EFFECT OF CROSS-CULTURAL DYNAMICS ON WELL-BEING IN A YANGON BASED COMPANY

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ABSTRACT

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With the increase in the number of foreign employees in Asian countries and the deep rooted cultures these countries have, the issues of cross-cultural workforce management and team-work and collaboration are becoming increasingly important. This study attempts to examine the impact of cross-cultural awareness and collaboration, distributive and procedural justice, and perceived organizational and supervisor support on the well-being at work. The study applies a quantitative cross-sectional survey method to collect data from a sample of 100 employees from a Yangon-based company, and then explores the causal nature of independent variables with multiple regression. The results of regression analysis suggest that distributive and procedural justice is significantly related to well-being at work. As a recommendation to the company, the managers are advised to improve the perception of fairness and justice among the local Myanmar employees. The outcomes of this study can be used to devise appropriate international human resource management policies and practices in order to improve the perception of justice among both local and foreign employees. Other companies looking to send their employees to Myanmar can apply the findings of this study as a proactive effort to avoid dissatisfaction and ensure well-being at work.

Keywords: Cross-cultural workforce; cross-cultural teamwork and collaboration; distributive and procedural justice; Yangon

1. INTRODUCTION

Economic globalization has brought several organizational challenges into the focus including cross-cultural management issues. Hofstede (2007) suggests how general management in Asia is different from management elsewhere. With more and more Asian countries opening their borders to the international business opportunities, cross-cultural management has become a necessity for companies trying to manage teams of foreign workers and a skilled local workforce (Pokharel, 2016). The deep cultural values make the human resource related issues in Asia all the more typical. These cultural values impact the working lives and well-being of foreigners and locals alike.

Regional diversity and between-country differences have been stated as contextual factors that affect the success of international businesses (Beugelsdij et al., 2014). This necessitates a company to have strong and fair international human resource policies and practices to support its strong foundational values and to create a healthy organizational culture. In addition to confirming the affirmative actions that the company takes to ensure the diversity and inclusion-related practices, organizations also need to re-think the rewards and

benefits to ensure that both hygiene and motivation at work are maintained. This includes aspects such as clarity among locals about the conditions which lead to the need to employ foreign workers and how the compensation and benefits are structured equitably. For the foreigners, having this clarity and fairness helps them to settle in the culturally rich environment and feel empowered to achieve the desired performance standards leading to an improved well-being. Overall, for the company, this means that both locals and foreigners are rewarded equitably, and are motivated and engaged at work in terms of employee well-being leading to desirable organizational outcomes.

With this research background, the current study attempts to examine the impact of cross-cultural awareness and collaboration, distributive and procedural justice, and perceived organizational and supervisor support on the well-being at work for a private company based in Yangon, Myanmar. As a result of the concerns that the company shared with respect to the overall well-being of its employees, the factors were studied by the researchers and adequate recommendations were provided. The following sections will describe the literature support regarding the issues identified in the introduction section.

2. SITUATION ANALYSIS

This company was founded in 2012 and is located in Yangon, Myanmar. It is an advertising agency with nearly 20 clients and over 100 employees consisting of a mix of Burmese, French, and other nationalities. Despite the company's good reputation as a diversity employer, it is confronting some issues including an increasing turnover rate and decreasing employee satisfaction, in particular among local employees. The general experience of employees is positive in terms of flexible working style, a clan-type organizational culture, and the young vibe. However, as was evident from some responses, employees consider there is a need for cross-cultural training and development programs. On the issue of benefits, the overall responses suggest that the employees feel the need for equality regardless of nationality, but rather in accordance with individual performance and ability. The employee responses indicate that there is discrimination between locals and foreigners for promotions and job titles.

The company has a very strong clan culture and an open door policy about suggestions to improve and implement changes throughout the organization. The MD of the company is 37 years old and the average age of the employees is 33 years. Since the last few years, the company has been facing issues related to coordination and collaboration among the locals and the foreigners. The company organizes language trainings but does not think that it is helping to improve teamwork and collaboration in the cross-cultural teams. Therefore, this study holds much importance to the company's performance in the future.

The sections below will discuss the literature review regarding the variables studied in this research and then presents the support for the statements of research questions.

3. LITERATURE REVIEW

International businesses offer enticing opportunities for the locals who are qualified and eager to work with multinational companies, and foreign employees looking for an expatriation experience abroad. However, companies face a plethora of challenges while employing foreigners, with culture being the most significant among them. In the early 1960s, researchers like Haire et al. (1963) and later Hofstede (2011), endeavored to determine the impact of national culture. Today, due to the globally expanding and mobile workforce, the effect of culture on business relationships has intensified. Cross-border relationships become more complex as companies find themselves expanding into international partnerships in host countries with highly diverse cultural backgrounds (Hutzschenreuter et al., 2011). The complications of such overseas assignments do not end with the solidification of an alliance. A more challenging situation begins when expatriates need to work side-by-side with the local employees. Cultural differences hamper the meaning of the shared alliance and can adversely affect the communication processes and procedures that encourage cooperative behaviors (López-Duarte et al., 2016). The questions of cultural awareness and adjustment, teamwork and collaboration, equitable rewards, and leadership form an important part of job satisfaction and engagement at work for employees in a multinational, cross-cultural workforce (Beamish and Lupton, 2016). Over the last few decades, the Asian sub-continent has opened up to expatriate employees due to the opening up of several previously closed economies such as Myanmar. Therefore, this current study becomes more prudent to the managerial challenges faced by companies in these countries.

In this research context, the following section describes the context of this study's variables by defining the concept of expatriates, the need of employing expatriates, the factors that affect the satisfaction of locals and expatriates alike.

The need for expatriates

Baruch et al. (2016) and Cranston (2014) classified expatriates as the high-skilled talent group while migrants are non-skilled or semi-skilled workers. Regarding the employment of expatriate employees, Causin and Ayoun (2011) argued that expatriates are necessary when the company requires their technical and managerial competence or when the home company needs control over the operations in the host country. Graneli and Lodefalk (2014) suggested that individuals with foreign experience are valuable for their tacit knowledge of foreign markets and networks. Baruch et al. (2016) identified multiple reasons why companies need expatriate employees, including control and coordination, knowledge transfer, and learning development. Interpersonal skills and global competencies are valued highly in multinational organizations (Kraimer et al., 2009). Expatriation is also used as a talent management tool because it makes an employee more culturally sensitive and provides a broader overview of the world to make better business decisions. Firms hire foreign employees when the skills they require are unavailable domestically. Foreignness also proves to be an advantage in the form of social networks when linking with the agents in their home country (Aleksynska and Peri, 2014). Graneli and Lodefalk argued that because the nature of the services delivered by an expat is intangible, heterogeneous and requires equal participation by the producer and the consumer, the tacit knowledge and social relationships prove to be beneficial.

Nevertheless, expat employee performance is paramount for organizational success. The underperformance or non-performance of an expat might lead to several undesirable individual and organizational outcomes, including loss of trust between the employer and the employee, as well as the potential loss of strategic business partners. On the other hand, supportive company practices can enhance the feeling of commitment and improve the work performance of expats (Guzzo et al., 1994). Therefore, to ensure successful task performance from their expat employees, it is imperative that organizations create a supportive eco-system with appropriate onboarding and working environments (Guðmundsdóttir and Lundbergsdóttir, 2016).

Dynamics of cross-cultural workgroups

Globalization and the expansion of multinational organizations has also spurred the increase in the expansions of businesses across the national borders. Beamish and Lupton (2016) suggested that all cross-border businesses are formed due to the economic aspirations of the developing countries, for technical knowledge exchange, and for creativity flow, and that these alliances continue to be used as a tool to mitigate the risks arising out of unfamiliarity with alien business environments. Cross border businesses also facilitate the serving of usually unserved market segments, increased the ability of companies to share risks, increased the innovation adaptation speed, enhanced the acceptability of new processes for product development, evolved the value chain processes, and eased the entry and exit barriers in previously competitive industries.

Work groups in international working environments are atypical of their composition, context, and culture. After presenting a 9-Cs heuristic depicting the critical considerations for teamwork, Salas et al. (2015) stated that both task-work and teamwork are equally required to make a team effective. Stressing the significance of cross-cultural intelligence, Marcotte et al. (2019) presented a competence framework. Similarly, Tarba and Cooper (2016), and Pokharel (2016) noted how human resource management practices pose the biggest challenge in the process of developing and accumulating capabilities for the success of international business management. However, none of these studies examined the justice perceptions or support from the supervisor as significant predictors of effective teamwork and collaboration.

Cross-cultural workforce challenge in Southeast Asian countries?

Within the ASEAN context, it is evident that the sheer diversity of cultural backgrounds presents multiple problems and cultural sensitivities that can go back centuries and can create difficult situations for companies wanting to establish cross-border business environments within the region (Swierczek and Hirsch, 1994). Not only can transactions become more complex in the exchange of goods and services, but the employment of expats and the management of personnel may lead companies into difficult and, often times, unfamiliar territory. As the internationalization of a company's business can pose a multitude of issues and problems in itself, adding culture to the mix is likely to present an even bigger challenge. This can be especially true for SMEs which may lack the resources, both human and monetary, to deal with adapting to a host country's national culture (Taherimashhadi and Ribas, 2018). Managers may find themselves in a rather uncomfortable situation in a new alliance, distracted and devoting more time to cultural management issues rather than to the basic business operations of the alliance itself. Dissimilar cultures can create unwanted

conflict or distrust (Kujala et al., 2016), which may be difficult to rectify. In such an environment, an open mind and a concerted effort is needed to reach a common goal.

Several studies have identified the factors affecting the working experience of expats in host countries (e.g., Sarkiunaite and Rocke, 2015; Ang et al., 2015). Expatriate employees need to deal with the host country's people, culture, and ways of working, resulting in the degree of their adjustment in the host country playing a vital role in successful task performance (Ramalu et al., 2012). Syed and Özbilgin (2009) presented a relational framework with three levels - macro, meso, and micro levels - indicating the relationships between each of these levels and associated societal, organizational, and individual factors. Sarkiunaite and Rocke (2015) suggested that there are three factors which dictate the ease of cultural adjustment for expat employees. These are, individual factors (e.g., knowledge, skills, competencies, and cultural intelligence), organizational factors (e.g., organizational culture, communication, management, and trainings), and the culture and environment of the host country. Apart from the individual factors stated above, the organization's human resource management policies and practices also affect the overall well-being of their local and foreign employees alike.

Study framework

Based on the concepts and findings from previous studies discussed above, the current study applies the organizational behavior (OB) study model (Huczynski and Buchanan, 2013) as the study framework. The OB model is applied to study behavior at three levels: individual, group, and organization. Following a similar approach, this paper studies three sets of perceptions and expectations: individual adjustment; group dynamics in terms of colleague understanding and support; and company culture, policies, and practices. The following section explains the aforementioned relationships.

Do personal traits such as cultural awareness define cultural adjustment at an individual level?

Baruch et al. (2016) argued that "expatriation involves both physical and psychological boundary crossings" (p.849). Consequently, international work assignments necessitate the selection of the most competent employees, with the required technical intelligence along with the right mindset, such as open mindedness, cultural sensitivity, and intelligence (Sarkiunaite and Rocke, 2015). Studies suggest that employers have a pre-determined criteria for the recruitment and selection of those employees who will be sent to a host country on deputation or for a work assignment abroad. Cranston (2014) stated that organizations assess the intercultural skills of an individual before sending him on an international assignment. This is to ascertain the effectiveness of how well the individual will adapt to living in a different culture. In summarizing the findings from previous studies, Sarkiunaite and Rocke suggested that cultural intelligence, personal motivation, and previous experience of working abroad are just as important as technical, interpersonal, and linguistics skills. Wu and Ang (2011) observed that the ability of an expat to adjust to his work environment determines the degree of his success. In this respect, the 'work environment' refers to both the contextual elements (relationships with the host country nationals) and task-based elements (the technical and managerial aspects of work).

Solinger et al. (2013) referred to the work adjustment theory (Dawis et al., 1968) to imply that matching an individual's characteristics with those of the organization is the basis of work adjustment. As a preliminary requirement to an expat's engagement and positive experience at work, the expat's own readiness to adjust to the culture of the host country and company is important. Ang et al. (2015) explained this readiness as cultural intelligence, whereby an individual demonstrates the capability to adjust in intercultural contexts. Ang et al. suggested that the personality trait of openness to experience is consistently positively related to cultural intelligence. Studies such as the research of Solinger et al. (2013) referred to the 'high commitment propensity' as an individual characteristic indicating a strong match between the individual and organizational socialization. The degree of career commitment vs. linkage to the organization determines the extent of engagement for expats in this case.

In terms of the desirable outcomes of cultural intelligence, Ang et al. summarized the findings from previous studies (e.g., Huff et al., 2014; Tay et al., 2008; Wu and Ang, 2011) and suggested that individuals with high cultural intelligence find it easier to overcome the culture shock, are trustworthy and reliable in culturally diverse workplaces, can resist emotional exhaustion, and report improved commitment and greater satisfaction at work. Leung et al. (2014) depicted how cultural intelligence predicts work performance and global leadership. Therefore, this study hypothesizes that,

H1: Cultural awareness and cultural adjustment positively affects the experience of well-being at work for expats and locals.

Do the human resource management processes of team building and collaboration positively affect well-being at work?

Tung (2016) suggested how expats from culturally similar countries are better received by local employees. In addition to the stigmas regarding the cultural disparity between the home and host country,

Baruch et al. (2016) argued that the perception of an expat is also biased in favor of, "think expatriate - think privileged non-minority male" (originally quoted by Virginia Schein in her TED Talk). Mor et al. (2013) argued how American expats have higher expectations of cooperation from colleagues in intercultural work settings. This underlines the effect of colleagues' support as a contextual variable strengthening the cultural adjustment and motivation of an expat. Therefore, this study hypothesizes that,

H2: Teamwork and collaboration improves and enhances well-being at work for all employees alike.

Do the organizational and supervisor support assist in improving the overall work experience?

With the growing number of expatriates, it is essential that the support systems operate effectively in order to provide the right eco-system in which the expats can adjust (Altman and Baruch, 2012). Cranston (2014) argued that the "human resource management practices of organizations… impact upon the way in which expatriation plays out in place" (p.6). Sarkiunaite and Rocke (2015) explained how successful adjustment leads to desirable outcomes for the expat himself/herself, and for the organization. Wu and Ang (2011) referred to the social exchange theory, whereby expat employees reciprocate with commitment when they receive support from their home companies. Certain factors are key in helping to achieve a successful adjustment. Apart from the personal competencies, which set the stage for the success of an expat, the company's personalized onboarding training helps in terms of a quicker adjustment and decreases the probability of a failure with regard to performance. Sarkiunaite and Rocke's study proposed that the adjustment "significantly conditions" (p.26) the whole experience of the expat's stay. Similarly, Guðmundsdóttir and Lundbergsdóttir (2016) also stressed the significance of proper training and onboarding besides indicating that an individual employee's adaptability, self-esteem, and positive attitude together make up for a successful outcome from the expatriate's experience. Guðmundsdóttir and Lundbergsdóttir (2016) indicated how important onboarding training is for expats considering they face additional stress and feelings of insecurity in their new working conditions and environment. Solinger et al. (2013) suggested that onboarding is a process which leads to an outsider becoming an insider and which leads to a high match scenario when it follows the stages of accommodation, inclusion, and internalization. Wu and Ang (2011) observed how the degree of adjustment of an expat is proportional to his or her degree of success. A "maladjustment" (p. 2689) on any of the contextual or task elements results in psychological stress leading to inefficient performance.

Whilst the studies of Wu and Ang (2011) and Sarkiunaite and Rocke (2015) both referred to the social exchange theory perspective, the latter suggested that there are stages in an onboarding process where the commitment evolves over time. Among the potential concerns regarding expatriation for a company are the conditions of employment, the management of relocation, and the onboarding of the new hires. However, there are also several issues which pertain to the existing group of employees other than the expatriates. Syed and Özbilgin (2009) proposed the relational framework which incorporates these concerns at the meso-organizational level. The employment of expats can be seen as stigmatization and discrimination against the locals (Forstenlechner et al., 2012) creating employment imbalances. In addition to the perception of cultural adjustment, colleagues (locals in this case) can offer contextual support to the expat if they perceive that the organization is fair in terms of salary and benefits.

The fairness and transparency of a company's policies are tested with the settlement of the compensation packages and job profiles of the expats. In this context, Baruch et al. (2016) recommended addressing both procedural and distributive justice to ensure the perception of fairness and transparency; otherwise, the organization risks losing on the psychological contract. Tornikoski et al. (2015) stressed the importance of aligning expatriation policies with the rest of the company's HR management policies to avoid the locals developing the perception of a glass ceiling.

Ryan (2016) refers to the equity theory of motivation (Adams and Freedman, 1976), "human motivation is a function of how individuals perceive their ratio of inputs and outputs relative to a referent person" (p.1588). Likewise, some other studies (Qureshi and Hamid, 2017; Ghosh et al., 2017) also suggest the significance of the role of leadership in the equity theory. From the aspect of the employment of expats, the fairness and justice perceptions of organizational policies and practices regarding the returns from their work inputs dictate their overall work experience and well-being at work. Therefore, this study hypothesizes that:

H3: Distributive and procedural justice affects the well-being of all employees at work.
H4: Perceived Organization and Supervisor support is positively related to the well-being at work of all employees alike.

4. METHODOLOGY

This research study applies a quantitative cross-sectional survey based research. Survey questionnaires were distributed to the sample of respondents once and the results were analyzed for hypotheses testing.

Sampling and Sample

The company approached the researchers with the proposal for this study because the researchers acted as consultants for the company. The researchers defined the research questions and conceptual framework and reached an understanding with the management to collect data. The company is based in Yangon. It is notable that the company was struggling with regard to cross-cultural issues and reported dissatisfaction among the foreign as well as the local employees. The rift between the culturally different employees also affected the overall business and the cultural differences resulted in a high turnover.

Methods

Table 1 below outlines the details of the sample of employs (<100 people). The initial meeting with the management revealed that some employees would be unavailable to participate in the study due to the nature of their work. The available sample size of respondents was 100. Table 1 below summarizes the demographic details of the respondents.

Table 1: Sample Demographics

Details	Company information
Industry	Marketing
Sample Size	100
Data collection method	Survey questionnaire
Data analysis method	Correlation and Multiple regression analysis using SPSS software
Gender	Male - 46 Female - 54
Age Range	15-20 - 13 21-25 - 42 26-30 - 28 31-35 - 11 35 & Above - 6
Nationality	British - 12 French - 12 Myanmar - 71 Polish - 2 German - 3
Department	Account (Marketing) - 8 Administrative - 10 Creative (Design) - 11 Digital (Marketing) - 20 Event (Marketing) - 12 Finance (Administrative) - 15 HR (Administrative) - 3 Marketing - 10 Public Relations - 3 Video Production (Marketing) - 8

Data collection and analysis

The survey questionnaire helped the researchers in gathering quantitative data from the employees. Table 2 below presents the scales used in this study. The Cronbach's Alpha reliability coefficients of all scales except one (Cross-cultural adjustment) were considered reliable with scores higher than 0.80. Therefore, the variable cross-cultural adjustment was excluded from further analysis due to its low reliability.

Table 2: Reliability Coefficients for the Study Variables

Name of variable	Author name	Number of questions (items)	Cronbach's Alpha
Cross-cultural Awareness	Ang et al. (2015)	13	0.81
Cross-cultural Adjustment	Haslberger (2005)	10	0.61
Cross-cultural Team-work and Collaboration	Tjosvold et al. (2003)	37	0.87
Distributive and Procedural Justice	Colquitt (2001)	9	0.89
Perceived Organizational and Supervisor Support	Rhoades et al. (2001)	9	0.94
Well-being at work	Saks (2006)	16	0.88

After developing the survey questionnaire in the paper form, the researchers distributed those papers directly to the employees with the deadline for finishing the survey set at one week. An envelope was attached to each survey form and employees were requested to fill out the survey and then seal it inside the envelope to ensure the confidentiality of their responses. Once all the responses were received, the data were analyzed using correlation and regression analysis.

5. RESULTS

The quantitative data were analyzed with the help of some statistical calculations. Pearson's correlation coefficient was computed to assess the degree of correlation among the study variables. Table 3 below presents the Pearson's correlation coefficients for the current study's variables.

Table 3: Correlation among Study Variables

Variables	Means	SD	1	2	3	4	5	6
1. Nationality	1.26	0.58						
2. Age	2.28	0.89	0.13					
3. Cross-cultural Awareness	4.38	0.55	-0.01	0.26*				
4. Cross-cultural Team-Work and Collaboration	4.16	0.44	-0.20	0.11	0.46**			
5. Distributive and Procedural Justice	4.26	0.72	0.12	0.32*	0.40**	0.46**		
6. Perceived Organization and Supervisor Support	4.72	0.82	0.30*	0.20	0.37**	0.33*	0.74**	
7. Well-Being at work	4.11	0.76	0.10	0.28*	0.38**	0.33*	0.65**	0.51**

* Correlation is significant at the 0.05 level and ** is significant at the 0.01 level (2-tailed).

The correlation analysis suggested that well-being at work is positively associated with cross-cultural teamwork and collaboration ($r = 0.33$, $p <.01$), with distributive and procedural justice ($r = 0.65$, $p <.01$), and with perceived organizational and supervisor support ($r = 0.51$, $p <.01$). However, well-being at work did not register any significant correlation with cross-cultural awareness. The correlation between distributive and procedural justice and perceived organization and supervisor support ($r = 0.74$, $p <.01$) is positive and fairly high. Regression analysis was used for hypothesis testing. Table 4 presents the results of the regression analysis and the significant coefficients for further interpretation.

Table 4: Results of the Regression Analysis

Variables in the study	β	p-value	VIF
Model 3 (Constant)		.597	
Cross-cultural Awareness	.124	.324	1.493
Cross-cultural Team-work and Collaboration	-.014	.916	1.623
Distributive and Procedural Justice	.683	.001	3.296
Perceived Organizational and Supervisor Support	-.028	.871	2.912

The results of the regression analysis posit that out of the independent variables, only distributive and procedural justice ($\beta = 0.68$, $p < 0.001$) significantly predicted well-being at work. Overall, 47% of the variance in the dependent variable of well-being at work was measured with the regression model. The data analysis revealed that out of the independent variables covered in this study, distributive and procedural justice predicted the dependent variable significantly. This meant that of the four hypothesized relationships, only one hypothesis (H3) received support from the data. The following section discusses this significant finding in detail.

6. DISCUSSION AND IMPLICATIONS

The company HR suggested that the locals feel the need to base the promotions and rewards the benefits on individual performance and ability. The overall employee responses indicated that there is discrimination between locals and foreigners for promotions. The data collection and analysis results indicated similar outcomes to those pointed out by the employees. It is crucial that the managers and leaders understand and accept that cross-cultural management does not end with hiring foreign employees, but begins with it.

Results also indicated that it is crucial that the managers and leaders improve the overall fairness and justice perceptions if they want to encourage teamwork and collaboration among the foreign and local employees. When employees feel they are treated equally in the organization's procedures, communications, policies, and distributions processes, they will provide both constructive behaviors and productive outputs. As such, enriching organizational impartiality embedded with consistency, fairness, transparency, will lead to increased motivation and better results from employees. Clay-Warner et al. (2005) stated that distributive justice engages with the ends, whereas procedural justice deals with the means as prominent measurements of organizational justice.

According to Biswas et al. (2013), the equality associated with the distribution of resources and with decision consequences is known to be distributive justice. The outcomes or resources can be either intangible, in the form of recognition, or tangible, in the form of financial rewards. Employees will perceive that equity or inequity relies on social comparison with other people, known as referents. This sort of justice for the input-output ratio prevails only when the reward and punishment system operates in a fair way. Also, the perception of the employees relates to the impartiality of the formal process executed to distribute rewards or punishment. This justice is reliant on the perception of the impartiality of the procedures, by what kinds of significant punishment and reward determinations are decided, including assessments, promotions, and dissolutions. The management has to ensure the enhancement of employees' job satisfaction in the workplace along with a commitment from each organization to be able to reduce the turnover rate of employees through the support of distributive and procedural justice.

Based on the data collected, the transparency of the recruitment and selection process is vague, whereby some members could not even see the means by which the procedure of recruitment and selection has been completed sometimes. Consequently, those members might feel that the company does not believe they are worthy of understanding the process and that some information is being withheld from then regarding recruitment and selection, which can cause them to feel treated unequally. It is noticeable that the company is providing information regarding other matters in the company; however, the announcement of particular information seems to be obviously omitted. If the company makes its management procedures more standardized and formal, there will be more transparency which then ensures procedural justice.

Another issue is that the job profile, the tasks, and the remuneration of the foreigners are different to those for the Burmese. It is understandable that the remuneration will not be the same as it is for locals because of higher expenditures including living expenses. However, the allocation of job structures should be the same for all the employees in order to reduce any misunderstandings with the management team and prevent awkward interactions between employees since the frame of mind of the employees can be influenced by a sense of injustice as mentioned in Adams' equity theory (Tsounis et al., 2014). Therefore, the impartiality of procedural justice in a formal way plays an important role when engaging with employees.

Based on many comments from the surveys, most of the employees would love to receive the opportunity to participate in training and development programs to sharpen their skills and knowledge, which highlights a major requirement the company still needs to fulfill. Today, people are expanding their social networking systems, getting information regarding other people's working lifestyles or working situations, and comparing themselves to others as they contemplate whether they are at the right company where career development programs are available. As mentioned in the study of Nagabhaskar (2014), when there is little or no opportunity for growth and development and no advancement opportunities, employees tend to quit their jobs.

7. LIMITATIONS

This study used a quantitative cross-sectional survey based research approach to highlight the issues faced by a company in Yangon, Myanmar. Although the current study used statistical techniques to arrive at significant conclusions, there are some apparent limitations. First, this study used data from a company located in Yangon. The use of such a limited sample from the company poses a challenge in terms of the generalizability of the findings of this study. Further studies with different samples are warranted. A second limitation of the current study is that the effect of culture cannot be neglected. The current study did not account for the effect that culture will have if the sample was collected from any other country. Future studies should explore the differences in teamwork and collaboration caused by the disparities in the cultures of different countries in ASEAN. A third limitation points towards the small sample size in this study. It is notable that the company is a small to medium sized firm aiming for growth in the market; hence, sample size for this study was very small. This might lead to imprecise estimates and the increased probability of larger standard errors (Button et al., 2013; Hackshaw, 2008). Therefore, future studies are advised to employ bigger samples in order to gain a higher probability of finding the true effect of distributive and procedural justice towards the well-being of locals and foreigners at work.

8. CONCLUSION

This study attempted to use a quantitative methodology to analyze cross-cultural issues in a multinational company situated in Yangon. The company is a small to medium scale enterprise looking for growth opportunities and it employs both locals and foreigners to achieve this growth. From the findings, it is apparent that justice and fairness perceptions form the basis of well-being for foreigners and locals are alike. Based on the data analysis findings, the researchers recommend that the company HR takes steps to improve the fairness perceptions among employees. This can be done by improving and ensuring clarity in job vacancies, in recruitment and selection, transparency in job design, job description and compensation and benefits, and clarity in terms of training and development and growth opportunities available to all employees equitably. With the implementation of these practices, the company can achieve fairness perceptions leading to an overall well-being of its employees.

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