

**THE IMPACT OF INTRA-ORGANIZATIONAL
COMMUNICATION METHODS
ON SUPPLY CHAIN PERFORMANCE INITIATIVES;
A CASE OF SRI LANKAN APPAREL INDUSTRY**

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Degree of Master of Business Administration in
Supply Chain Management

Department of Transport Management & Logistics Engineering

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Declaration

“I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or Institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

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Date : 23.08.2024

The above candidate has carried out research for the Masters thesis under my supervision.

Name of the supervisor: Mrs. Baudhi Abeysekara

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Acknowledgement

I want to offer my sincere gratitude to Mrs. Baudhi Abeyssekara, my research supervisor, for her unwavering support, invaluable guidance, and expertise throughout this research.

The inspiration for this research stems from my two-year experience in the apparel sector. I wish to express my heartfelt gratitude to the two organizations in the Sri Lankan apparel industry where I worked, as well as to my colleagues who provided invaluable support and guidance, particularly for the 'ask the expert' segment of my methodology. This research would not have been possible without the participation of the 97 individuals who took the time to fill out my survey. I extend my sincere appreciation to each one of them for generously dedicating their valuable time to respond to the questionnaire.

I wish to express my sincere gratitude to all the lecturing staff of the Department of Transport Management & Logistics Engineering, University of Moratuwa for introducing me fascinating subjects in the time duration of this degree, I had never encountered before. Throughout these two years, the guidance and support given by Dr. Indika Sigera was immensely motivated and helped us in numerous ways as the academic supervisor for whole MBA program. The service provided by Ms. Gihani as the program coordinator of this MBA, is also highly appreciated. Further I'd like to extend my gratitude to Ms. Ruwani Liyanage, lecturer in department who has a solid mathematical background for guiding me to complete the logistic regression analysis using SPSS software.

Finally, the continued support, encouragement, and scarification by my spouse and parents are highly appreciated throughout the last two years. This endeavor wouldn't have succeeded without their presence. Last but certainly not least, I want to extend my deepest thanks to my young son for his boundless love and patience during these past two years. Your presence brings me endless joy and strength, and I'm grateful for every moment we share.

Abstract

Supply chain performance plays a pivotal role in this highly volatile global economy. It is important to be competent to cater supply chain demands on time. Therefore, having the right and efficient communication is vital to achieving supply chain performance objectives. This study examines about the effect of intra-organizational communications on the supply chain performance in Sri Lankan apparel industry.

The methodology of this research consists of several steps. Identifying the commonly used intra-organizational communication methods and key supply chain performance factors through literature surveys and opinions of industry experts. Then to examine the impact of significant intra-organizational communication methods on critical supply chain performance initiatives in the Sri Lankan Apparel Industry.

From the 97 responses received for the distributed questionnaire, the importance of each supply chain performance initiative for improved organizational communication and the impact of each communication method on each supply chain performance initiative have been descriptively analyzed. According to the analysis, the importance of each supply chain initiative for improved organizational communication can be considered as effective other than the initiative of supporting negotiation and adaptation dynamics. The impact of each significant intra-organizational communication method on supply chain performance initiatives varies, with cross-functional meetings having the most influence, followed by strategic meetings, email platforms, ERP systems, and phone calls, in descending order. However, the majority of data in these analyses leans towards effective and highly effective categories.

Further, the impact of significant intra-organizational communication methods on critical supply chain performance initiatives is examined through ordinal logistic regression analysis. The final models of all four of the supply chain performance initiatives demonstrate a better fit supported by significant test results which suggests that this model can be used for future research.

Continued growth and competition in the Sri Lankan apparel sector require focused studies on maximizing potential of communication for supply chain excellence. Despite technological advancements, traditional physical meetings remain vital. Research on their significance and key factors is essential. Further studies on the impact of spreading supply chain culture, visibility, trust-based relationships, and negotiation dynamics on supply chain performance are also crucial.

Key Words:

Organizational communication
Intra-organizational communication
Supply chain management
Supply chain performance
Supply chain performance initiative
Sri Lankan apparel industry

Table of Contents

Declaration.....	i
Acknowledgement.....	ii
Abstract.....	iii
Table of Contents.....	iv
Table of Figures.....	v
List of Tables.....	vi
1 Introduction.....	1
1.1 Introduction.....	1
1.2 Research Scope.....	3
1.3 Research Questions.....	3
1.4 Research Objectives.....	3
1.5 Research Limitations.....	3
1.6 Chapter Summary.....	4
2 Literature Review.....	6
2.1 Introduction.....	6
2.2 Organizational communication.....	6
2.3 Supply Chain Management.....	9
2.4 Supply Chain Performance.....	10
2.5 Supply Chain Performance Initiatives.....	11
2.6 Apparel Industry in Sri Lanka.....	16
2.7 Research Gap.....	16
2.8 Summary.....	17
3 Methodology.....	18
3.1 Introduction.....	18
3.2 Identifying intra-organizational communication methods.....	19
3.3 Identifying supply chain performance initiatives.....	19
3.4 Determining significant intra-organizational communication methods.....	20
3.5 Determining critical supply chain performance initiatives.....	22
3.6 Data Collection.....	23
3.7 Method of Data Analysis.....	23
3.8 Summary.....	26
4 Data Analysis and Discussion.....	27
4.1 Introduction.....	27
4.2 Spreading supply chain culture.....	30
4.3 Building supply chain visibility.....	38
4.4 Fostering trust-based collaborative relationships.....	46
4.5 Supporting negotiation and adaptation dynamics.....	54
4.6 Importance of each supply chain initiative on an improved organizational communication and Impact of each communication method on supply chain performance initiatives.....	61
4.7 Summary.....	64
5 Conclusion and Recommendations.....	65
6 References.....	68
7 Appendices.....	71

Table of Figures

Figure 2-1 : A conceptual framework developed to identify the impact of information sharing in supply chains.....	11
Figure 2-2 : A Supply chain performance matrix derived from SCOR Model	12
Figure 2-3 : An initial conceptual framework for supply chain communication.....	13
Figure 3-1 : Overview of the Methodology	18
Figure 3-2 : Identified Supply Chain Performance initiatives	20
Figure 3-3 : Conceptual Framework	22
Figure 3-4 : Summarized variables	22
Figure 4-1 : Pie Chart of the population according the hierarchy level.....	27
Figure 4-2 : Pie Chart of the population according the years of experience.....	28
Figure 4-3 : Histogram chart of the importance level of spreading supply chain culture on an improved communication	30
Figure 4-4 : Histograms plotted identifying the impact from each communication method on spreading supply chain culture.....	31
Figure 4-5 : Mean values obtained from the Likert scale on the impact for spreading supply chain culture	32
Figure 4-6 : Histogram chart of the importance level of building supply chain visibility on an improved communication	38
Figure 4-7 : Histograms plotted identifying the impact from each communication method on building supply chain visibility.....	39
Figure 4-8 : Mean values obtained from the Likert scale on the impact for building supply chain visibility	40
Figure 4-9 : Histogram chart of the importance level of fostering trust-based collaborative relationships on an improved communication	46
Figure 4-10 : Histograms plotted identifying the impact from each communication method on fostering trust based	47
Figure 4-11 : Mean values obtained from the Likert scale on the impact for fostering trust-based collaborative relationships	48
Figure 4-12 : Histogram chart of the importance level of negotiation and adaptation dynamics on an improved communication.....	54
Figure 4-13 : Histograms plotted identifying the impact from each communication method on supporting negotiation and adaptation dynamics.....	55
Figure 4-14 : Mean values obtained from the Likert scale on the impact for supporting negotiation and adaptation dynamics.....	56
Figure 4-15 : Impact of each communication method on supply chain performance initiatives..	61
Figure 4-16 Importance Level to foster an improved communication	63

List of Tables

Table 3-1 : Communication Methods found from literature.....	19
Table 3-2 : Determined top 5 most significant intra-organizational communication methods	21
Table 3-3 : Determined top 4 most critical Supply Chain Performance initiatives	21
Table 4-1: Likert scale interpretation.....	29
Table 4-2 : Data table obtained from SPSS for the importance level of spreading supply chain culture to have an improved communication.....	30
Table 4-3 : SPSS analysis on spreading supply chain culture	32
Table 4-4 : Logistic regression analysis of spreading supply chain culture from SPSS.....	33
Table 4-5 : Case processing summary related to ordinal logistic regression analysis of spreading supply chain culture	35
Table 4-6 : Parameter estimates related to ordinal logistic regression analysis of spreading supply chain culture.....	36
Table 4-7 : Data table obtained from SPSS for the importance level of Building supply chain visibility to have an improved communication.....	38
Table 4-8 : SPSS analysis on building supply chain visibility	40
Table 4-9 : Logistic regression analysis of building supply chain visibility from SPSS.....	41
Table 4-10 : Case processing summary related to ordinal logistic regression analysis of building supply chain visibility	43
Table 4-11 :Parameter estimates related to ordinal logistic regression analysis of building supply chain visibility.....	44
Table 4-12 : Data table obtained from SPSS for the importance level of fostering trust-based collaborative relationships to have an improved communication.....	46
Table 4-13 : SPSS analysis on fostering trust based collaborative relationships	48
Table 4-14 : Logistic regression analysis of fostering trust-based collaborative relationships from SPSS.....	49
Table 4-15 : Case processing summary related to ordinal logistic regression analysis of fostering trust-based collaborative relationships.....	51
Table 4-16 : Parameter estimates related to ordinal logistic regression analysis of fostering trust-based collaborative relationships	52
Table 4-17 : Data table obtained from SPSS for the importance level of supporting negotiation and adaptation dynamics to have an improved communication.....	54
Table 4-18 : SPSS analysis on supporting negotiation and adaptation dynamics	56
Table 4-19 : Logistic regression analysis of supporting negotiation and adaptation dynamics from SPSS.....	57
Table 4-20 : Case processing summary related to ordinal logistic regression analysis of supporting negotiation and adaptation dynamics.....	59
Table 4-21 : Parameter estimates related to ordinal logistic regression analysis of supporting negotiation and adaptation dynamics.....	60