

Miscommunication and Ways to Improve Effective Internal Communication of the Student Organization of Rangsit University

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Abstract

The objectives of this research are to study the model, causes, problems, and suggestions to improve the internal communication of the Student Organization of Rangsit University. The data was collected and gathered from 30 participants including student union committees and consultants by using online questionnaires and interviews from the experts. The questionnaire consists of causes of miscommunication or communication errors within an organization according to the concept of Berlo's SMCR Model (Berlo, 1960) which are basic components consisting of S (Source or Sender) which is the messenger, M (Message) is the message, C (Channel) is the communication channel, and R (Receiver) is the receiver. The causes of communication errors were collected and calculated to find the mean and standard deviation value. Those highest mean from each category are then further developed and conducted to be interview questions to be answered by the 3 experts who are the secretary of the consultant group, the president, and the former vice-president. The interviews also consisted of questions asking causes and ways to improve internal communication in an organization in their point of views and also solutions to the questionnaire responses. The communication structures of organization and organizational cultures also play a big role in causes of miscommunication. They have influences on people's personalities and characteristics along with communication styles as differences on backgrounds.

The result finds that the mean values of agreements on each cause in each category are at between high and highest. According to the Berlo's SMCR Model, the outcome from the population found that 1) the concept consists of Sender, Message, Channel, and Receiver. 2) The study of adaption of the theory mentioned found that the part is the most likely to be the cause of miscommunication the most is message. 3) The causes also involve formal and informal communication.

Keywords: *Communication, Miscommunication, Internal communication, Effective communication, Student organization,*

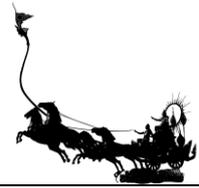
1. Introduction

"Communication is a rooted Latin word of 'Communis' which means 'common.' So, communication means any actions or behaviors that process in terms of exchanging common ideas." (Numnoie, 2012) Communication is further mentioned in Numnoie (2012) stated that "It is also sending and transferring messages from one to another to inform and create understanding of the messages along with the ideas, attitudes, and intentions of the sender."

Therefore, organization is a collection of groups of people with the same objectives or goals working together to achieve the goals set. It requires communication as a tool to convey information to create culture and create understanding for everyone within the organization in order to be able to work together efficiently and effectively as assigned. Velentzas & Broni (2014) stated that "Communication is the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, writing, or behavior." As well as strengthening good relations between departments to departments within the organization, it can be said that communication is the heart of the organization.

Internal communication is the transfer of various information between members within the organization under various communication methods in order to create mutual awareness and understanding about the practices of people in the organization, Berlo (1960) introduced a communication model called Berlo's SMCR Model consisting of S (Source or Sender) which is a messenger, M (Message) is a message,

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C (Channel) is a communication channel, and R (Receiver) is a receiver. The problems and obstacles in communication in the organization that are most found are from the messenger and receiver in terms of language use, substance distortion, filtering information, status relationships between messengers etc (Vijitjamri, 2010).

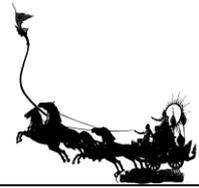
Internal communication then divided into different types including formal and informal communication. Each type is then separated into different categories which influence the working process and also communication in a workplace. These two types may affect the intention of communication which the receivers may have a variety of understanding and perceptions when receiving. According to the Classical Theory of Management by Max Weber, it stated that formal communication is a communication through the channel of communication appearing on the organization chart which has the roles and clear plans. Informal communication is 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.

It is obviously normal for every organization to have problems. One of the major problems which sound easy to solve and should not occur is communication errors in the business industry and other types of industry where an organization is formed. 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 formed, a society is formed. A society consists of working people which come from different backgrounds gathered to work together as a team. Each person who comes from different and variety of backgrounds also brings their 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 an enormous deal as the consequence of conflicts may lead to the outcome or output of the organization and also further lead to the impact affecting the image of the organization.

Many researchers also found that organizational cultures and structures of organization also play a big role in internal communication style along with the management of the organization. Numnoie (2012) stated that “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 objectives which the leaders in the organization have set and compile into standards or patterns of behavior. Then will be passed on to new members through socialization which is a way to accept and feel the connection with them because they are deeply held assumptions by more than one culture in the organization.”

In the process of working, communication plays the main role in four main factors which are “Controlling, Motivation, Emotional Expression, and Information.” (Maneemai, 2017) In this point, when applying to the Rangsit University Student Organization, one of the factors is spotted out which is motivation. As the organization is a non-profit organization and also is a student organization, the motivation will be varied from business organization. As in the business model, workers which are working under the organization are working by monetary motivation. To simplify, it means the workers are being paid to do the job. On the other hand, switching to student organization, what being paid is an intangible term called experience. Communication plays the role as the middle transition of message which the words and languages being used must be motivated by avoiding demotivated languages such as swearing, which is common and typical among students and teenagers group, and should also switch from commanding to convincing.

According to Numnoie (2012), stated that, “According to Max Weber’s Classical Management Theory, formal communication is defined as communication through the channel of communication which appears on the organization chart which has the roles and clear plans. Formal communication then separates into Downward Communication which the organization is ideal and abstract as having a hierarchical structure, a centralization system, a closed system that is not influenced by external (Close system), the core of technology with expertise (Technical cores) and rules with clear regulations (Importance of role), and



therefore giving the most priority to this type of communication because it relates to the authority of the work order or control. It is a fundamental way for members of an organization in lower level supervisors to be informed of the policies and objectives of the organization. By means of communication, according to the organization chart, it can also use other media such as bulletin boards, operation manuals, job evaluation, mail merge, etc. In addition, top-level communication can be done through oral meetings or written communication. Written media is a way for upper level supervisors to communicate with their subordinates. Although there is still a limit to the level of communication that many members of the organization may not receive because of the large amount of content as well as news dissemination for many more levels causing the loss of news increasingly, this also includes the overall atmospheric factors of the organization and social and psychological factors of organization members.”

According to the same theory, Numnoie (2012) further stated that “Upward Communication is the transmission of information from operators in 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 related to the operator's participation, feedback and the introduction of new initiatives, which allows the subordinate to show comments to supervisors or senior management. It is also a communication for surveying the attitudes of members in the organization of complaint. However, the news from bottom-up messages are often moderated and changed by the sender to change the content of that information in order to avoid the indirect effects 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.”

Moreover, “Horizontal Communication or Lateral Communication which is communication from members of the organization at the same or similar level which is extremely important in coordinating inquiries or consultation, usually by using the meeting format or sending circulars to various departments in the organization. Horizontal communication often has obstacles from having members of the same level so large that it is impossible to follow all the information including not having time to participate which can occur any time. However, some problems related to this type of communication are usually caused by problems and differences of members with different interests or professions such as experts, techniques, accountants, marketers, etc. This is because of differences in backgrounds, experience, and skills, and the competitive atmosphere in the organization may be a barrier to horizontal communication.”

From the importance and the condition of the problems mentioned above, this study focuses on the cause of communication errors and guidelines for improving communication efficiency within the student organization of Rangsit University. Therefore, it is necessary to know the reasons for the communication improvement to be more effective as well as helping the operations achieve more goals and the set objectives.

Communication in the Student Organization of Rangsit University, which is called Rangsit University Student Union, the main mission is to focus on student activities which divided into 2 parts, which are activities organized by students for students and activities organized by the student organization in order to develop the potential of students when having communication where the messenger uses various communication channels to send messages to the receiver. It is also an opportunity for students to virtualize a working experience while studying in the university. In order to form a team, members must come from at least five different faculties and members can sum up to more than twenty people. As being a non-profit organization, plus members come from many varieties of backgrounds, the communication conflicts and misunderstandings or pitfalls occur. Also, working together to achieve the goal is considered as an important part of making communication more effective, consisting of written communication via writing which may be letters or numbers, oral communication through speech and communication that requires technology which is called technology communication (Thepsiri, 2015).



2. Objectives

1. The objective of this research is to find out significant reasons and causes that lead to miscommunication of the Student Organization of Rangsit University.
2. The objective of this research is to find out key solutions of miscommunication of the Student Organization of Rangsit University.

3. Materials and Methods

3.1 The research is mixed methods for conducting research involving the data collection, analysis and integration of quantitative (such as experiments, surveys) and qualitative research (such as group discussions, interviews). This method of research is used when the integration helps to understand research problems better than either of each alone.

3.2 The population used in the study of causes of communication errors within the student organization are the consultants who responsible for the student union and 21 students of the student union committees from Rangsit University Student Union in the academic year 2019.

3.2.1 The target group used in the study are guidelines for improving communication efficiency within the student organization of Rangsit University is as follows:

3.2.1.1 The Rangsit University Student Union consultant.

3.2.1.2 The president of Rangsit University Student Union.

3.2.1.3 The former vice-president of Rangsit University Student Union in the academic year 2017.

3.2.2 Research instrument

3.2.2.1 The research instrument used to study the causes of communication errors within the student organization of Rangsit University is a questionnaire which separated into 3 parts which are:

3.2.2.2 Section 1 - General information of the respondents, including gender and age, has the characteristics of a checklist.

3.2.2.3 Section 2 – According to the Berlo's SCMR concept as the framework of communication causes, this section contains questions asking about opinions on the causes of miscommunications and errors within the student organization of Rangsit University in 3 communication channels which are 1) Written Communication 2) Oral Communication and 3) Communication that requires technology (Technologies Communication), consisting of 15 questions of causes of communication errors, which are divided into 5 levels of questions, which are: strongly agree, agree, moderate, less disagree, and strongly disagree. It can be done by assigning scores as follows:

Rating 5 means Strongly agree

Rating 4 means Agree

Rating 3 means Moderate

Rating 2 means Less agree

Rating 1 means Least agree

3.2.2.4 Section 3 - Additional suggestions. The questions are in an open-ended form for respondents to add additional comments and suggestion.

3.2.3 Instruments used in the study which is a guideline to improve communication efficiency within the student organization of Rangsit University is a structured interview in 3 communication channels which are 1) Written Communication 2) Oral Communication 3) Communication that requires technology (Technologies communication).

3.3 Instrumentation

3.3.1 Questionnaires

3.3.1.1 Study the documents and researches related to communication in the organization, questionnaire construction and interview construction.



3.3.1.2 Create a questionnaire into 3 parts, which are part 1) the respondents' information, 2) opinions about the causes of miscommunication in the organization, and 3) suggestions about the causes of communication errors within the student organization of Rangsit University.

3.3.1.3 Bring the questionnaire to the advisor for checking the content accuracy and coverage. Then, bring back to improve.

3.3.1.4 Bring the questionnaire to the adviser to check the content accuracy and coverage again to check the Index of Item Objective Congruence or IOC, which the value is set to be more than 0.5.

3.3.1.5 The questionnaire was used to try out with the student union committees other than the population group to collect data from 30 people, and then analyzed the reliability in the whole questionnaire using the Cronbach's Alpha Coefficient to define reliability values of .80 or higher (Cronbach, 1970).

3.3.1.6 Bring the questionnaire to improve and be published as a complete version in order to be used to collect data from the population group.

3.3.2 Interview

3.3.2.1 Study the construction of structured interview forms.

3.3.2.2 Create interview forms according to the data from questionnaire analysis by using the questions with the highest average in each of the 3 communication channels for each question to create an interview form.

3.3.2.3 Bring the interview form to the advisor for checking the suitability.

3.3.2.4 Publish interview forms in order to further interview the experts.

3.3.2.5 The interviews made by the researcher with 3 experts who are: **the secretary of the consultant group of the Student Union of Rangsit University, the president of the Student Union of Rangsit University, and lastly, the former vice-president of Student Union of Rangsit University.** The experts were asked the same questions with answers from experiences expected. The questions are:

3.3.2.5.1 What is the cause of miscommunication in the student union (for example, language usage)?

3.3.2.5.2 What are the ways to improve internal communication to be effective?

3.3.2.5.3 Solution of "Information notified irregularly which sometimes are too sudden which make urgent work or unable to work."

3.3.2.5.4 Solution of "The distortion of news that is transmitted."

3.3.2.5.5 Solution of "Written communication through personal channels is complicated and time consuming."

3.3.2.5.6 Solution of "Incorrect understanding in receiving informal information, such as only through a verbal channel."

3.4 Data collection

3.4.1 Phase 1 – The questionnaire used to collect information about causes of communication errors within the student organization of Rangsit University from the population group who are the professors responsible for the student union work, and the student union committees of Rangsit University, academic year 2019, with a total number of 30 people.

3.4.2 Phase 2 - After analyzing the questionnaire data, take the questions with the highest average in each area of each communication channel as an interview form. Then, resume interviewing the 3 experts.

3.5 Data analysis

3.5.1 Questionnaire analysis

3.5.2 Analysis of the questionnaire in Section 1 - Overview of the respondents, analyzed by finding Frequency and Percentage to present the data descriptive in a table.

3.5.3 Analysis of the questionnaire in Section 2 - Opinions about the causes of communication errors within the student organization of Rangsit University in 3 communication channels which



are 1) Written Communication 2) Oral Communication 3) Communication that requires technology (Technologies Communication), consisting of 30 items in total, analyzed by the method of Mean Analysis (μ) and Standard Deviation (σ). Determine the Mean Criteria (μ) and the interpretation as follow:

4.50-5.00 means Highest
 3.50-4.49 means High
 2.50-3.49 means Moderate
 1.50-2.49 means Low
 1.00-1.49 means Lowest

3.5.4 Analyze the questionnaire in Section 3 - Additional suggestions. Synthesize and summarize to the same point, analyzed by finding Frequency and Percentage to present the data in a descriptive table.

3.5.4.1 Interview

The use of Frequency of opinions and information compiled in the descriptive form to report and answer questions based on research objectives.

3.6 Statistics

3.6.1 Statistics is used for a questionnaire quality check.

3.6.1.1 The Index of Item Objective Congruence or IOC.

3.6.1.2 The Reliability using Cronbach's Alpha Coefficient.

3.6.1.2.1 Basic statistics

3.6.1.2.1.1 Percentage

3.6.1.2.1.2 Mean (μ)

3.6.1.2.1.3 Standard Deviation (σ)

4. Results

The research is mixed between quantitative and qualitative method. Therefore, the results are divided into 2 phases which are: the question gave out to the consultant group and the student union committees, and interviews made with experts.

Phase 1 - The questionnaire used to collect information about causes of communication errors within the student organization of Rangsit University from the population group who are the professors responsible for the student union work and the student union committees of Rangsit University, academic year 2019, with a total amount of 30 people. The questionnaire is divided into 3 sections. The first section is check boxes. The purpose is to gain general information identifying who is the respondents either a consultant or a student union committee. The number of respondents is cumulatively 30 respondents which are 21 committees and 9 consultants of the student union.

The second section is to find how much the respondents agree on the causes of miscommunications and errors occurring within the Student Union of Rangsit University. The causes are divided into 4 parts according to the concept of Berlo's SMCR Model which are basic components consisting of S (Source or Sender) which is the messenger, M (Message) is the message, C (Channel) is the communication channel, and R (Receiver) is the receiver. The results are shown as follows:

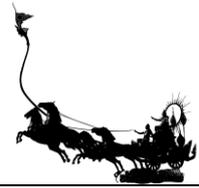


Table 1 Mean and Standard Deviation value of the student union committee and consultant group of Rangsit University on causes of miscommunication cumulative and on each aspect

Aspect	Causes of miscommunication	μ	σ
1.	Sender	3.53	1.07
2.	Message	3.59	0.42
3.	Communication Channel	2.99	0.81
4.	Receiver	3.24	0.92
	Total	3.34	0.70

From Table 1, it was found that overall communication errors is at a medium level ($\mu = 3.34$). When considering in each aspect, it was found that the sender and message were in high level ($\mu = 3.53$ and $\mu = 3.59$, respectively) while the receiver is at moderate level ($\mu = 3.24$). The communication channel is at the lowest level and has the least mean ($\mu = 2.99$).

Table 2 Mean and Standard Deviation value of the student union committee and consultant group of Rangsit University on causes of miscommunication (Sender)

Aspect	Sender	μ	σ
1.	Information notified irregularly which sometimes too sudden which make urgent work or unable to work.	3.53	1.07
2.	Delays in the transmission of message due to a systematic process.	3.59	0.42
3.	The lack of coverage for every news item of the committee.	2.99	0.81
	Total	3.53	1.07

According to Table 2, the opinions on causes of miscommunication of the committee in the sender aspect cumulatively at $\mu=3.53$. When considering each cause, it was found that “Information notified irregularly which sometimes are too sudden which make urgent work or unable to work” has the highest mean ($\mu=3.73$). Then, this will be conducted as an interview question, following by “Delays in the transmission of messages due to a systematic process” and “The lack of coverage for every news item of the committee.” ($\mu= 3.60$ and 3.27 respectively)



Table 3 Mean and Standard Deviation value of the student union committee and consultant group of Rangsit University on causes of miscommunication (Message)

Aspect	Message	μ	σ
1.	Imperfection of the message communicated	3.03	1.70
2.	The unreliability of verbal communication.	4.23	.86
3.	The distortion of news that is transmitted.	3.97	.85
4.	Inappropriate or more important details of the substance or the length of overexposure.	3.13	1.11
	Total	3.59	.42

From Table 3, it was found that overall communication errors in the message aspect is at a high level ($\mu = 3.59$). When considering in each cause aspect, it was found that “The unreliability of verbal communication” is in high level and has the highest mean value ($\mu = 4.23$) while “The distortion of news that is transmitted”, “Inappropriate or more important details of the substance or the length of overexposure” and “Imperfection of the message communicated” are in moderate level ($\mu = 3.97, 3.13,$ and 3.03 respectively).

Table 4 Mean and Standard Deviation value of the student union committee and consultant group of Rangsit University on causes of miscommunication (Communication channel)

Aspect	Communication channel	μ	σ
1.	Written communication through personal channels is complicated and time consuming.	3.50	1.25
2.	Verbal communication makes inaccurate or misleading information.	3.37	1.27
3.	Devices do not facilitate communication within the student organization, such as computers, internal phones, etc.	2.37	1.10
4.	Incompleteness of information from electronic systems.	2.73	1.20
	Total	2.99	.81

From Table 4, it was found that overall communication errors in the communication channel aspect is at a moderate level ($\mu = 2.99$). When considering in each cause aspect, it was found that “Written communication through personal channels is complicated and time consuming” is in high level and has the highest mean value ($\mu = 3.50$) while “Verbal communication makes inaccurate or misleading information” and “Incompleteness of information from electronic systems” are at a moderate level ($\mu = 3.37,$ and 2.73 respectively). Meanwhile, “Devices do not facilitate communication within the student organization, such as computers, internal phones, etc.” is at the lowest level ($\mu = 2.37$).



Table 5 Mean and Standard Deviation value of the student union committee and consultant group of Rangsit University on causes of miscommunication (Receiver)

Aspect	Receiver	μ	σ
1.	Delays in obtaining any formal because there are many steps in communication.	3.47	1.46
2.	Incorrect understanding in receiving informal information, such as only through verbal channel.	3.67	1.40
3.	The basic knowledge and understanding of the message is not enough.	2.90	1.00
4.	To leave a comment or given fewer the opportunity to ask a few questions.	2.93	.94
	Total	3.24	0.92

From Table 5, it was found that overall communication errors in the receiver aspect is at a moderate level ($\mu = 3.24$). When considering in each cause aspect, it was found that “Incorrect understanding in receiving informal information, such as only through verbal channel” is in high level and has the highest mean value ($\mu = 3.67$) while “Delays in obtaining any formal because there are many steps in communication”, “To leave a comment or given fewer the opportunity to ask a few questions” and “The basic knowledge and understanding of the message is not enough” are in moderate level ($\mu = 3.47, 2.93,$ and 2.93 respectively).

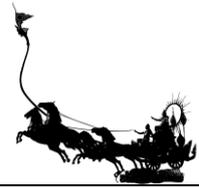
In conclusion of Phase 1, the data shows the causes of miscommunication in each aspect according to Berlo’s SCMR concept. These causes then will be conducted as interview questions in order to find ways to improve effective internal communication from the experts in the student union of Rangsit University.

Phase 2 – The interviews were made with the 3 experts which the results show the most common mistakes and ways to improve the communication of the student organization as following:

According to SMCR concept, Table 1 shows the aspect which is found to be the cause of miscommunication is the message. The distortion of message transmission is mostly the agreement among the respondents. Then, the most common thing between students and professors is that the communication style is either formal or informal. The level of language usage by professors or consultants is usually formal, and in many times, communication between departments uses written communication which always practices in formal forms. Students or the committees may have misunderstanding of the words and the passage which are often difficult for the committees to confuse.

The solution of this aspect, written communication should be used. Therefore, the secretary of the student union, who is responsible for receiving information, is also involved in this solution. The secretary is responsible for making records such as meeting records, either it is a big or small meeting, or when receiving messages from other departments and within the student organization. Moreover, these communications are in the formal form, and therefore the secretary who acts as the receiver in this part needs to have a clear understanding of the message transmitted to then forward the message to other committees in the student union. Therefore, the communication is needed to be two-way communication to improve understanding. There will be a recheck with the sender, so there will be no distortion occurred and achieve the objectives of the communicator in that communication.

However, when things get too stretched, the tension and stress may occur. The suggestion from the experts are that it should be formal when it comes to the meeting or when it needs to be serious. Informal



communication should be used at the rest of the time or when there is a meeting internally between committees. Furthermore, the message when transmitting should be rechecked before transmitting informally to avoid distortion.

The experts further give additional comments that communication within the organization, which will be successful and effective, must depend on the involvement of executives and personnel at all levels as well as related third parties, especially the communications that will make all members work together in order for the organization to achieve its goals. Therefore, smart and modern executives must know how to use communication as a management tool and how to promote communication between operators, which will make management and operations of the organization effective.

To have communication within the organization, mutual understanding is important. Often, mistakes are caused by misunderstandings. The speaker wants to convey something but the audience can communicate in another way and therefore cause communication errors.

Communication errors sometimes arise from the use of words and tone of voice including communication emotions. Sometimes the content of the communication may be an oral statement, but with tone of voice or using words, it can cause listeners to misunderstand it as another form, and therefore the following error occurred. The organization culture is also important. The student organization consists of committees at the certain range of ages. The communication will be different from other types of organization. Some committees may have problems with it and some may not. The making of an agreement between committees is needed to set the standard so every committee follows so; everyone has the same understanding and how to behave within the organization.

5. Discussion

Significant reasons and the causes that lead to miscommunication of the Student Organization of Rangsit University.

According to Table 1, it shows that the aspect that is the cause of miscommunication is the message. Table 3 further shows that the distortion of news that is transmitted is the main problem. Communication within the organization is not successful as it should be due to the communication obstacles that is the distortion of news transmission, which is in line with the Vijiitjamri (2010) "information distortion is an obstacle to communication activities that cause deviations from the needs of the sender which is considered a failed function of communication."

Formality and the language usage also cause problems said by the expert. Iemwimangsa (2015) claims that "According to the study, most informants, including administrators, have been able to identify the cause of this problem. It means that the employees are aware that the said communication has caused problems and is the cause of misunderstandings between them which may be the result of differences and the basis of different experiences." This analysis links to the student organizations and especially the student union of Rangsit University that each member or committee comes from different backgrounds and professions. Each profession may have a variety of perceptions according to their basic knowledge and experiences. This analysis is also linked with what has been said by the experts that many times there is a lack of mutual understandings so when the speaker wants to convey something but the audience can communicate in another way and therefore cause communication errors.

So, the student organization of Rangsit University needs to identify whether formal or informal communication suits the organization the most. According to Iemwimangsa (2015), "In the future, organizations should design communication and develop communication styles to respond to the behavior of most employees in the organization. For example, if knowing that formal communication is less effective than informal communication. So, when communicating with young subordinates at a young age, it has to adjust the method of communication by using an informal atmosphere to help with the communication process." As said by the expert, it should be an adjustment sometimes to reduce stress when things are too formal by using informal communication.



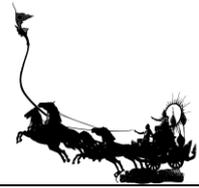
Furthermore, one of the experts mentioned that the distortion of the message transmission arises from the verbal communication as when using verbal communication, there is an emotion which distorts the intention and meaning which leads to a problem of miscommunication. Iemwimangsa (2015) claims that “These communication obstacles may be the result of many factors. For example, informal communication may cause rumors in the organization; non-language or nonverbal communication may cause the interpretation to be in error; or barriers to communication resulting from differences in demographic characteristics of individuals, such as males and females, tend to encounter communication problems in the form of conversations by verbal communication which is considered as an obstacle to communication.

The key solutions of miscommunication of the Student Organization of Rangsit University.

When the distortion of the message occurs, it leads to a lack of mutual understanding and further leads to miscommunication. Formal and informal communication are used within the organization but should focus on formal communication more; however, informal communication can be used occasionally. Using formal communication leads to a straightforward communication which leads to less chance of having the distortion. In the formal meeting, there will be agendas and a person who is in charge of making records. As said by the expert, formal communication will have a record in the form of written evidence. According to the formal meeting agenda, written evidence will be certified by the committees and if there is any mistakes, there will be a correction. This way will reduce and get rid of the distortion as if there is a message that is not said, the the written evidence will not be certified and will be corrected. The analysis is the same as the National Nanotechnology Center according to the study of Iemwimangsa (2015) which stated that “Internal communication of the National Nanotechnology Center appears in all organizational communication theories. That is, in the organization, there is communication in both formal and informal ways, but will focus on formal communication as the most communication and the methods that people in the organization use since they are the most effective methods due to the organizational characteristics that are similar to government agencies by using the organizational structure to determine the direction of communication through various communication activities such as using text documents.”

The solution is to change from upward communication to lateral communication. Numnoie (2012) claims that “Horizontal Communication or Lateral Communication which is communication from members of the organization at the same or similar level which is extremely important in coordinating inquiries or consultation, usually by using the meeting format or sending circulars to various departments in organization.” So, it is the communication between people at the same level in the horizontal level or between people of different levels who do not have the power to control each other. Most will communicate between departments or various departments in the form of consultation and working together as a team, collaboration with other departments to solve problems within the department, advice to other departments, etc. The purpose of this communication is to coordinate and work together to solve problems to complete the operation. The operation is correct, fast, and to increase the efficiency of the organization. The student organization is different from any organization as members are mostly at the same level according to the same range of ages and the relations between members are friendship rather than colleagues.

As mentioned that a lack of mutual understanding can come from many circumstances, organizing a seminar or a meeting on the operation and the process or steps of working is suitable. Vijitchamri (2010) claims that “The organization can solve the problem of communication burden that is too heavy by arranging training for staff on effective time management and letting employees learn to prioritize the importance of work and group similar groups together to save labor and time. In addition, communication systems should be organized by using the principles of distributing relevant news and information which that person needs to know in order that the person has to waste time reading some news, which in the end does not appear to be unrelated to him at all. The factors that affect the communication burden can be divided into 2 important factors which are organizational factors and personal factors.” This can be solved in the factor of organization, but in the personal factor, it can be done another way. The purpose is to gather people under the same organization together and doing some activities together to share ideas and understand each other as mentioned that committees in the student union come from different backgrounds.



In this case, this can be done according to the young generation activities such as a party or organizing a dinner together. This will not only create mutual understanding between the committees, but also benefit the one on the top to get close to other committees and to understand their base ideas which will further benefit when assigning work as well. Therefore, when mutual understanding and each member are closed, they will understand the intention or ways each other communicate which will avoid the message distortion.

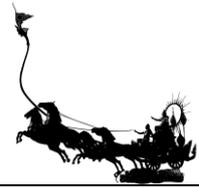
Additional suggestions

Furthermore, for additional suggestions, even though the solutions are proposed, they do not cover all of the problems. There are plenty of studies of organizational communication, but there is not much information on the student organization. The student organization is varied from any other organization; it has members from different backgrounds, professions or fields of study, and mostly no working experience. If there is more study on the student organization, there will be a clearer solution to all the causes. Moreover, the study will also lead to motivational factors which also has on the members and also perception of different things as the organization consists of students. Therefore, if there are any further studies on the student organization, it will benefit on deep analysis of the ways to improve effective internal communication.

6. Conclusion

Communication – a concept so powerful that it can either make or break the performance and productivity of any organization (Turaga, 2016). In conclusion, the research revealed the cause of miscommunication and ways to improve effective internal communication of the student organization of Rangsit University. According to the result, it shows that according to Berlo's SMCR concept, the aspect which is found to be the cause is the message aspect. When digging deeper, it found that distortion of the message transmitted is the main cause. The cause is divided into different communication styles which are in the form of verbal, written, and technological one. It is also related to the formality of the language, background of people in the organization, understanding the difference of personality on receiving information, and also those physical and psychological actions. The most common thing between students and professors is that the communication style is either formal or informal. The level of language usage by professors or consultants is usually formal, and in many times, communication between departments using written communication which always practices in formal forms. Students or the committees may have misunderstanding of the words and the passage which are often difficult for the committee to be confused with. To have communication within the organization, mutual understanding is important. Often, mistakes are caused by misunderstandings. The speaker wants to convey something but the audience can communicate in another way, and therefore cause communication errors. Next, communication errors arise from the use of words and tone of voice including communication emotions. Sometimes the content of the communication may be an oral statement, but with tone of voice or using words, it can cause listeners to misunderstand it as another form, and therefore the following error occurred. So, the main causes of communication errors within the organization are the same understanding, the use of language, the use of words, the tone of voice and the emotions in communication. If all of the above is consistent, the communication will become less faulty.

The solutions are divided into several ways. First is that the student union should be using formal communication as the main communication style to avoid mistakes of unintentional information transmission and to make sure that what has been transmitted is not distorted. Records from the operator records must be certified by the members to avoid distortion. Lateral communication style should be applied as the student organization is different from any other organization in terms of age, backgrounds, and professions which have influence on the level and perception capability of understanding. Therefore, organizing a seminar or a meeting is important to the organization so everyone perceives and understands the same thing. Moreover, when the communication is successful, the distortion will be avoided, resulting in the increase of efficiency which leads to higher productivity and working performance.



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