To test indirect effects through mediating variables.

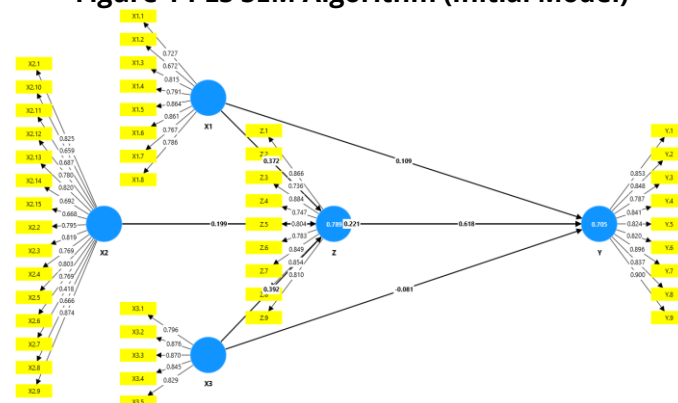
Therefore, several stages of testing were carried out in the inner model, namely: coefficient of determination (R^2), path coefficient, and specific indirect effect.

RESULTS

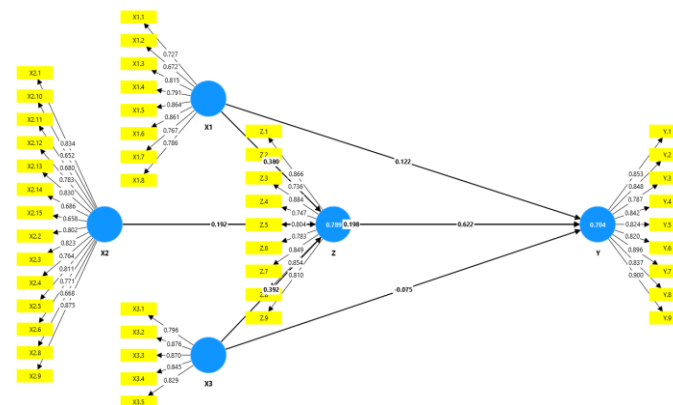
The data in this study was obtained from 100 respondents who were permanent employees of PT Angkasa Pura Indonesia Belitung Branch. Data collection was conducted through an online questionnaire using Google Forms, which was distributed to all employees using a census technique. The characteristics of the respondents analyzed included gender and length of service. This information aimed to provide an overview of the respondents' profiles, which formed the basis for analyzing their perceptions of change management and organizational culture. Descriptive analysis was conducted to provide an overview of respondents' responses to each research variable, namely change management, organizational culture, internal communication, readiness for change, and employee performance. Data were obtained from questionnaires using a 1–5 Likert scale, where 1 = strongly disagree and 5 = strongly agree.

Convergent validity aims to measure the extent to which the indicators developed in the questionnaire are able to consistently reflect the construct being measured. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, convergent validity is evaluated using two main indicators, namely outer loading values and Average Variance Extracted (AVE) values. This test is necessary to ensure that each construct in the model is actually measured by relevant and robust indicators.

Figure 1 PLS SEM Algorithm (Initial Model)



The initial model shows that most indicators have loading factor values above 0.700, but there are still some indicators whose values are below this threshold. According to Hair et al. (2017), loading factor values between 0.60 and 0.70 are still acceptable, especially in exploratory research. However, indicator X2.7 has a very low loading value of 0.418, which does not meet the minimum criteria that can be tolerated in the measurement model. Therefore, X2.7 was removed from the model to improve the quality of convergent validity and improve the measurement model in the next stage, as shown in the next figure.

Figure 2 PLS SEM Algorithm (Improved Model)

The measurement model after improvement shows that all remaining indicators have adequate loading factor values, ranging from ≥ 0.600 . These results indicate that the constructs in the model have met the convergent validity criteria and can be declared feasible for further analysis. All indicators in each construct show loading factor values above 0.600, with most falling within the range of 0.700 to 0.900. This indicates that the indicators used have met the convergent validity criteria as suggested by Hair et al. (2017), which states that the minimum acceptable loading factor value is 0.700, but values between 0.600 and 0.700 are still acceptable for exploratory research. Constructs X1 (Change Management), X2 (Organizational Culture), X3 (Internal Communication), Y (Employee Performance), and Z (Change Readiness) all showed good indicator consistency in measuring the intended variables.

After the indicators were declared valid based on the loading factor value, the next step was to test convergent validity using the Average Variance Extracted (AVE) value. The AVE value is used to see how much the latent variable can explain the variance of its indicators.

Table 1 Average Variance Extracted (AVE)

Variable	AVE
Change Management (X1)	0.621
Organizational Culture (X2)	0.583
Internal Communication (X3)	0.712
Employee Performance (Y)	0.715
Readiness for Change (Z)	0.666

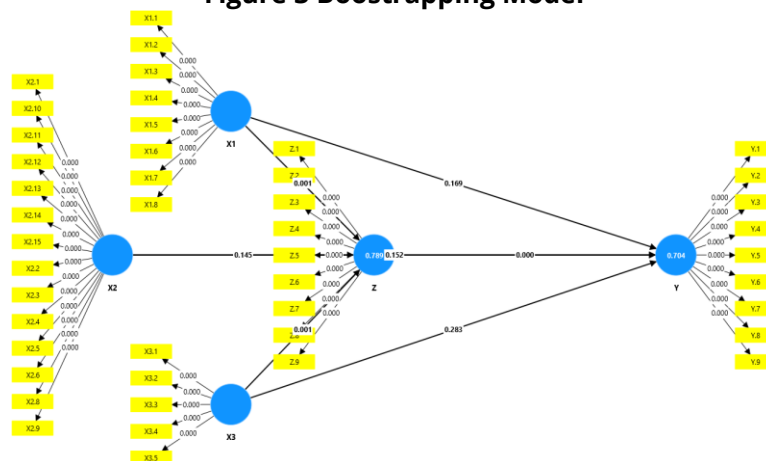
All constructs in the model have an Average Variance Extracted (AVE) value above 0.50, indicating that each construct has met the convergent validity criteria. According to Hair et al. (2017), a minimum AVE value of 0.50 indicates that more than half of the variance in the indicators can be explained by the construct in question. The highest AVE value is found in the Employee Performance (Y) variable at 0.715, while the lowest value is found in Organizational Culture (X2) at 0.583. However, all values are within an acceptable range, so the constructs in this model are declared to have good measurement quality in terms of convergent validity.

Discriminant validity is used to test the extent to which a construct is truly different from other constructs in the model. In other words, discriminant validity ensures that the indicators of a variable do not have a higher correlation with other constructs than with the construct they are supposed to measure. The evaluation of discriminant validity in Partial Least Squares Structural

Equation Modeling (PLS-SEM) is conducted using two approaches, namely the Fornell-Larcker Criterion and Cross Loading.

The Fornell-Larcker Criterion tests discriminant validity by comparing the square root of the AVE value of a construct with the correlations between other constructs. Discriminant validity is considered to be fulfilled if the square root of the AVE value is higher than the correlation value with other constructs. The evaluation of the structural model (inner model) aims to test the relationships between latent constructs that have been determined in the research framework. In this study, the structural model is used to assess the influence of Change Management (X1), Organizational Culture (X2), and Internal Communication (X3) on Employee Performance (Y), with Change Readiness (Z) as a mediating variable.

Figure 3 Bootstrapping Model



The R-Square value or coefficient of determination is used to determine how well the independent variables explain the dependent variables in the structural model (inner model). The higher the R-Square value, the better the predictive ability of the independent construct on the dependent construct. According to Chin (1998), an R-Square value of 0.67 is considered strong, 0.33 is moderate, and 0.19 is weak.

Table 2 R-Square

Endogenous Variable	R-Square
Employee Performance (Y)	0.704
Readiness for Change (Z)	0.789

It is known that the R-Square value for the Employee Performance (Y) variable is 0.704, which means that 70.4% of the variation in employee performance can be explained by the independent and mediating variables in the model. Meanwhile, the R-Square value for Change Readiness (Z) is 0.789, indicating that 78.9% of the variation in change readiness is influenced by the variables of Change Management, Organizational Culture, and Internal Communication.

Path Coefficient Analysis aims to examine the magnitude of direct influence between constructs in the structural model (inner model). Path coefficient values are determined based on the magnitude of influence (original sample), statistical significance (t-statistic), and p-value. A t-statistic greater than 1.96 and a p-value less than 0.05 indicate that the influence between constructs is significant at a 95% confidence level.

Table 3 Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
$X_1 \rightarrow Y$	0.122	0.126	0.127	0.960	0.169
$X_1 \rightarrow Z$	0.380	0.359	0.120	3.167	0.001
$X_2 \rightarrow Y$	0.198	0.208	0.193	1.028	0.152
$X_2 \rightarrow Z$	0.192	0.231	0.181	1.059	0.145
$X_3 \rightarrow Y$	-0.075	-0.077	0.131	0.573	0.283
$X_3 \rightarrow Z$	0.392	0.373	0.120	3.273	0.001
$Z \rightarrow Y$	0.622	0.610	0.176	3.537	0.000

The path analysis results show that Change Management (X_1) has a positive and significant effect on Change Readiness (Z), with a t-statistic value of 3.167 and a p-value of 0.001. This indicates that the better the implementation of change management, the greater the readiness of employees to face change. The same is also shown by the path between Internal Communication (X_3) and Change Readiness (Z), with a t-statistic value of 3.273 and a p-value of 0.001, which means that effective internal communication also strengthens employees' readiness to face organizational transformation. Meanwhile, the path from Change Readiness (Z) to Employee Performance (Y) has a very strong positive and significant influence ($t = 3.537$; $p = 0.000$), which confirms that change readiness is a crucial factor in supporting the achievement of optimal performance.

The Specific Indirect Effect analysis aims to examine the extent to which the mediating variable, namely Change Readiness (Z), is able to bridge the indirect influence of the independent variable on the dependent variable. With this approach, it can be determined whether the influence of Change Management (X_1), Organizational Culture (X_2), and Internal Communication (X_3) on Employee Performance (Y) occurs through the readiness of employees to face change.

Table 4 Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
$X_3 \rightarrow Z \rightarrow Y$	0.244	0.228	0.101	2.421	0.008
$X_1 \rightarrow Z \rightarrow Y$	0.236	0.217	0.092	2.583	0.005
$X_2 \rightarrow Z \rightarrow Y$	0.119	0.143	0.125	0.957	0.169

The results of the indirect effect analysis show that Change Readiness (Z) significantly mediates the relationship between Change Management (X_1) and Internal Communication (X_3) on Employee Performance (Y). This is indicated by a t-statistic value of 2.583 ($p = 0.005$) for the path $X_1 \rightarrow Z \rightarrow Y$ and 2.421 ($p = 0.008$) for the path $X_3 \rightarrow Z \rightarrow Y$, which means that both meet the significance criteria ($t > 1.96$; $p < 0.05$). Conversely, the indirect path from Organizational Culture (X_2) to Employee Performance through Change Readiness is not significant, as it has a t-statistic value of 0.957 with a p-value of 0.169. These findings indicate that change readiness plays an important role in strengthening the influence of change management and internal communication on performance, but it is not strong enough to mediate the influence of organizational culture in the context of this study.

DISCUSSION

This study aims to analyze the effect of change management, organizational culture, and internal communication on employee performance with change readiness as a mediating variable at PT Angkasa Pura Indonesia Belitung Branch. The discussion of the research results focuses on the interpretation of empirical findings obtained through Structural Equation Modeling–Partial Least Square (SEM-PLS) analysis, as well as relating them to relevant theories and previous research results.

The Influence of Change Management on Change Readiness

The hypothesis testing results show that change management has a positive and significant effect on employee change readiness. These findings indicate that the better the implementation of change management in an organization, the higher the level of employee readiness to accept and implement changes made by the company. In the context of PT Angkasa Pura Indonesia Belitung Branch, these results can be interpreted to mean that the change efforts made, whether through individual adjustments, the application of new technology, or organizational structure improvements, are able to encourage employee confidence and psychological readiness in facing organizational transformation.

Theoretically, these findings are in line with the views of Holt (2007) and Putra et al. (2021), who emphasize that readiness for change is greatly influenced by employees' perceptions of clarity, appropriateness, and management support in the change process. Well-designed change management will increase employees' understanding of the objectives of change, reduce uncertainty, and foster a sense of trust that the organization is capable of managing change effectively. Thus, change management plays a key role in building individual and collective readiness within the organization.

The results of this study also support the findings of Lase (2024) and Hikayatunnimah et al. (2023), which state that change management can improve employee readiness and adaptation to organizational dynamics. Therefore, it can be concluded that effective change management is an important prerequisite in building readiness for change, especially in air transportation sector organizations that face evolving regulatory and technological demands.

The Influence of Organizational Culture on Change Readiness Unlike change management, the results of the study indicate that organizational culture does not have a significant effect on employee change readiness. These findings indicate that the organizational culture at PT Angkasa Pura Indonesia's Belitung Branch has not been able to directly encourage employee readiness to face change. This condition can be explained by the gap between the cultural values formally embraced by the organization and the practices experienced by employees in the field, as reflected in the pre-survey results.

Theoretically, organizational culture should be the main foundation in shaping employee attitudes and behavior towards change (Robbins & Judge, 2015). However, when organizational culture is only symbolic and has not been strongly internalized in daily work behavior, its influence on readiness for change becomes weak. This shows that the organizational culture at PT Angkasa Pura Indonesia Belitung Branch is still normative and is not yet fully felt as a living value that guides employee behavior. These findings differ from the results of research by Saf'ani & Ratnawati (2022), who found that organizational culture has a positive effect on readiness for change. This difference is likely influenced by the organizational context and characteristics of different industrial sectors. In the air transportation sector, operational pressures, safety requirements, and regulatory compliance often take precedence over the internalization of cultural values. Thus, a new organizational culture will function optimally if these values are consistently translated into work systems, HR policies, and leadership behavior.

The Influence of Internal Communication on Readiness for Change

Further testing results show that internal communication has a positive and significant effect on readiness for change. These findings confirm that good quality internal communication—both vertically and horizontally—can increase employee understanding, trust, and readiness in facing change. At PT Angkasa Pura Indonesia Belitung Branch, clear, open, and two-way internal communication is an important factor in reducing employee resistance and uncertainty. Conceptually, Effendy (2019) states that effective internal communication can create a common perception and increase employee involvement in organizational processes. The results of this study support the findings of Waru et al. (2024), which show that internal communication greatly influences employee readiness for new policies. Transparent communication allows employees to understand the reasons for change, the benefits of change, and the roles expected of them, thereby strengthening their readiness for change.

Thus, internal communication can be viewed as a strategic instrument in change management. Without adequate communication, change policies tend to be perceived negatively and trigger resistance, whereas effective communication can build employee trust and commitment.

The Influence of Change Management, Organizational Culture, and Internal Communication on Employee Performance

The results of the study indicate that change management, organizational culture, and internal communication do not directly affect employee performance. These findings indicate that these three variables do not necessarily improve performance without the presence of intermediate factors that bridge the relationship. In the context of PT Angkasa Pura Indonesia Belitung Branch, change policies, cultural values, and communication patterns have not had a direct impact on individual performance output. These findings can be explained theoretically that employee performance is not only influenced by organizational policies, but also by psychological readiness and individual ability to implement these policies (Mangkunegara, 2017). Without adequate readiness for change, change policies can actually cause work pressure, confusion, and a decline in employee effectiveness.

These results are in line with the research by Mukti & Septiani (2025), which found that change management does not always have a direct impact on performance if employees are not mentally and competently prepared. Thus, these results confirm that the influence of organizational variables on performance is indirect and requires a mediating mechanism.

The Influence of Change Readiness on Employee Performance

Unlike other variables, change readiness has been proven to have a positive and significant effect on employee performance. These findings indicate that employees with high readiness—in terms of understanding, management support, self-confidence, and perceived benefits—tend to perform better. In situations of change, change readiness becomes a determining factor in an individual's success in carrying out their duties and responsibilities.

Theoretically, These findings are in line with Holt (2007) and Reemeus (2020), who state that readiness for change is a psychological condition that enables individuals to adapt and remain productive in situations of change. Employees who feel ready will be better able to manage work demands, learn new systems, and collaborate effectively with colleagues, thereby maintaining or even improving their performance.

The Mediating Role of Readiness for Change

The results of the mediation effect test show that readiness for change mediates the influence of change management and internal communication on employee performance, but does not mediate the influence of organizational culture on performance. These findings

reinforce the argument that readiness for change is an important “bridge” that connects change policies and organizational communication with individual performance.

Change management and internal communication will only impact performance if accompanied by employee readiness to change. Conversely, organizational culture has not been able to influence performance through readiness because cultural values have not been fully internalized. Thus, change readiness has been proven to be a strategic variable that determines the effectiveness of organizational policies on performance output.

CONCLUSION

This study concludes that change management and internal communication have a positive and significant effect on employee readiness for change, while organizational culture does not show a significant effect. These findings indicate that employee readiness to face organizational change is determined more by the clarity of the change strategy and the effectiveness of communication than by the existence of organizational cultural values alone.

The results also show that change management, organizational culture, and internal communication do not directly affect employee performance. Instead, readiness for change has been proven to have a positive and significant effect on employee performance. This confirms that performance improvement in the context of organizational change is highly dependent on employees' psychological readiness and adaptability. Furthermore, readiness for change acts as a mediating variable that bridges the influence of change management and internal communication on employee performance, but does not mediate the influence of organizational culture. Thus, readiness for change is a key factor in ensuring the effectiveness of change policies and the optimal achievement of employee performance.

LIMITATION

This study has several limitations that need to be considered when interpreting the results. First, the research object is limited to one organizational unit, namely PT Angkasa Pura Indonesia Belitung Branch, so the results cannot be generalized to organizations with different characteristics, sizes, and industrial sectors. Second, this study uses a quantitative approach with questionnaires as the main source of data, so the results are highly dependent on the subjective perceptions of respondents. The potential for perception bias and normative response tendencies cannot be completely avoided even though the research instruments have been tested for validity and reliability. Third, the variables studied are still limited to change management, organizational culture, internal communication, readiness for change, and employee performance. Other factors that have the potential to affect employee performance, such as leadership style, work motivation, competence, or reward systems, have not been included in the research model. Fourth, the research design is cross-sectional, so it is not yet able to capture the dynamics of employee behavior change in the long term. Changes in employee attitudes and performance towards organizational policies can be dynamic and require longitudinal observation in order to obtain a more comprehensive understanding.

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