

# Leadership Communication Strategies in Building Corporate Culture for Organizational Transformation in the National Healthcare Equipment Industry

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## ABSTRACT

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Organizational change is a necessity for companies that seek to remain competitive, particularly in the national healthcare equipment industry. A strong corporate culture plays a crucial role in supporting organizational transformation. One of the key factors in building an adaptive culture is leadership communication. This study examines how leadership communication styles—including vertical, horizontal, and transformational communication—can assist healthcare equipment companies in managing change and enhancing employee engagement. The study explores challenges in establishing effective communication and the outcomes of implementing communication strategies that support a strong corporate culture. Based on the analysis conducted, it was found that open and adaptive leadership communication can increase employee loyalty, improve work efficiency, and accelerate adaptation to technological and regulatory changes. Therefore, it is essential for healthcare equipment companies to develop transparent communication systems and provide communication training for leaders to manage change more effectively.

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## 1. INTRODUCTION

In the ever-evolving business world, organizational change is a must for companies that want to stay relevant and competitive. National medical device companies face increasingly complex challenges, including dynamic regulatory changes, rapid developments in medical technology, and shifting expectations of the modern workforce. Globalization and digitalization have pushed companies to not only adapt to external changes but also to carry out internal

transformations to improve operational effectiveness and innovation [1].

One of the key aspects of organizational transformation is building a strong and adaptive corporate culture. Corporate culture reflects the values, norms, and beliefs that underlie behavior and interactions within the company. A positive and supportive culture can increase employee engagement, strengthen loyalty, and increase productivity and innovation. In this context, leadership communication becomes a

strategic factor in forming and maintaining a corporate culture that can adapt to change [2].

Effective leadership communication enables leaders to convey the company's vision, inspire employees to contribute to change and build strong working relationships across all levels of the organization. Some communication approaches that can be applied in building an adaptive company culture include vertical, horizontal, and transformational communication. Vertical communication enables leaders to provide direction and feedback effectively, while horizontal communication supports cross-departmental collaboration and coordination. On the other hand, transformational communication helps create a more innovative work environment and encourages employees to engage in the transformation process [3].

One of the relevant organizational communication theories in this context is the theory put forward by Katherine Miller, namely the Systems Theory in Organizational Communication. According to Miller, an organization can be understood as a system consisting of various parts that interact and depend on each other. In this perspective, communication functions as a mechanism that connects organizational elements ensures a smooth flow of information, and allows adaptation to environmental changes. By applying this theory, medical device companies can develop more effective communication strategies, reduce silos between departments, and increase organizational flexibility in facing transformation challenges. However, building an effective communication system in an organization is not easy. Challenges such as resistance to change, generational gaps in communication preferences, and lack of communication skills from leaders can be obstacles to creating a strong corporate culture. Therefore, the right strategy is needed to implement effective leadership communication to support the success of organizational transformation [4].

This article aims to explore the role of leadership communication in building an

adaptive corporate culture in the national medical device industry. Through literature review and case studies, this study will discuss how companies can optimize leadership communication to increase employee engagement, accelerate change adoption, and create a more inclusive and innovative work environment [5].

## 2. METHODOLOGY

This study uses a qualitative approach with a case study method in several national medical device companies that have implemented organizational transformation through leadership communication. Data were collected through in-depth interviews with company leaders and employees, participant observation, and analysis of internal policy documents.

In-depth interview techniques were used to explore in-depth perspectives from leaders and employees regarding communication strategies implemented in the organization. Interviews were conducted both face-to-face and online, with an open-ended questionnaire to gain a broader understanding of the challenges and effectiveness of communication in organizational change. The data obtained were analyzed using thematic analysis methods to identify effective communication patterns in building an adaptive corporate culture.

After the data was collected, the transcription process was carried out to convert the interview results into written text. The transcription was then coded to find the main themes related to leadership communication and its impact on organizational culture. With this technique, interviews can be analyzed more systematically to draw more accurate conclusions.

### Interview Questions

1. What communication styles are currently being implemented in your

organization to support corporate transformation?

2. What are the main challenges faced in building effective communication between leaders and employees?
3. How do companies overcome communication barriers in the organizational transformation process?
4. How big a role does leadership communication play in increasing employee engagement and loyalty?
5. What are your recommendations for improving communication effectiveness in supporting an adaptive corporate culture?

### 3. DISCUSSION AND RESULTS

#### 3.1 Discussion

##### 1. The Importance of Corporate Culture in Organizational Transformation

Corporate culture reflects the values, norms, and beliefs held by all members of the organization. A strong culture can increase employee loyalty, work efficiency, and innovation. In the context of organizational transformation, corporate culture acts as a foundation that supports the success of change.

##### 2. Leadership Communication Style

Leadership communication plays a vital role in shaping a strong corporate culture. Several leadership communication styles can be applied in a medical device company, including:

- a. **Vertical Communication:** Leaders actively provide direction, feedback, and policies to employees at all levels.
- b. **Horizontal Communication:** Encourage collaboration between departments and increase openness of information.
- c. **Transformational Communication:** Building a clear vision and inspiring employees to

contribute to organizational change.

##### 3. Challenges in Implementing Effective Communication

Some of the challenges faced in building a corporate culture through leadership communication are resistance to change, generational differences in communication preferences, and lack of communication skills among leaders.

#### 3.2 Results

The interview transcription results revealed several key findings, including:

- a. **Vertical communication style** still dominates in some companies, but horizontal and transformational communication are increasingly being implemented to increase employee engagement.
- b. **The main challenges** in leadership communication are resistance to change, lack of transparency, and differences in communication preferences between generations.
- c. **Implemented solutions** including communication training for leaders, more open use of communication technologies, and a more inclusive approach to communication.
- d. **The final results** show that companies with good leadership communication experience increased employee engagement, operational efficiency, and readiness to face technological and regulatory changes.

#### 3.3 State of the Art

Research shows that organizations that succeed in transformation are those that have leaders with good communication skills. A study by [6] on transformational leadership revealed that communicative leaders can increase employee motivation [7]. In addition, the open communication model implemented by Google and Microsoft shows that an inclusive communication

culture can increase innovation and organizational performance.

The effect of transformational leadership on employee engagement in organizational change in the medical technology industry. The results showed that leadership that can communicate a vision and provide psychological support to employees contributes to the success of digital transformation [8].

The role of leadership communication in building a resilient organizational culture in the healthcare sector. The study found that a collaborative and transparent communication style can improve employee adaptation to regulatory and technological changes, as well as improve overall organizational performance [9].

### 3.4 Conclusion

Building a corporate culture in organizational transformation requires effective leadership communication. Vertical, horizontal, and transformational communication styles can be used synergistically to create a work environment that is conducive to change. Open and collaborative communication not only increases employee engagement but also accelerates adaptation to challenges that arise in the transformation process. With the right communication approach, medical device companies can be better prepared to face changes in the era of digitalization and globalization [10].

In addition, effective leadership communication can also create a more inclusive work culture, where all employees feel valued and have a role in the company's success. Leaders who can communicate a clear vision and provide continuous feedback will find it easier to build trust among employees. Thus, the company not only survives in the industry competition but also thrives with a strong cultural foundation.

In the long term, a corporate culture based on good communication will encourage innovation and creativity

within the organization. By providing space for employees to participate in decision-making and convey new ideas, medical device companies can be more flexible in dealing with market changes and customer needs. Therefore, building a sustainable communication system is a strategic investment for the sustainability of the company.

## 4. CONCLUSION

Building a corporate culture in organizational transformation requires effective leadership communication. Vertical, horizontal, and transformational communication styles can be used synergistically to create a work environment that is conducive to change. With a more open and adaptive communication approach, medical device companies can increase employee engagement and accelerate adaptation to industry changes. In addition, leaders who can adapt their communication style to the needs of the organization and employees will be more effective in creating a strong and innovative corporate culture.

Effective communication also helps in conflict management, speeds up decision-making, and improves cross-functional collaboration. Therefore, building a leadership communication strategy that is in line with organizational values is an aspect that cannot be ignored in corporate transformation.

### Suggestion

- a. Medical device companies need to provide communication training to leaders so they can manage change more effectively.
- b. Building an open communication system to increase employee engagement.
- c. Adopting communication technologies that support transparency and collaboration within the organization.

- d. Developing more flexible communication policies to accommodate the communication preferences of different generations.
- e. Encourage active employee participation in strategic decision-making to create a more inclusive and dynamic corporate culture.
- With the right leadership communication approach, national medical device companies can build a resilient corporate culture in facing the challenges of organizational transformation and remain competitive in a dynamic industry.

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