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The Role of Readiness to Change as a Mediator in the Relationship between Employee Performance, Digitization, and Self-Efficacy

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Abstract:

Purpose: This study investigates the mediating role of readiness to change in the relationship between employee performance and two key antecedents' digitalization and self-efficacy within the aviation industry. Drawing on the Technology Acceptance Model (TAM) and Social Cognitive Theory, it offers an integrated theoretical framework to explain how technological transformation and individual capability jointly enhance performance.

Methodology/approach: A quantitative, census-based survey was conducted among all 116 staff members of the Airnav Yogyakarta Branch. Data were analyzed using Partial Least Squares (PLS) within the Structural Equation Modeling (SEM) framework.

Results/findings: Results show that both digitalization and self-efficacy significantly improve employee performance, directly and indirectly through readiness to change. Furthermore, these two factors positively influence readiness to change, underscoring its pivotal role in navigating digital transformation.

Limitations: The findings provide actionable guidance for aviation leaders in designing training programs and change management strategies that strengthen self-efficacy and digital readiness, thereby accelerating adaptation in technology-driven operational contexts.

Contribution: This study expands the literature on organizational change by validating readiness to change as a mediator in the aviation sector an industry underrepresented in existing research. By integrating TAM and Social Cognitive Theory, it deepens the understanding of the interplay between technology adoption, psychological readiness, and performance outcomes.

Novelty: Unlike prior studies in general corporate settings, this research offers sector-specific evidence from a high-regulation, technology-intensive environment, delivering both theoretical advancement and practical insight.

Keywords: *Readiness to change, Digitalisation, Self-efficacy, Employee Performance*.

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1. Introduction

In a rapidly changing era, organizations across sectors face mounting pressure to adapt to dynamic environments. Readiness to change describes the psychological and behavioral preparedness of individuals or organizations to accept and implement change. This construct is crucial in managing organizational transformation and empowering individuals to achieve personal and professional goals (Holt et al., 2007). Employees with high readiness to change tend to be more open, enthusiastic, and proactive in supporting transformation (Rafferty et al., 2013), while those with low readiness often resist and disengage (Vakola, 2014). The organization's primary adaptive resource lies in its capacity for change, making readiness to change a central factor in navigating transformation (Prasetyo et al., 2021). Workers open to change are generally more reliable, adaptable, and capable of taking on new challenges (Meria & Tamzil, 2021), and are more likely to seize opportunities and create innovative solutions, particularly in digitalization contexts (Dewanti et al., 2023).

Digitalization one of the most prominent drivers of organizational transformation—enhances efficiency, productivity, and competitiveness (Ghobakhloo, 2018). However, prior studies indicate that its impact on employee performance is not uniform and is often mediated by readiness to change (Sarinten, 2023). Employees with high readiness adapt more easily to new

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technologies, boosting productivity (Hechanova & Cementina-Olpoc, 2013). Whereas resistance can derail digital transformation (Choirinisa & Ikhwan, 2022). Self-efficacy, the belief in one's ability to succeed (Bandura, 1997), also influences performance and may interact with readiness to change (Armenakis et al., 1993). Workers with high self-efficacy are better prepared to navigate change, while those with low self-efficacy may struggle to adapt (Wilbert et al., 2021). Evidence suggests readiness to change can mediate the self-efficacy–performance link (Meria & Tamzil, 2021).

Despite this growing body of literature, empirical research combining digitalization, self-efficacy, and readiness to change within a high-regulation, technology-intensive sector like aviation remains scarce. Most prior studies focus on manufacturing, education, or general corporate settings, leaving a gap in understanding how these variables interplay in operationally critical environments. Moreover, the aviation industry especially air navigation services faces unique demands for precision, safety, and rapid technological adaptation, making readiness to change an essential performance driver. This study addresses this gap by examining the roles of digitalization, self-efficacy, and readiness to change in influencing employee performance at AirNav Indonesia's Yogyakarta Branch. Beyond its theoretical contribution of integrating Technology Acceptance Model (TAM) and Social Cognitive Theory in an aviation context, the research offers practical guidance for designing effective change management strategies to enhance workforce adaptability in a dynamic and safety-critical industry.

2. Literature Review

Readiness to Change

Readiness to change is a multidimensional construct encompassing a person's preparedness to face change in terms of content (*what* changes), process (*how* the change is implemented), and context (*under what circumstances* the change occurs). It reflects both cognitive and emotional states and is shaped by individual characteristics and the broader organizational environment (Holt et al., 2007). Organizational adaptability the ability to respond to challenges and competition is critical for survival and growth (Prasetyo et al., 2021). According to (Anderson, 1999) emphasizes that readiness must be credible, trustworthy, and sincere to secure support from stakeholders, while its dynamics can influence others in the organization. This construct involves personal beliefs, attitudes, and intentions toward change, which are key in assessing both the type of change needed and the organization's adaptive capacity (Kim & Kim, 2024). An organization's ability to adapt to change and internalize change requires organizational members who are ready for change (İlbeyiilingi & İnandı, 2023). While existing studies underscore the importance of readiness to change, most research has focused on general corporate or educational contexts, with limited attention to high-regulation, safety-critical industries such as aviation. Moreover, few studies have explored readiness to change as a mediating mechanism linking both psychological factors (e.g., self-efficacy) and technological drivers (e.g., digitalization) to performance. This study addresses this gap by positioning readiness to change as a central explanatory variable in the digital transformation of air navigation services.

Digitalization

Digitalization refers to the transition from analog mechanical and electronic systems to digital technologies (Wibowo et al., 2023). It has been widely recognized as a powerful driver of transformation, reshaping industries through the convergence of social, mobile, analytics, and cloud computing, as well as advances in miniaturization, processing power, and communication bandwidth (Neumann et al., 2021; Legner et al., 2017). Digitalization not only improves efficiency and competitiveness but also transforms business models, enhances access to services, and contributes to socio-economic outcomes such as reducing unemployment (Sabbagh et al., 2012). Despite this, empirical evidence suggests that the success of digitalization initiatives depends heavily on the human factor—particularly the willingness and ability of employees to embrace change. While several studies (e.g., Sarinten, 2023) have identified readiness to change as a mediator in technology adoption, research applying this perspective to aviation operations, where precision, safety, and regulatory compliance are paramount, remains scarce. This study extends the literature by examining how digitalization influences employee performance via readiness to change in this specific context.

Self-efficacy

Self-efficacy, as defined by Bandura (1997), is the belief in one's capability to organize and execute the actions necessary to achieve specific goals. It plays a pivotal role in shaping motivation, persistence, and performance outcomes. In organizational settings, higher self-efficacy is associated with greater creativity (Karwowski & Kaufman, 2017), adaptability, and resilience, all of which are essential for navigating change. Strong self-efficacy correlates with better performance outcomes (Hakim et al., 2022) and has been found to influence readiness to change (Tschannen-Moran & Gareis, 2004). However, the interaction between self-efficacy and readiness to change in technology-intensive, high-stakes environments is still underexplored. Existing studies have rarely examined these relationships in industries like aviation, where the cost of error is extremely high. This study contributes to bridging this gap by empirically testing the mediating role of readiness to change in the self-efficacy–performance relationship within AirNav Indonesia.

Employee performance

Employee performance encompasses the quality, quantity, and timeliness of work outputs, as well as collaboration and problem-solving abilities (Budiyanto & Mockhlas, 2020; Sudiardhita et al., 2018; Dusterhoff et al., 2014). High performance supports the achievement of organizational strategic goals and is a critical measure of organizational effectiveness. While prior research has examined the direct effects of digitalization and self-efficacy on performance, relatively few studies have integrated these variables into a holistic framework that incorporates readiness to change as a mediator. By adopting this approach in the aviation sector, this study not only tests established relationships in a novel context but also offers new insights into how organizations can enhance employee performance amidst digital transformation.

3. Methodology

This study employs a quantitative research approach, which is appropriate for testing hypotheses and examining causal relationships between variables in a structured and measurable

way. Data were collected using structured questionnaires distributed via Google Forms to ensure efficient and uniform data gathering from respondents. The study population comprises all 116 employees of AirNav Indonesia, Yogyakarta Branch, and a census method was applied, whereby the entire population was included as the research sample. This approach was chosen to maximize data accuracy, avoid sampling bias, and capture the complete characteristics of the target group, which is feasible given the manageable population size. A non-probability sampling technique was employed in the form of total sampling, with a six-point Likert scale used to measure responses. The scale ranged from one (strongly disagree) to six (strongly agree), deliberately avoiding a neutral midpoint to encourage respondents to provide a clear inclination toward agreement or disagreement. For data analysis, this study utilized Structural Equation Modelling (SEM) with the Partial Least Squares (PLS) technique, implemented using SmartPLS version 4. SEM-PLS was selected because it is suitable for analysing complex models with multiple relationships, including mediation effects, even when data may not meet strict normality assumptions. Additionally, PLS-SEM is advantageous for predictive modelling and theory development, making it appropriate for this research, which aims to validate the mediating role of readiness to change between digitalization, self-efficacy, and employee performance in the aviation sector.

Research Model

These are some theories that could be explored in this research.

Hypothesis 1: *Employee performance is positively influenced by self-efficacy*

Previous studies have shown that self-efficacy significantly enhances work motivation, persistence, and achievement, leading to higher performance outcomes (Bandura, 1997; Hakim et al., 2022). Employees with high self-efficacy are more confident in executing tasks, which directly improves their job performance (Karwowski & Kaufman, 2017).

Hypothesis 2: *Employee performance is positively influenced by digitalization.*

Research indicates that digitalization enhances efficiency, productivity, and operational quality, which in turn improve employee performance (Ghobakhloo, 2018; Neumann et al., 2021). Digital technologies streamline processes and provide employees with better tools and information, enabling superior performance outcomes (Legner et al., 2017).

Hypothesis 3: *Employee performance is positively influenced by readiness to change.*

Empirical evidence suggests that employees with higher readiness to change demonstrate greater adaptability, creativity, and productivity, which contribute to improved performance (Rafferty et al., 2013; Dewanti et al., 2023). Readiness to change fosters proactive behavior that supports organizational goals during transformation (Vakola, 2014).

Hypothesis 4: *Self-efficacy positively influences readiness to change.*

Prior studies have found that self-efficacy enhances employees' confidence in handling change initiatives, thereby increasing their readiness to change (Armenakis et al., 1993; Tschannen-Moran & Gareis, 2004). Individuals with higher self-efficacy are more open and resilient in adapting to organizational changes (Wilbert et al., 2021).

Hypothesis 5: *Digitalization positively influences readiness to change.*

Research highlights that digital transformation initiatives can enhance employees' openness to change by improving access to resources, simplifying processes, and fostering a culture of innovation (Sarinten, 2023; Hechanova & Cementina-Olpoc, 2013). Exposure to digital tools often increases employees' willingness to adapt to technological advancements.

Hypothesis 6: *The relationship between self-efficacy and employee performance is mediated by readiness to change.*

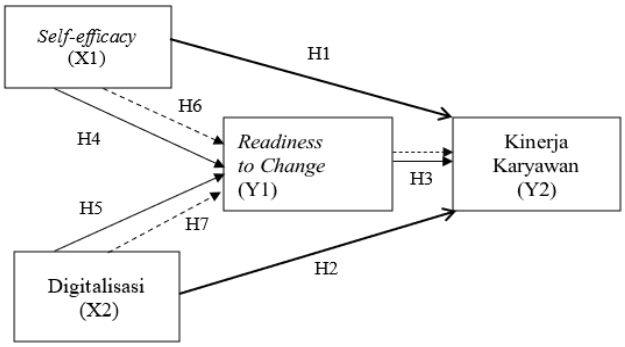
Studies indicate that readiness to change can act as a mediating factor between psychological attributes such as self-efficacy and performance outcomes, enabling employees to effectively translate their confidence into productive behavior during transitions (Meria & Tamzil, 2021).

Hypothesis 7: *The relationship between digitalization and employee performance is mediated by readiness to change.*

Empirical findings suggest that the successful impact of digitalization on performance is often contingent upon employees' readiness to adopt new systems and processes (Choirinisa & Ikhwan, 2022; Sarinten, 2023). When readiness to change is high, the positive effects of digitalization on performance are amplified.

Research model are about how theory relate to various factors that have been defined as important. Then the model can be described as follow:

Figure 1. Research Model



(Source: Data Processed, 2024).

4. Result and Discussion

Data collection was carried out by distributing questionnaires using Google Form to employees of Airnav Indonesia Yogyakarta Branch with a total of 116 employees.

Table 1 Characteristics of Respondents Based on Gender

Category	Frequency	Percentage
Male	72	62.1
Female	44	37.9
Total	116	100.0

(Source: Output SmartPLS, 2024).

Based on Table 1 the number of respondents in this study consisted of 72 or 62.1% male employees and 44 employees or 37.9% female. With a total respondent of 116 employees.

Table 2 Characteristics of Respondents Based on Tenure

Category	Frequency	Percentage
Less than 2 Years	15	12.9
2-5 Years	12	10.3
More than 5 years	89	76.7
Total	116	100.0

(Source: Output SmartPLS, 2024).

According to Table 2, the respondents' identities according to length of service are as follows: as many as 15 employees, or 12.9%, had worked for less than two years, as many as 12 employees, or 10.3%, had worked for two to five years, and as many as 89 employees, or 76.7%, had worked for more than five years. It may be inferred that most of the participants had worked for a duration exceeding five years.

Measurement Model

Convergent Validity

Convergent validity is a type of construct validity that evaluates how well a measuring device or instrument captures the idea that it is intended to capture. The degree to which a concept is related to other variables that are thought to be theoretically related is indicated by its validity. Convergent validity is frequently examined in quantitative research by examining correlation values across items or indicators that typically assess the same idea. Confirmatory factor analysis is also frequently used to make sure that all items in a factor have high and meaningful factor loads.

Table 3: Convergent Validity

Variable	Item	Loading Factor	AVE	Description
Self-Efficacy	SE1	0.836	0.656	Valid
	SE10	0.762		Valid
	SE2	0.868		Valid
	SE3	0.848		Valid
	SE4	0.736		Valid
	SE5	0.869		Valid
	SE6	0.812		Valid
	SE7	0.784		Valid
	SE8	0.784		Valid
	SE9	0.786		Valid
Digitalization	D1	0.825	0.660	Valid
	D10	0.720		Valid
	D11	0.817		Valid
	D12	0.786		Valid
	D13	0.806		Valid
	D14	0.897		Valid
	D2	0.825		Valid
	D3	0.756		Valid
	D4	0.840		Valid
	D5	0.869		Valid
	D6	0.852		Valid

Variable	Item	Loading Factor	AVE	Description
	D7	0.804		Valid
	D8	0.766		Valid
	D9	0.798		Valid
Readiness to Change	RC1	0.828	0.700	Valid
	RC10	0.837		Valid
	RC11	0.894		Valid
	RC12	0.832		Valid
	RC13	0.781		Valid
	RC14	0.807		Valid
	RC15	0.867		Valid
	RC16	0.858		Valid
	RC2	0.820		Valid
	RC3	0.832		Valid
	RC4	0.830		Valid
	RC5	0.831		Valid
	RC6	0.858		Valid
	RC7	0.860		Valid
	RC8	0.797		Valid
	RC9	0.842		Valid
Employee Performance	KK1	0.864	0.706	Valid
	KK2	0.819		Valid
	KK3	0.786		Valid
	KK4	0.804		Valid
	KK5	0.887		Valid
	KK6	0.875		Valid
	KK7	0.811		Valid
	KK8	0.866		Valid

(Source: Output SmartPLS, 2024).

Table 3 shows that the Loading Factor and AVE values for each variable are more than 0.7 and 0.5, respectively. It can be deemed valid as a measurement of latent variables. This indicates that there is a strong correlation between these factors to enable measurements to be made in line with what needs to be measured and to proceed to the next testing phase.

Discriminant Validity

The purpose of discriminant validity is to provide an example of how important it is to ensure that every construct that is used in research is objectively distinct from one another. In this context, discriminant validity is an indicator that indicates that a concept or variable that must not be related to any other subject has no meaningful relationship at all. This ensures that each variable has a unique contribution to the research model, making the results interpretation more accurate and legitimate. Through discriminant validity analysis, researchers may confirm that the constructs used in the study are not only different theoretically but also empirically.

Table 4: Discriminant Validity

Variable	Digitalization	Employee Performance	Readiness to Change	Self-Efficacy
Digitalization	0.813			
Employee Performance	0.478	0.840		
Readiness to Change	0.466	0.836	0.998	
Self-Efficacy	0.276	0.414	0.402	0.810

(Source: Output SmartPLS, 2024).

The Fornell-Larcker criteria are shown in Table 4 and are denoted by standard values higher than 0.7. According to Fornell and Larcker's criteria, a construct is considered to have discriminating validity if its Sq. Root AVE is higher than its correlation with all other constructs.

Composite Reliability

In a model of deviation, Composite Reliability (CR) is one indicator used to measure internal consistency of a given construct. In contrast to Cronbach's Alpha, Composite Reliability provides estimates of reliability that are more accurate, especially in models with variable indicator components. The use of CR is crucial in structural analysis, particularly when using the Partial Least Squares (PLS) method. This is because CR reduces the uncertainty of each indicator, resulting in more comprehensive illustrations of the deteriorated construct.

Table 5 Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Digitalization	0.960	0.964
Employee Performance	0.940	0.950
Readiness to Change	0.971	0.974
Self-Efficacy	0.941	0.950

(Source: Output SmartPLS, 2024).

Table 5 demonstrates that both Cronbach's Alpha and the composite reliability rating are higher than 0.7. Based on these findings, it can be said that all variables have a high degree of reliability because they all meet the composite reliability and Cronbach alpha requirements.

R-Square

Table 6 R-Square

Variable	R-	R-*Square*
Employee Performance	**0.996**	**0.996**
Readiness to Change	**0.298**	**0.286**

(Source: Output SmartPLS, 2024).

Based on Table 5, the R-Square Employee Performance and Readiness to change have R-square values of 99.6% and 29.8%

Predictive Relevance

Table 7 Predictive Relevance

Variable	Q^2 (=1-SSE/SSO)	Description
Employee Performance	0.694	Has predictive relevance value
Readiness to Change	0.203	Has predictive relevance value

(Source: Output SmartPLS, 2024).

The Q square value (Q2) is the main indicator of the model's predictive power in this test, which employs the Blindfolding technique. We can infer from Figure 2 and Table 7 above that endogenous > 0, indicates that the data and model values in this study are good.

Path Coefficient

Table 8 Path Coefficient

Variable	Sample Asli (O)	T Statistik (| O/STDEV |)	P Values	Description
Self-Efficacy -> Employee Performance	0.014	2.296	0.022	H1 Accepted
Digitalization -> Employee Performance	0.014	2.093	0.037	H2 Accepted
Readiness to Change -> Employee Performance	0.985	179.422	0.000	H3 Accepted
Self-Efficacy -> Readiness to Change	0.296	2.725	0.007	H4 Accepted
Digitalization -> Readiness to Change	0.384	4.334	0.000	H5 Accepted
Self-Efficacy -> Readiness to Change -> Employee Performance	0.292	2.740	0.006	H6 Accepted
Digitalization -> Readiness to Change -> Employee Performance	0.379	4.342	0.000	H7 Accepted

(Source: Output SmartPLS, 2024).

**Significant Level 0,05*

The first study's findings demonstrated a relationship between self-efficacy and employee performance, with a t-statistic of 2.296> 1.960, a p-value of 0.022 <0.05, and a coefficient value of 0.014. The premise that "Self-Efficacy has a Positive and Significant Influence on Employee Performance" is accepted in light of these results, which show that self-efficacy influences employee performance. Research by (Arista et al., 2022; Bernales-Turpo et al., 2022; Hakim et al., 2022; Saraswathi et al., 2017; Wastuti, 2018) is consistent with this. How a person's self-efficacy—also known as their level of confidence—affects their performance is one of the most significant aspects of the work environment. Productivity and success in the workplace are significantly impacted by an individual's degree of confidence in their capacity to finish activities with acceptable results (Bernales-Turpo et al., 2022).

Consequently, there is a positive correlation between higher levels of self-efficacy and improved employee performance, which has an impact on the accomplishment of organizational objectives as a whole. Maintaining and enhancing self-efficacy is crucial for employees as it stems from the belief in oneself that comes from confronting and overcoming different life events. Employees with high self-efficacy will be more assured of doing their jobs more successfully (Hakim et al., 2022). It is made very clear that confidence in one's own talents, which can boost employee enthusiasm and performance, is just as important to task implementation success as work ability (Wastuti, 2018).

Employee confidence in completing tasks, adhering to organizational policies, and collaborating with colleagues efficiently are all indicators of a high degree of self-efficacy and affect their performance (Saraswathi et al., 2017). According to research conducted by AirNav Yogyakarta, staff performance is positively and significantly impacted by self-efficacy. Employees who have a high sense of their own abilities typically perform better because they set more ambitious goals, put in more effort, can handle stress, and can adjust to changing circumstances. This study highlights how crucial it is for businesses to raise employee self-efficacy through continuous coaching and assistance in order to maximize productivity and ensure organizational success.

The findings of the second study demonstrate that employee performance is impacted by digitalization; the t-statistic is 2.093>

1.960, the p-value is 0.037 <0.05, and the coefficient value is 0.014. These findings suggest that employee performance is impacted by digitalization. As a result, it is agreed upon that "Digitalization has a Positive and Significant Influence on Employee Performance". Research by (Bahas & Yamit, 2022; Haque & Nishat, 2022; Hayati et al., 2024; Puspitadewi, 2019; Situmorang et al., 2023) is consistent with this. Converting different types of information, news, or data from analog to digital format is known as digitalization. This process makes it simpler to create, store, handle, and distribute information.

The integration of digitalization can enhance employee productivity and workflow by providing information in the form of text, numbers, audio, and visuals on business, social, health, and ideological topics (Situmorang et al., 2023). Digitalization may foster innovation that gives businesses more control over how they use software and applications, as well as how they test products in production to enhance worker performance and positively affect operations (Bahas & Yamit, 2022). According to established criteria of correctness, completeness, cost, and speed, performance is the accomplishment of tasks. Using technology ethically within the confines of the workplace can have positive effects on both individual and collective performance, Technology can lessen the amount of labor that employees must accomplish, but it can also decrease the number of jobs that can be filled. Employers use cutting-edge technology in their human resource management (HR) departments to track and assess worker performance. HR departments also use the newest technology to stay up to date with industry developments and boost productivity (Rajnish, 2016).

The results of research conducted by AirNav Yogyakarta demonstrate that staff performance is greatly enhanced by digitization. Workflows are accelerated, productivity is raised, errors are decreased, and automation and improved teamwork are made possible by digital technology. Employee productivity, flexibility, and attention to strategic activities all increase as a result. This study highlights how crucial it is to spend money on employee training and digital technologies in order to increase business performance and competitiveness.

The third study's findings demonstrated that employee performance was influenced by readiness to change, with a t-statistic of 179.422> 1.960, a p-value of 0.000 <0.05, and a coefficient value of 0.985. These findings suggest that employee performance is influenced by readiness to change. As a result, it is agreed upon that "Readiness to Change Has a Positive and Significant Influence on Employee Performance". Research by (Asbari et al., 2020, 2021; Gazali et al., 2020; Meria & Tamzil, 2021; Yuwono et al., 2020) is consistent with this. Employees who are psychologically prepared for change will be more open to learning new things and will put in more effort to bring about the desired changes. Readiness to change will result in behavior that promotes change. Readiness to change will also affect the level of employee expertise and skills in completing work (Meria & Tamzil, 2021).

When changes are made, two attitudes can emerge: a positive attitude characterized by readiness to change, and a negative attitude characterized by resistance to change. Creating a positive attitude in employees can be done by building readiness to change, so that the changes made can achieve the expected success, including improving employee performance (Asbari et al., 2020). In line with research at AirNav Yogyakarta which shows that readiness to change has a positive and significant impact on employee performance. Employees who are ready to adapt to change tend to be more flexible, productive, and efficient. They are also more open to learning and innovation, and better at managing stress. This study emphasizes the importance of building a culture of readiness to change through training and management support to maximize performance in dynamic situations.

The results of the fourth study showed that the influence of Self-Efficacy on Readiness to Change showed a coefficient value of 0.296, p-value 0.007 <0.05, and t-statistic 2.725> 1.960. These results indicate that Self-Efficacy influences Readiness to Change. Therefore, the hypothesis stating that "Self-Efficacy Has a Positive and Significant Influence on Readiness to Change" is accepted. This is in line with research conducted by (Adeniyi et al., 2022; Emsza et al., 2016; Nurhaliza & Mulyana, 2022; Vanny et al., 2022; Wilbert et al., 2021). The influence of self-efficacy on readiness to change shows a complex interaction between an individual's belief in their own abilities and the desire to accept change in the work environment. People with high levels of self-efficacy tend to face challenges and obstacles with more confidence and have a positive attitude and persistence towards change. The higher the level of employee self-confidence, the easier it is for them to accept changes made by the organization. If changes in the organization are well received, then the changes will have a positive impact on both the organization and the individuals within it (Vanny et al., 2022). Individuals with high self-efficacy tend to be more confident and positive in dealing with change, while those with low self-efficacy are more anxious and less adaptive (Wilbert et al., 2021). Research at the AirNav Yogyakarta company shows that self-efficacy has a positive and significant effect on readiness to change. Employees with high self-efficacy are more ready to accept and adapt to change, seeing it as an opportunity to grow and learn. They are also better able to manage stress and uncertainty. This study emphasizes the importance of developing self-efficacy through training and support to better deal with change.

The results of the fifth study show that the influence of Digitalization on Readiness to Change shows a coefficient value of 0.384, p-value 0.000 <0.05, and t-statistic 4.334> 1.960. These results indicate that Digitalization has an effect on Readiness to Change. Therefore, the hypothesis stating that "Digitalization Has a Positive and Significant Influence on Readiness to Change" is accepted. This is in line with research conducted by (Agarwal et al., 2010; Khin & Ho, 2019; Khusna & Pratiwi, 2022; Riawan et al., 2021; Sousa & Rocha, 2019). Digitalization in various industries, driven by new digital technologies such as the Internet of Things (IoT), big data analytics, artificial intelligence, and cloud computing, is a growing phenomenon (Khin & Ho, 2019). Digitalization has significantly changed the structure and operations of organizations, presenting new conditions that many organizations have struggled to adapt to. These changes include the adoption of new technologies, changes in the way we work, and the need to manage larger and more complex data. As a result, many organizations face challenges in adapting their processes, resources, and strategies to meet the demands and opportunities offered by the digital era (Sousa & Rocha, 2019).

The impact of digitalization on readiness to change reflects how the entry of digital technology into the work environment affects employee attitudes and behaviors toward change, the shift in the use of technology is getting higher in this era, and companies are also undergoing massive transformations in terms of digitalization, meaning changes in services or business operations

by utilizing existing technology (Khusna & Pratiwi, 2022). The ability of digital technology provides added value and increases innovation in the era of digitalization (Riawan et al., 2021). Research at the AirNav Yogyakarta company shows that digitalization has a positive effect on employee readiness to change. Digital technology facilitates access to information, increases efficiency, and strengthens employees' adaptability to change. With digitalization, employees are more ready and willing to face change, while companies can respond to external changes faster. This research emphasizes the importance of investing in digital technology and training to improve change readiness and support successful change implementation.

The results of the sixth hypothesis test indicate that there is an influence of Self-Efficacy on Employee Performance mediated by Readiness to Change, showing a coefficient value of 0.292, p-value 0.006 <0.05, and t-statistic 2.740> 1.960. These results indicate that Self-Efficacy has an effect on Employee Performance mediated by Readiness to Change. Therefore, the hypothesis stating that "Readiness to Change can mediate the influence of Self-Efficacy on Employee Performance" is accepted. This is in line with research conducted by (Meria & Tamzil, 2021). Fast adaptability will help employees to learn quickly and improve their performance, for example through training in the use of new technology. Employees with these characteristics will be able to continue to perform well and have high self-confidence even though they face many new challenges in the future (Meria & Tamzil, 2021). Research at AirNav Yogyakarta shows that readiness to change mediates the influence of self-efficacy on employee performance. High self-efficacy improves performance both directly and through readiness to change, which makes employees more adaptive and proactive. Readiness to change helps employees adapt to new changes, technologies, and strategies, thereby improving overall performance. This research emphasizes the importance of developing self-efficacy and readiness to change simultaneously to optimize employee performance and achieve organizational goals.

In conclusion, the seventh hypothesis test findings indicate that Readiness to Change mediates the influence of Digitalization on Employee Performance, with a coefficient value of 0.379, a p-value of 0.000 <0.05, and a t-statistic of 4.342 > 1.960. These findings suggest that Readiness to Change mediates the impact of Digitalization on Employee Performance. The notion that "Readiness to Change can mediate the influence of digitalization on employee performance" is so acknowledged. This is consistent with studies done by (Sarinten, 2023). Due to the rapid advancement of technology, two essential qualities are required: digital competence and adaptability. In digital competence, aptitude and performance are directly linked to communication, collaboration, and the development of digital content (Sarinten, 2023). The impact of digitalization on employee performance is mediated, according to research from AirNav Yogyakarta, by employees' willingness to adapt. Employee adaptability to change is increased by digitization, which reinforces its beneficial effects on performance. Workers with a working knowledge of digital technology are more proactive, efficient, and adaptable, which leads to more creative and productive work. The study suggests putting more of an emphasis on providing training and assistance for using digital technology, and it highlights the significance of being adaptable as a link between digitalization and performance enhancement.

5. Conclusion

The results of this study indicate that self-efficacy, digitalization, and readiness to change each have a positive and significant effect on employee performance. Furthermore, self-efficacy and digitalization also positively influence readiness to change, which in turn acts as a mediating variable in enhancing employee performance. These findings underscore that individual readiness for change and adaptability to technology are strategic factors in achieving optimal performance. Based on these results, companies particularly in the aviation sector are advised to strengthen employee self-efficacy through continuous skill development programs, simulation-based training, and mentoring schemes in which senior employees guide less experienced colleagues. Digitalization efforts should be optimized by regularly evaluating the effectiveness and usability of digital applications and involving employees in the selection or development of technology to foster a sense of ownership and reduce resistance. Readiness to change can be reinforced through clear communication strategies that outline the rationale, benefits, and expected outcomes of change initiatives, as well as through the provision of psychological support and open feedback forums. Organizations should also integrate change management into their corporate strategy, positioning it as a core competency in performance appraisal systems and linking it to career advancement opportunities. For industries with strict regulations and high safety requirements, such as aviation, combining technological innovation with employee readiness for change is essential to sustaining competitiveness and operational excellence. Future research should expand to other industrial sectors, adopt larger and more diverse samples, and include additional variables such as organizational culture or leadership style—that may interact with readiness to change, thereby producing more comprehensive and widely applicable findings.

Implication

To enhance the organizational performance of the AirNav Yogyakarta Branch, several continuous improvement measures can be implemented based on the study's findings. First, increasing employees' self-efficacy is essential. This can be achieved by designing structured and ongoing training programs, including simulation-based exercises for handling emergencies and high-pressure situations. Such initiatives not only boost individual confidence but also strengthen collective team resilience, which is critical in safety-sensitive operations like air navigation. Second, optimizing digitalization requires both a comprehensive evaluation of current applications and targeted employee training to ensure seamless integration of digital tools into daily workflows. By aligning technology usage with operational needs, management can maximize the return on digital investments and reduce inefficiencies.

Third, fostering readiness to change should be a strategic priority. This involves implementing transparent communication channels during change initiatives, providing psychological support, and ensuring that change processes are inclusive and responsive to employee feedback. By institutionalizing change readiness as part of workplace culture, the organization can respond more swiftly to evolving regulatory, technological, and operational demands. Finally, management should regularly review workload distribution, set realistic performance targets, and offer constructive feedback to encourage continuous improvement while preventing burnout. From a policy perspective, these measures can

inform human resource development policies, digital transformation roadmaps, and change management frameworks within AirNav. Strategically, they can be embedded into long-term workforce planning to ensure operational continuity, compliance with aviation safety standards, and sustained competitive advantage. For future researchers, expanding the study to different organizational contexts and industrial sectors could offer comparative insights, enabling a broader understanding of how digitalization, self-efficacy, and readiness to change interact in diverse work environments. Such cross-sectoral research could inform more universally applicable management strategies.

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