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**COMMUNICATION EXPRESSION BETWEEN MANAGERS AND SUBORDINATES IN A
MULTICULTURAL ORGANIZATION**

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ABSTRACT

This quantitative research study examined employee behavior and the cross-cultural communication climate between managers and subordinates in a multinational organization. A sample of 30 faculty and staff members at Asia-Pacific International University completed a survey about how freely they were able to express their true emotions when communicating with their supervisors. The results showed that Thai employees were more likely to accept supervisors' orders without question than non-Thai employees; they were also less likely to warn their bosses of managerial mistakes as well. These results indicate that Thai employees are less likely to express their true opinions than their non-Thai colleagues when communicating with their supervisors. These results may help managers in multicultural organizations to better understand employee behavior and communication climates, which may help them to be more successful in managing and leading their organizations.

Keywords: Multicultural Organization, Communication, Thailand

