



THE INFLUENCE OF THE PRODUCT DEVELOPMENT DIVISION MANAGER'S COMMUNICATION STYLE ON THE WORK COMMUNICATION CLIMATE OF PRODUCTION EMPLOYEES AT PT HANES SUPPLY CHAIN INDONESIA

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Abstract

This study aims to explore how the communication style of the Product Development Division Manager influences the communication climate of production employees at PT Hanes Supply Chain Indonesia. In the context of the manufacturing industry, which is characterized by high performance targets, hierarchical structures, and intensive cross-functional coordination, leadership communication plays a crucial role in shaping the work environment and supervisor-subordinate relationships. This research adopts a qualitative case study approach. Data were collected through in-depth interviews with the manager and production employees in the Product Development Division to capture their experiences, perceptions, and interpretations of everyday communication practices. The data were analyzed using thematic analysis to identify patterns of managerial communication style and their implications for the communication climate. The findings reveal that an open, supportive, and responsive communication style contributes to a more positive communication climate, characterized by higher levels of trust, openness, and psychological safety among employees. In contrast, rigid and less empathetic communication tends to create distance and inhibit open interaction. These results highlight the strategic role of leadership communication in fostering a healthy and productive communication climate within manufacturing organizations.

Keywords: communication style, leadership communication, communication climate, production employees, manufacturing industry.

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi bagaimana gaya komunikasi Manajer Divisi Pengembangan Produk memengaruhi iklim komunikasi karyawan produksi di PT Hanes Supply Chain Indonesia. Dalam konteks industri manufaktur, yang dicirikan oleh target kinerja tinggi, struktur hierarkis, dan koordinasi lintas fungsi yang intensif, komunikasi kepemimpinan memainkan peran penting dalam membentuk lingkungan kerja dan hubungan atas-an-bawahan. Penelitian ini mengadopsi pendekatan studi kasus kualitatif. Data dikumpulkan melalui wawancara mendalam dengan manajer dan karyawan produksi di Divisi Pengembangan Produk untuk menangkap pengalaman, persepsi, dan interpretasi mereka tentang praktik komunikasi sehari-hari. Data dianalisis menggunakan analisis tematik untuk mengidentifikasi pola gaya komunikasi manajerial dan implikasinya terhadap iklim komunikasi. Temuan menunjukkan bahwa gaya komunikasi yang terbuka, suportif, dan responsif berkontribusi pada iklim komunikasi yang lebih positif, yang dicirikan oleh tingkat kepercayaan, keterbukaan, dan keamanan psikologis yang lebih tinggi di antara karyawan.



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Sebaliknya, komunikasi yang kaku dan kurang empatik cenderung menciptakan jarak dan menghambat interaksi terbuka. Hasil ini menyoroti peran strategis komunikasi kepemimpinan dalam menumbuhkan iklim komunikasi yang sehat dan produktif dalam organisasi manufaktur.

Kata kunci: gaya komunikasi, komunikasi kepemimpinan, iklim komunikasi, karyawan produksi, industri manufaktur.

I. INTRODUCTION

The manufacturing industry is a sector that relies heavily on effective coordination, accurate implementation, and adherence to work procedures. In a work environment oriented toward production and quality targets, communication is a crucial element determining the smooth running of work processes and the relationship between leaders and employees. Unlike other sectors, manufacturing organizations tend to have hierarchical structures and routine yet high-pressure work patterns, making the quality of leadership communication significantly impact the work environment and employee performance.

In an organizational context, managers function not only as decision-makers but also as primary communicators, translating company policies into daily work practices. The way a manager conveys instructions, provides feedback, responds to problems, and fosters dialogue with subordinates shapes employees' perceptions of their work environment. An open, supportive, and empathetic communication style can foster engagement and trust, while a rigid or authoritarian communication style tends to create psychological distance and hinder open communication.

In organizational communication studies, the psychological and social conditions created by the communication process are known as communication climate. Communication climate reflects the extent to which employees feel safe, valued, and supported in expressing ideas, complaints, and work-related information. A positive communication climate allows for a smoother exchange of information and more harmonious working relationships, while a negative climate can trigger misunderstandings, conflict, and decreased work motivation.

In a manufacturing company like PT Hanes Supply Chain Indonesia, the existence of a conducive communication climate is increasingly important given the complexity of the production process and the interconnectedness between divisions. The Product Development Division plays a strategic role in bridging product design and specification needs with implementation on the production line. Managers in this division interact directly with

production employees who carry out operational processes, so the communication style used to direct, correct, and evaluate work significantly influences the communication climate in the workplace.

Various previous studies have shown that leadership communication contributes significantly to shaping an organization's communication climate. Leaders who communicate clearly, openly, and responsively tend to create a more participatory and trusting work environment. However, studies specifically examining the dynamics of leadership communication in the manufacturing industry, particularly in multinational companies with complex work systems, are relatively limited. This situation highlights the need to delve deeper into how managers' communication practices influence the communication climate in the production workplace.

Based on this background, this study focuses on the influence of the Product Development Division Manager's communication style on the work communication climate of production employees at PT Hanes Supply Chain Indonesia. This research is important to provide a more comprehensive understanding of the role of leadership communication in creating a conducive work environment, as well as providing a basis for companies in formulating more effective communication strategies to improve the quality of work relationships and organizational performance.

II. THEORETICAL STUDIES

1. Communication Style in Leadership

Leadership communication style refers to the pattern of communication behavior a leader uses when interacting with subordinates, whether conveying instructions, providing feedback, or building work relationships. According to Tubbs and Moss, communication style is an individual's distinctive way of conveying messages and responding to others, reflecting their attitudes, values, and relational orientation. In an organizational context, a leader's communication style is a crucial element because it influences how messages are received and interpreted by employees.

Richmond and McCroskey suggest that a leader's communication style can encompass dimensions such as openness, clarity, empathy, support, and participation. Leaders who have an open and supportive communication style tend to create more positive relationships with their subordinates, as employees feel valued and involved in

the work process. Conversely, a closed, one-way, and authoritarian communication style can create fear, uncertainty, and psychological distance in work relationships.

In a manufacturing workplace, a leader's communication style becomes even more important because technical and target-oriented work activities require clear instructions and effective coordination. The way managers communicate, when providing direction, correcting errors, and responding to complaints, will shape employee perceptions of leadership quality and the overall work environment.

2. Communication Climate in Organizations

Communication climate is a concept that describes the communication atmosphere or mood experienced by organizational members. Pace and Faules explain that communication climate reflects how individuals perceive the quality of communication relationships within the organization, including the level of trust, openness, and support they receive. This climate is formed through daily interactions between leaders and employees and between organizational members.

Redding states that a positive communication climate is characterized by mutual trust, openness of information, participation in decision-making, and support from leaders. In such a climate, employees feel safe expressing ideas, problems, and criticism without fear of negative consequences. Conversely, a negative communication climate is characterized by a predominance of one-way communication, a lack of transparency, and low trust between superiors and subordinates.

In the context of production work, communication climate significantly influences the smooth flow of information and work coordination. Employees in a healthy communication climate are more likely to communicate operational constraints, production errors, or improvement suggestions, thus contributing to improved work quality and efficiency.

3. The Relationship between Leader Communication Style and Communication Climate

Various studies have shown that a leader's communication style plays a significant role in shaping an organization's communication climate. Leaders who use an open, empathetic, and participatory communication style tend to create a more positive communication climate, characterized by a high level of trust and openness among

organizational members. Conversely, a communication style that is authoritarian, less responsive, and minimally dialogue-driven often results in a closed and tense communication climate.

From an organizational communication perspective, leaders function as "tone-setters" for communication within the organization. The way managers speak, listen, and respond to their subordinates sets the example for the communication patterns that develop in the workplace. Therefore, a manager's communication style not only influences interpersonal relationships but also shapes the norms and culture of communication within the organization.

In a manufacturing environment like the Product Development Division at PT Hanes Supply Chain Indonesia, the relationship between a manager's communication style and the communication climate becomes increasingly important due to the high need for coordination between product planning and production implementation. A manager's communication style that is able to bridge technical needs and human relationships will contribute to a more conducive work communication climate, ultimately supporting work effectiveness and production quality.

III. RESEARCH METHODS

1. Research Approach and Design

This research uses a qualitative approach with a case study design, as it aims to deeply understand how managers' communication styles influence the workplace communication climate within a specific organizational context. This approach allows researchers to explore employees' meanings, experiences, and perceptions of leadership communication practices within their workplace.

2. Research Location and Subjects

This research was conducted at PT Hanes Supply Chain Indonesia, specifically in the Product Development Division, which interacts directly with production employees. The research subjects consisted of:

1. The Product Development Division Manager, as the primary actor in leadership communication practices.
2. Production employees under the division's coordination and directly involved in the daily work process.

The selection of informants was purposive, based on the consideration that they have direct and relevant experience with the communication phenomenon being studied.

3. Data Collection Techniques

Research data were collected through in-depth interviews. The interviews were conducted semi-structured to obtain rich information while remaining focused on the research focus. Interview questions covered:

- how managers convey instructions,
- forms of feedback and reprimands,
- openness of communication,
- and employee perceptions of the work communication climate.

In addition to interviews, supporting data was obtained through documentation, such as organizational structures and job descriptions, to strengthen the context of the analysis.

4. Data Analysis Techniques

Data analysis was conducted using thematic analysis, following the stages proposed by Miles and Huberman, namely:

1. Data reduction, by selecting and focusing information relevant to the research objectives.
2. Data presentation, by grouping findings into main themes such as communication style and communication climate.
3. Conclusion drawing, by interpreting the meaning of the relationship between managers' communication styles and the work communication climate.

5. Data Validity

To maintain data validity, this study used source triangulation techniques, namely by comparing information obtained from managers and production employees. Furthermore, the researcher also cross-checked the interview results (member checking) to ensure that the researcher's interpretations align with the informants' intentions.

This method is designed to produce a comprehensive picture of how managers' communication styles shape the work communication climate of production employees at PT Hanes Supply Chain Indonesia.

IV. RESEARCH RESULTS

Based on in-depth interviews with the Product Development Division Manager and several production employees at PT Hanes Supply Chain Indonesia, key findings were obtained that describe the manager's communication style and its influence on the workplace communication climate. Data analysis indicates that the manager's communication style plays a significant role in shaping the communication atmosphere experienced by employees in their daily work activities.

1. Communication Style of the Product Development Division Manager

Interview results indicate that the Product Development Division manager tends to use an open and task-oriented communication style. The manager routinely conveys work instructions, production targets, and changes to product specifications through face-to-face meetings and informal communication in the work area. Employees stated that the messages conveyed are relatively clear and easy to understand, especially regarding quality standards and deadlines.

Furthermore, the manager also demonstrates a responsive attitude to work issues. When obstacles arise in the production process, employees can report them directly and receive direction or solutions. This attitude demonstrates an effort to maintain smooth two-way communication, although in certain situations, the pressure of production targets makes communication more instructive and task-oriented.

2. Employee Perceptions of the Work Communication Climate

Production employees described the work communication climate in the Product Development Division as fairly open but still influenced by a hierarchical structure. Most employees felt able to convey work-related information, such as technical issues or material needs, to their managers. This indicates a level of openness and trust in communication relationships.

However, some employees also reported that in certain situations, particularly when there was target pressure or production errors, they felt more cautious about expressing opinions or criticism. This situation suggests that although the communication climate was relatively positive, psychological barriers still existed, influenced by superior-subordinate positions and performance demands.

3 The Influence of Manager Communication Style on the Communication Climate

Research findings indicate that a manager's clear, open, and responsive communication style contributes to a more conducive communication climate. Employees who felt they received clear direction and the opportunity to raise concerns tended to perceive the workplace communication atmosphere as safer and more supportive.

Conversely, when manager communication was more one-way and focused on target pressure, employees perceived a decrease in openness and an increase in communication distance. This suggests that variations in manager communication styles directly influence how employees perceive the work communication climate.

4. Main Themes

The thematic analysis revealed several main themes:

1. Clarity of instructions as a determinant of communication security
2. Manager responsiveness in handling work issues
3. The influence of target pressure on communication patterns
4. Hierarchical relationships as a barrier to open communication

These themes indicate that managers' communication styles function not only as a tool for coordinating work but also as a factor in shaping the psychological and social climate in the production work environment.

V. CONCLUSION

Based on the research results and discussion, it can be concluded that the Product Development Division Manager's communication style plays a crucial role in shaping the work communication climate of production employees at PT Hanes Supply Chain Indonesia. A communication style characterized by openness, clarity of message delivery, and responsiveness to work issues has been shown to create a more conducive communication atmosphere, characterized by increased trust, openness, and a sense of security in employee interactions with superiors.

This research also shows that although the communication climate in the Product Development Division is relatively positive, the pressure of production targets and the hierarchical structure still influence the level of openness in employee communication. Under certain conditions, employees tend to be more cautious in expressing opinions or criticism,

indicating that leadership communication styles need to be continuously adapted to the work situation to maintain an optimal communication climate.

Thus, a manager's communication style serves not only as a means of conveying instructions but also as a strategic factor shaping the dynamics of work relationships and the communication climate in the manufacturing industry.

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