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Authentic Leadership and Organizational Culture in Driving Corporate Transformation and Growth Case Study at PT Simon Elektrik Indonesia

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ABSTRACT

This study explores the development of leadership styles and organizational culture over four periods of General Manager (GM) leadership at PT Simon Elektrik Indonesia, and how these transformations relate to the company's growth and development. The research uses a qualitative approach with a single case study framework. Data were obtained from through semi- structured interviews to ten informant, observation participatory, as well as review document company. Data then analyzed through the coding process in a way iterative analysis in case (*within-case analysis*), and analysis cross case (*cross-case analysis*). Research results show that the first GM apply style leadership democratic-participatory in culture clan - oriented organization, which is proven effective at the stage beginning development company. second GM emphasize delegation authority and granting autonomy to employees, although in this period it started seen decline coordination. Third GM still maintain approach autonomy, however not enough give directions strategic and bait necessary turning, so cause slowdown in development organization. Meanwhile that, the fourth GM show four dimensions main leadership authentic, namely awareness self - *awareness*, transparency relational *transparency*, an internalized moral perspective, and balanced processing. These characteristics go hand in hand with the formation of *a more open, collaborative, integrity* - driven, and performance-oriented organizational culture. During this leadership period, the company experienced an increase in the number of distributors from 6 to 24, outlets from 590 to 3,201, projects from 102 to 820, and sales from USD 628,129 to USD 4,002,030. This study does not state a direct cause-and-effect relationship between leadership and company growth. However, the study identified a consistent pattern, where authentic leadership encourages the formation of an organizational cultural environment that supports coordination, learning, the delivery of employee aspirations, and more effective strategy implementation. This study emphasizes the importance of maintaining leadership values during the process

Keywords: Authentic Leadership, Case Study, Corporate Growth, Organizational Culture, Transformation

of executive leadership change or transition to maintain the sustainability of organizational development.

INTRODUCTION

In the era of globalization and the Fourth Industrial Revolution, organizations are facing an increasingly dynamic, complex, and unpredictable business environment. Changes in the business environment may arise from individual factors or from the interaction of multiple external factors at both national and global levels. These conditions are reflected in increasing business volatility, rising operational costs, intensifying competition, and growing pressure to maintain market share. At the same time, environmental changes also create new business opportunities for organizations that are capable of adapting rapidly, innovating continuously, and responding effectively to emerging market demands. Therefore, organizational sustainability and growth increasingly depend on the ability of companies to respond to change while maintaining strategic direction and organizational coherence.

Leadership plays an important role in enabling organizations to respond to such challenges. Effective leadership is not merely concerned with occupying a formal position or exercising authority, but also with influencing, motivating, directing, and inspiring organizational members to achieve shared objectives. Leadership therefore represents an important mechanism through which organizations initiate change, establish strategic direction, and build collective commitment. In an increasingly uncertain business environment, leaders are required not only to make decisions but also to create organizational conditions that allow employees to understand change, participate in organizational development, and contribute to sustainable performance. The complexity of organizational change further emphasizes this role because change is not always a linear or fully planned process. It may involve uncertainty, continuous learning, adjustment, and the emergence of unexpected circumstances throughout the transformation process.

Within this context, authentic leadership has emerged as an important perspective in contemporary leadership studies. Authentic leadership emphasizes self-awareness, internalized moral values, relational transparency, and balanced processing of information. Walumbwa et al. (2008) define authentic leadership as a pattern of leader behavior that develops positive psychological capacities and a positive ethical climate, thereby promoting self-awareness, an internalized moral perspective, balanced information processing, and relational transparency. Unlike leadership approaches that primarily rely on formal authority, authentic leadership emphasizes the consistency between a leader's values, decisions, and behavior. It also places importance on building relationships based on trust, openness, integrity, and shared interests.

The relevance of authentic leadership becomes particularly important when leadership is considered in relation to organizational culture. Leadership and organizational culture are closely interconnected because leaders play a significant role in establishing, reinforcing, and

maintaining organizational values and behavioral norms. Organizational culture provides employees with shared meanings and behavioral guidance, while leadership influences how these values are interpreted and translated into organizational practices. Wang (2014) suggests that authentic leadership can support the development of a positive organizational culture and contribute to follower performance. Similarly, previous studies cited in this thesis indicate that authentic leadership is associated with positive employee attitudes and behaviors, including trust, work engagement, job satisfaction, organizational commitment, creativity, knowledge sharing, and innovation (Khan, 2010; Covelli & Mason, 2017; Khan et al., 2019; Müceldili et al., 2013). These findings suggest that the influence of authentic leadership may extend beyond individual relationships between leaders and followers and may contribute to the development of broader organizational conditions that support sustainable growth.

The relationship among leadership, organizational culture, and organizational performance can be observed in the development of PT Simon Elektrik Indonesia. Simon Group, established in Spain in 1916, has developed into a major electrical company with products distributed across more than 100 countries on four continents. In 2015, Simon Group established PT Simon Elektrik Indonesia, focusing on project and retail markets, with products including switches and sockets, lighting, building automation systems, and miniature circuit breakers. Since its establishment, the Indonesian subsidiary has experienced several changes in General Manager (GM) leadership. Between 2015 and 2021, the company underwent three changes in the GM position, and each leadership transition was accompanied by changes in the organizational structure. The company's performance between 2015 and 2022 also demonstrated considerable fluctuations that occurred alongside these leadership transitions.

The differences in performance across leadership periods provide an important empirical context for examining the relationship between leadership practices, organizational culture, and company growth. During the first GM's leadership period from November 2015 to December 2017, the company recorded performance growth of 133%, accompanied by an increase in the number of distributors and sales channels. The second GM's period, from January to December 2018, was associated with a 4.6% decline, while the third GM's period in 2019 recorded a further 7.2% decline. In contrast, during the fourth GM's leadership period beginning in January 2020, company performance increased dramatically by 537.5%. The growth was accompanied by substantial increases in distributors, sales volume, and sales channels. By the end of 2022, PT Simon Elektrik Indonesia had become the Simon Group branch with the highest sales performance in Southeast Asia.

These contrasting patterns provide a meaningful basis for examining how differences in leadership practices and organizational culture may have developed across successive leadership periods. The thesis identifies the first GM as applying a democratic-participative leadership approach within a clan-oriented culture, which accompanied the company's initial growth. The second and third GMs demonstrated a more delegative leadership approach that was not sufficiently accompanied by coordination and strategic direction, while organizational culture moved toward an increasingly unfocused adhocracy. In contrast, the fourth GM

demonstrated characteristics consistent with authentic leadership, including self-awareness, relational transparency, an internalized moral perspective, and balanced processing, alongside the strengthening of a more directed clan culture.

Nevertheless, the observed patterns should not be interpreted as evidence of a single direct causal relationship between leadership and company performance. Rather, they indicate that changes in leadership practices, organizational culture, and company performance appeared to move in tandem across different periods. This situation creates an important research opportunity to understand how leadership practices contribute to the creation and maintenance of organizational culture and how these processes are associated with organizational transformation and growth.

Accordingly, this study examines the leadership practices and organizational culture creation processes across four GM leadership periods at PT Simon Elektrik Indonesia. It specifically investigates how leadership practices differed across periods, how organizational culture was created and transformed, how these changes were associated with fluctuations in company performance, and how authentic leadership and organizational culture may contribute to organizational transformation and sustainable growth. Through a qualitative single-case study, this research seeks to provide a deeper understanding of the interaction between leadership, organizational culture, and organizational development within the context of a multinational company's Indonesian operation.

METHOD

This study employs an interpretivist paradigm with a qualitative approach and uses an embedded single case study design. PT Simon Elektrik Indonesia is considered the single case, with four GM leadership periods serving as the embedded units of analysis. This design was chosen because the research questions focus on how leadership and culture evolve within a natural organizational setting and how these changes correlate with transformation. Case study research is suitable when a phenomenon and its context are deeply interconnected.

Data were gathered via semi-structured interviews, participant observation, and review of documents. Ten informants took part: the fourth GM and nine employees from various functions, each with experience across multiple leadership eras. Participants were purposively chosen for their direct knowledge of leadership practices and organizational culture. Their roles included operations head, project manager, area sales manager, engineers, administrative staff, marketing personnel, and salespeople. The researcher, an internal member of the organization, offered in-depth contextual insights but also needed to maintain explicit reflexivity.

Interviews covered five key themes: leadership practices, the four aspects of authentic leadership, organizational culture, changes over time, and perceptions of transformation and growth. They were recorded with consent and later transcribed. Participant observation occurred from January to May 2026, focusing on interactions between GM and employees, meetings, decision-making, problem-solving, and daily cultural activities. Documents reviewed

included sales data, distributor numbers, outlet and project information, performance records, and other internal materials.

Data analysis involved data condensation, display, and the process of drawing and verifying conclusions. Coding was carried out in three stages: in vivo/descriptive, pattern, and theoretical coding. Each leadership period was initially analyzed through within-case analysis, followed by a cross-case analysis to identify commonalities and differences. The findings were interpreted using perspectives such as authentic leadership, organizational culture, psychological safety, and organizational transformation.

Trustworthiness was ensured through source and method triangulation, member checking, peer debriefing, and researcher reflexivity. Statements from individual informants were cross-verified with other informants, observations, and company documents. Member checking confirmed that interpretations accurately reflected participants' experiences. As the researcher was an insider, reflexive notes helped identify assumptions and potential bias. Informants were identified by initials to maintain confidentiality.

The company's performance was not analyzed as a statistically tested dependent variable. Instead, performance data served as contextual evidence of change. The focus was on three key indicators: distributor numbers, annual sales, and the count of outlets and projects. Because the study is qualitative and lacks an experimental framework, the identified relationships are viewed as patterns and co-occurrences rather than proof that authentic leadership alone caused performance changes.

FINDING AND DISCUSSION

Overview of PT Simon Elektrik Indonesia

Simon Group (Simon Holdings) is a family-owned company originating from Olot, Spain, founded in 1916 by Arturo Simon. Since its establishment, the company has evolved into a family business spanning four generations. Beginning as a small workshop producing low-voltage electrical equipment, Simon has grown into Spain’s leading low-voltage electrical brand, with a market share of 55%, while also becoming one of Europe’s prominent electrical equipment manufacturers. For more than a century, the company has continuously pursued innovation and international expansion, establishing a business network across various countries. Simon Group is also a member of the Foro de Marcas Renombradas Españolas (FMRE), an alliance of leading Spanish brands established in 1999 in collaboration with government authorities to support and promote Spanish brands internationally.

Simon Group is headquartered in Barcelona, Spain. The company currently operates 22 branch offices and 12 production centers across the Americas, Europe, Asia, and Australia. With more than 5,000 employees, the company manufactures over 5,000 product types and distributes them to more than 120 countries worldwide. Its product portfolio includes low-voltage electrical installation devices, switches, sockets, building control systems, lighting solutions, and various electrical solutions for the hospitality, residential, commercial, and industrial sectors.

PT Simon Elektrik Indonesia is a subsidiary of Simon Group established to expand the company's presence in Southeast Asia, particularly in Indonesia. The company has been operating in Indonesia since 2015, with a primary focus on the marketing and distribution of low-voltage electrical products for both project and retail markets. The company is affiliated with SIMON Asia-Pacific (simon-apac.com), which serves as the regional representative under Simon Holding, the global parent company.

Results

Table 1. Company Performance Indicators Across Leadership Periods

GM Period	Distributors	Sales (USD)	Outlets	Projects	Growth
GM 1 (2015-2017)	0 → 4	235,320 → 548,290	86 → 330	14 → 52	+133%
GM 2 (2018)	4 → 6	548,290 → 618,200	330 → 525	52 → 74	-4.6%
GM 3 (2019)	6 → 6	618,200 → 628,129	525 → 590	74 → 102	-7.2%
GM 4 (2020-2022)	6 → 24	628,129 → 4,002,030	590 → 3,201	102 → 820	+537.5%

Source: PT Simon Elektrik Indonesia, as reproduced in the thesis.

The findings identify four distinct leadership styles. In the first GM period (November 2015–December 2017), leadership was seen as democratic and participative. The GM often consulted employees before making decisions, maintained open communication, and gave employees significant autonomy in managing their tasks. In a small organization, close personal relationships fostered a sense of belonging. Informants described the leader as a good listener and facilitator. When errors occurred, the focus was on understanding their causes rather than blaming. However, a limitation was that decision-making could slow down when discussions became lengthy.

This pattern was characterized by a mainly clan-oriented culture, where belonging, care, and unity were key values. Employees felt comfortable approaching the GM with ideas. During this time, distributors grew from none in 2015 to four in 2017; outlets increased from 86 to 330; projects went from 14 to 52; and sales rose from USD235,320 to USD548,290. The +133% growth mentioned in the thesis should be seen as part of the company's development phase rather than solely a result of leadership style.

The second GM period in 2018 adopted a more delegative approach. Department heads were granted broader authority to organize work and make decisions on achieving targets. This decentralization enhanced autonomy and reduced the need for approval in routine matters. However, direct communication between the GM and staff decreased, leading to potential coordination issues when dealing with cross-functional problems. The resulting organizational culture combined elements of clan and adhocracy: trust persisted, but autonomy and flexibility became more dominant. Business metrics continued to improve: distributor count rose from 4

to 6, outlets from 330 to 525, projects from 52 to 74, and sales from USD548,290 to USD618,200. Despite these increases, overall growth was -4.6%, indicating that higher numbers do not necessarily reflect a stronger growth momentum.

In 2019, during the third GM period, delegation continued but the leadership's integrative function was diminished. Informants reported less strategic guidance, communication primarily passing through managers, and evaluations focusing on end results rather than ongoing coaching. Employees knew their personal duties but often lacked clarity about the company's broader priorities. Cross-functional decision-making was sometimes hindered by unclear authority for coordination. The culture exhibited characteristics of adhocracy–market: high flexibility and autonomy paired with a focus on results, yet lacking strong strategic integration. Distributors stayed at 6, outlets grew marginally to 590, projects increased to 102, and sales reached USD628,129. Overall, growth declined by 7.2%, marking the weakest point in the series.

This insight teaches us a key lesson about delegation: the issue wasn't delegation itself, but the lack of integration that undermined it. Afsar and Umrani (2019) demonstrate that authentic leadership can foster innovative behavior; however, innovation still depends on organizational conditions that turn ideas into action. At Simon Indonesia, employees were given autonomy, but during the third phase, this autonomy wasn't consistently supported by strategic information, coordination, and feedback. Consequently, the organization risked having capable individual units that did not function as a cohesive, fully integrated system.

The most significant change occurred during the fourth GM period starting in January 2020. Informants characterized the leader as approachable, composed, attentive, consistent, and deeply committed to integrity. JZ openly admitted he did not have expertise in all areas and thus involved knowledgeable staff, demonstrating self-awareness. He also shared company information, including the uncertainties of the early pandemic, helping employees grasp not just the goals but also the reasons behind them. This exemplifies relational transparency.

The internalized moral perspective was evident in the alignment between values and actions. The fourth GM not only required discipline but also exemplified it, viewing integrity as essential to achieving results. When issues arose, focus was on identifying causes and solutions. Balanced processing was demonstrated through the habit of consulting multiple sources before making decisions. Informants also noted that diverse opinions could be shared openly without fear.

These four dimensions are significant because authenticity has shifted from a personal quality to a corporate practice. Employees now feel more at ease expressing concerns, asking for feedback, and participating in cross-departmental conversations. This reflects Edmondson's (1999) idea of psychological safety, which entails a collective trust that interpersonal risks are safe to take. At Simon Indonesia, this sense of psychological safety was evident in everyday practices: problems were recognized earlier, and errors were seen as opportunities for learning and growth, rather than just for punishment.

During the fourth period, the culture remained mostly clan-oriented but introduced clear performance expectations. It stressed unity while also emphasizing discipline, coordination, integrity, and results. The adhocracy continued to encourage idea generation and initiative. Market-oriented traits emerged with a focus on growth, and hierarchy became more prominent as the organization expanded and needed closer coordination. Overall, cultural change was viewed more as adding new valuable values than replacing the existing culture altogether.

Performance indicators all showed positive trends. The number of distributors grew from 6 in 2019 to 16 in 2020, 20 in 2021, and 24 in 2022. Outlets increased from 590 to 1,490 in 2020, 1,864 in 2021, and 3,201 in 2022. The number of projects rose from 102 in 2019 to 398 in 2020 and reached 820 in 2022. Sales figures increased from USD628,129 in 2019 to USD2,601,200 in 2020, USD2,928,920 in 2021, and USD4,002,030 in 2022. The growth rate during the fourth GM period was recorded at +537.5%.

These figures do not prove a single causal mechanism. Concurrently, the company restructured its organization, sales strategy, and distribution efforts, influenced by external factors such as COVID-19. Triangulation indicates that informants' accounts of changes in working methods match the company's performance indicators. Therefore, the most logical interpretation is co-occurrence: authentic leadership created social and cultural conditions favorable to transformation, while business strategies and other factors served as the mechanisms for implementing change.

This finding aligns with Indrayanti and Ulfia's (2022) perspective that organizational culture connects authentic leadership with innovative behavior. At Simon Indonesia, this relationship manifests in the transition from personal relationships to organizational routines: openness in communication, integrity as a standard of behavior, trust underpinning decision-making, and collective problem-solving as a coordination mechanism. Moreover, it supports Batubara et al. (2025), who highlight authentic leadership and organizational culture as essential factors affecting company performance.

The study also nuances prior research on direct and indirect effects. Turnip and Desiana (2023) discovered that authentic leadership doesn't always directly influence employee performance. The Simon Indonesia case clarifies this: leadership impacts may occur through shifts in relationships, culture, engagement, and execution capacity. Thus, the key question is not whether authentic leaders inherently produce high performance, but under what organizational conditions leader authenticity becomes a shared capability.

The cross-case analysis uncovers a key pattern: the initial GM fostered a sense of belonging; the second emphasized autonomy; the third highlighted the outcomes of delegation without proper integration; and the fourth integrated belonging, autonomy, strategic guidance, transparency, integrity, and coordination. This pattern indicates that expanding organizations require a balance between empowerment and alignment. Too much control may hinder initiative, while too much freedom without clear direction can lead to fragmentation.

Theoretically, the finding broadens authentic leadership from just the leader–follower relationship to include culture development. In practice, companies undergoing GM transitions,

particularly those with expatriate leaders, must maintain leadership values beyond the current leadership. Succession in leadership should not lead to cultural breaks. Traits like openness, integrity, coordination, and performance focus should be embedded into routines and systems, not seen as qualities of a single individual.

Another key insight relates to how the concept of employee comfort has evolved. During the first GM, comfort primarily stemmed from close personal relationships and a familial atmosphere. In the second GM, it was derived from the ability to manage work independently. However, in the third GM, this sense of comfort diminished because employees required more clarity about their priorities. By the fourth GM, comfort improved again as autonomy was paired with clear guidance. This indicates that employee comfort isn't solely about experiencing minimal control; it also depends on having clarity, access to information, and confidence that leaders will support them when issues arise.

This pattern can be explained through organizational alignment. As companies expand, each department might focus on optimizing its own targets. For example, sales may aim for higher volume, operations might focus on efficiency, marketing could concentrate on promotional activities, and project teams often target specific numbers. Without a shared overall direction, success within individual functions doesn't always lead to overall company success. During the third GM period, informants noted a situation close to this issue. Each department had its own responsibilities and KPIs, but strategic priorities were not always clear across functions. The fourth GM addressed this by clarifying the reasons behind targets and improving coordination. In this context, authentic leadership is important because it promotes balanced processing and transparency, enabling leaders to gather cross-functional insights and make decisions that are more transparent and credible.

Organizational restructuring should also be taken into account. Data from the thesis show that the significant performance boost during the fourth GM period coincided with structural changes and internal improvements. Consequently, the transformation shouldn't be solely focused on leadership style. Instead, authentic leadership plays a key role in enabling structural change through people. A new structure demands role clarity and trust, allowing employees to make decisions. A target system needs discipline and communication to ensure understanding of goals. Process changes require control as well as psychological safety for raising implementation issues.

This insight clarifies why a clan-oriented culture in the fourth period was compatible with aggressive growth. Usually, clan culture emphasizes relationships and a sense of belonging, while competitive market culture focuses on growth. In this scenario, they complemented each other: psychological safety encouraged people to raise issues, while performance orientation provided motivation to address them. Integrity set clear boundaries for achieving results, and coordination ensured that individual autonomy did not lead to fragmentation. A culture that supports transformation naturally blends human needs with business objectives.

Table 2. Cross-Case Comparison of Leadership and Organizational Culture

Period	Dominant Leadership	Dominant Culture	Core Strength	Main Limitation
GM 1	Democratic	Clan	Belonging, dialogue, trust	Decision speed
GM 2	Delegative	Clan–Adhocracy	Autonomy, empowerment	Cross-functional coordination
GM 3	Delegative	Adhocracy–Market	Freedom, functional responsibility	Strategic direction and feedback
GM 4	Authentic	Clan	Transparency, integrity, alignment	Need to institutionalize values beyond one leader

Source: interview, observation, and document analysis.

The Link Between Leadership, Culture, and Performance

Cross-case analysis shows the central issue was not simply whether a GM granted freedom or exercised control, but how that freedom was directed, as summarized in Table 3.

Table 3. Cross-Period Leadership Comparison Summary

Comparison Aspect	GM 1 (2015-2017)	GM 2 (2018)	GM 3 (2019)	GM 4 (2020-present)
Leadership pattern	Democratic-participative	Delegative	Delegative with limited direction	Authentic, participative, yet firm
Communication	Open, direct, two-way	Mostly through department heads	Formal, mainly reporting	Open, transparent, and dialogic
Culture formed	Clan	Clan-Adhocracy	Unfocused Adhocracy-Market	Directed Clan
Performance growth	+133%	-4.6%	-7.2%	+537.5%

Source: cross-case analysis of interview and document data at PT Simon Elektrik Indonesia.

Under the second and especially the third GM, delegation created room for independent work but was insufficiently supported by strategic direction, communication, and evaluation, so growth slowed. Under the fourth GM, autonomy operated alongside open communication, clear direction, integrity, and the leader's involvement in resolving cross-functional issues, so

the organization worked more freely while also moving in the same direction - coinciding with a significant, simultaneous jump across all three performance indicators.

This finding aligns with Indrayanti and Ulfia (2022), who show organizational culture links authentic leadership to innovative work behavior, and offers richer context for Turnip and Desiana's (2023) finding that authentic leadership does not always directly affect employee performance - in Simon Indonesia's case, leadership appears to operate through a process mediated by organizational culture change. Consistent with Edmondson (1999) and Kim et al. (2022), the psychological safety formed under the fourth GM explains why employees' willingness to raise problems was markedly higher, allowing issues to surface earlier. This finding also reinforces Batubara et al. (2025), Rabani (2022), and Hardhiyanti et al. (2022) on the importance of the link among leadership, culture, and performance at the organizational level, and is consistent with Kusumaningtyas et al. (2025) and Zahro et al. (2023) that authentic leadership and culture complement one another - with Simon Indonesia illustrating how that link operates at the level of company growth rather than individual attitudes alone.

Source, method, and member-checking triangulation confirmed the consistency of these findings. Employees generally did not use technical terms such as "authentic leadership," but recounted concrete experiences of a leader who was open, willing to listen, and consistent; these experiences were then mapped onto relevant theoretical concepts. The researcher recognizes that business growth is also shaped by other factors such as market conditions, so the relationship identified here is best understood as a pattern that moved in tandem, not a single causal relationship. The core strength of authentic leadership in this case lies not only in the fourth GM's personal character, but in the capacity to change how people worked together, so that openness and integrity grew into an organizational culture supporting transformation and growth.

CONCLUSION, SUGGESTION, AND LIMITATION

This study draws four main conclusions. First, leadership practice across the four GM periods showed distinct characters: democratic-participative under the first GM, delegative with weakening coordination under the second, delegative without adequate strategic direction under the third, and authentic - marked by self-awareness, relational transparency, an internalized moral perspective, and balanced processing - under the fourth. Second, the organizational culture that formed followed this leadership character, moving from a strong clan culture, to a clan-adhocracy blend, to an unfocused adhocracy-market culture, before re-strengthening into a more directed clan culture under the fourth GM. Third, leadership change, culture, and performance moved in tandem: growth weakened during directionless delegation (-4.6% and -7.2%) and surged (+537.5%) when authentic leadership coincided with a re-strengthened, directed clan culture, without claiming a single causal relationship. Fourth, authentic leadership and organizational culture are an important part of the transformation process, in which a

leader's authenticity becomes meaningful once translated into a culture that makes employees willing to speak up and move toward a shared goal.

Theoretically, this study reinforces that authentic leadership is not confined to the leader-individual relationship but also shapes organizational culture, and shows that clan culture is not always synonymous with laxity, since togetherness can coexist with discipline when a leader provides clear direction. Practically, companies - particularly those led by expatriate executives and subject to periodic leadership turnover - are advised to maintain open communication especially during periods of change, sustain leadership by example, give employees room to voice opinions while providing clear direction and targets, balance delegation with coordination, and prepare leadership succession so that openness and integrity do not rest on a single leader. These implications are relevant for other companies facing leadership transitions, since a change in leadership should be viewed not merely as a change of person, but as a process of sustaining organizational values, culture, and direction.

This study has limitations: it was conducted at a single company, so findings cannot be generalized directly; it relies on informants' recollection of events from several years earlier; and the researcher's insider position, while offering rich context, carries potential bias, minimized through triangulation, member checking, and reflexivity. Future research is encouraged to extend this inquiry to more than one company undergoing leadership succession to test whether this pattern recurs elsewhere, to compare authentic leadership with other leadership styles, to apply a longitudinal design examining whether culture persists after a leader's departure, and to combine qualitative approaches with quantitative data such as engagement, job satisfaction, and turnover to enrich understanding of the relationship among leadership, organizational culture, and company performance.

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