

Miscommunication at the Workplace: Causes and Ways to Improve Internal Communication

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Received: October 24, 2021. Revised: November 17, 2022. Accepted: November 25, 202x.

Abstract

The objectives of this research were to survey the significant causes and reasons that lead to miscommunication at the workplace and to suggest the key solutions for the organizational management to improve internal communication, based on BERLO'S SMCR Model; Sender, Message, Channel and Receiver. The sampling group included 128 respondents whose level of education ranging from bachelor's to doctorate's degree, currently working in various organizations, covering government agencies, state enterprises, private and business sectors. The online questionnaire was used as the data collection tool and statistics used for data analysis was the Frequency and Percentage. The survey results showed that the causes of miscommunication at the workplace responded by 128 respondents ranging from agree to highly agree indicated that Sender was 68.75% (88) the highest cause, Channel 61.54% (79) as the second while Receiver 51.57% (66) and Message 49.22% (63) ranked the third and fourth consecutively. Regarding to other factors that may influence the causes of miscommunication at the workplace, the results ranging from the highest to lowest percentage and frequency as follows: 1) 25.26% (98) the attitude of either sender or receiver may cause miscommunication, 2) 21.13% (82) the readiness of both sender and receiver, 3) 18.56% (72) relationship between sender and receiver, 4) 18.04% (70) organizational context and culture, and 5) 17.01% (66) communication context consecutively. The last part of this study focused on the ways to improve internal communication at the workplace, the findings indicated that the top three key solutions with the highest percentage and frequency consecutively included: 1) 15.34% (81) sender must prepare your message before communicating with receivers 2) 14.94% (79) message must be clear and easy for receivers to understand, and 3) 13.26% (70) respect others' opinions is a must among members in the workplace. It is fully expected that the findings of this research may inspire organizational leaders to aware of, to have an insight look into the power of communication and acknowledge how to manage communication problems before the situation worsen and may lead the organization to fail office.

Keywords : Communication, Miscommunication, Workplace, Internal Communication, Channel

JEL Classification Code: D23, M12, M20, L20

1. Introduction

Miscommunication at the workplace is such a common phenomenon occurring in any organizations, where there are many staff members working together, sharing information, participating in many activities, and/or taking responsibilities in the assigned tasks together. Therefore, wherever, whenever communication takes place, miscommunication can

commonly occur. It is challenging what reaction and how the organization management to deal with to eliminate such the unwanted happenings. Without effective strategies to manage miscommunication in the workplace, it can lead to uncontrolled situations that blow up internal conflicts among members in the same organization and may lead the organization to fail office (Thepsiri, 2015; Turaga, 2016).

What is communication? Communication is adopted from a Latin word *communis*; the same meaning as the word *common*. Therefore, communication means actions or behaviors that process in the form of exchanging common

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opinions and ideas (Numnoie, 2012; Macnamara, 2015). In addition, communication in process is furtherly involved with nature flows of communication, which includes sending and transferring messages from one to another to inform, to create mutual understanding of the messages, opinions, ideas, attitudes, and intentions of the sender.

Thus, an organization or a workplace is a collection of groups of people working together, sharing the same objectives and goals, moving towards the same direction to achieve the same purposes (Numnoie, 2012). Under working environment, communication is a common medium to convey, to transfer information, exchange ideas and opinions, to build understanding, to motivate harmony, to create internal culture among members within the same organization in order to work together efficiently and harmoniously. Velentzas and Broni (2014) explained that communication is the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, writing, or behaviors. As well as strengthening good relationships among departments within the same organization, it can indicate that communication is the heart of success or failure if mismanaged by the organization (Iemwimangsa, 2015).

1.1 Objectives

1. The objective of this research is to find out significant causes and reasons that lead to miscommunication at the work place by using the Berlo's SMCR Model of Communication.

2. The objective of this research is to provide suggestions about the key solutions of miscommunication at the workplace for organizational managers and leaders to improve internal communication.

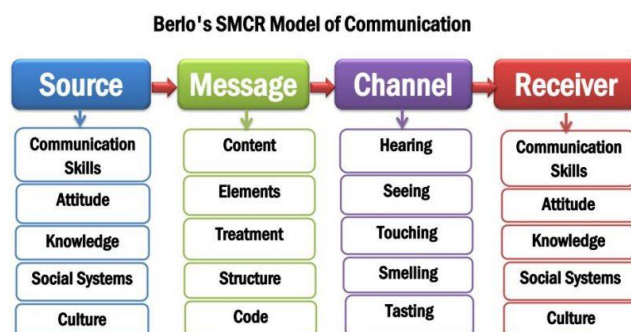
2. Literature Review

2.1 SMCR Model of Communication

Internal communication is the transference of various information among members working within the same organization by using various forms of communication, methods and tools in order to create mutual awareness and understanding about the practices of people in the organization.

Regarding to the communication issue, Berlo (1960) introduced the SMCR Model of Communication which later

this model is recognized as the BERLO' s SMCR model. This model represents the process of communication in its simplest form. Because of its simplicity, this model is widely used in the area of communication studies. The acronym SMCR stands for **Sender, Message, Channel, and Receiver**.



Source: SMCR Model of Communication- Berlo's SMCR Model of Communication (2021)

This communication model also explains the coding (message) and decoding (interpreting) of the message which can be used to increase more efficient communication in organization.

The BERLO'S SMCR Model consisting of:

- S (Source or Sender) refers to a sender, the one who sends the message,
- M (Message) refers to the message which the sender wishes to transfer,
- C (Channel) refers to the communication channel which the sender communicates through, and
- R (Receiver) is the one who receives the transferred message.

Whereas, the problems and obstacles in communication within the organization are mostly caused by the M-messenger and R-receiver in terms of language use, substance distortion, filtering information, misinterpretation, status and/or relationships between messengers etc. (*Importance of Communication Strategy within an Organization*, 2021).

According to the Classical Bureaucratic Theory of Management introduced in 1905 by Max Weber, a German scientist and sociologist, who believed that an organization must have a defined hierarchical structure and clear rules, regulations, and lines of authority which govern it (Serpa & Ferreira, 2019). This theory implies that internal communication is the combination of formal and informal

communication. Within the flow of formal and informal communication, it also includes the flow of vertical and horizontal communication either downward (top-down) or upward (bottom-up) communication. Formal communication is a type of communication flow via the channel of communication appearing on the organization chart. This chart indicates clear authorities and roles of organization members shown in the chart that is commonly recognized as the chain of command. Professional organizations demonstrate well their clear communication flow according to the chain of command. Informal communication refers to an internal communication which is not in line with the chain of command and does not follow the operating procedures. Executives are not able to clearly specify which members are involved in this type of communication. Informal communication has the characteristics of adding information to make formal communication more complete (Serpa & Ferreira, 2019).

According to this aspect, Numnoie, (2012) addressed more about upward (bottom-up) and downward (top-down) communication flows. Upward communication refers to the transmission of information from operators at lower levels of command to senior management by means of communication channels. In addition, the bottom-up communication does not play less significant role than the top-down flow. This communication channel is directly involved with the operator's participation, feedback and introduction of new initiatives, which allows the subordinate to show comments to supervisors or senior management. It also indicates a communication flow for surveying the attitudes of members in the organization. However, the information from bottom-up messages is often moderated, modified, changed and even distorted by sender before transferring the content in order to avoid indirect impacts that may affect the stability or progress of the subordinates. Therefore, by this type of communication, executives tend to receive information that is not as factual, or realistic as it should be.

In addition, horizontal or lateral communication; communication among members of the organization at the same or similar level is extremely important in coordination and consultation during working process within and outside the departments in the same organization. The obstacles of horizontal communication often begin with having a large group of members at the same level that makes it difficult to follow all the information, especially, when

sitting in the meeting including not having time to participate that can occur any time. However, some problems related to this type of communication usually cause by problems and differences of members with different interests or professions such as experts, techniques, accountants, marketers, etc. This is because organizational members have differences in backgrounds, experience, and skill-set, and the competitive atmosphere in the organization may be a barrier to horizontal communication.” Regarding to miscommunication within the organization, Poldech and Maneerat (2020) found in their study on Miscommunication and Ways to Improve Effective Internal Communication of the Student Organization of Rangsit University by using the BERLO’s SMCR Model. The results showed that the most likely part to be the cause of miscommunication at a high level was the sender and the second was the message, while the receiver was at a moderate level following by channel as the lowest level. In addition, the findings showed that the causes of miscommunication also involved with formal and informal communication. Moreover, the structural and cultural communication of Student Organization, Rangsit University also played a significant role as the causes of miscommunication because of the influences on people’s personalities and characteristics along with communication styles, including their different backgrounds.

Regarding to organizational challenges, one of the major problems that sounds easy to solve and should not occur is communication errors in the business industry and other types of industry where organization is functioned. Communication – a concept so powerful that it can either make or break the performance and productivity of any organization (Turaga, 2016). This is the consequence when an organization is functioned, a working society is formed and an internal culture is created. A society consists of working people who come from various backgrounds gathering to work as a team. Each person coming from different background also brings his/her own communication style and ways to communicate with others. Therefore, the conflicts between colleagues occur. The conflict on communication among coworkers in a workplace is considered as an enormous deal as the consequence of conflicts may lead to the outcome or output of the organization and tend to lead to the impact affecting the image of the organization (Velentzas & Broni, 2014).

Many researchers also found that cultures and

structures of organization also play a significant role in internal communication style along with the management of the organization. Numnoie (2012) stated that corporate culture demonstrated a characteristic reflecting the well-being of the organization in terms of learning to solve problems together, adapting to the integration of internal and external challenges within the organization to achieve common goals. In this regard, if the organizational leaders have set and compiled to standards or patterns of behaviors for officers to follow effectively, this practice would be passed on to new members through socialization; showing a way to accept and feel the connection among them; giving perception that they were deeply held assumptions by more than one culture in the organization (Hyland-Wood et al., 2021).

In relation to communication model, there is a worldwide-recognized organizational communication model produced by Hofstede et al. (2010) who did a wide research on communication and culture in various countries, including Thailand. Hofstede developed the six-cultural dimensions theory, named as the Hofstede's Cultural Dimensions Theory. The Hofstede's original model was developed during 1967-1973 including four dimensions: individualism-collectivism, uncertainty avoidance, power distance, and masculinity-femininity (Hofstede et al., 2010; Hofstede & Bond, 1988; Hofstede, 1984). Later on in 2010, his model was added up with the two dimensions; long-term orientation, and indulgence versus self-restraint. Finally, Hofstede's theory was included six dimensions.

Later on, Hofstede's cultural dimensions theory has been the major focus for later researchers to search more to study more about the hidden power of traditional cultural dimensions effecting directly on international business and communication. This theory has been widely used to study in many areas and places as a model for research, especially, in the fields of cross-cultural psychology, international business management, and cross-cultural communication (Hofstede et al., 2010; Hofstede & Bond, 1988; Hofstede, 1984).

Regarding to the Hofstede's theory, it is important for organizations' leaders to take into consideration the hidden power of existing cross-cultural psychology and officers whose roles are to deal with international management, international communication and negotiations in order to ensure that international communication and/or negotiations is handled properly and led to success, not

failure because of miscommunication (Hofstede et al., 2010).

3. Research Methodology

This research was used a qualitative method to conduct the study. The combination of data collection between questionnaire and in-depth interview was used with organizational managerial personnel to create and design the research tools. The target populations were office workers approximately 140 people for questionnaire and 5 middle managers or program directors for in-depth interview. After data collection, there were 128 people who participated in this study then purposive sampling techniques were used.

3.1. Research Duration

Because this is a continual study after the previous research on Miscommunication and Ways to Improve Effective Internal Communication of the Student Organization of Rangsit University in 2020. Therefore, it took eight months to complete during January to September 2021, beginning with researching background information, creating the research tool, collecting data, analyzing data and completing the study.

3.2. Research Instrument

The research tool used in this study was created based on the Berlo's SMCR Model of Communication as indicated in the research objective. It consisted of 4 sections (Berlo, 1960):

Section 1 General personal information of the sampling group

Section 2 Research questions with 5 rating scales (highly agree, agree, neutral, disagree and highly disagree) and open-ended reasons,

Section 3 Other factors that may cause miscommunication at the workplace. There were 5 main factors that the sampling group could choose more than 1 factors, and

Section 4 Ways to improve miscommunication at the workplace. There were 8 key solutions that the sampling group could choose more than 1 factors (Appendix A)

3.3. Data Collection

The 140 copies of the questionnaire (Appendix A) were

sent out to the targeted officers working in different organizations covering government agencies, state enterprises, private and business sector in September 2021 and 128 people participating in the research that was equivalent to 91.42% approximately of the target group.

3.4. Data Analysis

The data collected from 128 sampling population participating in this research were statistically analyzed by using percentage and frequency in descriptive research.

4. Research Results

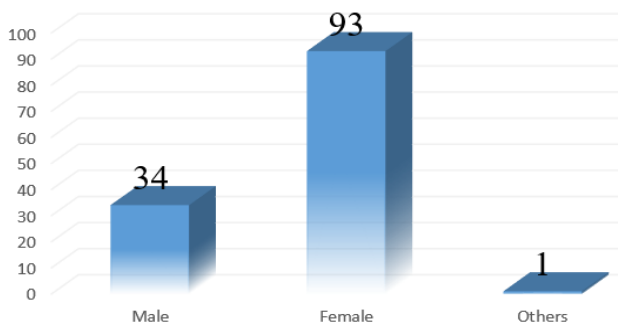
4.1 Descriptive Analysis

The analysis of the collected data from 128 sampling population participating in this research showed as follows:

Section 1 - General information including gender, education and Organization. The results showed as follows:

Table 1. Gender

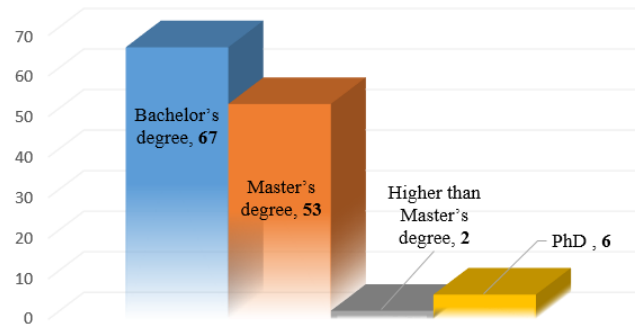
Gender	Frequency	Percentage
Male	34	26.56%
Female	93	72.66%
Others	1	0.78%
Total respondents	128	100.00%



From table 1, the finding showed that among 128 participants, there were 26.56% (34) male, 72.66% (93) female, and 0.78% (1) other gender.

Table 2. Education

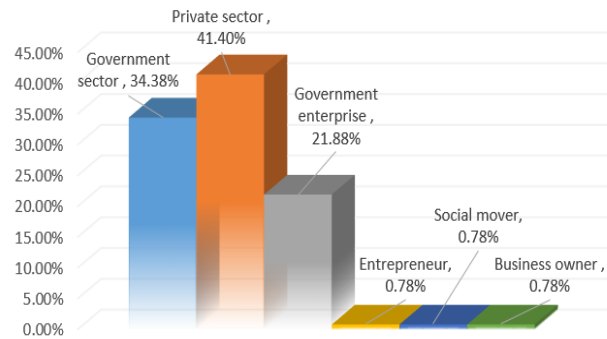
Education	Frequency	Percentage
Bachelor's degree	67	52.34%
Master's degree	53	41.41%
Higher than Master's degree	2	1.56%
PhD	6	4.69%
Total respondents	128	100.00%



From table 2, the finding showed that among 128 participants, there were 52.34% (67) Bachelor's Degree, 41.41% (53) Master's Degree, and 6.52% (8) higher than Master's Degree and PhD.

Table 3. Organizations participants belonging to

Organization belonging to	Frequency	Percentage
Government sector	44	34.38%
Private sector	53	41.40%
Government enterprise	28	21.88%
Entrepreneur	1	0.78%
Social mover	1	0.78%
Business owner	1	0.78%
Total respondents	128	100.00%



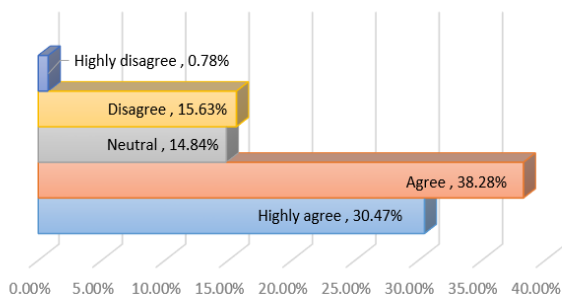
From table 3, the result showed that there were 36.38% (44) participants currently working in the government agencies, 41.40% (53) private sector, 21.88% (28) state enterprises, and 2.34% (3) business and other private sectors.

Section 2 – This part was created following the Berlo's SMCR Model as the framework to find out the significant causes and reasons of miscommunication. The results showed as follows:

Table 4. Sender is mainly the cause of miscommunication at the workplace

Sender is mainly the cause of	Frequency	Percentage
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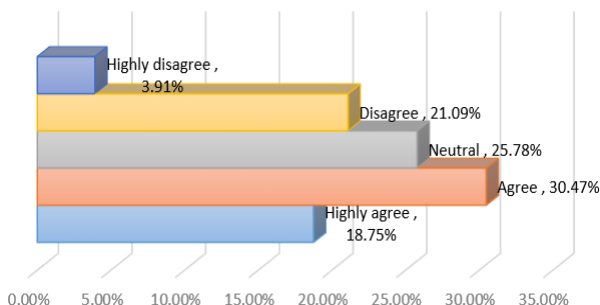
miscommunication at the workplace		
Highly agree	39	30.47%
Agree	49	38.28%
Neutral	19	14.84%
Disagree	20	15.63%
Highly disagree	1	0.78%
Total respondents	128	100.00%



From table 4, the result showed that there were 30.47% (39) participants highly agree that sender was mainly the cause of miscommunication at the workplace, 38.28% (49) agree, 14.84% (19) neutral, 15.63% (20) disagree, and 0.78% (1) highly disagree.

Table 5. Message is mainly the cause of miscommunication at the workplace

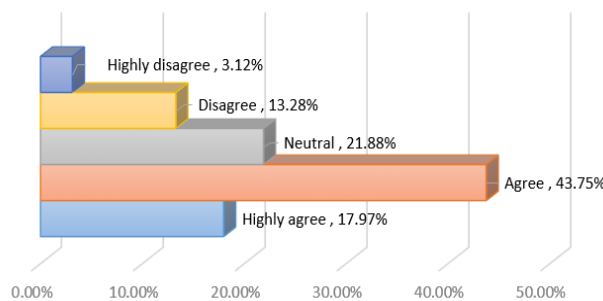
Message is mainly the cause of miscommunication at the workplace	Frequency	Percentage
Highly agree	24	18.75%
Agree	39	30.47%
Neutral	33	25.78%
Disagree	27	21.09%
Highly disagree	5	3.91%
Total respondents	128	100.00%



From table 5, the result showed that there were 18.75% (24) participants highly agree that message is mainly the cause of miscommunication at the workplace, 30.47% (39) agree, 25.78% (33) neutral, 21.09% (27) disagree, and 3.91% (5) highly disagree.

Table 6. Channel is the cause of miscommunication at the workplace

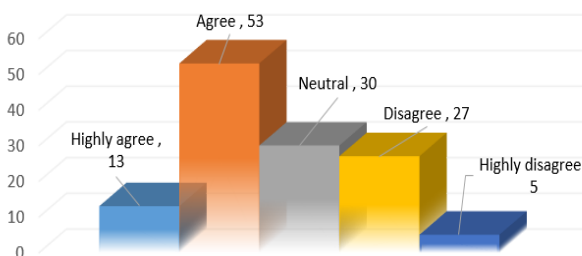
Channel is the cause of miscommunication at the workplace	Frequency	Percentage
Highly agree	23	17.97%
Agree	56	43.75%
Neutral	28	21.88%
Disagree	17	13.28%
Highly disagree	4	3.12%
Total respondents	128	100.00%



From table 6, the result showed that there were 17.97% (23) participants highly agree that channel is mainly the cause of miscommunication at the workplace, 43.75% (56) agree, 21.88% (28) neutral, 13.28% (17) disagree, and 3.12% (4) highly disagree.

Table 7. Receiver is the cause of miscommunication at the workplace

Receiver is mainly the cause of miscommunication at the workplace	Frequency	Percentage
Highly agree	13	10.16%
Agree	53	41.41%
Neutral	30	23.44%
Disagree	27	21.09%
Highly disagree	5	3.91%
Total respondents	128	100.00%



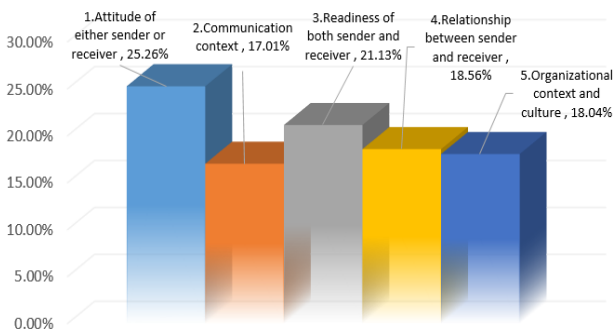
From table 7, the result showed that there were 10.16% (13) participants highly agree that receiver is mainly the cause of miscommunication at the workplace, 41.41% (53) agree, 23.44% (30) neutral, 21.09% (27) disagree, and 3.91% (5) highly disagree.

Section 3 – This part consisted of 5 tentative factors that

may lead to miscommunication at the workplace. The results showed as follow:

Table 8. Other factors that may cause miscommunication at the workplace

Other factors that may cause miscommunication at the workplace	Frequency	Percentage
1.Attitude of either sender or receiver	98	25.26%
2.Communication context	66	17.01%
3.Readiness of both sender and receiver	82	21.13%
4.Relationship between sender and receiver	72	18.56%
5.Organizational context and culture	70	18.04%



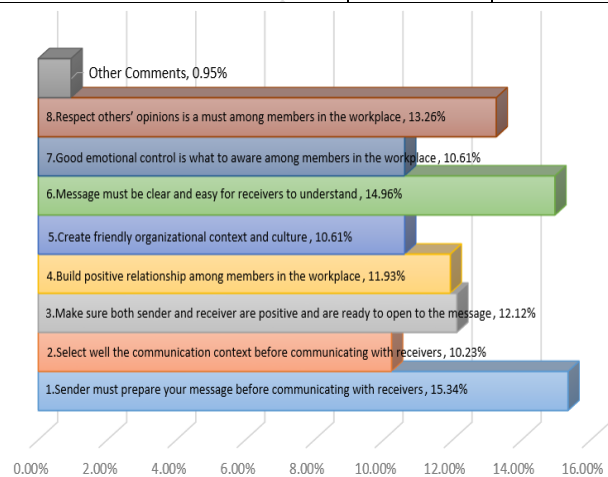
From table 8 This table demonstrated the frequency of participants’ selections from the list of the five factors that may cause miscommunication at the workplace. This part, a participant could select more than 1 answers. It showed that 25.26% (98) selected the attitude of either sender or receiver may cause miscommunication at the workplace, 17.01% (66) communication context, 21.13% (82) readiness of both sender and receiver, 18.56% (72) relationship between sender and receiver, and 18.04% (70) organizational context and culture.

Section 4 – This part focused on finding ways to provide suggestions about the key solutions of miscommunication at the workplace for organizational managers and leaders to improve internal communication. The results showed as follows:

Table 9. Ways to improve internal communication at the workplace

Ways to improve miscommunication at the workplace	Frequency	Percentage
1. Sender must prepare your message before communicating with receivers	81	15.34%
2. Select well the communication	54	10.23%

context before communicating with receivers		
3. Make sure both sender and receiver are positive and are ready to open to the message	64	12.12%
4. Build positive relationship among members in the workplace	63	11.93%
5. Create friendly organizational context and culture	56	10.61%
6. Message must be clear and easy for receivers to understand	79	14.96%
7. Good emotional control is what too aware among members in the workplace	56	10.61%
8. Respect others’ opinions is a must among members in the workplace	70	13.26%
Other Comments	5	0.95%



From table 9 This table showed ranging of the participants’ selection of Ways to improve internal communication at the workplace from the highest to lowest in percentage and frequency as follow: 15.34% (81) sender must prepare your message before communicating with receivers, 10.23% (54) select well the communication context before communicating with receivers, 12.12% (64) make sure both sender and receiver are positive and are ready to open to the message, 11.93% (63) build positive relationship among members in the workplace, 10.61% (56) create friendly organizational context, and culture, 14.94% (79) message must be clear and easy for receivers to understand, 10.61% (56) good emotional control is what too aware among members in the workplace, and 13.26% (70) respect others’ opinions is a must among members in the workplace and 0.95% (5) other comments.

4.2 Results from in-depth interview

The study was conducted in-depth interviews with 5 people who are holding managerial position at the International College, Rangsit University and the Faculty of

Education, St. John's University.

Respondent No.1: *"I think good communication is essential in all areas of our department/faculty, especially in the workplace. Disconnected, uninformed staff can have a detrimental effect on our department and bottom line. Implementing effective communication skills, tools, and strategies in our office is vital for our department/faculty to optimize performance and stay competitive."*

Respondent No.2: *"Our faculty has been suffering from a lack of constructive interaction most likely have no defined communication strategies or tools in place. It is very often that our faculty lead to misunderstandings, stressed staff, suppressed innovation and creativity, and reduced satisfaction from our colleagues."*

Respondent No.3: *"In our faculty, I think we are aware that our staff may have different communication styles and preferences that are less than ideal. For example, using email to collaborate on teaching, learning, and dealing with students may be convenient, but ultimately less efficient than face to face communication and quite often their styles lead to miscommunication. Providing staff with effective communication solutions, such as a collaboration platform for texting and speaking, preparing message before transferring can boost performance and help our faculty run more efficiently. It's also constructive to practice active listening, emotional management skills, respecting others' opinions and team communication with our staff."*

Respondent No.4: *"Our department, I think working environments are getting more and more diverse. By diverse environments in the workplace have been proven to help our department grow, as it brings in new ideas for greater creativity and innovation. However, one challenge of increasing diversity in the workplace comes the potential for poor communication. Different people from different backgrounds relay messages in different ways, with varied nonverbal cues. Interpretations of messages will also be different. For example, waving a hand by our staff implies that "No No" but some colleague staff "bye-bye". To combat this form of poor communication, our department should dedicate time to arranging diversity classes to educate our staff."*

Respondent No.5: *"I think with poor communication skills, our staff may have harder time meeting expectations and catching up with their deadlines, resulting in them getting behind. This could leave them with a sense of guilt, embarrassment, or even low self-esteem resulting in their poor performance. In my opinion, low workplace morale and context should be addressed immediately so that staff can maintain a healthy work-life balance and continue working efficiently."*

5. Discussion

5.1. The major causes of miscommunication at the workplace

The results of this research according to the Berlo's SMCR Model of communication to find out the significant causes and reasons of miscommunication showed in percentage and frequency as follows:

- 68.75% (88) **sender** was the highest main cause of miscommunication at the workplace
- 61.54% (79) **channel** was the second main cause,
- 51.57% (66) **receiver** was the third main cause, and
- 49.22% (63) **message** was the least main cause.

Based on the highest frequency and percentage, it indicated that SENDER was the most significant cause of miscommunication, while the communication CHANNEL came the second, following by the receiver and the message as the third and fourth significant causes of miscommunication at the workplace.

Poldech and Maneerat (2020) addressed in their previous study on Miscommunication and Ways to Improve Effective Internal Communication of the Student Organization of Rangsit University by using the BERLO'S SMCR Model of Communication as well. The finding indicated that the most likely part to be the causes of miscommunication at a highest level were Sender and Message as the second place, while Receiver was at a moderate level following by Channel as the lowest level.

When comparing between the results of this research and those of Poldech and Maneerat (2020), it was significantly agreed that the Sender was the cause of miscommunication at a highest level, and Receiver was at moderate level to cause miscommunication. Both researches indicated that Sender was the major cause of miscommunication.

Regarding to the findings, (Berlo, 1960) explained in his BERLO'S SMCR Model of Communication that sender was the source of the message or the person who originated the message, and later on, the message was sent to the receiver. Thus, there were factors related to both sender and receiver. The mentioned factors included communication skills, attitude, knowledge, social system (values, beliefs, laws, rules, religion and many other social factors and norms) and culture. In addition, Berlo's description on Message and Channel told that Message was the substance being sent by Sender to Receiver in any forms of voice, audio, text, video or other media (Berlo, 1960). The key factors affecting the message were content, elements (non-verbal signs and language), treatment, structure and code (form of message

sending). Regarding to Channel, Berlo (1960) explained Channel as the medium to send the message. This covered other forms of medium such as five human senses of communication as medium; hearing, seeing, touching, smelling and tasting, including technical machines that might be used as a channel like telephone, internet, etc.

Berlo's explanation, it gives a hint that Sender and Receiver must be aware of the significant of communication skills, including other factors related to attitude, knowledge, social system (values, beliefs, laws, rules, religion and many other social factors and norms) and culture, all of which may lead to miscommunication or communication failure. In regarding to the message, it is necessary that the message must be prepared with an awareness of its related factors; content, elements (non-verbal signs and language), treatment, structure and code (form of message sending). In the meantime, Channel is not less significant to take into consideration before sending the message. Select the right channel with the right message will lead to communication success ("Berlo's SMCR Model of Communication," 2018; *SMCR Model of Communication- Berlo's SMCR Model of Communication*, 2021; Berlo, 1960; Macnamara, 2015).

5.2. Other key factors influence the causes of miscommunication at the workplace

In addition, apart from the BERLO'S SMCR Model: Sender, Message, Channel and Receiver, there were other factors that tended to influence miscommunication at the workplace. The results from Table 8 showed that the top three most influential factors may lead to miscommunication at the workplace consecutively were:

- 25.26% (98) attitude of either sender or receiver,
- 21.13% (82) readiness of both sender and receiver, and
- 18.56% (72) relationship between sender and receiver.

The study results reflected the hints that communication within the organization was not successful as it should have been because of the communication obstacles caused by human errors; right attitude, readiness of sender, message, channel and receiver, and relationship between sender and receiver could be such the obstacles that cause the distortion of information transmission. Many studies (Hofstede et al., 2010; Macnamara, 2015; Poldech & Maneerat, 2020; Velentzas &

Broni, 2014) pointed out that information distortion was another obstacle of communication activity causing deviations from the needs of the sender. It was considered as a failed function of communication.

According to the aspect of other factors that tended to influence miscommunication at the workplace, it was in line with the study of the Numnoie (2012) and Iemwimangsa, (2015). It indicated the hints that within an organization, upward communication is the common channel to transfer information from operators at lower levels of command up to senior management by means of communication channels. Bottom-up communication is no less important than top-down communication. This communication is directly involved with the operator's participation, feedback and the introduction of new initiatives, which allows the subordinate to show comments to supervisors or senior management.

Therefore, along the chain of communication, an open-flow of communication among operators to commanders, the attitudes of members tend to visibly reflect in action and/or behaviors of communicators when communicating among team members, whether being positive or negative, viewers can observe from the existing performance.

However, the information from bottom-up messages are often moderated and amended by the sender to modify or change the content of that news in order to avoid the indirect impact that may occur to the stability or progress of the subordinates. Therefore, in this type of communication, executives tend to receive information that is not as realistic as they should be. This underlines the miscommunication at the workplace.

5.3. The key solutions of miscommunication at the workplace

The results in table 9 demonstrated the frequency and percentage of respondents' agreements from the list of eight suggested ways to improve miscommunication at the workplace. It showed that the highest percentage of 15.34% (81) agreed that the way to improve miscommunication at the workplace was *sender must prepare your message before communicating with receivers*. The second highest was 14.94% (79) *message must be clear and easy for receivers to understand*, and the third top three was 13.26% (70) pointed to respect others' opinions is a must among members in the workplace.

However, other key solutions posted as the suggested ways to improve internal communication and to avoid

miscommunication at the workplace were the factors that organizational management should take into consideration seriously. Former researches pointed that the Hofstede's cultural dimensions theory (2010) is significant for organizations' leaders to take into consideration the impacts of existing cross-cultural psychology and officers' performances whose have to deal with international communication and negotiations. The prime goal is to make sure the international communication and/or negotiations is led carefully to success, not caused any miscommunication (Hofstede et al., 2010; Hofstede & Bond, 1988).

There have been many researchers who pointed out that organizational cultures and structures have also played a significant role in internal communication style along with the management of the organization. Numnoie (2012) stated, "Corporate culture is a characteristic that shows the well-being of the organization in terms of learning together in solving problems, adapting to external situation integration within the organization to achieve common goals which organizational leaders have set and compiled to standards or patterns of behaviors. Then will be passed on to new members through socialization which is a way to accept and felt the connection with them because they are deeply held assumptions by more than one culture in the organization."

5.4. Additional suggestions

Regarding to creating friendly, harmonious, positive international culture, leaders have to take into their consideration seriously what can be the most effective ways, the most appropriate ways; the ways that organizational members agree upon. This is the significant way to avoid miscommunication at the workplace and avoid the unwanted obstacles that may hinder the achievement of the organization goals. Thus, making sure both sender and receiver are positive and are ready to open to the message 12.12% (64), building positive relationship among members in the workplace 11.93% (63), having good emotional control is what too aware among members in the workplace 10.61% (56), creating friendly organizational context, and culture 10.61% (56), and selecting well the communication context before communicating with receivers 10.23% (54), can be other suggested ways that they might help reducing miscommunication at the workplace.

Furthermore, for additional suggestions, even though the solutions have been proposed, they might not cover all of the problems, and they might not be the best solutions to the existing problems. The fact is it is because

organizational communication is a kind of soft-skill; a skill one cannot touch but can observe its happenings, its impact. Communication is a skill of art that one has to be trained to be skillful. Even though, there have been many studies in this area, but there is not much information on the organization problems, especially on miscommunication at the workplace. The soft-skill issue seems to be ignored and overlooked by the organizational management. Therefore, if there are any further studies on organizational miscommunication, it will benefit on deep analysis of the ways to improve effective internal communication.

6. Conclusion

Communication has been an issue of studying by many researchers because it is in the area of communication science and is mentioned as a powerful soft skill; the skill influencing success or failure in business communication. If organizational managers or leaders fail to handle it effectively, it may lead to internal disasters of the organization. Communication is powerful that can either make or break the performance and productivity of any organization" (Turaga, 2016). In conclusion, this research reveals the cause of miscommunication and ways to improve effective internal communication at the workplace.

The research result showed that according to Berlo's SMCR Model (Berlo, 1960), the aspect which was found to be the main cause of miscommunication at the workplace was the sender (*SMCR Model of Communication-Berlo's SMCR Model of Communication, 2021*). When investigating deeper and wider based on human nature, it indicates that sender has ability to distort the message, to be careless of selecting proper words to communicate, to misuse of communication channel, and whether or not, to have negative attitude towards receiver, even towards the message. It is directly related to different backgrounds of people working in the same place, different attitude and beliefs or religions, different personalities and more about what hidden under individual differences. The most common behaviors between person to person is that his/her communication style varies.

The study also revealed that dimensions affected by poor communication have been segmented in 4 areas:

Productivity; when staff feels they are not being heard or have trouble making themselves understood, they tend to be less productive.

Culture; poor communication between colleagues and colleagues leads to bad feelings and an environment of distrust and confusion.

Leadership; being able to communicate effectively is one of the primary skills any leader should have. When he

or she does not his or her ability to lead suffers.

Costs; ineffective communication means staff have to work harder and still get less done, which drives up the cost of doing their work.

Miscommunication behaviors in workplace and solutions

	Problems	Solutions
Incomplete response / answers	The impulse to provide a quick, definitive answer to questions often leads staff to respond with a yes or no without fully addressing the scope of the inquiry. this can lead to confusion and time wasted on follow-ups	Take time to answer questions completely and review before sending to ensure all points are addressed.
Failing to edit	When staff do not choose words carefully, miscommunication often follows. The person as receivers are talking may misread the sender's tone, or a typo might result in your message being misconstrued.	Always think about what the sender wants to say before saying it, and review emails before sending them to make sure there can be no misunderstanding.
Choosing the wrong format	Just because a form of communication is convenient does not mean it is the best method in every situation. In order to collaborate on jobs/tasks through email, for example, leaves a lot lost in translation when compared to working face to face.	Understanding that emails or group chat are fine for many interactions, but some require a phone call or an in-person chat, Establishing a collaboration platform that includes voice as well as text chat can facilitate better cooperation.
Making Assumptions	Assuming someone else is going to pick up the slack on something without verifying what everyone is doing can lead to the ball being dropped.	Someone needs to be responsible for checking in with the team and tracking everyone's progress.
Too much information	Dumping too many superfluous details into a message makes it harder for recipients to sift through and find the information that is useful to them. This increases the chances that they will tune out or miss something important.	Always double-check that just the essential information is being disseminated and that the intended recipients are the only people who receive it.
	Problems	Solutions
Spreading gossip	Rumors and innuendo can spread quickly throughout an office environment. Not only does this distract employees from their jobs, but it also	Transparent leadership is one of the most effective means of combating gossip

	has the potential to undermine the culture and create hurt feelings	because it prevents staff from feeling as if something is being hidden from them.
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Therefore, to have proper communication skills among working members within the same organization, mutual understanding is significant. Frequently, mistakes made by sender cause misunderstandings or misinterpretation. For example, the speaker wants to convey something but the audience may communicate in a different way, and therefore, cause communication errors. In addition, common communication errors arise from the use of words and tone of voice including emotions embedded. Regarding to these phenomenon, proper communication channel should be considered in order to avoid miscommunication at the workplace. To create a positive environment and atmosphere at the workplace, it is significant that organizational leaders have to set rules and regulations and make clear the proper channel of internal communication either vertical or horizontal ways of communication. To build positive relationship among members in the workplace, set rules for office workers to have good emotional control, to create friendly organizational context, and culture and more proposed solutions advised in this research can be alternative ways to lessen miscommunication at the workplace and improve communication efficiency at the workplace.

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Appendix A - Questionnaire

General personal information

- 1) Gender (เพศ) *
- 2) Education (ระดับการศึกษา) *
- 3) Organization belonging to (หน่วยงานที่สังกัด) *

Research questions

- 1) Sender is mainly the cause of miscommunication at the workplace (ผู้ส่งสารเป็นสาเหตุหลักของการสื่อสารที่ล้มเหลวในที่ทำงาน); Reasons (เหตุผล)
- 2) Message is mainly the cause of miscommunication at the workplace (ข่าวสารเป็นสาเหตุหลักของการสื่อสารที่ล้มเหลวในที่ทำงาน); Reasons (เหตุผล)
- 3) Channel is the cause of miscommunication at the workplace (ช่องทางการสื่อสารเป็นสาเหตุหลักของการสื่อสารที่ล้มเหลวในที่ทำงาน); Reasons (เหตุผล)
- 4) Receiver is mainly the cause of miscommunication at the workplace (ผู้รับสารเป็นสาเหตุหลักของการสื่อสารที่ล้มเหลวในที่ทำงาน); Reasons (เหตุผล)

You can choose more than 1 answers

1. Other factors that may cause miscommunication at the workplace (ปัจจัยอื่น ๆ ที่อาจส่งผลต่อการสื่อสารที่ล้มเหลวในที่ทำงาน)
 - Attitude of either sender or receiver (ทัศนคติของผู้ส่งสารและผู้รับสาร)
 - Communication context (สิ่งแวดล้อมขณะสื่อสาร)

- Readiness of both sender and receiver (ความพร้อมของทั้งผู้ส่งสารและผู้รับสาร)
 - Relationship between sender and receiver (ความสัมพันธ์ระหว่างผู้ส่งสารและผู้รับสาร)
 - Organizational context and culture (สิ่งแวดล้อมและวัฒนธรรมภายในองค์กร)
2. Ways to improve miscommunication at the workplace (วิธีแก้ไขการสื่อสารที่ล้มเหลวในที่ทำงาน)
 - Sender must prepare your message before communicating with receivers (ผู้ส่งสารต้องเตรียมเนื้อหาข่าวสารให้พร้อมก่อนที่จะสื่อสารกับผู้รับสาร)
 - Select well the communication context before communicating with receivers (เลือกสภาพแวดล้อมให้ดีกว่าก่อนที่จะสื่อสารกับผู้รับสาร)
 - Make sure both sender and receiver are positive and are ready to open to the message (ต้องแน่ใจว่าทั้งผู้ส่งสารและผู้รับสารรู้สึกดีและพร้อมที่จะเปิดรับข่าวสาร)
 - Build positive relationship among members in the workplace (สร้างความสัมพันธ์ในเชิงบวกระหว่างสมาชิกในที่ทำงาน)
 - Create friendly organizational context and culture (สร้างสิ่งแวดล้อมและวัฒนธรรมที่เป็นมิตรภายในองค์กร)
 - Message must be clear and easy for receivers to understand (ข่าวสารต้องชัดเจนและง่ายต่อการทำความเข้าใจของผู้รับสาร)
 - Good emotional control is what to be aware among members in the workplace (การควบคุมอารมณ์ให้ดีเป็นสิ่งที่จะต้องระวังระหว่างสมาชิกในที่ทำงาน)
 - Respect others' opinions is a must among members in the workplace (การเคารพความคิดเห็นของผู้อื่นเป็นสิ่งที่มีระหว่างสมาชิกในที่ทำงาน)

Source: <https://form.jotform.com/rsuvie/questionnaire-for-miscommunication2>