

Leadership Style and Culturally-Aligned Corporate Communication at a Multinational Company

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Abstract

Purpose: This study aims to explore how leadership style contributes to build an effective internal communication as part of corporate communication that aligns with the company's corporate identity. The research focuses on PT ASBO, a multinational company that have a unique and different corporate identity. This study aims to understand the dynamics between leadership, internal corporate communication, and their corporate identity in practice.

Methods: This research employs a qualitative approach using a case study method. Data were collected through in-depth interviews with a superior as key informant and subordinate as supporting informants within one department in PT ASBO where both of them works at the company for 17 years. Informants are selected to gain insights into leadership practices and communication patterns that happens in a specific department.

Findings: The findings indicate that manager's participative leadership style engages team members in discussions and decision-making, fostering internal corporate communication grounded in respect, empathy, audibility, clarity, and humble principles. This leadership style approach enhances and embodies the company's corporate identity, particularly its values to diversity, equity, and inclusion.

Originality: This research offers a unique contribution by exploring how leadership style supports internal communication as a part of corporate communication aligned with the company's corporate identity which is culture as one of the elements of corporate identity, particularly in a multinational company context that may contrast with local culture. Making it a valuable contribution to corporate communication.

Keywords: Leadership Style, Internal Corporate Communication, Corporate Identity.

Introduction

The success factor of an organization especially at a company is not based on just one single factor, there are many factors that can affect success and one of the factors is the satisfaction of its employees. Employee satisfaction can be described as a positive emotional response that arises when an individual perceives their job as fulfilling or supporting the fulfillment of their personal work-related values (Elrehail et al., 2020). Employee satisfaction is believed to be an important key that every company must have, this is because satisfied employees usually show higher levels of motivation and engagement which ultimately affect the quality of services provided to the company (Stamolampros & Dousios, 2023). The satisfaction of employee's functions is a crucial element of human capital in business entity, employee satisfaction could support its capacity to secure competitive advantages in dynamic and unpredictable market conditions (Lama et al., 2025). Furthermore, employee satisfaction itself has a significant role in the organization or company as it affects multiple aspects, including a potential increase or decrease in employees' commitment to their roles or to the institution as a

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whole (Rössig et al., 2025; Tansel & GazîOğLu, 2014), and it could also give motivation to employee to work more than their duties in regular basis (Chanda & Goyal, 2020). The satisfaction felt by employees themselves has various kinds of benchmarks, one of which is how the employee's wishes match what they actually receive, and if they don't receive what they want, it will lead to the dissatisfaction of the employees (Kusuma & Lina, 2018). So, the greater the employee satisfaction of a company, the better the company will be because satisfied employees tend to make their best contributions for the company and help build the company's image.

Measuring employee satisfaction in a company then becomes one way for companies to find out how the level of employee satisfaction in their company is. This measurement was carried out by one of the multinational companies located in Bandung, Indonesia, namely PT ASBO. It's a multinational company engaged in manufacturing aircraft parts and is one of the largest suppliers of international aerospace, defense, and space products in the world. As an international company with headquarters in Florida, PT ASBO conducts an annual employee satisfaction survey called Pulse Survey in April 2024. This survey is conducted by company management to determine the level of employee satisfaction while working at the company and is participated in by 98% of employees at the company. Based on the survey, some feedback was found in the form of comments given by employees towards the company and their superiors, which can be classified into five types of comments: unclear, unfilled, positive, constructive, and negative comments. The main focus is how positive comments related to their satisfaction with the company tend to increase, while constructive and negative comments decrease. A comparison of the Pulse Survey results in 2023 and 2024 can be seen in the following figure:

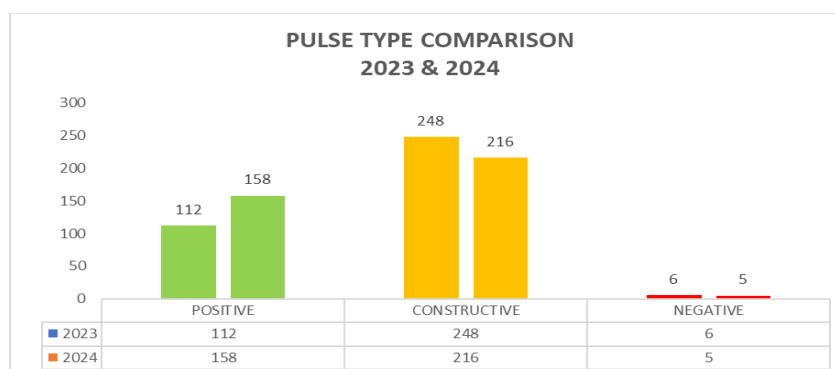


Figure 1. Pulse Survey Comparison (source: Processed by PT ASBO)

Referring to Figure 1 above, it can be seen that positive feedback has increased from the previous year with a total of 158 feedback responses. Meanwhile, constructive and negative feedback have both decreased with 216 responses for constructive and 5 for negative. Based on the results, a cluster was created based on the leader or manager in each department. This is done because one of the influences on employee satisfaction is related to their satisfaction with their boss or supervisor, this affects the overall job satisfaction of their employees (Elshout et al., 2021). There are six departments included in this cluster where each manager has different feedback that includes positive, constructive to negative comments. The visualization for the results of each manager's feedback grouping can be seen in the figure below:

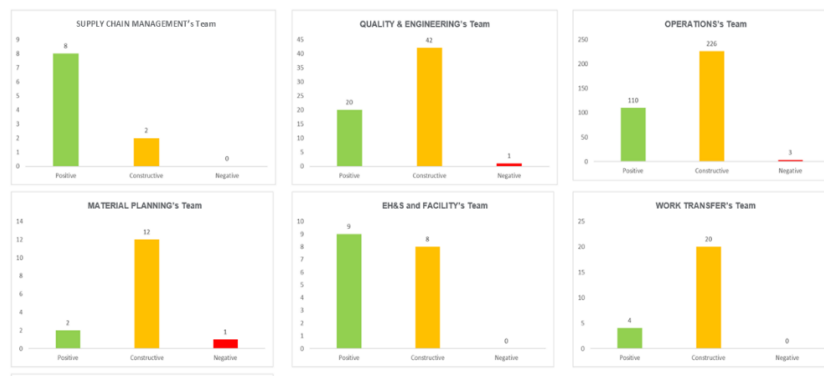


Figure 2. Cluster based on Comment Type (Source: Processed by Researcher)

Based on the results in Figure 2 above, it can be seen that among the managers, the Supply Chain Management and EH&S and Facility department managers have higher positive responses than constructive responses and have no negative responses. This makes Supply Chain Management Manager and EH&S and Facility Manager as managers with good and constructive feedback without any negative responses. The responses or comments received by each of these managers were very diverse where based on this diversity, several topics can be drawn from the comments or feedback. As a reference, the topics shared with the EH&S and Facility Manager as one of the managers without negative feedback turned out to have several topics and two of them were related to communication and appreciation. The comments highlighted things such as positive comments found that subordinates felt highly appreciated, continuous communication, and positive support. On constructive comments, it was found that some comments stated that appreciation for employee performance and dedication could be improved even better in the future.

This positive and constructive comments or feedback appear to be in line with the corporate's identity. One of the corporate identities that raised and owned by PT ASBO is the culture of Diversity, Equity, & Inclusion or abbreviated as DE&I. This is one of the new cultures that becomes PT ASBO identities that raised in 2024 as these cultures owned by their parent company. The Diversity point in this culture means that the company does not discriminate against its employees based on certain scopes or groups, no matter their background, religion, race, language, or gender, PT ASBO as a company will not discriminate against its employees. The next point in this culture is related to Equity, at this point the company wants to emphasize that all employees no matter their status or background, all have the same rights. This right will be given by the company fairly, where fair here does not mean equal, but the rights given will be in accordance with the needs of each employee. The last point of this culture is Inclusion where PT ASBO as a company will involve and provide the same opportunities to all employees, both in communicating, conveying ideas, and when working. In this new identity, the company will seek, involve, and give everyone the same opportunity. This new identity becomes an important thing since corporate identity itself has a crucial role in a company.

Corporate identity has a vital part as it can build and establish a strong position in the market (Barnes & Newton, 2022). Corporate identity itself consists of multiple interconnected elements, such as a company's visual design, methods of communication, internal culture, structure, employee behavior, strategic direction, and its positioning within the industry (Foroudi et al., 2024). These elements are also stated by (Melewar et al., 2018) as the main components that consider as corporate identity. Among these elements, culture plays a pivotal role as it reflects the shared values, beliefs, and

behavioral norms within the company. When these cultural attributes are communicated externally through branding, leadership behavior, or corporate messaging, they contribute directly to how the company is perceived by stakeholders or external parties.

Culture within a company itself refers to the typical manner in which activities are carried out within a company or organization. It is shaped by various elements such as philosophy, vision, stated values, traditions, communication styles, symbols, underlying beliefs, principles, and practices. These factors are reflected in how employees perceive themselves, perform their tasks, and engage with external parties, and they also help anticipate future behaviors and expectations (Bhardwaj, 2022). Therefore, a strong culture as part of corporate identity has a significant role to help companies to achieve their common goals and build a good image because through the culture, people in the company can apply shared values where it could help to build a strong image and identity to external parties. The responses given through the Pulse Survey can be a sign of how the culture at PT ASBO is running and among the result, there is still a negative response.

Even so, among the responses received by managers, there are also some negative and constructive responses that some managers still receive related to communication, appreciation, and member engagement simultaneously. These constructive and negative comments should not have happened and must be corrected immediately as they are contrary to PT ASBO's identity. If not handled right, it can affect employee performance and satisfaction in the company, or worst, it could lead to bad work environment that brings a bad image of the company. Therefore, internal communication holds an important role as internal communication is part of corporate communication. Corporate communication itself is defined as managerial role that provides a structured approach to build an effective communication coordination in internal and external, aiming to build and sustain positive relationships with stakeholder groups essential to the organization's success (Verhoeven, 2015). Corporate communication plays a crucial role, particularly in helping a company's management team take strategic steps in addressing issues. In many scholarly discussions, corporate communication is defined as a comprehensive and strategic effort by organizations to achieve specific communication objectives that support the development of positive relationships between internal members and stakeholders (Jackson, 1987; Gulbrandsen, 2019).

This conceptual understanding underpins the importance of exploring how internal communication is developed and managed within company. In particular, leadership plays a central role in shaping internal communication practices that align with the company's identity. This study, therefore, aims to focus on the broad and comprehensive basis of corporate communication where internal communication is seen as a strategic function that responsible for managing all messages, its goal is to cultivate a strong reputation and maintain lasting connections within internal and external (Slabbert, 2016), where in this research will focus on the internal side which is PT ASBO employee, specifically communication between superiors who are part of the management team with their subordinates.

Communication between employees, especially between superiors and subordinates, is become one of the issues that obtained from the survey. With a lack of communication, this can lead to poor relationships between employees, especially between superiors and subordinates. Employee relations itself are considered to be one of the main elements that influence corporate reputation, alongside with financial performance and the organization's role as a responsible corporate citizen (Slabbert, 2016; Zeffass & Holtzhausen, 2015). Therefore, an effective internal communication is needed to reduce and prevent the lack of communication within a company since communication itself also plays an important role as it can affect the exchange of information, performance, as well as thoughts that can affect work (Armadhan et al., 2023).

Other than that, internal communication is an essential function because through effective internal communication, it could help organization specifically in this research refer to company, to success and functioning effectively (Campbell et al., 2020), to build a trustworthy image (Kharouf et al., 2019), and strengthen commitment, retention, staff satisfaction, and its function in general (Tegegne & Wondimu, 2024). Furthermore, ineffective communication may result in strained interpersonal relationships, heightened negative feelings, lower levels of job satisfaction, and a higher chance of employee turnover due to dissatisfaction (Ha et al., 2025; Minsung et al., 2023) notably within company. Therefore, enhancing the effectiveness of internal communication is an important thing as it was a part of corporate communication.

The diversity of responses or feedback obtained through the Pulse Survey at PT ASBO shows that there are differences between each department leaders in their leadership styles when communicating so that the positive, constructive, and negative feedback received is quite diverse. Seeing the difference between positive feedback with constructive and negative feedback, then the difference with the culture as part of the corporate identity with how it actually appears on the feedback in this employee satisfaction survey is an interesting thing to research. Therefore, it is interesting to see how managers, especially managers who have positive responses without any negative responses, communicate with their own leadership style to the team so they can create an effective internal communication that is in line with their corporate identity in order to achieve employee satisfaction. Different leadership styles play a significant role to see how leader interact with their subordinate because leadership styles will lead to how employee behave as leadership style will influence individual behavior (Junwen & Libing, 2025). Seeing how important this is, some organization, particularly those in company settings, take this matter seriously as they believe leadership styles could help manager to resolve the problem they face (Agarwal, 2020).

Furthermore, knowing how important this matter, makes it interesting to see how managers with positive response communicates with their team so it could help other managers to build a better corporate communication strategy in the future. Previous research in the South African manufacturing sector explains that the leadership style of superiors has an impact on communication with subordinates which can help shape a culture of communication that can improve organization results (Crews et al., 2019). The differences in leadership styles also have different effects on employee engagement when working, as stated in (Rabiul et al., 2022) research. Other leadership styles like transformational leadership style have a significant relationship with employee engagement and one of the factors that influence both of it was age and education of the employee (Popli & Rizvi, 2016).

In contrast to previous research, the objectives of this research are to look at how the leadership style at PT ASBO in building effective internal communication as part of the corporate communication that aligns with their corporate identity which is the DE&I culture that highlights collaboration through diversity, equity among its employees, and inclusivity. By focusing on this research area, this research is important to conduct because it can provide knowledge related to more effective internal communication patterns that can be applied by other leaders or management as part of their internal corporate communication strategy. This is also aligned with an integrated approach that corporate communication offers which facilitates trust, collaboration, and enhancing commitment within internal and external company (Belasen & Belasen, 2019), where in this study, it could help employees in internal of PT ASBO to trust, do collaboration, and enhance their commitment to the company.

In addition, based on the background that has been described, the novelty of this research is reflected in its investigation of a broader perspective on how a leader's leadership style can help to build internal corporate communication that aligns with the company culture which is one of the elements of corporate identity and plays an important role within the company. It also aims to identify patterns that can be adopted by other management teams at PT ASBO or more broadly, by other company, to develop a more effective approach by adjusting their leadership styles in order to build a stronger corporate communication strategy that aligns with their identity.

This research will use a qualitative research method with a case study approach that aims to find out in depth how the leader's role could help to build a better future where it could build an effective internal communication that is in line with the corporate identity more. The qualitative research method itself was chosen because in seeing the reasons for the feedback to be formed and how the management overcomes this, in-depth research is needed which is in accordance with the objectives of qualitative research methods whose focus is to understand a phenomenon in depth through detailed data collection, emphasizing the importance of depth and detail in the data studied (Harahap, 2020). The data that will be used in this research is obtained through in-depth interviews with one of the managements of PT ASBO who has high positive feedback without any negative feedback, namely the EH&S and Facility Manager. In addition, interviews will also be conducted with one subordinate of the EH&S and Facility Manager to see and confirm the communication pattern in their department.

This research will focus on the leadership style of the EH&S and Facility Department Manager by referring to the continuum line leadership style popularized by Robert Tannenbaum and Warren H. Schmidt (1958). Based on Tannenbaum & Schmidt's continuum line theory, leadership styles can be divided into seven leadership styles, namely directive, persuasion, coaching, consultation, participative, delegative, and collaborative leadership styles (Hardjana, 2019). Tannenbaum and Schmidt said that the leadership style itself is influenced by the leader itself, employees, and situations that ultimately shape their leadership style in certain tasks (Famakin & Abisuga, 2016). It is stated that leadership style reflects how a leader makes their approach in decision-making, communicates, and engages with their team members (Yuliani & Hariyati, 2024). (Na'im et al., 2024) also stated that leadership styles could also become the main reason at how good or bad their employee's performance in the company. So, through the leadership style that will be mapped, it will be seen how the leadership style is in building a better internal corporate communication by using effective communication principles namely the REACH principle as a reference. This principle is used so we can see at how

effective internal communication as part of corporate communication could happen, it is important to see it because in our daily life, we really depend on effective communication so our life can run smoothly (Martianawati et al., 2022) and in this case is to run the corporate communication smoothly.

The REACH principle includes Respect, Empathy, Audible, Clarity, and Humble as a reference to see the level of effectiveness in communication (Sule & Priansa, 2018a). Good internal communication as part of corporate communication plays a crucial role because ineffective communication and lack of engagement are recognized as key obstacles to build a good workplace relationship and ensuring quality service delivery (Creese et al., 2024; Powell & Davies, 2016). Not only looking at the level of internal communication, this research will also see how the internal communication as part of corporate communication is formed and in line with the identity that PT ASBO has where several functions of culture will be a reference in this research.

The cultural principal as part of corporate identity includes several functions which include: as a differentiator, its identity, generating employee commitment, strengthening the social environment, and making culture a meaning-making mechanism in determining attitudes and actions (Sule & Priansa, 2018a). Culture, as one of the key elements of corporate identity, was considered relevant in this study. This is because culture itself was referring to the collective beliefs, values, and norms that guide behavior and shape how tasks and processes are expected to be carried out within organization (Kim et al., 2017; Tzeng et al., 2002). In the context of this study, the focus was PT ASBO as a company, making the connection between its culture and corporate identity particularly significant.

Methods

In this study, researcher used a qualitative research method with the research subject being the EH&S and Facility Department Manager and one subordinate of the manager at PT ASBO. PT ASBO was chosen because this company is one of the largest multinational companies in the aerospace sector, in addition, the corporate identity of PT ASBO is different from most companies in Indonesia had, because they refer to the values of their parent company. The selection of this subject itself which is EH&S and Facility Manager is based on the Pulse Survey result where he does not have negative feedback, and also EH&S and Facility Manager is one of the managers who works at PT ASBO for more than 17 years. To see how he is as a leader, one of his subordinates who works at PT ASBO for more than 17 years and work under EH&S and Facility Manager for 3 years will be a supporting source to support the data collected through the EH&S and Facility Manager. The use of this qualitative research method is in line with the constructivism paradigm (Saputra et al., 2025) where the author used in-depth interviews with both key informants and supporting informants to gain more understanding about leadership style and how the communication in the team works.

Integrating a qualitative approach in this research is crucial for gaining a more comprehensive understanding of the interconnection between leadership style, internal communication, values, and how these aspects collectively influence the dynamics within company (Moreno-Domínguez et al., 2024) and help to create knowledge about how it could be applied in their internal corporate communication strategies. The unit of analysis in this study refers to seven leadership style by Tannenbaum & Schimdt (Hardjana, 2019) which includes directive, persuasion, coaching, consultation, participative, delegative, and collaborative leadership styles. This study also uses REACH principle (Sule & Priansa, 2018a) and some cultural principles (Sule & Priansa, 2018a) as part of corporate

identity. Primary data in this study was obtained through interviews with key informants and supporters, while secondary data was obtained from literature studies that relied on previous studies from various journals and books. From the data collected, the data will be analyzed by using data analysis conducted by using (Miles et al., 2014) approach which includes data condensation, data presentation, and conclusion drawing or verification (Fiantika et al., 2022).

Results

The process of collecting data in the field for this research was obtained through direct or face-to-face interviews with one key informant as well as one supporting informant. The results of the data will be analyzed and presented in this section using a qualitative approach, the interview data will be analyzed using application assistance to process it. The application used is the NVIVO 12 Pro application where before entering the NVIVO 12 Pro application the researcher has carried out the interview transcript process by converting the interview results which were previously in the form of audio documents into a text document. After making the transcript, the researcher carried out the data analysis process by coding using the transcript that had been made through NVIVO 12 Pro. The coding process itself is done by entering data that refers to the researcher's literature review, which includes leadership style, effective communication as part of corporate communication, and culture as part of corporate identity. Through this process, the results of the analysis that has been carried out are displayed in the form of a coding of reference table, project map, world cloud, and also cluster analysis.

This research was conducted at PT ASBO where interviews with relevant parties were conducted to obtain research data. Interviews were conducted with managerial parties, namely the Manager of the EH&S and Facility Department, to support the data, interviews were also conducted with subordinates of the Department Manager, namely the EH&S Lead position as justification for the data obtained. So, the total informants of this research are two informants with one key informant, namely the Department Manager, and one supporting informant, namely his subordinates. The following is Table 1 which contains informant data, interview time and location.

Table 1. Informant, date and location of interview

No	Name	Type of Informant	Interview Date and Location
1.	Robinanto	Key Informant	March 26 th 2025, at PT ASBO
2.	Asep	Supporting Informant	March 28 th 2025, at PT ASBO

Note: The study was conducted using interview data with both informants

Based on the results of interviews with two informants in Table 1 and processed using the NVIVO 12 Pro program, the results of coding of reference for the Continuum Line Leadership Style from Robert Tannenbaum and Warren H. Schmidt (Hardjana, 2019) showed that the highest percentage for the leadership style owned by Robinanto as EH&S and Facility Manager was a participative leadership style. *Participative leadership* style occupies the *first* position with a percentage of nodes of 30.51%, then in the *second* position is the *consultation leadership* style nodes of 27.12% and in the *third* position is the *persuasion leadership* style nodes with a percentage of 15.25%. The number of nodes from each leadership style is attached in the Table 2 below.

Table 2. Coding of references Leadership Style

Codes	NCR	Percentage
Participative leadership style	18	30.51%

influence both the development of its corporate identity through one of the elements which is culture, and the leadership style of the leaders. In turn, cultural functions as part of corporate identity also contributes to shaping the leadership style, as leaders tend to adjust their leadership approach in accordance with the culture of the company. Referring to the previous findings, it is evident that EH&S and Facility Manager, as a leader, exhibits a participative leadership style, which is part of the leadership continuum model by Robert Tannenbaum and Warren H. Schmidt (Hardjana, 2019).

This leadership style emphasizes the involvement of subordinates as essential contributors in decision-making processes. One of its key indicators is the active inclusion of team members by the leader in this case, EH&S and Facility Manager in decision-making. This was shown through his consistent efforts to involve team members in internal corporate communication, providing space for everyone to share their ideas, which are then collected in an *idea pot*. At the interview, EH&S and Facility Manager as the key informant stated: “Usually, I want to see what my teammates’ perspectives. So, we collect their perspective first, then I also share my own perspective, and from there, I make decision based on that.” Later on, his statement was aligning with his subordinate, EH&S Lead, where he says: “So, for example, when we’re discussing something, we just share our idea first, even if it can’t be executed at that time, or even if it will be executed later, we still say it and still gets communicated.”

This shows that the EH&S and Facility Manager always encourages his team members to share their ideas and never judges them during the decision-making process. This inclusive practice creates a comfortable environment for team members to communicate and express their thoughts. According to the informant, the leader not only allows space for input but actively involves team members in various activities without any discrimination. This approach helps the subordinates feel a strong sense of responsibility and that their input is valued, as they are continuously involved in the decision-making process. This leadership style may help the team to build stronger interpersonal relationships, where their participation and involvement in teamwork processes lead to greater engagement with their workplace (Shehri et al., 2017).

As a participative leader, EH&S and Facility Manager not only provides space for idea-sharing but also ensures that subordinates can ask questions whenever there is a lack of clarity, whether in shared information, or ongoing communication. His leadership approach, which fosters active communication and involvement in decision-making, aligns with the REACH principles (Sule & Priansa, 2018) as a part of internal corporate communication. These principles consist of Respect, Empathy, Audible, Clarity, and Humble, which indicate that communication within the company can be considered effective when these elements are present.

With effective communication as a part of internal corporate communication that has been implemented, it can help EH&S and Facility Managers in avoiding obstacles that may occur because failure to maintain or create effective communication often becomes an obstacle and makes it difficult to find solutions to a problem (Ramadhini & Manafe, 2022). Based on the findings, one of the principles which is *clarity* emerged as the most strongly demonstrated aspect of communication between the EH&S and Facility Manager and his subordinates. The key informant emphasized that subordinates were always encouraged to ask questions about anything unclear. This was further supported by the supporting informant, who stated that they consistently received up-to-date and clear information from their manager and were encouraged to seek clarification when needed. This highlights that *clarity* is well-established in their internal corporate

communication, as the information is conveyed transparently and thoroughly to all team members.

In addition to *clarity*, the principle of *respect* is also evidently practiced. According to the supporting informant, this was reflected in simple behaviours such as the manager's polite and friendly greetings, regardless of team members' positions. The principle of *empathy* was also apparent in the leader's habit of asking how team members were doing before proceeding with important matters. *Audible*, or the ability to make messages easily understood, was demonstrated by how the leader used concrete examples to help clarify concepts and allowed space for questions to ensure comprehension. Lastly, the principle of *humble* was reflected in the way the leader respected every opinion shared regardless of accuracy and was unafraid to admit mistakes when they occurred.

REACH principles are not only important for build an effective communication, but also as a part of corporate communication to manage conflict. Apart from managing problems within the company, this also needs to be done as the function of corporate communication itself is to enable the creation of an understanding of the perceptions and ideal goals of an institution (Tomaselli & Caldwell, 2019). The EH&S and Facility Manager has adopted these principles in dealing with team conflicts, which appears to have increased employee satisfaction, as reflected in the positive feedback from Pulse Surveys. This finding aligns with (Nurhayati et al., 2022), who argue that leaders who implement the REACH principles are better equipped to resolve internal conflicts. All five REACH principles have been consistently demonstrated within the EH&S and Facility Department, from leadership down to team members. This practice is deeply tied to the participative leadership style of EH&S and Facility Manager. Based on these findings, it is also clear that the established effective communication practices as part of corporate communication align with the corporate identity of PT ASBO. One core value of PT ASBO's that become their identity is DE&I culture which is Diversity, Equity, and Inclusion. Diversity emphasizes embracing differences; equity focuses on fairness; and inclusion highlights active involvement of all individuals in every work process that align with them.

Referring to the DE&I culture as corporate identity and based on interview results, it is evident that the internal corporate communication approach in the EH&S and Facility Department particularly the inclusion of all team members is a form of alignment with the inclusion aspect of DE&I. The manager's communication practices not only demonstrate inclusion but also reflect equity, as noted by the informant who shared that everyone is involved equally in decision-making and activities, regardless of their status.

Additionally, the manager promotes diversity by ensuring diverse representation in activities within company. For instance, in the annual company Olympics, he involves different team members each year from various levels and backgrounds. This finding shows that EH&S and Facility Manager were contributed in making a corporate identity that is culturally aligned with the company's identity in front of all companies participating in the Olympics. Such cultural alignment can also support the development of corporate identity, as it helps increase cooperation and collaboration within the team, which may lead to reduced employee conflict and a more inclusive work environment (Iskamto, 2023).

Through these findings, it indicates that EH&S and Facility Manager help PT ASBO to have a strong corporate identity with culture as one of the elements were shown. It shows that the company is able to build a strong identity that aligned with their culture where they encourage employees to uphold high performance, drive innovation, and

maintain a customer-focused mindset, all of which contribute to strengthening the organization's competitive edge (Jufrizen et al., 2021). These findings could also mean that with a good culture that was a part of corporate identity, it will help company to increase their employee satisfaction and productivity. It aligns with research by (Hai & Tien, 2025) that says culture has an impact to employee satisfaction and productivity.

Furthermore, this findings also shows that the EH&S and Facility Manager has implemented a good internal corporate communication approach that aligns with the company's culture as part of corporate identity that supports Robin's (Sule & Priansa, 2018a) theory on the cultural function, which states that culture helps differentiate, build identity, foster commitment beyond personal interest, emphasize loyalty over mere compliance with systems, and serve as a mechanism for meaning-making and guiding behaviour and leadership. This shows that the EH&S and Facility Manager has implemented the existing culture which is a part of corporate identity as a form of role modelling to be followed by his subordinates. This is a form of implementation that he does as part of the company's management team in forming a culture as part of their corporate identity by becoming a role model, adjusting his strategies in interacting based on a culture that refers to institutional guidelines and policies that company have (Banaszak-Holl et al., 2015; Harb et al., 2025).

These findings are in line with research conducted by (Na'im et al., 2024) which states that leadership style can build and improve employee performance and company's reputation. The study by (Agarwal, 2020) also shows that leadership style specifically democratic and transformational style have a significant relationship with employees' performance in the banking institution. While study by (Alamanda et al., 2022) describe that leadership styles can affect commitment, improving employee job satisfaction, also improving employee performance. All of these studies are aligned with this research where leadership style has an impact to the company, where in this research, it shows that leadership style can help manager to build a more effective internal corporate communications that align with the cultural function as part of corporate identity. Furthermore, the internal communication patterns in the EH&S and Facility Department that are in line with the identity of PT ASBO itself was a part of corporate communication since it can be a factor that strengthens the company's identity within their company.

According to Van Riel and Fombrun (Maier, 2016), corporate communication should be seen as a comprehensive strategic process that begins with internal identity building and extends toward managing external reputation. They argue that when internal identity is unclear, it often leads to challenges in communicating consistently and effectively with external stakeholders. This perspective highlights the importance of aligning internal communication with culture, as doing so strengthens the corporate's identity and enables a more coherent corporate communication approach, ultimately supporting long-term reputation management. This view is in line with the findings of this study, which reveal that internal communication practices within the company are closely aligned with its culture as one of the elements of corporate identity. Such alignment plays a significant role in reinforcing a shared identity internally, which in turn supports the company's external image and contributes to the development of a strong and consistent corporate reputation.

In line with this, corporate communication is also a fundamentally positioned as a strategic function that not only supports daily operations but also contributes to long-term success and readiness for future uncertainties (Falkheimer et al., 2016). This perspective resonates with the findings of this research, where internal communication as part of

corporate communication practices within the company are aligned with its culture as one of the elements of corporate identity. Such alignment fosters a strong sense of shared values and identity among employees, which in turn enhances the company's capacity to navigate change, maintain cohesion, and build a credible identity to the external stakeholders. These practices reflect how internal corporate communication when rooted in cultural consistency can be a vital driver of strategic resilience and corporate reputation.

This study brings valuable perspectives; however, there are certain limitations in this study. The study only focuses to see the leadership style from Tannenbaum & Schmidt perspective, which may have certain limitations in capturing the dynamics of contemporary company settings. Therefore, future research may investigate similar phenomena using other leadership style theories such as transformational leadership style or others, to offer broader insights. Thus, this study is limited to one managerial party within a single department. Future research may consider conducting similar studies involving multiple managerial roles across departments to provide a more comprehensive perspective. Additionally, a quantitative approach could be employed in subsequent studies to further explore how leadership style contributes to build an effective communication that aligns with culture as part of corporate identity.

In conclusion, this study highlights that leadership style plays a significant role in shaping internal communication, which is an integral part of overall corporate communication. The findings also reveal that the internal communication strategy within the company aligns with its corporate identity, namely the culture of Diversity, Equity, and Inclusion (DE&I). These results may serve as a reference for PT ASBO's managerial teams more broadly in adjusting their leadership styles to develop internal communication that reflects and reinforces their corporate identity. This study is limited by its theory and its focus on a single managerial party within one department. Therefore, future research is encouraged to use another theory to offer a broader insight and involve cross-departmental to gain a more comprehensive understanding.

Conclusion

Based on the research findings, it's shown that the EH&S and Facility Manager at PT ASBO adopts a participative leadership style, in which subordinates or team members are considered key elements in decision-making. This leadership approach fosters effective internal communication as a part of corporate communication. It was based on how the discussions within the team enable active communication between superiors and subordinates through the application of REACH principles that includes respect, empathy, audible, clarity, and humble. This was aligned with the corporate identity, which embraces diversity, equity, and inclusion (DE&I) culture where all team members are encouraged to contribute regardless of their position. Therefore, the participative leadership style of the EH&S and Facility Manager has successfully built an effective internal corporate communication that is in line with the corporate's identity which is DE&I values. This finding becomes a new knowledge that can be applied by the management team at PT ASBO and more broadly; to adjust their leadership style to help build a better internal corporate communication strategies so it can help the company to have a better and harmonious communication between internal and external parties. The findings in this study focuses solely in using Tannenbaum's leadership style theory and only focus on one managerial party, so the subsequent research can explore other leadership style theories that can offer a broader insight and involve multiple managerial roles across departments to provide a more comprehensive perspective so it can help build

a more relevant and wider understanding about leadership style that help build corporate communication that aligned with their corporate identity.

Conflict of Interest

The author confirms that there are no conflicts of interest--financial, personal, or otherwise with any individual or entity relevant to the content presented in this manuscript. This study is conducted solely for academic purposes.

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