



Research Article

DOI: 10.58966/JCM2026516

Impact of Managerial Communication Style on Employee productivity in Sri Lankan Apparel Sector

K. D. S. Nandika Wijayasiri

Innovation, Humanities & Linguistics National Institute of Business Management (NIBM), Sri Lanka

ARTICLE INFO

Article history:

Received: 30 January, 2026

Revised: 15 February, 2026

Accepted: 28 February, 2026

Published: 23 March, 2026

Keywords:

Clear Communication, Feedback and Support, Friendly and Understanding Communication, Ways of Communication, Employee Productivity

ABSTRACT

This paper examines how managerial communication styles affect the productivity of employees in the apparel industry of Sri Lanka, which is a labour-intensive industry with diverse workforces. Quantitative data was gathered among 384 employees working in the chosen apparel factories with the help of mixed-method design, and a qualitative analysis based on twelve semi-structured interviews. Four dimensions of communication, including clear communication, feedback and support, friendly and understanding communication and communication methods were investigated. The quantitative results showed that there were positive and significant correlations between all the communication variables and employee productivity, feedback, and support were found to be the most robust predictor. The regression analysis depicted that 64.1% of the variance in productivity was attributed to the communication dimensions. Thematic analysis also upheld these findings and indicated that clarity, supportive feedback, empathy, and digital channels had a significant impact on improving performance. As a conclusion, the research finds that the apparel sector in Sri Lanka heavily depends on relational and operational communication processes of efficiency and offers recommendations on how to advance the communication processes.

INTRODUCTION

Background of the Study

The apparel industry in Sri Lanka is among the most active and labour-intensive industries in the country, as it generates almost 45 percent of the total export income of the country and directly employs more than 350,000 people (Wijethunga and Amarathunga, 2018). Katunayake, Biyagama, and Seethawaka areas located in the Western Province are the manufacturing center of major companies such as the MAS Holdings, Hela Apparel, and Industrial Clothings (Pvt) Ltd. Other provinces that are on the rise are the Eastern and Sabaragamuwa Provinces with factories such as Daya Apparel Export Factory at Ampara and MAS Fabric Park at Thulhiriya. All these firms are a staple of the Sri Lankan economy, which is dependent on industrial and export events.

In these production environments, managerial communication is crucial in bringing efficiency, coordination, and motivation. In this case communication refers to verbal, written, nonverbal communication and digital communication between the management and employees on the production floor. The communication style a manager has is either supportive, participative, or authoritarian, which also determines the level of clarity of messages shared and the attitude, level of engagement, and productivity of employees (Hashim et al., 2023).

It is proposed by research that a well-defined and attentive managerial communication strategy enhances more job commitment and psychological empowerment among the employees in a developing economy (Amponstira, 2024). On the same note, (Balakrishnan et al., 2024), emphasize that the leadership communication that entails openness and feedback orientation improves

*Corresponding Author: K. D. S. Nandika Wijayasiri

Address: Innovation, Humanities & Linguistics National Institute of Business Management (NIBM), Sri Lanka

Email ✉: nandikawijayasiri@gmail.com

Relevant conflicts of interest/financial disclosures: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

© 2026, K. D. S. Nandika Wijayasiri, This is an open access journal, and articles are distributed under the terms of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 License, which allows others to remix, tweak, and build upon the work non-commercially, as long as appropriate credit is given and the new creations are licensed under the identical terms.

work performance and conflict reduction in the Asian manufacturing industry. On the other hand, top-down or ambiguous communication is usually confusing, demotivating, and demoralizing (Lukman et al., 2025).

The communication pattern used by the managers can have a tremendous impact on the daily operations in the Sri Lankan apparel environment where there are multilingual, multicultural and gender-diverse work forces living together. Interpersonal communication that helps to build trust, communicate expectations and encourages employees to work towards common objectives is vital in ensuring that the industry continues to deliver quality and meet export expectations and turnover. Therefore, this paper will examine the impact of various managerial communication styles on employee productivity within the Sri Lankan apparel industry using a mixed methodology that incorporates both the qualitative interviews and the quantitative analysis.

Research Problem Identification

Even though the Sri Lankan garment sector is internationally acclaimed in terms of quality, innovativeness, and conformity, issues of managerial communication are still observable on production levels. Most managers and supervisors use a hierarchical method of communication that is based on a task-oriented approach emphasizing more on output goals as opposed to relational or motivational communication. The resulting pattern is likely to cause misunderstandings, poor morale, and inefficiency in operations (Wijethunga & Amarathunga, 2018).

Research studies conducted in similar manufacturing settings emphasize the fact that poor communication is a major hindrance when it comes to employee performance (Dachi and Nugraheni, 2025). Understanding of managerial communication is low, and employee participation and absenteeism are high. Although the literature on HR practices and retention of employees in Sri Lanka has been reviewed, empirical attention has not been paid to the direct impact of managerial communication style on productivity (Prabowo and Saptiany, 2024).

Thus, the key issue discussed in this study is that weak or unsuccessful managerial communication patterns can function as a disadvantage to productivity and morale of the apparel industry employees, especially those operating at lower levels. This gap is aimed at being addressed by the study through analyzing patterns of communication, communication barriers, and their effect on employee output and performance.

Research Questions

- How does clear communication by managers influence employee productivity in the Sri Lankan apparel industry?
- What is the effect of managers' feedback and support on employee productivity in the apparel sector?

- How does friendly and understanding communication by managers improve employee productivity in apparel companies?
- How do different communication methods used by managers impact employee productivity in the Sri Lankan apparel sector?

Objectives of the Study

General Objective

To analyse the impact of managerial communication style on employee productivity in Sri Lanka's apparel industry.

Specific Objectives

- To examine how clear communication from managers affects employee productivity in the apparel sector.
- To assess the impact of feedback and support from managers on employee productivity.
- To evaluate how friendly and understanding communication from managers influences employee productivity.
- To analyse how different means of communication used by managers affect employee productivity.

Significance of the Study

The study is valuable to theory, management, and policy knowledge.

In theory, it adds to earlier research by (Othman et al, 2025) and (Amponstira, 2024) that connects the communication style to the empowerment and job attitudes. It empirically offers sector-specific knowledge about the Sri Lankan apparel industry - one of the manufacturing and export powerhouses.

In practice, the results will inform HR managers and production heads in producing effective feedback systems, training opportunities, and communication guidelines that improve productivity (Pertiwingsih and Rozikan, 2024). The results can be used by policymakers and associations like Joint Apparel Association Forum (JAAF) to enhance the supervisor communication and leadership-development programs. Finally, better communication may result in increased quality, efficiencies, and wellbeing of workers in factories.

Limitations of the Study

The research will be confined to the apparel manufactories in the provinces of the Western, Eastern, North central and Sabaragamuwa areas. Hence, its results might not be representative of the whole country's apparel industry. Also, since the research is based on semi-structured interviews and survey responses which were self-reported, the data can be subjected to personal perception or social desirability bias. Nevertheless, through the implementation of mixed-method design (thematic analysis of qualitative data and descriptive statistical interpretation), the study is more convincing and

descriptive in terms of the findings (Othman et al, 2025). Self-reported perceptual measures were used in this study to determine employee productivity instead of using objective performance records. Even though the perceptual measures are common in organizational studies, and suitable in reflecting the behavioural and attitudinal aspects of performance, it might not be like the objective output measures. There was no access to objective production data as it was secret in apparel factories. In future studies, one can also use objective measures like output rates or quality defect logs to enhance the robustness of the measurement.

Chapter Outline

- Chapter One gives the background, problem of research, objectives, and significance.
- Chapter Two is a critical literature review of managerial communication, theories of leadership, and productivity frameworks, both at the global and local level.
- Chapter Three presents the research methodology, which comprises of sampling, data collection, data analysis procedures of the mixed-method design.
- In Chapter Four, the author talks about the results and thematic patterns of the interview and analysis of surveys conducted on employees.
- Chapter Five has been given conclusions, management practices recommendations and future research directions.

CRITICAL REVIEW OF LITERATURE

Chapter Introduction

The chapter critically examines the available literature on the impact of managerial communication styles on the productivity of employees with a focus on its application to the apparel industry in Sri Lanka. It reviews both international and domestic empirical results, gives attention to major theoretical underpinnings, Social Exchange Theory and Leader-Member Exchange Theory, and gives research gaps, to support the rationale of using mixed method research.

Empirical Review

Employee Productivity

A major result of effective managerial communication is the productivity of the employees. (Lukman et al., 2025) discovered that effective internal communication helps boost motivation and performance in the manufacturing environment. Equally, it was obtained by (Dachi and Nugraheni, 2025) that communication and conducive environments contribute to increased productivity by employees. (Wijethunga & Amarathunga, 2018) noted that in Sri Lankan apparel industry, open communication enhances trust, coordination, and retention of employees.

Through these studies, it is evident that quality of communication is the key ingredient in improving productivity in labour-intensive industries.

Clear Communication

Transparency in communication by managers makes the goals understood correctly and operational mistakes are reduced. The authors affirmed that effective communication lowers rework and increases efficiency in manufacturing companies (Duangekanong et al., 2018). The authors of the article by (Hashim et al., 2023) also emphasized that clear managerial messages enhance job satisfaction and performance. Equally, (Balakrishnan et al., 2024) emphasized that leadership communication should be clear to facilitate goal alignment and productivity. Clarity in apparel production is essential to achieve quality and delivery targets, and this confirms the importance of clarity directly enhancing efficiency levels and accuracy of work.

Feedback and Support

Managerial support and feedback are used to guide and encourage employees to increase their performance. (Amponstira, 2024) discovered that positive feedback helps to create psychological empowerment and initiative-taking behaviour. (Balakrishnan et al., 2024) and (Lukman et al., 2025) established that consistent and positive feedback boosts self-confidence and performance consistency. (Othman et al, 2025) focused on the fact that supportive communication results in the development of trust and satisfaction. Feedback has been found to be beneficial in ensuring productivity and morale in the apparel industry in Sri Lanka, as it quickly acts in correcting performances gaps in a positive manner.

Friendly and Understanding Communication

Positive organizational climate and enhanced employee commitment are the results of friendly and empathetic managerial communication. As shown in (Putri, 2018), the warmth and understanding between people in communication make the employees feel much better about their work, which is reflected in enhanced performance. On the same note, (Marhouni and Pali, 2025) discovered that the communication tone of the leader and emotional intelligence have a positive impact on job satisfaction and organizational commitment. As it was noted by (Hashim et al., 2023), employees are more receptive to supportive, polite, and respectful communication than to either rigid or authoritarian one. It was also observed by (Amponstira, 2024) that communication that is full of empathy boosts psychological empowerment and participation. The use of friendly managerial communication in the apparel industry in Sri Lanka where workers mostly work in a group instead of being isolated can foster unity, minimize absenteeism, and foster respect among the workers. Therefore, knowledge of communication forms an

intermediary between the effectiveness in leadership and long-term workforce productivity.

Ways of Communication

The performance at the place of work is influenced by communication modes as well. According to (Balakrishnan et al., 2024) and (Dachi and Nugraheni, 2025), there is better coordination when verbal and digital communication are integrated. (Aycan and Cinli, 2025) warned that efficiency may be enhanced with technology, but interpersonal dialogue is necessary in the context of trust and clarity. (Pertiwingsih and Rozikan, 2024) further added that culture-performance relationships operate through the channels of communication. The combination of face-to-face and virtual solutions in Sri Lankan apparel factories makes the addition of the former, as well as the latter, more effective to provide quicker updates and increased employee alignment to enhance overall productivity.

Sri Lankan Apparel Sector Context

Sri Lankan apparel industry employs a big and diverse work force and managerial communication is paramount to the operational success in the industry. As (Wijethunga and Amarathunga, 2018) were able to show, employee retention and productivity improve with the level of clarity in communication and mutual respect. The factories that promoted open communication between the supervisors and the sewing operators had lesser conflicts and reduced turnover.

Local managers with informal and culturally suitable communication gained higher engagement in comparison to the expatriate managers who used the strict and formalised forms of communication (Othman et al, 2025). Prabowo and Saptiany, also added that participative communication can promote motivation and performance, which can be extended to the labour-intensive situation in Sri Lanka.

Although such perspectives have been present, most studies conducted in Sri Lanka have been concerned with satisfaction or retention, instead of the causal relationship between the managerial communication style and employee productivity. Considering the hierarchical organizational culture, and language diversity in the country, there is an urgent need to conduct empirical research that incorporates the communication behaviours, feedback, and performance measures into the apparel industry.

Theoretical Review

Social Exchange Theory (SET)

The Social Exchange Theory (SET) offers a theoretical basis in the explanation of relational processes between employees and managers. According to (Cropanzano et al. , 2017), SET is a model that explains the existence of relationships in the workplace through reciprocity and

mutual gain. Once employees get the support, recognition, and fair communication by the managers, they pay it back with loyalty and hard work. As pointed out by (Ahmad et al. , 2023), respect and appreciation as intangible rewards that are likely to be received through social exchanges within organizations can help foster trust and commitment.

The implication of SET in the context of managerial communication is that clear, friendly, and supportive communication will create psychological rewards that will encourage employees to work harder. Workers who feel treated fairly and with empathy are under obligation to return the favor by working harder and collaborating. On the contrary, ambiguous, or authoritative communication interferes with this reciprocal balance, and disengagement occurs.

The SET in Sri Lankan apparel factories serves to clarify why employees react better to friendly and respectful managers. Moral boosts and improved performance even in a situation where there is minimal monetary reinforcement are maintained by positive social interaction through effective communication. Thus, SET has offered a theoretical justification of studying the influence of communication style on the productivity of employees by the level of perceived fairness and mutual obligation (Cropanzano et al., 2017).

Leader-Member Exchange (LMX) Theory

The Leader-Member Exchange (LMX) Theory is an extension of SET in that it concerns the interaction between a leader and his or her subordinates. According to (Erdogan and Bauer , 2014), LMX discusses building of single, individualized relationships between a leader and team member that are founded on trust, respect, and open communication. The relationships based on LMX are of high quality, which contributes to the enhancement of the information flow and feedback, as well as the performance outcomes.

As (Day and Miscenko , 2016) also say, communication is the key to LMX development - the regular and clear conversation allows understanding each other and cooperate. Employees in workplaces where LMX relationships are high feel like they belong, appreciated, and have the drive to perform additional duties than what the job specifies. On the other hand, poor communication results in out-group processes, whereby the employees are less productive and feel alienated.

Managers in apparel manufacturing settings can utilize effective communication and listening to employees' concerns to develop stronger LMX ties with employees leading to increase in morale and productivity. This theory highlights that managerial communication is not just functional but of a relational nature in that it directly affects motivation and performance.

Research Gap

Though international studies associate managerial communication with job satisfaction and motivation, little is known with regards to the direct impact of managerial communication on the productivity of employees in the Sri Lankan apparel industry. Researchers like (Amponstira, 2024) and (Balakrishnan et al., 2024) investigated the psychological impacts of communication and (Wijethunga & Amarathunga, 2018) investigated retention instead of productivity. More so, most of the previous studies were limited to single-method research and failed to acknowledge cultural and linguistic barriers to communication peculiar to the factories of Sri Lanka. Therefore, a quantitative and qualitative study should be conducted to examine the role of managerial communication styles, clarity, feedback, empathy, and the methods of communication on the productivity of the apparel industry in Sri Lanka.

RESEARCH METHODOLOGY

Chapter Introduction

This chapter outlines the methodology that is employed to establish the effects of the managerial communication style on the productivity of the employees in the apparel industry, Sri Lanka. It outlines the research design, conceptual framework and hypothesis development, operationalization. To advance transparency and replicability, sampling procedures, population, data collection instruments, and methods of analysis are also covered. (Byrne and Humble , 2007) explain that mixed-method research involves quantitative and qualitative such as providing a comprehensive account on complex organizational phenomenon.

Conceptual Framework of the Research

The proposed research is based on the theoretical assumptions of a supposition which assumes that managerial communication style (independent variable) directly affects employee productivity (dependent variable). The independent variable will be grouped into four dimensions:

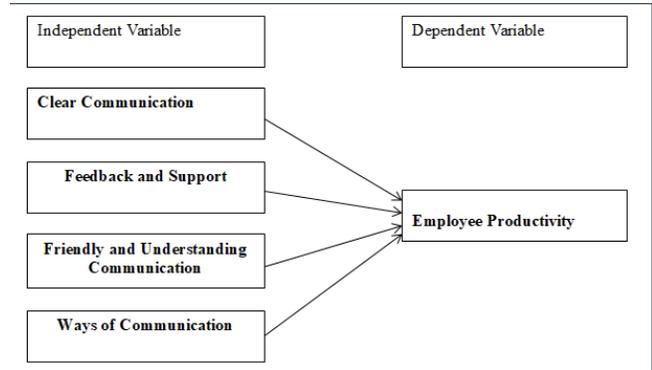


Figure 1: Conceptual Framework
Source: Authors' compilations

Development of Hypotheses

- H₁: There is an impact of clear communication on employee productivity in Sri Lankan Apparel sector.
- H₀₁: There is no impact of clear communication on employee productivity in Sri Lankan Apparel sector.
- H₂: There is an impact of feedback and support on employee productivity in Sri Lankan Apparel sector.
- H₀₂: There is no impact of feedback and support on employee productivity in Sri Lankan Apparel sector.
- H₃: There is an impact of Friendly and understanding communication on employee productivity in Sri Lankan Apparel sector.
- H₀₃: There is no impact of Friendly and understanding communication on employee productivity in Sri Lankan Apparel sector.
- H₄: There is an impact of ways of communication on employee productivity in Sri Lankan Apparel sector.
- H₀₄: There is no impact of ways of communication on employee productivity in Sri Lankan Apparel sector.

Operationalization

Operationalization defines how the study variables are measured as given in Table 1:

The quantitative data will be analysed through descriptive and inferential statistics, whereas the qualitative data will undergo the thematic analysis to detect any patterns in employee experiences and their managerial behaviours.

Table 1: Operationalization Table

Variable	Dimension	Indicators / Measures	Measurement Scale
Managerial Communication Style (IV)	Clear Communication	Accuracy clarity of instructions understanding of goals	5-point Likert
	Feedback and Support	Frequency Constructiveness guidance	5-point Likert
	Friendly and understanding	Empathy Tone approachability	5-point Likert
	Ways of Communication	Verbal Written digital frequency and preference	5-point Likert
Employee Productivity (DV)	Efficiency & Output	Task completion rate quality consistency time management	5-point Likert

Source: Authors' compilations

Since self-reported questionnaires were used to gather quantitative data, common method bias cannot be ruled out. Procedural remedies were however applied to curb this risk such as anonymity of responses, clarity of item wording, and separation of predictor and outcome variables in questionnaire (Podsakoff et al., 2003). Secondly, mixed methods and qualitative triangulation also make it less likely that the results will be biased due to common method variance.

Research Design

This paper takes a mixed method design as it will involve the combination of quantitative and qualitative research to give a comprehensive picture of the phenomenon. (Byrne and Humble, 2007) reckon that numerical data combined with narrative data can be more insightful and context accurate. The quantitative step involves the application of structured questionnaires to collect measurable variables on communication practices and productivity, and the qualitative phase makes use of semi-structured interviews to gain insights on perceptions and lived experiences.

According to (Malina et al., 2011), mixed-method research designs help to increase the degree of triangulation, minimize bias on the part of researchers, and offer depth as well as breadth of knowledge. Nonetheless, issues like time intensity and integrating data are recognized and restrained by prudent sequencing - quantitative results are obtained before conducting qualitative exploration to justify and clarify statistical results.

Sampling Design

Population

The target group consists of employees and supervisors employed in some of the apparel manufacturing factories in Sri Lanka, specifically, in the Western, Eastern, and Sabaragamuwa Provinces (e.g., MAS Holdings, Hela Apparel, Industrial Clothings, and Daya Apparel Export Factory). These organizations are large-scale and mid-sized apparel operations and thus diversity is guaranteed when it comes to communication structures.

Sample Selection Procedure

The qualitative phase is conducted through a purposive sampling strategy to choose the managerial and operational employees who have at least one year of experience. In the case of the quantitative stage, a simple random sample is used to give questionnaires to the production, quality control, and administration employees. This mix makes certain that the managerial as well as the employees' views will be well represented.

Sample Size

Where the total population size is known or suspected to be unknown, a suitable sample size can be approximated by (Krejcie and Morgan, 1970) sample determination table

which offers a statistically sound advice in conducting research in the social sciences. As per the table, a population of 384 respondents is sufficient to represent a population of above 10,000, with a 95 percent confidence level and a 5percent margin of error.

In line with this, the current research will use 384 respondents in the quantitative process, which will consist of the employees of different departments (production, quality control, and administration) in the chosen apparel factories. This is a large enough sample that offers adequate statistical power to conduct correlation and regression analysis.

384 quantitative respondents were selected well to represent the selected factories in the Western, Eastern and Sabaragamuwa provinces. About half of the respondents were selected out of the production departments, a quarter out of quality control, and a quarter out of the administrative and supervisory positions. This proportional distribution adds more representation to the sample since it encompasses a wide range of operational views in the apparel manufacturing environments.

In the case of the qualitative stage, a sample of 10 - 12 participants (e.g., managers and supervisors) will be chosen to present detailed information about the communication practices, leadership behavior, and the perception of employees. This two-stage sampling facilitates triangulation, which enables comparison of numerical trends of deep and contextual data.

Data Collection Methods and Techniques

The process of data collection takes place in two steps

Quantitative Phase: Managerial communication style perceptions and productivity are evaluated through structured questionnaires that were given to the employees. The Likert-scale questions are the answers in relation to communication clarity, feedback, friendliness, and efficiency.

Qualitative Phase: Semi-structured interviews are held with some of the managers and employees to get more insight into the communication practices and challenges. The interviews are audio-taped (with permission) and transcribed and thematically analyzed to discover repetitive themes.

The two datasets will be combined in the analysis process in order to come up with a comprehensive interpretation that is in line with the principles of triangulation of mixed methods (Byrne and Humble, 2007). Ethical consideration, including voluntary participation, confidentiality, and informed consent, is also strictly followed during the process.

Mixed-Methods Integration Strategy

The proposed study will have an explanatory sequential mixed-methods design, where quantitative data would be gathered, analysed, and then qualitative data would be

used to clarify and elaborate on the quantitative findings (Creswell & Plano Clark, 2007). Integration is seen as the key characteristic of the mixed-methods research since it is the method that makes the quantitative and qualitative strands not be regarded as two independent studies but as a part of one study (Fetters, Curry & Creswell, 2013).

The integration of this study is done at three levels. To begin with, there is integration by connecting which is applied using quantitative results to guide the qualitative stage. In particular, the semi-structured interviews are made in focus by statistically significant predictors that are obtained during the regression analysis. This design will make sure that the qualitative strand is directly responsive to trends of the quantitative outcomes and thus enhanced explanatory power (Creswell and Plano Clark, 2007).

Second, the construction of qualitative thematic coding and aligning qualitative interview questions is performed according to the same constructions in the quantitative tool. This guarantees the conceptual consistency between strands and promotes internal consistency within the mixed-methods paradigm (Tashakkori and Teddlie, 2021).

Third, the process of integration by merging is done at the interpretation level through comparison of quantitative statistical findings and the qualitative themes in the form of a joint display matrix. Joint displays enable researchers to synthesize both numerical and narrative results in a visual and analytical manner to produce joint meta-inferences (Fetters, Curry & Creswell, 2013). The ultimate findings of this paper are thus founded on cumulative interpretations that embody statistical power (effect sizes and regression coefficients) and contextual clarifications based on the experiences of the participants.

DATA PRESENTATION AND ANALYSIS

Chapter Introduction

This chapter provides and analyzes the results of both the quantitative and qualitative analysis. It investigates the effects that the managerial communication styles, which include clear communication, feedback and support, friendly interaction, and communication methods have on the productivity of employees in the apparel industry in Sri Lanka through sequential mixed-method research that combines both sets of data.

Demographic Analysis

Gender

As given in Table 2, the proportion of males and females in the apparel industry in the Sri Lankan context was equal, with 52 percent and 48 percent of the respondents, respectively.

Age

As shown in Table 3, most of the respondents were aged between 25 and 34 (37%), which means that it had a young labor force. The least proportion 9.5 were aged fifty-five and above indicated a low level of senior employee representation.

Years of Experience

The experience of most of the respondents was 6-10 years (32 percent), which is an indication of a competent and stable workforce. Contrary to it, merely 11.5 per cent had less than three years of experience, which indicates low turnover and high retention in the apparel industry. Results are given in Table four.

Descriptive Analysis

The descriptive analysis given in Table 5 was intended to find out the perceptions of the respondents of management communication styles, and their impact on the productivity of employees. The results reveal that the responses on all the variables are quite positive as the mean values of responses exceed 3.5 on a five-point Likert scale meaning that they agree with the statements. The highest mean score ($M = 3.76$, $SD = 0.73$) was observed in the employee productivity and demonstrated elevated levels of employee performance. Effective communication also had a high score ($M = 3.69$, $SD = 0.68$), requiring the message of managers to be clear. Conversely, ways of communication registered the lowest means ($M = 3.52$, $SD = 0.71$), which means moderate satisfaction with communication channels.

Validity Test

To check construct validity, the Kaiser-Meyer-Olkin (KMO) measure and Bartlett Test of Sphericity were used (Table 6). The sample recorded high values of Bartlett test ($p = 0.000$) indicating that sampling is suitable in the analysis of factors. The range of values of KMO was 0.749 to 0.881, which surpassed the critical value of 0.70, showing that there was sufficient adequacy of sampling. Employee productivity ($KMO = 0.881$) showed the highest validity, which validates the fact that data are valid and can be subjected to additional statistical procedures.

Reliability Analysis

To determine the internal consistency of the measurement scales, reliability analysis was done on Cronbach Alpha. As shown in Table 7, the alpha values of all constructions are more than the acceptable value of 0.70 thus we can say that there is a high degree of reliability. The most dependable were employee productivity (0.917), clear communication (0.874) and ways of communication (0.866). These findings show that all construct items were very consistent in measuring their desired variables at elevated levels of internal reliability.

Correlation Analysis

The correlation analysis (Appendix 3) by Pearson was done to examine regarding quality and the direction of relationships between managerial communication variables and the employee's productivity. All the correlations were positive and significant at the 0.01 level, which showed the existence of strong relationships among the constructions. The valuable and important correlation was between feedback and support and employee productivity ($r = 0.626$, $p < 0.01$), which indicates that supportive managerial communication is highly effective in increasing the performance. The relationships with clear communication ($r = 0.514$) and friendly and understanding communication ($r = 0.577$) also had significant positive relationships. The least but still significant correlation was made with means of communication ($r = 0.502$), which proved that all communication dimensions play a significant role in productivity.

Regression Analysis

Model Summary

The estimated regression model (Table 8) considered the interplay between the variables of management communication and the productivity of employees. The model summary showed that there is a strong relationship with R value of 0.801 and R² of 0.641, 64.1 percent of the variance in employee productivity was explained by clear communication, feedback, and support, friendly and understanding communication and ways of communication.

It is important to note that owing to the cross-sectional character of research, these results suggest statistical relationships as opposed to concluding causal relationships between the communication of the managers and the productivity of employees.

ANOVA Results

The ANOVA test (Table 9) has proved the overall significance of the model $F = 68.751$ ($p < 0.001$), which shows, overall effect of isolation (independent) variables as a group on employee productivity is significant.

Coefficients Interpretation

The analysis of the coefficients (Appendix 4) revealed that support and feedback ($\beta = 0.367$, $p < 0.001$) is the factor that the most influences the behavior, and then there is friendly and understanding communication ($\beta = 0.170$, $p < 0.002$). Clear communication (0.089) and ways of communication (0.093) also had positive and significant effects. All these findings as a group substantiate that favorable and empathetic communication habits elevate the degree of productivity within the apparel industry.

Hypothesis Testing

The test of the hypothesis was done using both correlation and multiple regressions test to identify the effect

of the managerial communication style on employee productivity. As shown in Table 10, the four hypotheses ($H_1 - H_4$) were accepted, since all the independent variables had a positive and significant correlation with the productivity of the employees at a significant level of 0.01. This validates the fact that proper communication, especially supportive and friendly interaction with managers contributes significantly to the productivity of the apparel industry in Sri Lanka.

Qualitative Findings – Thematic Analysis

The qualitative stage examined managerial communication and output by conducting semi-structured interviews with twelve participants who were selected among production operators, supervisors, and administration of the apparel factories in the Western, Eastern and Sabaragamuwa provinces. The participants were interviewed using open-ended questions on communication culture, leadership style, barriers, and strategies to be used to improve (Sections A-F of the interview guide). The thematic analysis was used in data analysis, coding, and data transcribing; five steps were followed, which included familiarization of the data, coding, theme development, review, and interpretation. The data reflected four key themes which reflect the effect of managerial communication styles on the productivity of employees.

Semi-structured interview guide was formulated based on the study constructs to increase transparency and credibility. Each interview was recorded sounding and transcribed word-to-word. Thematic analysis was based on a systematic approach to coding, which involved open coding first and then grouped under themes, and cross-validation of meanings to ensure the consistency. The credibility was enhanced by matching the themes with the quantitative results and recording the coding process.

Theme 1: Clarity Builds Confidence

This theme was highly brought out through response to questions in Section A and B questions like How do managers communicate goals and expectations? and Do management and employees communicate well and clearly? Most interviewees emphasized that when managerial communication is clear and precise, it will reduce the level of confusion and reworking. The employees believed that the more instructions were organized, and the expectations were managed step-by-step, the more confident and efficient they performed their duties.

"When managers explain what we must do step by step, we finish faster."

Participants related to effective communication had improvement in perceiving production targets, quality standards, and time management. The theme is consistent with the quantitative implication that it is at Clear Communication where productivity is positively correlated the most. Clarity is therefore a productivity enhancer, it

enhances confidence, decreases the level of errors, and increases the speed at which tasks are completed.

Theme 2: Feedback Motivates Improvement

The second theme was created through responses to Section B (Q3) and Section C (Q5) that dealt with frequency and recognition. The respondents consistently noted that constructive and consistent feedback by the managers motivates constant improvement. Most of the interviewees pointed out that good practices were strengthened through constructive feedback which helped to build trust and the absence of it caused uncertainty or discouragement.

“Even small appreciation from the supervisor pushes us to do more.”

The employees valued the managers who criticized and encouraged them in equal measure. This feedback culture brought in accountability and motivated more levels of effort. Feedback and Support is an independent variable supported by the theme, indicating that coaching and feedback have a direct positive effect on the accuracy of work, morale, and quality of output. It is also the manifestation of the Social Exchange Theory as mutual appreciation leads to commitment and increased performance.

Theme 3: Friendly Communication Fosters Team Spirit

This topic was a result of Section B (Q2 and Q4) and section E (Q3), where the relational tone, approachability, and teamwork were discussed. Most of the respondents stressed that the approach to management, based on a friendly and understanding tone, creates open communication and a more solid cooperation among the team members. Workers refer to friendly managers as people who are easier to deal with and who are more motivated.

“We talk to our manager freely; it feels like teamwork.”

The participants described it as being the process of psychological safety and trust when managers are respectful and listen to their issues. Such empathy will reduce absenteeism and fighting and rise in loyalty. The findings are congruent with the variable Friendly and Understanding Communication and the Leader Member Exchange Theory (LMX) according to which the quality of the relationships between the leader and members improves the cooperation and performance.

Theme 4: Digital Channels Improve Coordination

The responses to Question four (A) and question three (F) showed the greater relevance of technology in managerial communication. Participants said that the use of digital tools like WhatsApp groups, HR applications, and email notification improved coordination and timeliness of the information flow. IM made it easy to update on changes in production, shift schedule and quality alerts in real time.

“We get shift changes on mobile; it’s quicker than notice boards.”

This is because employees valued the availability of such channels as they minimized confusion and time wastages. Nevertheless, some interviewees warned that digital communication must be used to complement, rather than to substitute, face-to-face communication. This theme justifies the variable Ways of Communication that showed that the combination of verbal, written, and digital methods enhances satisfaction with operations and communication.

Integration of Themes and Quantitative Findings

Altogether, the four themes show that managerial communication has a direct influence on productivity in the form of clarity, supportive feedback, empathetic interaction, and coordination via multiple channels. These qualitative observations reinforce the quantitative results that showed that all the four dimensions of communication were the major predictors of employee productivity. Thematic evidence is also used to support theoretical views: Social Exchange Theory can be used to describe the reciprocal motivation generated by supportive communication, whereas Leader-Member Exchange Theory can be referred to explain how a supportive tone and trust enable people to work in a team and maintain performance.

Overall, the thematic analysis illustrates that an effective managerial communication, be it verbal, relational, or digital is a motivational and an operative tool of improving work performance of employees within the apparel industry in Sri Lanka.

Integration of Quantitative and Qualitative Findings

After conducting analyses of the quantitative and qualitative strands separately, integration took place at the interpretation stage by employing joint display approach. The quantitative findings established the strength and orientation of the associations among the dimensions of managerial communication and the productivity of employees whereas the qualitative ones presented contextual interpretation of the statistical associations. Fetters, Curry, and Creswell (2013) argue that joint displays increase the analytic transparency by clearly showing convergence, complementarity, or divergence between strands of data.

Convergence was also found in cases where quantitative and qualitative results were converged on a finding. The complementarity was observed to have expanded qualitative insights on statistically significant relationships to describe the underlying behavioral processes and dynamic in the workplace. The result of this integrative exercise was meta-inferences that represent both statistical and experience-based knowledge (Tashakkori and Teddlie, 2021).

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	204	52.0	52.0	52.0
	Female	180	48.0	48.0	100.0
	Total	384	100.0	100.0	

Source: Authors' calculations

Table 3: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25	52	11.0	11.0	11.0
	25-34	154	37.0	37.0	48.0
	35-44	93	26.5	26.5	74.5
	45-54	62	16.0	16.0	90.5
	55 and above	23	9.5	9.5	100.0
	Total	384	100.0	100.0	

Source: author's calculations

Table 4: Years of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	17	11.5	11.5	11.5
	3-5 years	90	20.0	20.0	31.5
	6-10 years	144	32.0	32.0	63.5
	11-15 years	42	16.0	16.0	79.5
	More than 15 years	91	20.5	20.5	100.0
	Total	384	100.0	100.0	

Source: author's calculations

Table 5: Descriptive_Statistics

	N	Mean	Std. Deviation
Clear_Communication	384	3.6922	.68260
Feedback_and_Support	384	3.6286	.66757
Friendly_and_Understanding_Communication	384	3.6344	.66518
Ways_of_Communication	384	3.5245	.70996
Employee_Productivity	384	3.7604	.73374
Valid N (listwise)	384		

Source: author's calculations

Table 6: Validity_Test

Variable	Significance Value in Bartlett's Test of Sphericity	KMO Value
Clear Communication	0.000	0.844
Feedback and Support	0.000	0.751
Friendly and understanding communication	0.000	0.749
Ways of Communication	0.000	0.804
Employee Productivity	0.000	0.881

Source: author's calculations

Table 7: Reliability_Test

Variable	Number of Items	Cronbach's Alpha
Clear Communication	5	0.874
Feedback and Support	5	0.829
Friendly and understanding communication	5	0.806
Ways of Communication	5	0.866
Employee Productivity	5	0.917

Source: Authors' calculations

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Change	F Change	df1	df2	Sig. Change
1	.801 ^a	.641	.621	.56150	.420	68.751	4	379	.000

a. Predictors: (Constant), Clear_Communication, Feedback_Support, Friendly_understanding_communication, Ways_of_Communication

b. Dependent Variable: Employee Productivity

Source: Authors' calculations

Table 9: ANOVA Table

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	86.705	4	21.676	68.751	.000 ^b
	Residual	119.493	379	.315		
	Total	206.198	383			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Clear_Communication, Feedback_Support, Friendly_understanding_communication, Ways_of_Communication

Source: author's calculations

Table 10: Summary of Hypothesis

Table 10: Summary of Hypothesis

Hypothesis	Independent Variable	Correlation (r)	Regression Coefficient (β)	Significance (p)	Decision
H ₁	Clear Communication	0.514	0.089	0.001	Accepted
H ₂	Feedback and Support	0.626	0.367	0.000	Accepted
H ₃	Friendly and understanding communication	0.577	0.170	0.002	Accepted
H ₄	Ways of Communication	0.502	0.093	0.001	Accepted

Source: Authors' calculations

Source: author's calculations

The combined results verify that the four dimensions of managerial communication have a strong impact on employee productivity, and feedback and support have become the greatest influential aspect in the regression analysis. Qualitative themes also demonstrate the way constructive feedback can boost motivation, how clarity can minimise operational errors, how friendly communication can build teamwork and how effective communication channels can make coordination efficient. A combination of statistical validation and narrative description makes the study credible and powerful in explanations (Creswell and Plano Clark, 2007).

CONCLUSIONS AND RECOMMENDATIONS

Summary of the Study

This paper set out to examine how the managerial communication style affects the productivity of the workers in the Sri Lankan apparel (clothing) industry in four dimensions of communication that include clear communication, feedback, and support, friendly and understanding communication, and ways of communication. In the study, a mixed-method research design was taken, where the quantitative data are based

on 384 employees whereas the qualitative data is based on twelve interviews that represent various apparel factories in a number of provinces.

The quantitative results have shown that there was a significant and positive correlation between employee productivity and four dimensions of communication. Feedback and support were found to be the most powerful predictor among them, then came friendly and understanding communication, clear communication, and ways of communication. Results of the regression showed that the combination of these variables explained 64.1 percent of the variance in productivity, which proves their especially key role in the results of performance.

The quantitative tendencies were supported by the qualitative data, where four main themes were identified, which are Clarity Builds Confidence, Feedback Motivates Improvement, Friendly Communication Fosters Team Spirit, and Digital Channels Improve Coordination. These observations demonstrated that honesty, understanding, and positive feedback increase motivation, cooperation, and efficiency of work. The findings all show that successful managerial communication is not only a relationship capability but also an operational high-performance motivator in the Sri Lankan textile industry.

CONCLUSION OF THE STUDY

The results find that the type of managerial communication is especially important in determining the valuable of employees in the Sri Lankan clothing industry. Clearly communicating, empathizing, and responding managers have a higher chance of building trust, engagement, and high performance among employees. In line with the Social Exchange Theory, when there is good communication, two-way relationships develop whereby employees will be loyal and work hard when they feel that they are treated fairly and supported by the managers (Amponstira, 2024).

The findings of the study are consistent with those provided by (Balakrishnan et al., 2024), who noted that the style of leadership communication plays a key role in motivation and the quality of work. Equally importantly, (Aycan and Cinli, 2025) pointed out that emotional intelligence-based and relation-understanding communication will lead to less tension and more collaboration in the workplace - a message that will be very appealing to the rather labor-intensive apparel setting in Sri Lanka.

Feedback and support were the most significant dimensions out of the four dimensions reviewed, and they support the significance of regular and constructive conversations to ensure performance. In the meantime, transparent communication makes sure that all goals of production are aligned, whereas cordial and empathic communication fosters team morale and psychological safety. Implementation of several channels of communication with the use of digital tools also enhances

the coordination of the operations and the speed of the decision-making process.

Finally, there is managerial communication style which has an interpersonal competence and an enabling productivity factor. The researchers establish that managers who combine clarity, feedback, and empathy in communication help a great deal in improving employee performance and organizational productivity in the apparel industry in Sri Lanka.

Even though the results indicate the existence of strong correlations between the managerial communication dimensions and employee productivity, causation is not possible due to cross-sectional research design. Thus, the findings are to be viewed as evidence of correlation, but not causality.

RECOMMENDATIONS

Based on the results, few practical recommendations are put forward to enhance managerial communication and, accordingly, productivity of the employees working in apparel industry:

Introducing Organized Communication education

Specific training in communication and leadership should be provided to the apparel managers to increase their levels of clarity, delivery of feedback and their emotional intelligence. Relational skills can be enhanced with programs that may involve scenario-based learning, role-playing, and feedback simulation (Balakrishnan et al., 2024).

Regular Feedback Mechanisms to be institutionalized

To enhance further the engagement of the employees, organizations must provide formal feedback cycles, which include weekly briefings, regular performance check-ins, and recognition sessions. This organization encourages transparency and assists the staff to detect gaps in performance at an early stage (Amponstira, 2024).

Encouragement in Amiable and Compassionate Leadership Culture

To establish trust and teamwork, managers ought to encourage free-flowing communication and understanding conversation. Motivating friendly behavior would decrease stress and absenteeism especially in production environments which are highly stressful.

Maximize Multi-Channel Communication Systems

The introduction of digital communication tools (WhatsApp, HR apps) will help establish a higher level of real-time coordination and information exchange. Nevertheless, digital systems are not meant to substitute face-to-face interactions but to complement them to preserve personal connection and authenticity (Aycan and Cinli, 2025).



Encourage Continuous Evaluation

To determine the effectiveness of communication within the organization, surveys and performance measures should be done on a regular basis and adjust the organization to the productivity targets.

The recommendations instilled by the companies of Sri Lanka will enable the firms to intensify the culture of communication, enhance motivation among the employees, and maintain the competitive productivity rates in the growing globalized manufacturing environment.

The recommendations that are as follows are based on the empirical results of this research. Since feedback and support proved to be the best predictor of employee productivity, emphasis is put on enhancing structured feedback systems. Correspondingly, the suggestions on clarity, empathetic communication, and digital channels are based on the regression outcomes as well as on the evidence based on the themes that illustrate a positive correlation with performance outcomes.

REFERENCES

- Ahmad, R., Nawaz, M.R., Ishaq, M.I., Khan, M.M. and Ashraf, H.A., 2023. Social exchange theory: Systematic review and future directions. *Frontiers in psychology*, 13, p.1015921. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2022.1015921/full>
- Amponstira, F., 2024. Impact of managerial communication style on employees' attitudes and behavior: the mediating role of psychological empowerment. *Asian Administration & Management Review*, 7(1). https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4764405
- Aycan, Z. and Cinli, D., 2025. Managing the Work-Family Interface: A Global Leadership Challenge. *Advances in Global Leadership*, 16, pp.119-127. <https://www.emerald.com/books/edited-volume/17017/chapter/94013816>
- Balakrishnan, K., Angusamy, A., Patil, R.G. and Razak, M.N.F., 2024. Enhancing work performance: The role of communication and leadership styles. *Jurnal Komunikasi: Malaysian Journal of Communication*, 40(1), pp.376-394. https://www.researchgate.net/profile/Kavitha-Balakrishnan-3/publication/379632986_Enhancing_Work_Performance_The_Role_of_Communication_and_Leadership_Styles/links/661fde7439e7641c0bd3ec60/Enhancing-Work-Performance-The-Role-of-Communication-and-Leadership-Styles.pdf
- Byrne, J. and Humble, Á.M., 2007. An introduction to mixed method research. *Atlantic research centre for family-work issues*, 1, pp.1-4. https://www.researchgate.net/profile/Aine-Humble/publication/237658796_An_Introduction_to_Mixed_Method_Research/links/5d41847f299bf1995b59b888/An-Introduction-to-Mixed-Method-Research.pdf
- Cropanzano, R., Anthony, E.L., Daniels, S.R. and Hall, A.V., 2017. Social exchange theory: A critical review with theoretical remedies. *Academy of management annals*, 11(1), pp.479-516. <https://journals.aom.org/doi/abs/10.5465/annals.2015.0099>
- Creswell, J. W., & Clark, V. P. (2007). *Mixed methods research*. Thousand Oaks, CA. <https://www.cambridgeenglish.org/Images/735110-studies-in-language-testing-volume-43.pdf#page=53>
- Duangkanong, D., Jittawiriyankoon, C. and Duangkanong, S., 2018. Employee Outcomes of Effective Internal Communication: A Case Study of Manufacturing Firm in Thailand. *Nida Development Journal*, 58(4). https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3339060
- Dachi, R.D.S. and Nugraheni, K.S., 2025. The Impact of Internal Communication and Work Environment on Employee Performance in Manufacturing Companies in Semarang. *LITERACY: International Scientific Journals of Social, Education, Humanities*, 4(2), pp.236-244. <https://jurnal.stiepari.ac.id/LITERACY/article/view/2437>
- Day, D.V. and Miscenko, D., 2016. Leader-member exchange (LMX): Construct evolution, contributions, and prospects for advancing leadership theory. *The Oxford handbook of leader-member exchange*, pp.9-28. [https://books.google.com/books?hl=en&lr=&id=M8Q9CgAAQBAJ&oi=fnd&pg=PA9&dq=Day,+D.V.+and+Miscenko,+D.,+2016.+Leader-member+exchange+\(LMX\):+Construct+evolution,+contributions,+and+future+prospects+for+advancing+leadership+theory.+The+Oxford+handbook+of+leader-member+exchange,+pp.9-28.&ots=HHDVjauXGf&sig=35Fufj6LRglp9gp11_M5cIXS_N0](https://books.google.com/books?hl=en&lr=&id=M8Q9CgAAQBAJ&oi=fnd&pg=PA9&dq=Day,+D.V.+and+Miscenko,+D.,+2016.+Leader-member+exchange+(LMX):+Construct+evolution,+contributions,+and+future+prospects+for+advancing+leadership+theory.+The+Oxford+handbook+of+leader-member+exchange,+pp.9-28.&ots=HHDVjauXGf&sig=35Fufj6LRglp9gp11_M5cIXS_N0)
- Erdogan, B. and Bauer, T.N., 2014. 19 Leader-Member Exchange (LMX) Theory: The Relational Approach to Leadership. *The Oxford handbook of leadership and organizations*, p.407. [https://books.google.com/books?hl=en&lr=&id=IDITAWAAQBAJ&oi=fnd&pg=PA407&dq=Erdogan,+B.+and+Bauer,+T.N.,+2014.+19+Leader-Member+Exchange+\(LMX\)+Theory:+The+Relational+Approach+to+Leadership.+The+Oxford+handbook+of+leadership+and+organizations,+p.407.&ots=Y7oCMk7pJ3&sig=UMxNdQIpB1jhWmLs1CKZPP_Y-o](https://books.google.com/books?hl=en&lr=&id=IDITAWAAQBAJ&oi=fnd&pg=PA407&dq=Erdogan,+B.+and+Bauer,+T.N.,+2014.+19+Leader-Member+Exchange+(LMX)+Theory:+The+Relational+Approach+to+Leadership.+The+Oxford+handbook+of+leadership+and+organizations,+p.407.&ots=Y7oCMk7pJ3&sig=UMxNdQIpB1jhWmLs1CKZPP_Y-o)
- Fetters, M. D., Curry, L. A., & Creswell, J. W. (2013). Achieving integration in mixed methods designs—principles and practices. *Health services research*, 48(6pt2), 2134-2156. <https://onlinelibrary.wiley.com/doi/abs/10.1111/1475-6773.12117>
- Hashim, N., bin Mohamad, M.Z.I.I., Nor, J.W.M.Z. and Zainudin, S.S.S., 2023. The Relationship between Manager's Communication Style and Employees' Job Satisfaction. *Int. J. Acad. Res. Bus. Soc. Sci*, 13, pp.1221-1231. https://kwpublications.com/papers_submitted/9340/the-relationship-between-managers-communication-style-and-employees-job-satisfaction.pdf
- Lukman, M., Pratama, O. and Apfiyari, S., 2025. THE IMPACT OF EFFECTIVE COMMUNICATION ON EMPLOYEE PERFORMANCE: In the Branch Office Environment Syariah Bumiputera Serang. *International Journal of Social and Management Studies*, 6(4), pp.94-100. <https://www.ijosmas.org/index.php/ijosmas/article/view/542>
- Marhouni, E. and Pali, S., 2025. The Relationship Between Leadership Style and Managers' Communication Patterns on Employee Performance, Job Satisfaction, and Organizational Commitment. *International Journal of Innovation Management and Organizational Behavior*, 1(1), pp.10-21. <https://elibrary.ru/item.asp?id=81850249>
- Malina, M.A., Nørreklit, H.S. and Selto, F.H., 2011. Lessons learned: advantages and disadvantages of mixed method research. *Qualitative Research in Accounting & Management*, 8(1), pp.59-71. <https://www.emerald.com/qram/article/8/1/59/359899>
- Othman, A.K., Hamzah, M.I., Zaini Abdullah, Z. and Rahim, N.A., 2015. The influence of managers' communication styles on employees' job satisfaction among local and expatriate managers. *Advances in Business Research International Journal*, 1(2), pp.24-34. <https://ir.uitm.edu.my/id/eprint/29383/>
- Pertiwiningsih, A. and Rozikan, R., 2024. The Influence of Organizational Culture and Communication on Employee Performance: The Role of Interactional Justice as A Mediation Variable. *El Barka*, 7(2), pp.25-47. <https://jurnal.iainponorogo.ac.id/index.php/elbarka/article/view/8674>
- Putri, R.A., 2018. Leadership style and interpersonal communication of employee satisfaction and its effect on the employee performance. *Jurnal Pendidikan Bisnis dan Manajemen*, 4(3), pp.101-106. <https://pdfs.semanticscholar.org/3bac/e7e3ddf67db452bc0e5d532f378c061af9b9.pdf>
- Prabowo, B.A. and Saptiany, S.G., 2024. Exploration Of Managerial Communication Styles And Employees' Perceptions Of Motivation And Performance. *LITERACY: International Scientific Journals of Social, Education, Humanities*, 3(1), pp.49-66. <https://jurnal.stiepari.ac.id/LITERACY/article/view/1396>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P.

(2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879. <https://psycnet.apa.org/fulltext/2003-08045-010.html>

22. Tashakkori, A., & Teddlie, C. (2021). *Sage handbook of mixed methods in social & behavioral research*. SAGE publications. https://www.academia.edu/download/52342902/SAGE_Handbook_of_Mixed_Methods_in_Social__Behavioral_Research.pdf
23. Wijethunga, W.A.S.C. and Amarathunga, P.A.B.H., 2018. The relationship between effective communication and employee retention of operational level employees in apparel industry in Sri Lanka. *Wayamba Journal of Management*, 9(2). <https://wjm.sljol.info/en/articles/10.4038/wjm.v9i2.7496>

Please tick (√) the appropriate box.

Part 1: Personal information

What is your age group?

- Under 25
- 25–34
- 35–44
- 45–54
- 55 and above

What is your gender?

- Male
- Female

How many years of experience do you have in the apparel industry?

- Less than 3 years
- 3–5 years
- 6–10 years
- 11–15 years
- More than 15 yearsw

SUPPLEMENTARY INFORMATION

Appendix 1: Data File

Appendix 2: Questionnaire

Effect of Managerial Communication Style on the employee productivity in Sri Lankan Apparel Sector.

Questionnaire

Instructions

Table :1 Part 2: Specific Information

<i>Statement</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
Clear Communication					
My manager provides clear and accurate information about daily work tasks.					
Instructions from my manager are easy to understand and free from confusion.					
I fully understand the goals and objectives communicated by my manager.					
My manager ensures that all team members interpret messages in the same way.					
Communication from management minimizes errors and misunderstandings in my work.					
Feedback and Support					
My manager provides feedback on my performance regularly.					
The feedback I receive from my manager helps me improve my work quality.					
My manager provides constructive suggestions when I make mistakes.					
I feel supported by my manager when facing challenges at work.					
My manager offers clear guidance to help me achieve expected performance standards.					
Friendly and Understanding Communication					
My manager communicates in a polite and respectful manner.					
My manager shows empathy when employees face personal or work-related problems.					



Impact of Managerial Communication Style on Employee productivity in Sri Lankan Apparel Sector

I feel comfortable approaching my manager to discuss work concerns.

The tone of communication from my manager is friendly and encouraging.

My manager listens attentively and values employees' opinions during conversations.

Ways of Communication

My manager communicates important information effectively during verbal meetings.

Written messages (such as notices, memos, or emails) from my manager are clear and precise.

My manager uses digital platforms (e.g., WhatsApp, HR apps, emails) to share timely updates.

I prefer the current methods my manager uses to communicate work-related information.

The combination of verbal, written, and digital communication methods helps me perform tasks efficiently.

Employee Productivity

I am able to complete my work tasks within the assigned time limits.

The quality of my work remains consistent even under tight deadlines.

I manage my time effectively to meet production or service targets.

I rarely need to redo tasks because of miscommunication or unclear instructions.

My overall work performance has improved due to effective communication with my manager.

Thank you for taking your valuable time to fill in the questionnaire based on your opinions.

Table :2 Appendix 3: Correlations

Correlations

		Clear_Communication	Feedback_and_Support	Friendly_and_Understanding_Communication	Ways_of_Communication	Employee_Productivity
Clear_Communication	Pearson Correlation	1	.759**	.594**	.489**	.514**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	384	384	384	384	384
Feedback_and_Support	Pearson Correlation	.759**	1	.771**	.641**	.626**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	384	384	384	384	384
Friendly_and_Understanding_Communication	Pearson Correlation	.594**	.771**	1	.766**	.577**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	384	384	384	384	384
Ways_of_Communication	Pearson Correlation	.489**	.641**	.766**	1	.502**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	384	384	384	384	384

Source: Authors' Calculations



Impact of Managerial Communication Style on Employee productivity in Sri Lankan Apparel Sector

Table :3 Appendix 4: Coefficients

<i>Model</i>	<i>B</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>	<i>95.0% Confidence Interval for B</i>	
		<i>Std. Error</i>	<i>Beta</i>				<i>Lower Bound</i>	<i>Upper Bound</i>
1	(Constant)	.921	.180		5.125	.000	.568	1.275
	Clear_Communication	.096	.065	.089	1.480	.001	-.031	.222
	Feedback_and_Support	.404	.084	.367	4.823	.000	.239	.569
	Friendly_and_Understanding_Communication	.187	.082	.170	2.298	.002	.027	.348
	Ways_of_Communication	.096	.063	.093	1.522	.001	-.028	.221

a. Dependent Variable: Employee_Productivity

Source: Authors' calculations

HOW TO CITE THIS ARTICLE: Wijayasiri, K. D. S. N. (2026). Impact of Managerial Communication Style on Employee productivity in Sri Lankan Apparel Sector. *Journal of Communication and Management*, 5(1), 55-71. DOI: 10.58966/JCM2026516