

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATIONS ON EFFECTIVE BUSINESS MANAGEMENT

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Abstract: Effective business management is an essential element for high organizational performance and has gained the attention of policymakers and researchers. Thus, the present study aims to investigate the impact of organizational communications, such as corporate-level communication, team communication and leadership communication, on effective business management of the textile industry in Indonesia. There is no such study conducted in this area, and it is considered the novelty of the present research. It also examines the moderating role of employees' effectiveness in relation to corporate-level communication, team communication, leadership communication, and effective business management in the textile industry in Indonesia. The methodology of the study has adopted quantitative methods, used questionnaires for data collection, and employed the PLS-SEM for testing the hypotheses. The results exposed that corporate-level communication, team communication and leadership communication have a positive linkage with effective business management in the textile industry in Indonesia. The findings also indicated that employees' effectiveness significantly moderates the links of corporate-level communication, team communication, leadership communication, and effective business management in Indonesia's textile industry.

Keywords: Employees' effectiveness, Corporate level communication, Team communication, Leadership communication, Effective business management

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Introduction

Effective management elaborates how managers achieve their goals with the help of organisational resources. In this way, effective business management signifies managers improve their effectiveness while building a team of productive employees who can achieve the organisation or business goals. It can be understood that effective business management is important for any organisation. Concerning this, the present research is intended to examine the role of organizational communications like corporate-level communication, team communication and leadership communication for effective business management using Employees' effectiveness as the moderating role in the textile industry in Indonesia.

Due to much importance of effective business management forces researchers and scholars to ponder effective business management and the factors affecting effective business management. The study aims at analyzing the communication at different levels, such as corporate-level communication, team communication, and leadership

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communication, and checks their influences on the development of effective business management. This study also investigates the linking impacts of employees' effectiveness on the association between corporate-level communication, team communication, leadership communication and effective business management. In the past, the authors have either dealt with corporate-level communication or inside communication, such as team communication, leadership communication and transparency (Androniceanu, 2021). The current research is a distinction as it simultaneously addresses corporate-level and inner communication. The author has been motivated to explore further because of the uniqueness and novelty proposed in this research. So, the author has chosen the textile industry of Indonesia.

Every country's textile industry is one of its most important industries, particularly those with a thriving agricultural sector. This industry makes a significant contribution to a country's economy. It is crucial for various countries because it contributes significantly to the gross domestic product (GDP). Increased performance in the textile sector will result in a higher share of GDP, which will benefit the nation's economy. To sustain their economies, most countries, such as China, Vietnam, and Indonesia, are now focused on increasing the growth rate of the textile industry. China's textile industry has been revealed to be the most advanced in comparison to other nations. In comparison to these nations, Indonesia, on the other hand, performs poorly. During the first half of 2018, the textile industry in Indonesia grew at a slow pace of just 4.8 percent. This slow rate of growth has a negative impact on overall production and reduces GDP contribution. The textile industry contributed significantly to Indonesia's workforce and non-oil exports. According to the most recent numbers, the textile industry employs 2,869 people or 11% of the overall manufacturing workforce. In 2010, the textile industry was able to produce export commodities worth US\$11.2 billion. The textile industry contributes up to 9% of Indonesia's gross non-oil and gas exports. It's no surprise that this sector is one of Indonesia's most important non-oil exporters and job creators. Textile industries in Indonesia contributed Rp150.5 trillion in overall investment. This number is up marginally from the previous year's 2,853 companies and Rp146.1 trillion gross investment. In terms of the number of firms, the value of the investment, and jobs, The textile industry's contribution to Indonesia's economy has seen a promising trend (Desore & Narula, 2018). In the upstream region, the industry produces natural, synthetic, and radiated fibers, most capital-intensive and technologically intensive but with deficient workforce absorption (Ahmad, Arif, Cheema, Thollander, & Khan, 2020). Considering the importance of this sector and the lack of literature, the author is encouraged to research as proposed above.

Literature Review

Plenty of communication prevails in the business industries of Indonesia, but the textile sector of Indonesia has gained much importance over the past few decades due to corporate communication. Usually, corporate communication refers to how

organisations communicate with various audiences (de Castro Pardo, Martínez, Martínez, & Martín, 2020). These audiences may vary on the instance of interest, and it may be customers as well as employees and many other elements. Corporate communication comprises strategic communication challenges that induce rapid changes in effective business management. While depending on the audiences for communication, corporate communication enhances business effectiveness in several ways. These ways comprise the contents of reports which are prepared according to the designed communication strategies. Typically, these strategies comprise various promotion materials, websites, advertisements, etc. It is the form of communication that is rendered to privileged clients and some important highlight departments. This formation of corporate-level communication enhances the business created through the ways of innovation. The textile sector of Indonesia has attained effective business management with the help of corporate-level communication that covers all aspects of audiences. Hybrid strategies are examined among the CSR strategies and corporate abilities in businesses (Z. F. Chen & Tao, 2020; Lopes da Silva & Onome Imoniana, 2021; Shevyakova et al., 2021; Nassar, Strielkowski, 2022). Through corporate level communication, business management could be increased. This increment comprises a variety of ideas for the problems and the creation of opportunities in the markets (Borges, Saucedo-Acosta, & Diaz-Pedroza, 2020; Mai et al., 2020; Kudins, 2022; Jędrzejczyk 2021). Although, corporate-level communication in the Textile sector of Indonesia has been helping people overcome organisations' issues. These issues primarily disrupt organizational performance (J. Chen, Wang, & Liu, 2020; Wach & Bilan, 2021). Effective business management is the key to success, removing the barriers through positive thoughts and manipulations. Organizations that are well acquainted with effective business management assert corporate-level communication as an essential means to evaluate fantastic development. Companies are easily following the role of corporate communication for inserting effective business management approaches. Thus, it can be hypothesized that:

H1: Corporate-level communication significantly influences effective business management.

The business continues with various strategies and also deserves to cultivate the benefits from its communication in the markets (Fan & Wang, 2020). These benefits are also considered forming opinions and ideas that could enhance effective business management. Usually, the textile sector of Indonesia has been seen with effective business management due to effective team communication. This renders the importance of mutual understanding of teams that strive for better benefits for effective business management. Team communication is a vital mode for the facilitation of diverse workings which hide in the business due to workloads. It is also essential to analyze the effectiveness of team communication with the inter-professional team members in different industries. These workloads are effectively performed after the enhancement of effective business management. This effective team communication helps to explore ideas and opinions and creates a big difference

in effective business management. Coordination is an important element that specifies the purposeful intervention of teams to improve effectiveness. Although business development is not mainly dependent on the individual approach, team working is maintained to induce effective business management (He et al., 2020). Mostly, the Textile sector of Indonesia has been raised with diverse services, which is a clear view of effective business management with the significant help of team communication (Ruoslahti, 2020). This consideration is through the involvement of team communication, seeking new ideas and opinions to enhance the textile business performance of Indonesia. Therefore, team communication is vitally highlighted as a significant means to induce the importance of effective business management (Li, Qu, Wei, Ai, & Jia, 2020). On the basis of above research opinions it is hypothesized: H2: Team communication significantly impacts effective business management.

Leadership communication is an important organisational communication that motivates the employees in markets. The communication of the Malaysian prime minister attributes a social change in businesses through its leadership communication (Suppiah, Ahmad, Yusof, & Velloo, 2019). Considerably, the textile sector of Indonesia has viewed the importance of leadership communication due to diverse markets with diversified products and services. People and consumers are engaged in buying and selling services and products, and the leadership communication help to evaluate the bold instances for effective business. It is the responsibility of leadership to manage the prevailing situations between employees and markets. Therefore, the messages communicated by leadership dominate with significant importance and depict the element of trust. This element not only bumps the motivation among employees but also raises the ideas and opinions of the employee for all possible benefits. There is a wide relationship between conflicts, communication, and leadership that induce important influence on communities. The main values of leadership communication comprise the core culture of the organizations in the Textile sector of Indonesia. This clear indication of leadership engaging employees and different departments shows the direction of focus and commitments. The role of leadership has been positively depicting the agenda of management to solve the challenges. These challenges are effectively managed by the appropriate and strategic development of goals rendering effective business management (Dacko-Pikiewicz, 2019). Every business like a textile in Indonesia strives for the efficient execution of services and products. This management asserts that leadership communication influences effective business management. While viewing the effectiveness of business management, the leadership communication through a wide range of abilities increases the business performance. Based on the views from past authors, the following hypothesis has been proposed:

H3: Leadership communication significantly influences effective business management.

Employees' effectiveness significantly renders the remote connection of communication and establishment of minds which tackle organizations. This organisation's handling is through different ways, and effective business

management is also depicted through the Employees' effectiveness (Arici Özcan & Vural, 2020). The role of employees' effectiveness is clearly influencing the modes of communication in the textile sector of Indonesia. This influence is seen due to the establishment of techniques that induce trust and management. Employees' effectiveness is a conclusive channel that entails experiences and all the elements of psychological abilities toward channels of communication and effective management (Ricciardelli, Czarnuch, Carleton, Gacek, & Shewmake, 2020). While asserting the digitally connected world, corporate communication is an important factor that evaluates whether an organization fails or thrives. The impact of employees' effectiveness is also clear on corporate communication and effective business management. This impacts the many elements of an organization, especially brand awareness, innovation, and employee productivity. Communication strategies are established by the realm of corporate associations that show businesses' effectiveness (Kim, Park, & Kim, 2019). Team combination is the essential element of employees' effectiveness, which renders the elements of development (MacIntyre, Lanxi, & Khajavy, 2020). Usually, communication enables the employees and people to share knowledge about skills and market products. This also enables the development of the necessary skills to be developed according to global markets. This is a wide interpretation of leadership communication inducing role through its abilities, skills, and business knowledge. Effective business management induces a positive role in developing various solutions to business problems. This role is significantly supported by the modes of communication. Employees' effectiveness renders the imagination and sensitivity toward the organizations. These elements are described by the intentions of improvement developed by employees' effectiveness. This also tends to be the efforts of a single person who tackles every challenge in the textile sector of Indonesia by employees' effectiveness. The following hypothesis is derived from the above discussion.

H4: Employees' effectiveness significantly moderates the relationship between corporate-level communication and effective business management.

H5: Employees' effectiveness significantly moderates the relationship between team communication and effective business management.

H6: Employees' effectiveness significantly moderates the relationship between leadership communication and effective business management.

Methods and Material

This study investigates the impact of corporate-level communication, team communication and leadership communication on effective business management. Also, it examines the moderating role of Employees' effectiveness in the relations of corporate-level communication, team communication, leadership communication and effective business management of the textile industry in Indonesia. This study has followed the quantitative methods and used questionnaires for data collection. This study also followed simple random sampling to select the respondents. The

marketing department employees of the textile industry received 470 surveys, however only 302 were fulfilled in full and can be further analysed (Table 1).

The present article also employed the PLS-SEM for testing the hypotheses due to the complexity of the model and the large sample size (Hair Jr, Babin, & Krey, 2017). This study has taken the effective business management (EBM) as the dependent variable with six items, and employees' effectiveness (EE) was used as the moderating variable with seven items. Moreover, three predictors were used corporate level communication (CLC) with six items, team communication (TC) with eight items and leadership communication (LC) with five items.

Table 1. Structure of respondents.

Education	Female	Male	Structure	
			F	M
Primary education	168	132	75,3%	53,4%
Vocational education	35	52	15,7%	21,0%
Secondary education	17	38	7,6%	15,4%
University education	3	25	1,4%	10,2%
Total:	223	247	100%	100%

Research Results

The finding section has shown the convergent validity that exposed the correlation between items. The figures mentioned that CR and Alpha values are more than 0.70, and AVE and loading values are larger than 0.50. These figures highlighted the high relationships among items. These values are highlighted in Table 2.

Table 2. Convergent Validity.

Constructs	Items	Loadings	Alpha	CR	AVE
Effective Business Management	EBM1	0.863	0.902	0.927	0.719
	EBM2	0.774			
	EBM4	0.884			
	EBM5	0.836			
	EBM6	0.879			
	Corporate Level Communication	CLC1			
CLC2	0.854				
CLC3	0.842				
CLC4	0.870				
CLC5	0.880				
CLC6	0.866				

Leadership Communication	LC1	0.952	0.964	0.972	0.874
	LC2	0.935			
	LC3	0.944			
	LC4	0.953			
	LC5	0.889			
Employees' Effectiveness	EE1	0.725	0.924	0.916	0.610
	EE2	0.783			
	EE3	0.799			
	EE4	0.790			
	EE5	0.791			
	EE6	0.779			
	EE7	0.798			
Team Communication	TC1	0.900	0.948	0.957	0.735
	TC2	0.898			
	TC3	0.841			
	TC4	0.873			
	TC5	0.872			
	TC6	0.718			
	TC7	0.871			
	TC8	0.871			

The finding section has also shown the discriminant validity that exposed the correlation between variables. The figures of Fornell Larcker and cross-loadings have mentioned that values that exposed the relation with the variable itself are bigger than those that exposed the relations with other variables. These figures highlighted the low relationships among variables. These values are highlighted in Table 3 and Table 4.

Table 3. Fornell Larcker.

	EBM	CLC	LC	EE	TC
EBM	0.848				
CLC	0.389	0.863			
LC	0.396	0.425	0.935		
EE	0.269	0.296	0.668	0.781	
TC	0.484	0.428	0.487	0.333	0.857

Table 4. Cross-loadings.

	EBM	CLC	LC	EE	TC
EBM1	0.863	0.312	0.306	0.236	0.381
EBM2	0.774	0.332	0.392	0.276	0.466
EBM4	0.884	0.300	0.303	0.213	0.381
EBM5	0.836	0.351	0.328	0.182	0.398
EBM6	0.879	0.344	0.333	0.221	0.409
CLC1	0.333	0.864	0.352	0.237	0.361
CLC2	0.322	0.854	0.337	0.267	0.348
CLC3	0.302	0.842	0.377	0.267	0.348
CLC4	0.301	0.870	0.364	0.288	0.373
CLC5	0.351	0.880	0.377	0.250	0.393
CLC6	0.388	0.866	0.388	0.235	0.389
LC1	0.379	0.375	0.952	0.596	0.453
LC2	0.344	0.432	0.935	0.599	0.452
LC3	0.377	0.421	0.944	0.614	0.453
LC4	0.381	0.376	0.953	0.589	0.456
LC5	0.368	0.384	0.889	0.725	0.463
EE1	0.368	0.384	0.689	0.725	0.463
EE2	0.128	0.144	0.276	0.783	0.136
EE3	0.086	0.105	0.272	0.799	0.128
EE4	0.131	0.153	0.281	0.790	0.147
EE5	0.084	0.114	0.276	0.791	0.132
EE6	0.093	0.119	0.280	0.779	0.072
EE7	0.069	0.109	0.256	0.798	0.113
TC1	0.424	0.377	0.401	0.257	0.900
TC2	0.413	0.378	0.391	0.260	0.898
TC3	0.420	0.391	0.416	0.301	0.841
TC4	0.450	0.347	0.441	0.334	0.873
TC5	0.415	0.376	0.453	0.291	0.872
TC6	0.307	0.363	0.318	0.200	0.718
TC7	0.449	0.351	0.452	0.326	0.871
TC8	0.421	0.367	0.447	0.290	0.871

This study also used the Heterotrait Monotrait (HTMT) ratio to test the discriminant validity. The figures of HTMT show the values are lower than 0.85. These figures highlighted the low relationships among variables. These values are highlighted in Table 5.

Table 5. Heterotrait Monotrait Ratio.

	EBM	CLC	LC	EE	TC
EBM					
CLC	0.418				
LC	0.420	0.448			
EE	0.180	0.212	0.462		
TC	0.517	0.457	0.507	0.218	

The path analysis has shown the testing of hypotheses. The results exposed that corporate-level communication, team communication and leadership communication have a positive linkage with the effective business management of the textile industry in Indonesia and accept H1, H2 and H3. These relations are highlighted in Table 6.

Table 6. Direct Path.

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
CLC -> EBM	0.238	0.069	3.443	0.000	0.127	0.350
LC -> EBM	0.184	0.098	1.875	0.032	0.025	0.356
TC -> EBM	0.300	0.078	3.829	0.000	0.169	0.413

The findings also indicated that employees' effectiveness significantly moderates the links of corporate-level communication, team communication, leadership communication, and effective business management in Indonesia's textile industry and accepts H4, H5 and H6. These relations are highlighted in Table 7.

Table 7. Indirect Path.

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
CLC*EE -> EBM	0.111	0.064	1.731	0.043	0.012	0.217
LC*EE -> EBM	0.148	0.072	2.064	0.021	0.022	0.260
TC*EE -> EBM	-0.224	0.065	3.469	0.000	-0.326	-0.100

Discussion

The study results have shown that the effectiveness of corporate-level communication has a positive association with effective business management. The study implies that when the organization has a better communication network with the stakeholders such as suppliers, potential customers, the general public, and investors, it could pay special heed to newness, value creation, and effectiveness in all the business processes. These results are in line with the past study of Duan

(2017), which states that the smooth and effective communication network of the organization with other organizations within the same industry or from other business industries helps the organization in getting information and essentials required for effective business operations. These results are also in line with the past study by Lee and Kim (2021), which states that organizations are found to have more development in their products and services when they have effective communication with other organizations. The results have also represented that the effectiveness of team communication has a positive association with business creativity. These results are supported by the recent study by Omilion-Hodges and Ackerman (2018), which states that effective communication among different teams within the organization or team members give them a chance to have information and cognitive, physical, or emotional support from their colleagues, which facilitate the development of effective business management. These results are also supported by the past study of Rong, Zhang and Xie (2019), which demonstrates that when communication network among the team members is effective and smooth, it assists the team members to achieve team objectives finding out the solution to the problems in the way, minimizing risks, and creating value to their services.

Moreover, the study results have shown that leadership communication positively affects effective business management. These results are approved by the study of Chaudhary and Panda (2018), which indicates that the leaders who have better communication with the manager above the rank and with the employees working under his guidance are helpful to the organization in achieving its goals of value addition to the quality of products and services, introduction of entirely new products, minimization of risks, and innovation in the customer services. These results are in accordance with the past study of Cheng and Yang (2019), which opines that the organizations which have leaders having effective direct communication both upstream and downstream can be useful in getting the employees to take care of the effectiveness in the business processes. The study results indicate that employees' effectiveness plays a moderating role in corporate-level communication and effective business management. These results are in line with the past study of Kamel, Martins, Pessanha, and de Andrade (2017), which shows that when the employees' effectiveness is high, the organization is in a solid position to effectively communicate with the stakeholders like potential customers, employees, investors, suppliers and service providers, thus, it can facilitate business creativity in several ways. These results are also in line with the past study of Callaghan, Moore, and Simpson (2018), which implies that employees' effectiveness facilitates corporate-level communication and effective business management and improves their mutual association.

The study results have also indicated that employees' effectiveness is a significant mediator between team communication and effective business management. These results are supported by the past study of Ma, Long, Zhang, Zhang, and Lam (2017), which reveals that when the organizational personnel have effectiveness in their jobs, the organization can have effective communication with the stakeholders like

potential customers, employees, investors, suppliers, and service providers. It facilitates effective business management in several ways. These results are also supported by the past study of Wang, Cheng, Chen, and Leung (2019), which shows that the employees' effectiveness facilitates both team communication and effective business management and improves their mutual association as well. The study results have also shown that employees' effectiveness is a significant mediator between leadership communication and effective business management. These results agree with the past study of Kremer, Villamor, and Aguinis (2019), which demonstrates that employees' effectiveness improves the effectiveness of the leadership communication and helps them to make their followers develop and use them in business processes.

Theoretical Implication

This study has great theoretical significance on account of its ample contribution to the economic-based literature. This study explores the influences of communication factors, such as communication at the corporate level, team communication, and leadership communication, on effective business management. This study contributes to the literature because it describes communication within and outside the organization and checks their role in getting higher business development. Besides, the study is an initiative to introduce employees' effectiveness as a moderator in communication at the corporate level, team communication, leadership communication and effective business management. Before this, though many researchers and practitioners have addressed the influences of employees' effectiveness on the development of communication at the corporate level, team communication, leadership communication and effective business management, only a small number of literature has yet thrown light on the moderating role of employees' effectiveness between communication at the corporate level, team communication, and leadership communication and effective business management. Thus, this study is a great contribution to the literature.

Empirical Implications

The present study also makes empirical implications along with theoretical ones. This study has much significance for the owner and management of business organizations in any emerging economy in general and in Indonesia in particular as it provides a guideline on how to develop and retain effective business management. The study suggests that through effective organizational communication, a remarkable improvement can be brought in the business capacity to maintain development in their processes, procedure, products, and services. It makes it clear that thorough, effective organizational communication at the corporate level, which occurs among different businesses and organizations in any industry and the form of any stakeholder like supplier, customer, or investor, effective communication among different teams in an organization or members of a single team, and communication on the part of leaders, effective business management can be improved. This study also guides how to improve organizational communication and effective business management if the personnel have effectiveness in their job.

Conclusion

Effective business management is the need of the hour for business organizations to succeed in the highly competitive market. Considering the importance of effective business management, the current study aims to analyze how much communication at the corporate level, team communication, and leadership communication influence effective business management. It also aims to analyze the role of employees' effectiveness in improving communication at the corporate level, team communication, leadership communication and effective business management. To fulfil the objectives, the study has analyzed the degree of the development of effective business management on account of change in nature and effectiveness of communication at the corporate level, team communication, and leadership communication. The study results indicated that positive and effective corporate-level communication enables the organization to bring development to its business processes, resources and production. These results also demonstrated that when there is effective and smooth communication among the team members, they can have the essential information from others, and in the same way, they can exchange their ideas; thus, they can develop business processes. The study findings also proved that the style that the leaders adopt to manage the employees' thinking, behaviors, and actions under their guidance determines their influence on the followers and their capacity to bring development to the particular business processes, products, and services. The study also concluded that employees' effectiveness enhances the communication's effectiveness at the corporate level, team communication and leadership communication, thus improving business growth. This study has been supported by the quantitative data collected through the use of only one source, the issuance of questionnaires. The use of single-source has confined the validity of the study. That is why future scholars are recommended to utilize more than one data collection source; the study may be comprehensive and have more validity.

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WPLYW KOMUNIKACJI ORGANIZACYJNEJ NA SKUTECZNE ZARZĄDZANIE BIZNESEM

Streszczenie: Efektywne zarządzanie przedsiębiorstwem jest istotnym elementem wysokiej wydajności organizacyjnej i przykuło uwagę decydentów i badaczy. Dlatego niniejsze badanie ma na celu zbadanie wpływu komunikacji organizacyjnej, takiej jak komunikacja na poziomie korporacyjnym, komunikacja zespołowa i komunikacja przywództwa, na efektywne zarządzanie biznesem w przemyśle tekstylnym w Indonezji. W tym zakresie nie prowadzi się takich badań i jest to uważane za nowość obecnych badań. Bada również moderującą rolę efektywności pracowników w odniesieniu do komunikacji na poziomie korporacyjnym, komunikacji zespołowej, komunikacji przywództwa i skutecznego zarządzania biznesem w branży tekstylnej w Indonezji. W metodologii badania przyjęto metody ilościowe, wykorzystano kwestionariusze do zbierania danych oraz wykorzystano PLS-SEM do testowania hipotez. Wyniki pokazały, że komunikacja na poziomie korporacyjnym, komunikacja zespołowa i komunikacja przywództwa mają pozytywny związek z efektywnym zarządzaniem biznesem w przemyśle tekstylnym w Indonezji. Wyniki wskazują również, że skuteczność pracowników znacząco łagodzi powiązania komunikacji na poziomie korporacyjnym, komunikacji zespołowej, komunikacji przywództwa i skutecznego zarządzania biznesem w przemyśle tekstylnym w Indonezji.

Słowa kluczowe: Efektywność pracowników, Komunikacja na poziomie korporacyjnym, Komunikacja w zespole, Komunikacja przywództwa, Efektywne zarządzanie biznesem

组织沟通对有效业务管理的影响

摘要：有效的企业管理是高组织绩效的基本要素，并已引起政策制定者和研究人员的关注。因此，本研究旨在调查组织沟通（如企业级沟通、团队沟通和领导沟通）对印度尼西亚纺织行业有效业务管理的影响。在这方面没有进行过这样的研究，这被认为是本研究的新颖之处。它还研究了员工的有效性在印度尼西亚纺织行业的企业级沟通、团队沟通、领导沟通和有效业务管理方面的调节作用。研究方法采用定量方法，使用问卷收集数据，并使用 PLS-SEM 检验假设。结果表明，企业层面的沟通、团队沟通和领导沟通与印尼纺织行业的有效业务管理存在正向联系。研究结果还表明，员工的有效性显著调节了印度尼西亚纺织行业的企业级沟通、团队沟通、领导沟通和有效业务管理之间的联系

关键词：员工效能，企业层面的沟通，团队沟通，领导力沟通，有效的企业管理