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## The Influence of Corporate Culture and Employee Readiness in Realizing the Vision of PT. Citilink with Employee Wellbeing as a Moderating Variable

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### Abstract

This study examined the relationship between corporate culture and employee readiness within the strategic framework of PT Citilink Indonesia's vision to become a world-class low-cost carrier, with employee wellbeing included as a moderating variable. A quantitative research design was used, employing Partial Least Squares Structural Equation Modeling (PLS-SEM) on survey data collected from 250 employees across multiple directorates. The analysis showed that corporate culture had a significant positive effect on employee readiness, with the structural model demonstrating substantial explanatory power. Employee readiness was identified as an essential driver of organizational adaptability, enabling the company to align more effectively with strategic transformation goals. Employee wellbeing strengthened the effect of corporate culture on readiness, indicating that employees with higher emotional, social, psychological, and financial wellbeing were more likely to internalize organizational norms and respond proactively to change. These findings contribute to the literature by providing empirical evidence of the moderating role of wellbeing in cultural-behavioral dynamics within Indonesia's aviation industry. Practically, the study underscores the importance of integrating corporate culture initiatives with sustainable wellbeing programs to enhance resilience, engagement, and competitiveness in increasingly dynamic airline environments.

### KEYWORDS

citilink, corporate culture, corporate vision, employee readiness, employee wellbeing.

### Introduction

The aviation industry is one of the most dynamic and competitive sectors, constantly influenced by economic, political, technological, and social factors. Airlines must be adaptive and innovative to survive in a highly competitive market, particularly in post-pandemic recovery contexts where operational resilience and strategic transformation have become essential for sustaining long-term performance (Yulivan, 2022). In particular, the competition in the low-cost carrier segment has become increasingly intense, requiring airlines to deliver quality services at affordable prices. At the same time, customers are becoming more demanding in expecting excellent and satisfying services. Consequently, airline reputation and corporate image play crucial roles in attracting and retaining customers (Kotler & Keller, 2016).

Citilink, as one of Indonesia's largest low-cost airlines, faces the challenge of realizing its vision to become a "World-Class Low-Cost Carrier." Achieving this vision requires continuous improvement in service quality and customer satisfaction while maintaining operational efficiency. As a subsidiary of a state-owned enterprise (BUMN), Citilink also adopts the AKHLAK core values *Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif* as the foundation of its organizational culture (Citilink, 2023). These values are further reinforced by the company's specific behavioral identity

known as SiPP (Simple, Prompt, Polite), ensuring a consistent performance culture aligned with organizational expectations, which reflects Citilink's service philosophy and corporate character.

The Indonesian State-Owned Enterprises (BUMN) have adopted AKHLAK as their core values, an acronym representing *Amanah* (Trustworthy), *Kompeten* (Competent), *Harmonis* (Harmonious), *Loyal* (Loyal), *Adaptif* (Adaptive), and *Kolaboratif* (Collaborative). These values serve as the foundational ethical and behavioral framework for all BUMN entities. PT. Citilink Indonesia, in alignment with this national mandate, further translates AKHLAK into its specific corporate culture known as SiPP (Simple, Prompt, Polite). The SiPP culture focuses on providing easy and innovative services ("Simple"), demonstrating proactive integrity and solution-oriented behavior ("Prompt"), and maintaining respectful, empathetic, and excellent customer service ("Polite"). This structural integration ensures that the overarching BUMN values are operationalized through measurable and distinct cultural behaviors within the company.

A key factor in achieving Citilink's strategic vision lies in employee readiness, which refers to the employees' ability to adapt and respond effectively to organizational change. Employees represent the most valuable asset of an airline, as their motivation and preparedness directly determine the success of strategic implementation. According to Schein (2010), a strong corporate culture influences employee motivation, performance, and loyalty. A positive culture fosters collaboration, innovation, and customer orientation, all of which are essential for service excellence. Similarly, Deal & Kennedy (2000) emphasize that employees who feel valued and supported by their company are more motivated to deliver superior customer experiences.

In addition to corporate culture, employee wellbeing is another crucial factor in organizational success (Pipera & Fragouli, 2024). Employee wellbeing encompasses the physical, mental, and emotional health of workers. Employees who experience a high level of wellbeing tend to be more productive, creative, and committed to their organizations (Bakker & Demerouti, 2017; Grant, 2008). Research indicates that wellbeing can moderate the relationship between corporate culture and employee performance, as well-being supports the employees' ability to internalize and enact organizational values (Iskamto, 2024).

Within the context of the aviation industry, where operational challenges, safety standards, and customer expectations are high, the synergy between corporate culture, employee readiness, and employee wellbeing becomes essential. Adaptive behavior, defined as employees' ability to adjust to changing work environments, is a critical manifestation of organizational readiness. It enables employees to meet job demands efficiently and respond to dynamic operational conditions, particularly in service-based industries.

Furthermore, Citilink must address silo mentality, a condition where organizational units work in isolation, hindering effective communication and collaboration. Schein (2010) highlights that a strong corporate culture can foster openness and collaboration, thereby reducing silo tendencies. If departments operate in isolation, organizational coordination becomes inefficient, affecting service quality. A corporate culture emphasizing transparency, teamwork, and customer orientation is necessary to overcome silo barriers.

However, overcoming silo mentality requires not only a collaborative culture but also high employee readiness. Armenakis and Harris (2009) argue that readiness for change is a critical element in organizational transformation. Employees must be willing and prepared to engage in cross-functional collaboration. Without readiness, change initiatives

often fail due to resistance or lack of understanding. Meanwhile, wellbeing serves as an enabling factor that ensures employees remain engaged and motivated during organizational change (Robertson & Cooper, 2011). When employees experience stress, fatigue, or imbalance between work and personal life, their ability to collaborate and innovate decreases significantly (Dewe & Cooper, 2020; Lapierre & Cooper, 2023).

In Citilink's case, fostering a strong corporate culture, ensuring employee readiness, and promoting wellbeing are strategic imperatives to achieve the company's global vision (Chen & Chen, 2011). When these three dimensions function synergistically, they can reduce silo mentality, enhance operational coordination, and ultimately improve customer satisfaction. Beyond internal improvements, the integration of values-based culture and employee readiness also provides broader societal impact, particularly considering the strategic role of state-owned enterprises (SOEs) in national transportation services. Strengthened cultural alignment and readiness can contribute to more reliable, efficient, and safe public air mobility, which aligns with national aviation performance indicators such as on-time performance standards and service quality benchmarks reported by the Ministry of Transportation. When these improvements are achieved consistently, they support wider policy objectives such as strengthening public trust, improving accessibility across regions, and enhancing Indonesia's global competitiveness in the aviation sector thereby positioning organizational reform within a broader governance and public service framework. This alignment enables Citilink to remain competitive and sustain growth in a rapidly evolving global aviation market.

Therefore, this study aims to analyze the influence of corporate culture and employee readiness on the realization of Citilink's vision as a world-class low-cost airline, with employee wellbeing as a moderating variable. This research not only contributes to the understanding of human resource dynamics within the aviation sector but also offers practical insights into improving collaboration, motivation, and service quality. The findings are expected to fill the research gap in Indonesian literature, which rarely examines the interplay of these variables within the context of low-cost aviation organizations. Although this gap is appropriately identified, existing studies in Indonesia and Southeast Asia show that research on corporate culture, employee readiness, and wellbeing tends to be examined separately and predominantly in the manufacturing, public sector, or hospitality industries rather than in aviation. Furthermore, comparative reviews of regional HR scholarship indicate that studies focusing specifically on low-cost carriers largely emphasize service quality, operational performance, and customer experience, with limited exploration of internal behavioral dynamics that shape organizational transformation (Campus & Adyar, 2018).

By synthesizing these strands of literature, this study positions itself to address a more clearly defined scholarly void, demonstrating how cultural alignment and employee readiness moderated by wellbeing contribute to organizational effectiveness within the unique operational environment of Southeast Asian low-cost airlines (Hejase et al., 2024).

## Methods

This study employed a quantitative approach with a cross-sectional survey design to examine the influence of Corporate Culture (X1) and Employee Readiness (X2) on the Achievement of Corporate Vision (Y), moderated by Employee Wellbeing (Z) (Hymavathi & Koneru, 2022). The cross-sectional design enabled the collection of data at a single point in time, allowing statistical evaluation of relationships among the study variables (Sugiyono, 2022; Bougie & Sekaran, 2016). The study involved 250 respondents, consistent with the number

reported in the abstract. The target population consisted of employees from multiple divisions at PT. Citilink Indonesia. A convenience sampling technique was used, as respondents were selected based on availability and willingness to participate, without applying restrictive inclusion criteria.

Data were collected at the PT. Citilink Indonesia Headquarters in Jakarta using a structured Likert-scale questionnaire (1–5). The instrument consisted of four variable constructs corporate culture, employee readiness, employee wellbeing, and vision achievement each measured through adapted indicators based on established literature. The adaptation process involved translation into Bahasa Indonesia, expert-judgment review for content validity, and a pilot test involving 30 employees to evaluate clarity, reliability, and item consistency. Both primary data (survey results) and secondary data (corporate reports and relevant literature) were utilized. All responses were coded and processed using SmartPLS 4.0 for subsequent measurement and structural model analyses (Sofyani, 2025).

Respondent demographics included job position (staff, supervisor, manager), length of tenure (<3 years, 3–7 years, >7 years), and division (operations, commercial, customer service, finance, safety & security, and corporate support). These characteristics provided contextual understanding of employee distribution within the organization. The study applied Partial Least Squares–Structural Equation Modeling (PLS-SEM) to evaluate measurement and structural models (Hair et al., 2014). Indicator validity and construct reliability were assessed using outer loadings, composite reliability, Cronbach’s alpha, and average variance extracted (AVE). Structural relationships were evaluated through R<sup>2</sup>, f<sup>2</sup>, Q<sup>2</sup>, and hypothesis significance testing using t-statistics (>1.96) and p-values (<0.05). Ethical principles were upheld through confidentiality assurances, informed consent, and voluntary participation. Ethical clearance was obtained from the Ethics Committee of the Faculty of Business and Management, Universitas Kristen Krida Wacana (UKRIDA) prior to data collection.

## Result and Discussion

### Respondent Characteristics Test

Table 1 shows the distribution of respondents by age group. The 20–25 age group includes 16 respondents (6.4%) out of a total of 250. The 26–30 age group consists of 39 respondents (15.6%), followed by a slight increase in the 31–35 group with 40 respondents (16.0%). The 36–40 age group includes 33 respondents (13.2%), while the 41–45 group has 31 respondents (12.4%). Respondents aged above 45 years dominate with 91 individuals (36.4%), indicating that the majority belong to a more mature age segment. Cumulatively, 63.6% of respondents are below 45 years old, reaching 100% after including the final category.

Table 2 shows that of the 250 respondents, 118 (47.2%) were male and 132 (52.8%) were female. This indicates a relatively balanced gender composition, although the number of female respondents was slightly higher than that of male respondents. The cumulative percentage totals 100%, confirming that no missing or invalid data were found for this variable.

Based on the summary of the six statements in Table 3, the majority of respondents expressed a very positive perception of the company’s work culture and communication practices. For each statement, more than 60% of respondents selected *Strongly Agree* (SS), with the highest percentage observed in statement six (67.6%) concerning the practice of giving appreciation to colleagues. The results suggest that the observed patterns reflect a workplace environment characterized by mutual respect and strong motivation among

employees to meet performance targets. This alignment between interpersonal climate and performance orientation supports the notion that organizational culture is effectively internalized within employee behavior. Such conditions also reinforce the structural factors that enable readiness for change and

Table 1. Distribution of Respondents by Age Group

| Age          | Frequency  | Percent    | Valid Percent | Cumulative Percent |
|--------------|------------|------------|---------------|--------------------|
| 20–25 years  | 16         | 06.04      | 06.04         | 06.04              |
| 26–30 years  | 39         | 15.06      | 15.06         | 22.00              |
| 31–35 years  | 40         | 16.00      | 16.00         | 38.00              |
| 36–40 years  | 33         | 13.02      | 13.02         | 51.02              |
| 41–45 years  | 31         | 12.04      | 12.04         | 63.06              |
| >45 years    | 91         | 36.04      | 36.04         | 100                |
| <b>Total</b> | <b>250</b> | <b>100</b> | <b>100</b>    |                    |

Source: Processed Data, SPSS, 2025

Table 2. Distribution by Gender

| Gender       | Frequency  | Percent    | Valid Percent | Cumulative Percent |
|--------------|------------|------------|---------------|--------------------|
| Male         | 118        | 47.02      | 47.02         | 47.02              |
| Female       | 132        | 52.08      | 52.08         | 100                |
| <b>Total</b> | <b>250</b> | <b>100</b> | <b>100</b>    |                    |

Source: Processed Data, SPSS, 2025

Table 3. Descriptive Analysis of the Independent Variable

| No | Statement  | STS         | TS           | S             | SS             |
|----|--|-------------|--------------|---------------|----------------|
| 1  | The company’s work processes are already outlined in established procedures.             | 7<br>(2.8%) | 13<br>(5.2%) | 68<br>(27.2%) | 162<br>(64.8%) |
| 2  | I clearly understand the instructions given by my supervisor when receiving assignments. | 6<br>(2.4%) | 15<br>(6.0%) | 63<br>(25.2%) | 166<br>(66.4%) |
| 3  | I immediately carry out tasks after receiving an assignment.                             | 8<br>(3.2%) | 13<br>(5.2%) | 78<br>(31.2%) | 151<br>(60.4%) |
| 4  | I am motivated to achieve the performance targets set.                                   | 7<br>(2.8%) | 15<br>(6.0%) | 72<br>(28.8%) | 156<br>(62.4%) |
| 5  | I feel that my colleagues in this company respect one another.                           | 6<br>(2.4%) | 17<br>(6.8%) | 75<br>(30.0%) | 152<br>(60.8%) |
| 6  | I give appreciation to colleagues who successfully achieve their performance standards.  | 9<br>(3.6%) | 19<br>(7.6%) | 53<br>(21.2%) | 169<br>(67.6%) |

Source: Processed Data, SPSS, 2025

**Table 4.** Summary of Findings on Employee Wellbeing as a Moderating Variable

| Aspect                                | Key Findings   | Statistical Results                  | Interpretation   | Conceptual Implication   |
|---------------------------------------|--|--------------------------------------|--|--|
| Overall Assessment                    | Majority of respondents expressed highly positive perceptions of company policies and working conditions.    | Mean = 3.51; SD = 0.59               | Respondents' perceptions were relatively homogeneous and indicated a high level of wellbeing.              | Demonstrates consistent positive evaluation across wellbeing indicators.                                   |
| Camaraderie and Work Culture          | Highest agreement levels regarding clear policies fostering teamwork (67.6%) and supportive culture (64.8%). | >60% "Strongly Agree (SS)" responses | The company successfully fosters collaboration and harmony in the workplace.                               | Enhances collective commitment toward organizational goals.  |
| Compensation and Financial Security   | Positive ratings for timely compensation (62.8%) and trust in company's fairness (62.8%).                    |                                      | Compensation contributes to both financial and psychological security.                                     | Builds trust and reinforces employee loyalty.  |
| Professional Growth and Facilities    | Support for competency development (61.6%) and comfortable workplace facilities (59.6%).                     |                                      | Reflects organizational commitment to professional development and work-life balance.                      | Aligns with <i>Harter, Schmidt, &amp; Keyes (2020)</i> emphasizing physical, social, and career wellbeing. |
| Areas for Improvement                 | 8-9% of respondents disagreed on productive facilities and compensation policies.                            |                                      | Indicates minor dissatisfaction and possible communication gaps.   | Suggests the need for consistent internal policy communication.  |
| Moderating Role of Employee Wellbeing | Wellbeing strengthens the link between Corporate Culture and Employee Readiness toward Vision Achievement.   |                                      | When wellbeing is maintained, employees internalize core values (Simple, Prompt, Polite) more effectively. | Acts as a catalyst for motivation, loyalty, and productivity, ensuring organizational sustainability.      |

Source: Processed Primary Data, 2025

collaborative work across divisions. Overall, this interpretation strengthens the link between the empirical findings and the theoretical expectations regarding culture-driven performance dynamics. Statements related to understanding supervisors' instructions (66.4%) and promptly executing tasks (60.4%) also received strong support, suggesting effective communication between supervisors and subordinates. However, a small proportion of respondents selected *Disagree (TS)* or *Strongly Disagree (STS)*, implying that a few individuals may not yet fully experience the positive aspects of the organizational climate. Overall, these findings reflect a healthy, structured, and supportive corporate culture within the company (Cooper & Misra, 2025).

**Moderating Variable – Employee Wellbeing**

Based on the descriptive analysis of nine indicators presented in Table 4, the majority of respondents provided highly positive assessments of the company's policies and working conditions. Overall, more than 60% of respondents selected the "Strongly Agree (SS)" category across nearly all statements, indicating that employee wellbeing has become a primary focus of the company. The overall mean score of the *Employee Wellbeing* indicators was 3.51, with a standard deviation of 0.59, showing that respondents' perceptions were relatively homogeneous and tended toward a high level of wellbeing.

The highest percentages were found in statements regarding the clarity of company policies in fostering employee camaraderie (67.6%) and a supportive work culture for achieving organizational targets (64.8%), demonstrating that the company has successfully built a collaborative and harmonious work environment. Compensation aspects were also rated positively, where timely compensation distribution (62.8%) and trust in the company's good intentions to provide adequate pay (62.8%) served as crucial indicators in establishing financial and psychological security among

employees (Di Fabio & Cooper, 2023).

In addition, the company's support for competency development (61.6%) and the availability of comfortable workplace facilities (59.6%) reflect the organization's commitment to promoting professional growth while maintaining work-life balance. This finding aligns with the concept of *Employee Wellbeing* proposed by Harter, Schmidt, and Keyes (2020), which emphasizes the importance of physical, social, and career wellbeing in enhancing individual engagement and performance. Nevertheless, a small proportion of respondents (approximately 8-9%) expressed "Disagreement" concerning the provision of productive facilities and compensation policies (Krekel et al., 2024). This indicates the presence of internal communication gaps or uneven perceptions regarding the implementation of wellbeing policies within the company.

Conceptually, these findings suggest that *Employee Wellbeing* plays a crucial role as a moderating variable that strengthens the relationship between *Corporate Culture* and *Employee Readiness toward Corporate Vision Achievement*. When employees' wellbeing is maintained, the company's core values (*Simple, Prompt, and Polite*) are more easily internalized, enabling employees to become more prepared and committed to achieving strategic objectives. Thus, *Employee Wellbeing* not only reflects employees' psychological conditions but also serves as a driving factor for organizational sustainability through enhanced motivation, loyalty, and productivity (Setiadi et al., 2024).

**Corporate Culture (X1) on Employee Readiness (Y)**

The results indicate that strengthening corporate culture has a tangible impact on enhancing employee readiness for change, such as the implementation of new technologies, organizational restructuring, or digital transformation (Mafrudoh, 2024). In practice, companies must cultivate a work culture that promotes openness, clear communication,

teamwork, and appreciation of individual contributions. For instance, leaders can regularly communicate the company's vision, conduct personal development training, and create a psychologically safe and innovative work environment. Consequently, employees not only understand the direction of change but also feel more confident and motivated to adapt. Although the coefficient value of 0.122 is relatively small, its statistical significance makes it a relevant managerial consideration, particularly because recent studies in organizational behavior show that small-to-moderate effect sizes still produce meaningful impacts on employee attitudes and strategic performance. In dynamic service industries such as aviation, even modest cultural effects can translate into substantial improvements in readiness due to the high interdependence of tasks and the sensitivity of operational processes to behavioral alignment. Therefore, the statistical significance of this coefficient indicates that strengthening corporate culture remains an essential managerial lever for enhancing employee preparedness and enabling more effective execution of organizational strategies. This finding signals to management that investing in the development of a strong corporate culture through transformational leadership, reinforcement of organizational values, and improvement of internal communication systems can serve as a long-term strategy that enhances human resource readiness to face future organizational challenges (Alqudah et al., 2022). Without a strong culture, any form of change risks being resisted or poorly implemented by employees.

The findings of Osman and Kasbun & Osman (2024), which demonstrated that organizational culture has a direct and significant influence on employee readiness to change, further mediated by organizational commitment, are highly aligned with the present study (Nugraha et al., 2024). This research also found that corporate culture has a positive and significant effect on employee readiness, with a coefficient of 0.122, t-statistics of 2.148, and a p-value of 0.032. These findings hold substantial relevance for organizational behavior and human resource management in transitional or emerging markets, where cultural alignment is essential for strengthening workforce adaptability. The result further underscores that leadership roles in shaping culture become increasingly critical in dynamic industries such as aviation, especially as organizations navigate market volatility and operational transformation. Overall, the evidence demonstrates that culturally grounded practices can enhance employee engagement and readiness, thereby supporting strategic sustainability in highly competitive service sectors. Both studies emphasize the pivotal role of organizational culture as the foundation for shaping employee preparedness to face changes or new policies. Although the organizational contexts differ an online learning institution in Osman and Kasbun's study and a corporate setting in the current research both highlight that a work environment grounded in shared values, norms, and healthy communication fosters individual acceptance and readiness for transformation (Chang, 2024). Moreover, Osman and Kasbun's study suggests that organizational commitment strengthens this relationship, presenting an opportunity for further model development in future research, for instance, by examining mediating variables such as *employee commitment* or *trust in management* to yield more comprehensive insights (Ahmed & Nawaz, 2015). Therefore, the findings are not only empirically consistent but also theoretically enriching in deepening the understanding of how corporate culture drives employee readiness for organizational change (Kasbun & Osman, 2024).

Employee Wellbeing (Z) on Employee Readiness (Y)

These findings emphasize the crucial role of employee wellbeing as an integral component of strategies to enhance work readiness. In practical implementation, organizations

can take concrete actions such as providing healthcare facilities, counseling programs, flexible work arrangements, and promoting work-life balance (Beasley et al., 2021; Jankelová et al., 2024). The coefficient value of 0.242, which is moderate yet statistically significant, indicates that employees' physical and mental wellbeing is not merely a supporting factor but a key determinant of their readiness to face new tasks, structural changes, or technological adoption. When employees perceive strong wellbeing support, they are more likely to feel valued, which in turn enhances their motivation, focus, and adaptability to organizational dynamics. Therefore, companies aiming for successful transformation must strengthen wellbeing-based policies, including fair health leave, safe working environments, and consideration of workload management. In the long term, investment in employee wellbeing will yield positive impacts not only on individual readiness but also on the overall resilience of the organization in facing evolving changes and challenges.

This finding is consistent with prior studies by Andriani & Masputri (2023) which demonstrated that wellbeing serves as a fundamental pillar in the process of change management (O'Neil, 2017). Employees who experience a high level of wellbeing tend to possess greater intrinsic motivation, resilience to stress, and openness to innovation and task adjustment. Consequently, organizations should prioritize strategies that enhance employee wellbeing such as mental health programs, flexible work systems, and supportive workplace cultures to strengthen human resource readiness in navigating the continuous dynamics of organizational change (Pratiwi & Masputri, 2025). These findings are consistent with previous studies indicating that employee wellbeing serves as a fundamental pillar in the change management process (Andriani & Masputri, 2023) and that workplace wellbeing is positively correlated with work engagement and adaptability to innovation (Dewi & Wardhani, 2024). Furthermore, recent literature highlights that occupational wellbeing is linked to the organizational learning environment as a resource for enhancing work readiness (Safariningsih et al., 2024). As noted by Wijngaards et al. (2022), the measurement of employee wellbeing should take into account physical, mental, and work environment dimensions, making the validity of the instruments crucial for the interpretation of research findings.

#### Theoretical Explanation

The finding of a negative moderating effect between Employee Wellbeing and Corporate Culture on Employee Readiness provides an intriguing yet complex insight into human resource management. The negative coefficient of -0.165, accompanied by a high t-statistic (4.290) and a highly significant p-value (0.000), suggests that at higher levels of employee wellbeing, the influence of corporate culture on readiness tends to decrease. Psychologically, employees who experience strong physical and mental wellbeing often possess higher intrinsic motivation, self-confidence, and personal autonomy, making them less dependent on external cues such as corporate norms and values. This pattern aligns with previous findings by Jayasena (2025), who showed that organizational culture can weaken the influence of organizational image on employee engagement, illustrating that cultural factors may operate as balancing rather than amplifying mechanisms. Collectively, these results reinforce that the relationship between corporate culture and employee readiness is not linear or unidirectional but conditional, dynamic, and highly dependent on employees' internal states representing the manuscript's strongest theoretical contribution and encouraging future research to integrate nonlinear and contingency-based models within organizational behavior frameworks.

#### Practical Implication

The practical implication of this negative moderation effect

is that organizations cannot rely solely on strengthening corporate culture to improve readiness without considering employees' wellbeing levels. When employees already feel physically and mentally well, excessive emphasis on cultural enforcement may be perceived as restrictive, potentially reducing enthusiasm and undermining intrinsic motivation. Therefore, management must adopt a more adaptive approach by aligning cultural interventions with employees' psychological conditions. In practice, companies can implement personalized cultural strategies such as granting autonomy to high-performing employees, encouraging greater participation in change initiatives, and fostering open channels for expressing opinions. This perspective also resonates with Jayasena (2025) implication that organizational culture should not be applied uniformly but calibrated according to employees' wellbeing and perceptions to avoid counterproductive outcomes. Ultimately, balancing cultural reinforcement with individual wellbeing support becomes essential for ensuring sustained readiness and effective change implementation across diverse employee case.

## Conclusion

This study examined the influence of Corporate Culture and Employee Readiness on the Achievement of Corporate Vision at PT. Citilink Indonesia, with Employee Wellbeing serving as a moderating variable. The results showed that a

well-internalized corporate culture rooted in the values of *Simple, Prompt, and Polite* positively affects employee wellbeing, contributing to a supportive work environment across psychological, emotional, social, and financial dimensions (Krismawidia, 2018). Furthermore, employee readiness demonstrated a significant impact on corporate vision achievement, with several readiness indicators identified as priority areas for improvement through Importance Performance Analysis (IPA). The findings also confirmed that employee wellbeing strengthens the effect of readiness on achieving the corporate vision, affirming the strategic role of wellbeing initiatives within human capital development.

From a managerial perspective, the study highlights the need for organizations particularly in dynamic and service-intensive industries such as aviation to embed wellbeing support as a core component of organizational strategy. PT. Citilink Indonesia is recommended to conduct periodic wellbeing audits, strengthen leadership coaching programs, and develop targeted readiness enhancement initiatives to ensure continual alignment between cultural values and employee expectations. Implementing structured wellbeing policies such as mental health support, workload management mechanisms, and inclusive communication practices will further enhance organizational resilience and readiness for change. Despite its contributions, this research has limitations related to its cross-sectional design and focus on a single organizational, which may constrain broader applicability. Broader comparative studies may also be required to test the model in other aviation or service-sector organizations.

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