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HRM practices for long-term growth in multi-national company

The Study Case of Urban Living NYC

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ABSTRACT

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HRM Practices for long-term growth in multi-national company, the case of Urban Living NYC.

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The commissioner of the thesis is Urban Living NYC, a real estate company, located in New York City. Operating in one of the biggest economy center of the world can be a great opportunity to get access to this huge market. However, affording to gain it long-term position in this multicultural market is also a challenge that Urban Living is facing. Since culture is a very complex concept, the inappropriate HR approaches toward this concept can lead to cultural misunderstanding, which can threat the company growth and operating activities. Hence, the research was carried out in order to figure out the existing HR challenges affecting to the growth of the company as well as to develop new improvement to fill the HR gap toward its multicultural workforce toward achieving the long-term position in this competitive market. The Research was conducted using semi-structure interview and real observation of the author during the time doing internship in Urban Living. The theories relating to HRM, Cross culture behavior and Long-term growth concept has also been chosen as the main theoretical support platform for the practical case study of the thesis. The Research Result has prevailed a few gaps that has been caused by inflexible HRM approaches toward the diversified workforce in the company. Therefore, the recommendations for improvement have been proposed to fill these HR gaps and help to company to fully take advantage on its potential diverse workforce

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1 Background

1.1 Necessity of the thesis

Nowadays, in the fast changing economic world where there a many new business is being built or collapse at the same time, in order to gain a stable position on the market, the company does not only have to focus on achieving its short term goal in order to maintain and develop their current business position, but also has to take their decision making behavior into consideration in the long-term run.

Most importantly, the managers are required to continuously seek for new effective and up-to-date management tools that can assist the company to achieve its goal which also suit to the company current resource, business size and the nature of the market that it is operated in. Especially, doing business in a globalization are requires company to learn to deal with the integration of many different culture from all walks of life. Hence, making the HR decision that can make full-use of the multi-cultural human resource in order to guide the organization toward its goal and desired results in both short-term and long-term run is one of the fundamental and important task as well as management priority.

Diversity Human Resource Management directly relates to five main functions: recruitment and selection, orientation, maintaining good working conditions, managing employee relations, training and development. As can be acknowledged, an effective HR strategy can allow company to get full access to its possible potential available resource, for example:

An appropriate HR approaches toward the multicultural workforce can help company to fully develop its flexibility to adapt to the diverse and fast changing market.

The proper recruitment process enable company to hire the most suitable talents for the vacancies in the operation and reduces to cost and risk for the mistake of hiring the underqualified and unmotivated as well as rehiring new replacements.

An intensive orientation can give employee a chance to be clear about the job assigned and have clarification for task description and eliminate the cost of inefficiency.

Maintaining good multicultural working conditions provide the employee the best working condition is the fundamental factor for motivating employee, so that they work more effective to contribute to the organizational vision and culture.

A well-planed employee relation can have great impact on the output for the healthy and balanced interpersonal relationship between manager and employees or employees with employees, hence, the communicating of company value and vision to employee can be smoother and clearer which lead to improving the organizational productivities.

Training and development provides employees a chance to equip the necessary knowledge and technical skills for a better job performance then gradually contribute the whole organizational productivities.

In order to create the long-term development plan for an organization, the human resource management should carefully consider all the factors of HR from company perspective such as culture, vision, size, industry, goals to have the most suitable and effective HR practices for their own need.

Traditionally, in the SME, HR seems not to be paid a lot of attention by the manager or not to be considered to be more important than the other functions. Furthermore, some traditional HR method is no longer be effective in nowadays fast-pace economy where employee tend to be more active, creative and independent whether they are working in big sized or small size company. Hence, the inappropriate HR application or a lack of attention in HR function in SME has led to the inefficiency in using potential talent resource which can help to build the business in the most effective way, both in short-term and long-term run.

An appropriate combination of traditional and innovative HR strategies does not only create a positive impact on the business productivity but also build a new working culture in the company which can create a new positive long-lasting outcome productivity of the organization.

During the time studying in Seinajoki University of Applied Sciences in the degree of International Business Management , the author has had a chance to get to know the topic about the HR's role in sustainable growth of an organization and how important it is to consider the development of an organization on a long-term perspective instead of just paying attention on the short-term run plan, author has found that she has a special interest on this subject and started to make more research as observation to develop her own knowledge. Then, in the third year of her studying, having had a chance to have her practical training in Urban Living NYC, a real estate company in New York City as a manager assistance, with available knowledge in HR and a chance for real experience as well as close observation from real working life, she has developed a strong interest in HR management method in the perspective of long-term growth of company. As a result, the topic: "The role Human Resource Management in long-term growth of business, the case of Urban Living NYC" has been chosen as the thesis study subject.

1.2 Thesis Objective

The thesis will mainly focus on studying the current diverse HR practices in Urban Living based on its specific background and operating market in New York City, then create a preparation for a new HR practices that is the best suit to the company culture, the nature of real estate industry and the current available resources. There are three main objectives that are aimed to be cleared in this thesis:

First of all, the thesis will take a closer look the real multicultural HR practices and management methods in Urban Living in order to understand how well the current strategies can make use of its current available diverse talent resources to support the company vision

Secondly, from the practical observation, author will make a connection between the strategic approaches in the real HR need for the issues underlying a specific organizational background. From the connection, the author can figure out the gap between the HR need, demand and HR real practices.

After that, combines all of the research result and observation with the gained knowledge about HR during the school time, author will make a proposal for

the new multicultural HR solutions which she considered can be practically applied into the Urban Living HR practices to bring effective impact on the HR usage in the company in the long-term growth as well as fit in the multi-national background of the its employees.

Last but not least, the modification and adjustment will be taken in place by making comparison between disadvantages and advantages of each new proposal and make the last pick which seems to be most practical to be implemented at Urban Living that fit the company's resource and background.

Based on the proposal, the manager of Urban Living can have a clear vision on all the possible approaches that can be taken and make decision on whether an approaches should be applied into the organization.

1.3 Research Methods

1.3.1 Basic methods theories and characteristic

There are two main types of methods that are being used broadly in most of the academic researches and studies: quantitative and qualitative methods.

First of all, the quantitative research is taken in place when there is a need to quantifying the problem or topic in order to clear the topic by collecting and generating the related data and numeric statistics in order to express the issues or researching target under a form of data and statistic. The researching issues can be an attitude, behavior, opinion or reactions toward a defined topic of a large group of research samples in order to get a generalized result. In order to clearly express the issues or the trend of result under the form of data, the collected data can be constructed under the form of a chart, table or figure. That are the reasons why this type of method is usually used to create a general result from a reliable despondences of a big group, mainly used for testing and verifying a theory. (Susan 2011)

The data in the quantitative methods can be collected by various method that the answer can be transformed or computed into statistic, for instance various form of

survey: online survey, phone survey, mail survey, direct survey…. Or phone interview, direct interview or even statistic from systematic observation. It is sometimes a challenge for the data collector since there are some from on interview that requires the open answer in order to clearly express the issues, as a result, computing an answer of an open question can somehow decrease the accuracy of the data. However, compare to the qualitative method, based on the nature and characteristics of the method, it is considered to be more objective than the qualitative. (Saul 2008)

Different from quantitative method, qualitative method involves gathering the information by collecting, interpreting and analyzing data that is not in the numerical form. "It mainly deals with meanings, concepts, definitions, characteristics, metaphors, symbols and description of things." (Saul 2008). In comparison to the previous method, it seems to be more challenging for a researcher to interpret the collected data from this method since they are collected under the form of unstructured interview, unstructured observation or open-ended account and tends to be more descriptive than the statistic one. Therefore, it is important that a researcher needs to have an expert knowledge about the defined topic in order to make efficient interpretation into the qualitative data.

This kind of method is applied when the researching purpose requires a deep understand based on different diverse background in order to make a deep interpretation into the defined topic. Therefore, the data collecting process is usually applied for a small sample size and used to develop a theory. The table below demonstrate a brief summary in the main differences between two research methods:

	Qualitative	Quantitative
Conceptual	Concerned with understanding human behaviour from the informant's perspective	Concerned with discovering facts about social phenomena
	Assumes a dynamic and negotiated reality	Assumes a fixed and measurable reality
Methodological	Data are collected through participant observation and interviews	Data are collected through measuring things
	Data are analysed by themes from descriptions by informants	Data are analysed through numerical comparisons and statistical inferences
	Data are reported in the language of the informant	Data are reported through statistical analyses

Source: Adapted from Minchiello *et al.* (1990, p. 5)

Figure 1 comparison between Quantitative and Qualitative research (Minchiello et al 1990, 5).

As a result, based on different characteristics of the research topic, the researcher can pick the most suitable for the study. However, a combination of both method can also be chosen to create the best and clearest demonstration for the outcome.

1.3.2 Method selection and research design

Research design

Once the study purpose and the goal has been defined, the research design should be taken in place in order to create a plan for creating a study. It is used to express the practical understanding of the main existing challenges related to the design of social and economic study (Hakim 1987). The order of research approaches taken in this thesis will be shown in the figure below:

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┌─────────────────────────┐
│     Literature review   │
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            │
┌─────────────────────────┐
│     Define current ap-  │
│         proaches        │
└─────────────────────────┘
            │
┌─────────────────────────┐
│    Theoretical frame-   │
│          work           │
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│    Formulate research   │
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│  Define existing challenge │
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│    view & Observation   │
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│    Propose improve-     │
│          ment           │
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┌─────────────────────────┐
│   Research for validity of │
│         proposal        │
└─────────────────────────┘
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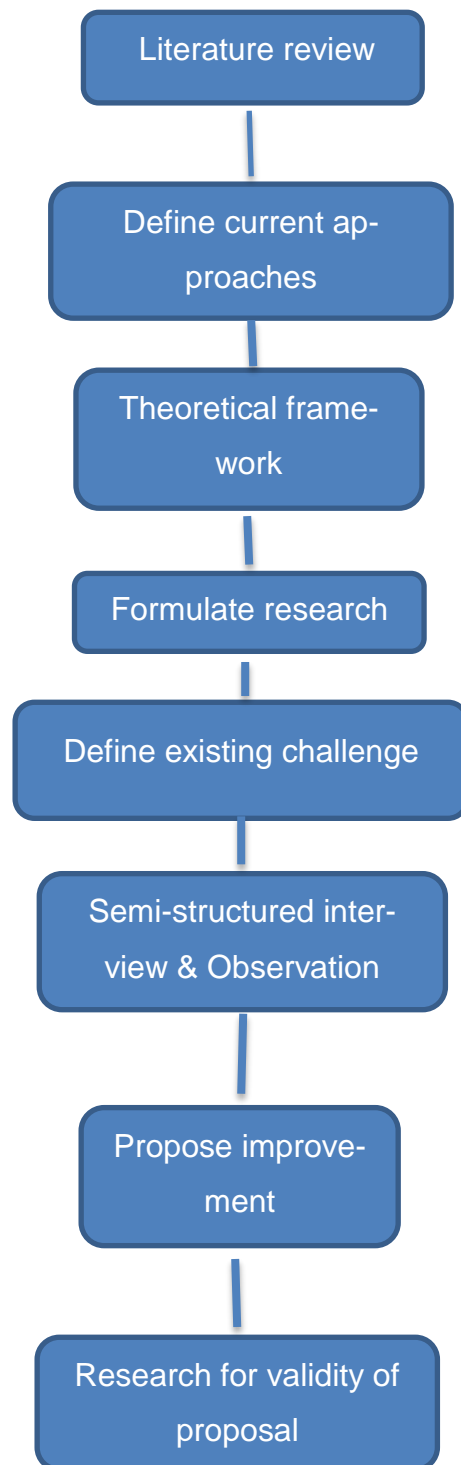
Figure 2: The order of research approaches.

First of all, an initial research about literature review of the thesis will be made, in-cluding all the necessary parts as well as the aim and goal of the thesis. In this step, the thesis topic and main research target will be stated clearly in order to be able to

precisely define the requirement of a thesis from the perspective of structures, references, content…etc. In this phase, the research and information will mainly be conducted based on the online sources, Search engine tool, e-library, and the academic lectures from the thesis and research course that the writer has attended during her studying time at business school.

Then, after being clear about what is needed to be done and which direction should be defined, research approaches and methods taken during the research process will also be chosen to be the best fit for her case and topic. In order to define the best approaches, the author at first has to be clear about the concept of all research approaches to know based on their characteristics, then in the consideration of her own case and topic, she will finally be able to pick the most appropriate approaches for her thesis.

After that, the qualitative research will be taken in place to make the interview question under the semi-structured form. Furthermore, further research from the academic sources will be taken into the research process for making effective interview questions can help the author to collect all the necessary information for her research.

After conducting the interview and defining the existing problem in HR practices, a theoretical framework will be constructed in order to be the basement for further studies to create proposal about HR practices improvement in Urban Living. In this phase, the research will be mainly conducted based on the academic sources such as online-book, e-library and HR book. There would be also some modification in theoretical from in order to be appropriate to the specific studied case. Then, based on the research result and theoretical framework, author will combine all the knowledge and experiences that she had to create a new proposal for HR practices, which is also the main purpose of the thesis.

Additionally, the research results and dates gathered from the semi-structure interview and the real observation of author during the internship time in Urban Living will also be used as the main information for making the platform for further research and studies. In order to test and ensure the applicability and reliability of the gather of the data and statistics gathered, the semi-structured interview and observation

have been conducted repeatedly with different interviewee who get involve into the Urban Living HR functions from different role and perspective in different time period during five months the writer doing her internship in the company. Particularly, four people have been asked to join the interview right at their break time in Urban Living, each interview sessions last about fifteen minutes. Especially the interview with the HR manager has been taken for more than half an hour to ensure all the necessary information relating to HRM to be gathered for the research. In addition to that, during the internship periods which lasted for five months, being trained in two different main function, which were sale and marketing as the manager assistant, the writer has been gradually get to know the accessible information about business as well as the nationality and proportion of diversity within the company. Furthermore, during the break time, having chance to talk more about company situation and business with the manager, the author has been able to form a deeper understanding about the company internal operation and how it was operated. Therefore, that date and information used during the thesis research has been gathered from deep research and observation from the real life operation in order to ensure it is up-to-date and reliable.

Lastly, a research on the market trend and situation will be conducted to test the adaptability and validity of new proposal to make sure the new proposal is applicable in the case. The research for this chapter will be mostly conducted through the online research and media since it is the most effective source that keep updating the new information about the market trends and situations.

Method selection

According to the given aim and conceptual starting point of the thesis, the research will adopt the qualitative method into to case study approach as it allows a deeper understanding with multiple backgrounds and processes (Yin, 2003) Particularly, based on the nature of the study and characteristics of the topic, the author has decided to use the qualitative research method as the main approach toward to study to find out the issues underlying the HR practices within the daily corporation of Urban Living:

First of all, the topic is about 'HRM practices for long-term growth in an international company", which requires a deep interpretation and understanding about the nature of HR department as well as the culture concept. Since HR main function is dealing human resource, which does not only require the technical and professional skills knowledge in management and planning, but also requires a very complicated interpersonal interpretation between manager and employee, a great skill of emotional intelligence and deep understanding into human feeling, emotion and background. Furthermore, when it comes to multi-national perspective, it requires even more complex understanding and knowledge as well as cultural empathy in order to be able to deal with the employee issues from their cultural perspective. Secondly, Urban Living is being operated in the New York real estate market, which requires more specific modification in study in order to be able to be adaptive and suitable to the company background and requirements for its long term success.

Lastly, Urban Living is an SME, which employed around less 50 employees, which is not a huge number, however, the employee in Urban Living coming from many different cultural background which create a diversified company cultures.

Due to these above mentioned reason, the qualitative method seems to be the best options for the case study as well as the thesis defined topic since it is less costly and easily approached. Most importantly, it enable the researcher to make a deeper and holistic approached toward to HR issues within the company as the research can use the open-ended interview questions with individuals in company.

Additionally, the constructive approaches will also be applied during the research process. Constructivism is a theory used for describing the approaches that a person construct a new knowledge based on the top of the available knowledge and experiences, so that person will adjust the new knowledge in order to be appropriate with their experience and perception about the study object in an active way. As it can be taken into this thesis case, where the author will make the modification on the available knowledge or theory based on her own perspectives and observed

experiences, especially what she has been learned during the internship term in Urban Living, whenever the pure theoretical application is considered to be too systematic or unsuitable to the case, in order to propose the most effective HR solutions which are appropriate to the specific case or Urban Living.

1.3.3 Data collection method

Data was collected from both primary and secondary sources in order to fully support the main author's opinion toward the researching issues and clear the researching purpose of the study.

According to the different purposes of the thesis and the nature of the research study at different parts, the data collect method will be varied. Specifically, there will be three main purposes that are needed to be addressed during the thesis: firstly, the research will create a clear structure about a theoretical view concerning the practice of Human Resource management in sustainable development of a Multinational company, which will be adjusted in order to be suitable and application into the studying case. Secondly, the thesis will focus on clearing the current practical application of HR in Urban Living, then figure out what is well implemented and what underlying issues that are needed to be improved in order to implement the organizational long-term goal. As the last one purpose is to implement a new HR strategies that can support the company to overcome the current challenges created by the current HR practice mistakes as well as figure out the advantage and disadvantage in implementing the new strategies.

As one of the main purpose of the thesis is building the author knowledge and theoretical support for the practical case, therefor, the author has used adopted the knowledge from a wide range or academic sources. Particularly, the academic resources were used in order to study more about researching subject, academic research order and method, general rule in doing academic or professional research as well as studying presentation. The academic can be under the form of: researching articles, thesis works, journals and books about sustainable HR practice in multicultural environment.

After the author has finished building the theoretical concept for the empirical part, the interview plan was developed in order to get access to the idea of the practical part. As the two last main purposes of the study is to find out the existing problem and suitable solutions.

The semi-structured interview can be applied when the research tends to study into the perception and personal opinion of interviewees about a complicated or controversial issues (Yin, 2003). The semi structured interview can be conducted flexibly according to the correspondent, there for the order and the number of the interview question may be modified variably based on the interviewing situation.

Therefore, according to the characteristics of the semi-structured interview, in order to figure out the existing challenge and issues relating to multicultural nature of company that potentially affect the long term out come and productivities of the company as well as the effectiveness of the current HR management system, a semi-structured interview will be conducted on those employee who have close involvement and daily access into the company HR the function as well as have the interaction with working with colleagues coming different cultural backgrounds on the daily basic.

At the second part, still by applying the semi-structured interview method, the data concerning the HR issues will be collected but in a deeper context with more advanced questions into a more controversial issues in order to give the interviewees more space to express their opinions toward the issues and what they think should be done for improved in order to create a more positive outcome that can positively impact on the long term development of the company within its multinational culture.

Additionally, as being an intern at Urban Living for 5 months, the author has had a chance to work and interact personally with employees from all the department, so that she can be clear about them would be the best option for being the suitable interviewee for her research.

Thanks to the corporation of the company, the research and been able to conducted smoothly with the reliable answer which has supported and cleared the researching topic

1.4 Thesis Structure

The research is organized in a purposeful structure in order to clearly express the research issue and uncover the research topics. The thesis structure has been well structured in a presentation that can create a smooth flow for the audience to be able to identify and follow the flow of the topic, from introduction to theoretical framework, then define the practical issues and researching purposes as well as the solution.

The first part give the general introduction and first vision about the thesis as well as studying research. Firstly, an explanation about the important role and up to date validation of the topic will be provided followed by the objective of the studied subject. Then, a brief overview toward the methodology applied through the thesis. And lastly, a brief description about the structure of the thesis study so that the reader can easily follow the flow of the thesis.

At the second chapter, the thesis mainly focus on giving the description about the practical study case company as well as identify its existing practical challenges under the HR Management strategies. Firstly, an overview about Urban Living's business operation and HR practice concerning to its multinational culture background based on the information getting from the first part of the interview.

Followed is the third chapter contribute to building the theoretical base and author's knowledge support for solving the practical case study. In order to effectively support and create a clear direction for the practical study implementation, the author will go into giving a theoretical view and explanation about Effective Human Resource Management practice, a definition about HR in multinational company, sustainable development in a cross culture context as well as the importance of putting them into together to support the company long term vision.

After giving a look at the HR practice both theoretically and practically, and being able to identify the main issues as well as challenges in the HR practice at Urban Living in term of sustainable development in the Real Estate industry, the third chapter will focus on proposing the new HR solution that can replace the gap in current HR practice that are potentially affect to the employee's well-being and productivity

as well as the company's growth. Furthermore, in the end of the chapter, the author would take the new proposal into consideration and evaluation from the pros and cons perspective as well as the estimation of direction in control management approaches of Urban Living, so that the new proposal can be more effective and practical.

At the last chapter, once again, the conclusion will sum again all the main point of the thesis and clearly structured the research out come as well as once again look over a new solution that can be open for further application or adjustment.

The following table provides the clear detail about the structures of thesis content of each part:

Chapter	Input	Output
Introduction	Academic Research, field research and topic research	General description about search purpose, importance, necessity, applicability and availability of the topic, methodology and thesis structure
The Case study at Urban Living NYC, New York.	Introduction and overview about Urban Living business, vision and operation as well as HR practices, result collected from the semi-structured interview and practical observation	Identify the challenges in existing HR approaches which potentially affect the company long term outcome productivity
Theoretical Framework	The approaches toward the theoretical concepts about HRM and long term development in multinational company	Creating the concepts about HRM and long term development in multinational company, what is the benefit and how to apply HR effectively into practical multinational organizational environment.
Further HR practice in Urban Living	Further result from the interview, analyzing the result	Making proposals for HR improvement at Urban Living, further adjust according to specific organizational environment and the nature of the industry as well as its available resources.
Conclusion	General sum	Final conclusion, further research, pros and cons of new proposed solutions.

Figure 3: Thesis structure

2 THEORETICAL FRAMEWORK

This chapter provides all the necessary theoretical research as a based framework to conduct the study and research on a reliable background as well as a proper basic guide. All the key concepts relating to the topic as well as main issues focused in the practice case will be picked and studied in order to create a clear framework for the studying direction as well as guideline for the interview question to find out the necessary information from interviewees in order to support the study purpose.

2.1 Multiculturalism and cultural diversity

2.1.1 Culture and Multiculturalism

The significant developing pace of globalization process has been far beyond our capacity to catch up with all the changes that it involves. A significant trend that can be seen clearly is the massive movement of the economic labor, material and capital market flow through the continents and the foundation of huge economic centers and international trading agreement across different areas of the world. The Globalization can be a huge advantages as the availability of the economic resources such as: consumer market, labor, technology, capital etc. can be easier than ever, however, it can also be a huge disadvantage for those who are not able to adapt to the flexible movement of this massive market trend. There are three main factors that determines whether a business can survive and gain its competitive advantages or lose its position in the initial market place are: the ability to apply the benefit of all available communication technology resources, being innovative and able to predict the trend or lead the trend, and lastly, the cross-border adaptability. As nowadays, the terms 'Culture' and 'multiculturalism' has become the basic concepts involved into almost every aspect of the social and economic activity. However, there have been a lot of different interpretations has been taken in order to define these concepts.

2.1.1.1 Culture

Culture is known as one of the most complex concept to be defined as it's the combination of long time development of the human history and society. Since 1952, there has been found of 164 critical concepts about this term (Kroeber, Kluckhohn 1952). Even though there are many efforts as been put to define this concept, till 1990, there was still no agreement amongst the anthropologist on its nature. (Kroeber, Kluckhohn 1952)

According to Lewis, culture is not the term that was created just within a period of time neither be easily affected by the volatility of the society. Instead, culture is the concept of core value, belief and thinking pattern of a society that has been created by the filter of wisdoms hidden and created through the creation and development the generations over thousands of generations. (2006, 17:19)

A similar explanation has also been defined by Hofstede, whose definition can be seen as the most widely used in most of the cultural study and the first cultural brought into application in business study and research, especially when the globalization is becoming more vital nowadays. The term of culture has been defined that: "culture is the mental programming of the human spirit that allows distinguishing the member of one categories in comparison with the member of another category. It is the conditioning that we share with the other member of the same group". (Hofstede 2001, 4). It can be seen clearly from Hofstede definition, the term "mental programming' has stressed that the definition of culture is literally formed by the similarities of an individual share with another member of their own group. The similarities here can be considered as belief, values or the behavioral and thinking pattern, which has been created based on a set of similar living condition, social expectation, collective values, similar geographical, historical and educational system which tends to affect the individual own value, behavioral attitudes and reaction. On the same hand, this collective behavioral belief is just only be recognized by the member who do not belong to that group as they can easily recognize the different between their own belief and value is not align with the majority of the member in the group, however, is easily accepted by their own community. In his study, Hofstede also mentioned that the group collective behavioral values can easily lead to

stereotyping, as when all the member is in their cultural comfort zone, a different or not aligned action that is considered not to be their natural behavior or belief based on their background can easily leads to frustration or cross cultural misunderstanding. (Hofstede, 2001).

In order to make a deeper study into the culture and cultural collective behavior as well as how it creates the barrier between members coming from different social groups, the mental programming has been studied and divided into three levels which are the main sources affecting an individual tendency of behavioral reaction and values, from that, form the whole social culture.

Mental Programming

Source: Hofstede, *Cultures and Organizations: Software of the Mind*, 2005
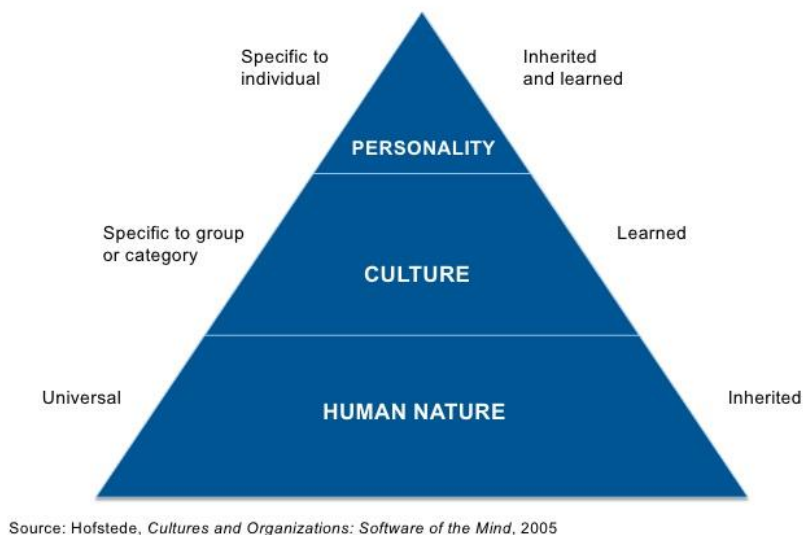
Figure 4: Mental Programming (Hofstede 2005)

According to Figure 4, there are three level of the mental programming, which are the main factor that affect an individual behaviors and values: Individual, collective levels and universal levels. Individual mental programming are individual own perception about life, behavioral reaction, beliefs that has been created by that individ-

ual backgrounds: including their own life experiences, genetic traits, personal child-hood background and educations… Group mental programming are the similarities in values, behavioral belief or common sense between members within the groups created by similarities through the long term history of development and several basic background factors. Universal program contain all the unconditional reaction that shared by all the human gene. Based on the massive movement of the global-ization, the individual and group program can be changed a adjusted based on the diversity of the world cultures as well as the individual now can have more chance to explore and have different experience, therefore, they will more tend to recognize and break the cross culture barriers as well as learn to be flexible at cultural adapt-ability as well as be aware of their own cultural limitations and learn to adapt to new culture by their universal program.

However, culture, is created on the level of group programming, is varies amongst different social background, which can easily lead to conflicts on both collective and individual level. Especially, culture conflict or culture shock are created when a col-lective cultural behavior is not accepted in another culture, which make that behavior or belief to be considered superficial, unrespecting, or weird and make individual to feel unaccepted. Even though the conflict or culture shock happens on a personal level, from a person perspectives, it can still be recognized as a collective reactions of a specific group since each individual member is strongly affective by the group program.

2.1.1.2 Multiculturalism and workplace diversity

Due to the fast pace movement of the globalization, it is becoming more convenient than ever for the integration of business corporations, financial institutions, capital markets, human resource… to happened and moving forward with a very fast pace. This movement is a huge advantage for those who want to learn and grow based on the expansion of the globalization process. As the process requirement a move-ment of an individual or organizational to move from their own culture or country to the other culture, to learn and adapt into the new culture and market there, in order to take full use of potential from that market or country. Gradually, the process of

globalization have played the main role in creating the integration of different cultures as well as accelerating the formation of the multiculturalism process and social diversity.

Workforce diversity is the combination of the human natural and social facts which varies and differs among different individual and can be visible or invisible such as: age, gender, personality, marital and social status, sexual orientation, spiritual and philosophical belief, races and especially cultures. (Kossek, Lobel & Brown 2005).Especially, based on these differences of natural and background factors, they are most likely the reason resulting in the differences in values, belief, behavioral and workplace attitude. (Rosen and Lovelace 1991; Deluca and McDowell 1992; Morrison 1992) For an organization which is operating in an international and multicultural market the workforce diversity can be a huge advantage if it can be effectively managed since its people can be able to understand, change, adapt and offer the most appropriate supply to the specific target group of customer based on their purchasing value, habit and behavior. (Cassel 1996)

The factor that is considered to be the most important dimension that creates the most challenges when it comes to dealing work force diversity and is needed to be carefully taken into consideration by the manager in order to find out the key for diversity management is multiculturalism, which is also the main perspective of diversity Human Resource Management that this research and thesis work focuses on.

Multiculturalism was described as the combination or presence of variety or different cultures in one specific place, which will be taken in this thesis work as the workplace. (Moran 2011, 157). The term originated from the pragmatism movement from Europe to the United States in the nineteenth century as a philosophical term. Then, in the twentieth century, the term gradually get it political and cultural pluralism. After time, the concept of the term has been developed by many different philosophers, socialists and historians. (A Multicultural Society 2016) In 1909, according to William James, multiculturalism is the concept of "plural society" and 'It is crucial to the formation of philosophical and social humanism to help build a better, more egalitarian society. (William 1909, 121).

The diversity in cultures can result in the different in value, belief and attitude between different individuals coming from different cultural background. This may sometimes create the conflict between different individual who do not share the same common culture and become the reason for workplace demotivation or job dissatisfaction. However, when it comes to cultural perspective and dealing with cultural diversity, the manager should look at it as a strength instead of weakness, furthermore, it should be deal with highly respect. (Trompenaars & Woolliams 2003, 28). In his speech at the morning when the new president of the United Stated, Donald Trump was elected, Barack Obama has also mentioned that: "Societies and cultures are really complicated … This is not mathematics; this is biology and chemistry. These are living organisms, and it's messy. And your job as a citizen and as a decent human being is to constantly affirm and lift up and fight for treating people with kindness and respect and understanding" (2016). As culture is a complicated concept, there is no right or wrong judgement when it comes to understanding multiculturalism since different cultures has different belief system, for culture, the common sense in this culture can becomes the uncommon sense in the other culture. There is a need of different proper flexible approaches, understand based on the different cultural background, perspectives and behaviors in order to interpret and take fully advantage of the multiculturalism.

Since culture and multiculturalism are the complex concepts, in order to have the effective and appropriate approaches toward issues relating to these concept, the manage first needs to understand clearly all the perspective of these two concept and take the concept into consideration from the perspective of its diversity and complex nature.

2.2 Cross cultural dimensions

The nature of management is finding the appropriate method to develop the full potential of its own resources, operational culture and the marketing natural culture. However, with the rapid pace of globalization process nowadays, the culture of the operational market as well as human resource is becoming more diverse and complex. Effective management skill is not just only being able to be efficiently applied

within one culture but also needed to be flexible enough to be able to be effectively applied for diversified cultural environment.

Due to the complicated and diverse nature of the culture itself and the contrast level of different cultures in the world, being able to understand and effectively take advantage of the strength of multiculturalism is not an easy job, which requires the manager to have a broad knowledge about main different cultural perspectives that strongly affect the behavior, values, philosophy and psychology of the member coming from a specific culture group. In order to create a clear vision in dealing with multiculturalism in management and planning, Hofstede has created the cross-cultural dimension framework.

In order to find the conclusion for the framework, Hofstede has started the research mainly focuses on the different of four mains cultural dimensions that heavily affects the belief system, behavioral attitude and values of its members among different 50 countries between 1967 to 1973: individualism-collectivism, Uncertainty avoidance, Hierarchy, masculinity-femininity. However, in the independent research in Hong Kong has led Hofstede to the research of the fifth dimensions, long term orientation.

Based on the purpose of the thesis as well as the nature of multicultural workforce in Urban Living, besides focusing on defining and clearing the definition and nature of five cultural dimensions mentioned in Hofstede cross-culture dimensions framework, the author will add up the two more cultural dimensions which, from her practice observation, should be taken into consider when it comes to multicultural human resource management: Time perspective and low-context versus high-context.

2.2.1 Low-context vs high-context

The concept about low-context and high-context culture were presented by Edward T.Hall in his book "beyond culture" which are used to describe the context level of communicational expression in the message being used by the people coming from different cultures. (Hall 1976).

Understanding the concept about low-high context in the communication style of different society is essential to achieve successful communication with people coming from cross cultures. On the other hand, a misunderstanding or lack of understanding and knowledge about the context level of a society can lead to confusion, misunderstanding or conflict in cross-cultural communication.

In high context culture, most of the information of the communicate message is in the physical context or initialized in the person, the actually oral part of the communication contains very little part of the message. (Hall, 1976, p 79). In high-context culture, in order to understand the communication message, the communicator does not only pay attention on the oral expression, since the oral content just express a small part of the communication intention, but also need to pay attention on "how" it was said, the body gesture, physical and facial expression in which most of the communication message and intention is expressed.

In information exchange, the people coming from high context culture tend to control the extent to what a certain appropriate of information will be shared based on the type of relationship, relative status and communication situation. Therefore, for some typical high-context culture like China or France, the information about a new project or work, is not usually fully expressed in the public place with everyone for example life: general meeting, instead, they would prefer the information can be exchanged privately, when they are sure that they are sharing appropriate amount of information with appropriate person. All most the important information will be exchanged before or outside the meeting. In high context culture, the general meeting is just a place or reconfirm the agreed term or projects.

Furthermore, the high-text culture will tend to be relationship focused as well, keeping nice relationship with surrounding community is considered to be important and necessary, for them, the social relationship is as important as their work. Therefore, in communication, people try to not to clearly expressed their negative emotion or make direct argument, disagreement in the public or work place. Being reserved is considered to be a smart approach toward communication in the collectivistic culture, people in this culture need time to build up the interpersonal relationship first before they can define the right level of context and information shared in the conversation.

Especially in work place, the worker coming from the high-context culture tends to be more indirect as well as set more careful boundaries with those who are not close or those they consider to be "an outsider" in the communication situation, which may cause the sense distance and misunderstanding.

On the other hand, the low-context culture, the information is expressed clearly and directly through the verbal expression. According to Edward T.Hall, in low-context culture, "the mass of information is vested in the explicit code". (Hall, 1976)

Different from the high-context culture, the communication of low-context culture seems to be clearer, direct and precisely expressed. The information about a specific topic is communicated intensively in a detailed way. The information purpose can be easily exchanged and express when it is considered to be necessary. For instance, at workplace, the low-context culture tend to exchange the work information more effectively since they do focus on the main issues or topic, they use direct sentence to express their ideas so that the information can be exchanged clearly, which can eliminate the time and energy or risk of misunderstanding communicating message at work.

In contrast to those coming from collectivistic culture, the low-context culture are considered to be more individualistic, they do not take the quality of social relationship as important as serious as their peer from the high-context culture. The people from low-context culture do not differentiate as much as their high-context peer for the relationship distance and boundaries, therefore, there communication context and style is directed by their personal character, intention as well as conversation purposes.

In addition, in low-context culture, due to the fact that information is effectively exchanged directly and explicitly through the verbal communication, hence, most of the information relating to work, will be exchanged directly at the general meeting. In worker in low-context culture usually take the meeting at the place for them to make discussions to exchange information, therefore, precise communication, for them, is essential to the success of the work. Furthermore, people from low-context consider clear expression of their idea or disagreement is not wrong as long as it can improve the quality without breaking any rule and a part of speech freedom, as

a result, sometimes, they appear to be arrogant or may make their peer those coming from high-context culture feel defensive.

While in high-context society, people consider their expression based on many different external and internal factors, the low-context society tend to focus more on the external rule, the outcome result and quality of job as well as personal freedom and personality.
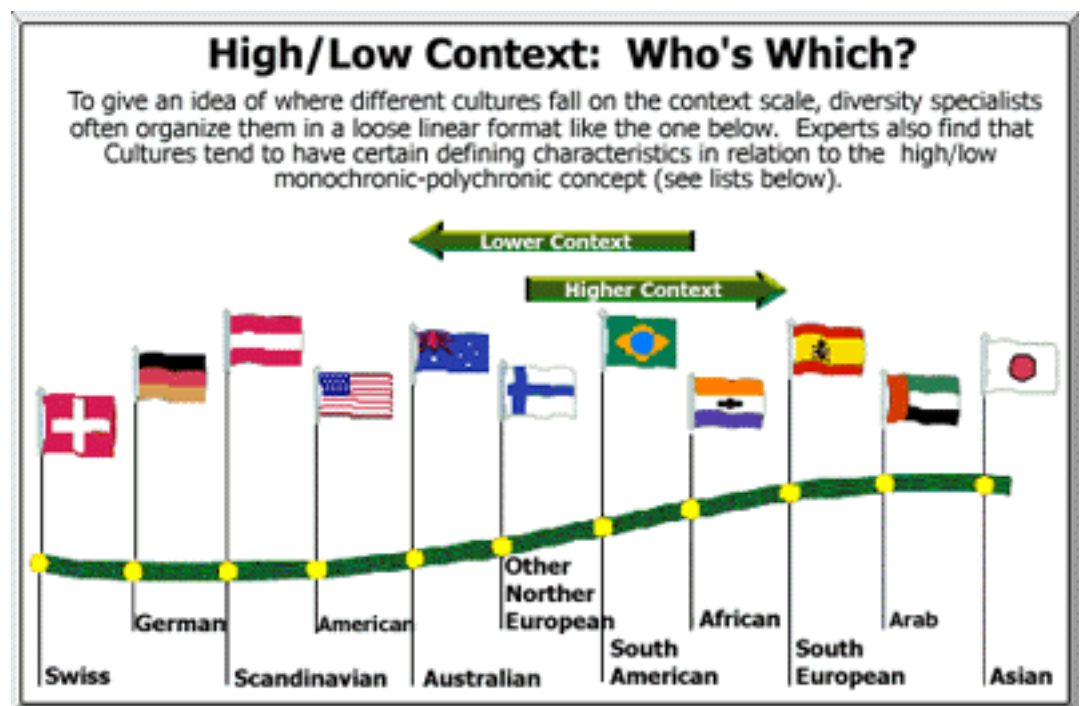
Figure 5: Example of High/Low Context society (High context and low context communication, [Ref. 25 Jan 2017]).

From the chart, it can be seen that the countries from the developing areas as well as those has a long development history tends to be more high-context. Especially the Asian countries such as: China and Japan. Followed by the countries from Arab, South European or African and South American. On the other hand, the other European countries in the central European or Scandinavian areas are tend to be low-context. Having clear understanding about the context level of different culture is one of the essential and important tool for the manager or a person to have clear

approaches toward their peer while living and working in the international level. It is also important to have a knowledge to what extent of context does a country belong to, especially for the countries those plays in important role in the globalization or multinational market nowadays such as US, Germany, France, China or Japan. (High context and low context communication, [Ref. 25 Jan 2017]).

2.2.2 Time concept

Due to the diversified nature of cultures, different cultures have their own different perception about time as well as different approaches and attitude taken toward this concept. There has been many different interpretations into the time perspective in order to create a clear support for Intercultural Organization Development. However, the researches of Geert Hofstede and Edward T.Hall have been taken widely into the real life practices to improve the cross-cultural distances in the organizations and understand organizational behavior in different part of the world.

Just like other research about the cultural fact, Edward T.Hall has taken the time perspective into his cultural research work as one of the main cross culture that has strong impact on cultural distance. According to him, "Time is the fundamental bases in which all cultures rest and around all activities revolve". (Hall & Reed Hall 1990, 179). Hall has break the time concept into two main concepts: monochronic and polychromic. His research toward these two concepts has been taken further, expanded and applied into the multicultural organizational behavior study. (Hall & Reed Hall 1990, 13). The concept of monochronic versus polychromic described the society's behavioral attitude toward time management as well as how they function according to their time resources.

According to Hall's study about the characteristic of monochronic culture, the worker coming from monochronic culture are extremely serious at the time value and their own time schedule. Being punctual is one of the most important factors in showing respect in this type of culture. For monochronic society, time a valuable, inflexible and tangible asset.

Deal to the extent of importance of the time value, their behavior and essential life aspects have also been affected. In monochronic culture, people tend to be for rigid

toward their time schedule therefore, they also tend to respect and obey the rule and functional activities set by the society or organization. For them, the interpersonal relations is not as important as their time, hence, their schedule is made mainly based on the best outcome, speed and deadline of the general work instead of taking their interpretational relations or personal life into consideration, their break and personal time is also has to be taken regardless their personal ties. As the more people value their time resource, the more they tend to be more strict on their schedule and have urge to make thing and work thing out effectively within a specific time schedule, therefore, these cultures usually have the tendency to be more individualistic, where they do not let their personal life and relations to effect on the speed of their work. In addition, monochronic culture are the good functional rule follower, they just do and perform one task at a time, then move to the other thing when they finished. They define and set boundary clearly between the time of their work and personal life or their personal time with the relation ties. In monochronic culture, the work performance is measure by the quality and quantity of work that has been done in a specific period of time. From Hall's study, American, Germany and Scandinavian countries are the typical monochronic cultures. (Hall & Reed Hall 1990, 13-15)

In contrast with the monochronic culture, in polychronic society, the concept toward time in polychronic culture is significantly different from the peer coming from the monochronic culture, for them, time is a flexible and intangible asset. Compare to those from monochronic culture, polychronic people tend to be less serious and easier toward their time schedule. For them, in order to work effectively, they should be flexible and time management according to their personal ties and relation, they change and arrange their working and personal schedule according to different personal and interpersonal needs and their personal ability. Therefore, their work time and personal time can be mixed together as long as it is appropriate in a specific situation. Not like monochronic culture, people from polychronic culture are the multi tasker and they are less likely following any specific set of rule. Furthermore, the polychronic cultures tends to be more collectivistic where the social and family relationship can be considered to be more important than work in compare to those from monochronic culture. For them, their activities is arranged based on the personal and relation need instead of time. In the monochronic culture, the work activities are

flexible and integrated into the group as a whole instead of being clearly defined and divided like those in the monochronic culture, as a result, the performance in an organization are more likely to be measured by the level of contribution of the task toward the general organizational goal. (Hall, Reed Hall 1990, 13-15).

In addition to the dimensions studied in the research of Edward T.Hall, Hofstede also make his own research about this cultural perspective and finally came with his study about two more time dimensions that strongly impact on the collective behavior of a society, with can adequately be added up to his previous studies about cultural dimension as well as assisting in clearly define Asian cultural orientation. For Hofstede, the time concept in a culture is expressed by the extent to which a society try to maintain and link its own past while dealing present and the future. Different society has different approach toward these concept, therefore, in his research, the time concept has been expressed by the approaches toward to sub-concepts: Long term orientation versus short term orientation.

Hofstede has also defined the long term orientation as "a national culture attribute that emphasizes the future, thrift and persistence" and "Long Term Orientation stands for the fostering of virtues oriented towards future rewards, in particular perseverance and thrift" (Hofstede 2001, 359). From his book "Culture consequences" published in 2001, Hofstede has defined that the long term orientation culture's characteristics and virtue functions based on their focus in the future long term plan, they embrace the long term vision to traditional value, putting commitment in achieving the future goal and plan. Therefore, in long term oriented cultures, people tend to believe they need to work harder, be more thrifty, saving and persistent in order to reach their long term goal and they will get the rewards after all of their hard work. As a result, in work or in business, the member of long term oriented society usually work and plan themselves toward the whole vision, not just only for short term goal. They focus more on the factors that they believe to be beneficial or more important to their future vision for instance social relationship, social status and are willing to scarify their personal leisure for working toward their long term goal. Furthermore, in long term oriented culture, before judging whether a situation is good or bad, they need to consider all the background factor involve, not just based on the nature of situation only.

Short term oriented society, however, 'it's opposite pole, Short Term Orientation, stands for the fostering of virtues related to the past and present, in particular, respect for tradition, preservation of 'face' and fulfilling social obligations."(Hofstede 2001, 359) The people from short term oriented culture tend to focus their life and work more on the present life, they prefer making plan and working on the short term vision, they tend to be more individualistic and enjoy their life more at the present moment instead of working hardly toward the plan in the future, and they are good at keeping balance between work and life. Additionally, people coming from short term oriented culture are more likely to be interest and commit to understanding and respecting the traditional value as well as human face. However, they are also committed to the rule, and have absolute judgement or definition about right or wrong toward a fact.

According to Hofstede result on the cultural research, the Asian countries scored very high grade at being long term oriented, especially, China got the highest grade amongst the world in long term orientation perspective, followed by other Asian countries such as Hong Kong and Taiwan. On the other hand, the Western countries and Africa seem to be at the lower score rank such as Germany, American, Nordic countries.

2.2.3 Uncertainty avoidance

Uncertainty is "the extent to which the member of a culture fell threatened by the uncertain or unknown situations. One of the dimension of national culture (form weak to strong)". (Hofstede 2005, 263). In some culture, the uncertainty can be seen as a potential threat to a system since it cannot be predicted and controlled, therefore, it is very difficult for the risk management methods to be applied. As a result, the extent to which a culture can tolerate or cope with uncertainty can somehow have important impact on how the society functions and can be recognized by the different behavioral attitude and approaches taken by a culture to cope with it. To deal with uncertainty as well as eliminate the uncertain risk out of the control and governing system, a society will create a set of the, based on which, they believe is

the whole system follow and accept, the risk of uncertainty will be eliminated. Uncertainty avoidance dimension describe the level to which a society practices to accept, tolerate and cope with the uncertainty.

In high uncertainty avoidance society, people tend to be very serious in dealing with uncertainty as well as have a low acceptance for uncertainty. Furthermore, for them, something that is unknown and uncertain, can be considered a source of risk and threats because I do not know what will happen in the future, which can lead to the syndrome of being stressed out, anxiety, worriedness or having pressure for accomplishing a certain task on time in order to avoid the risk. On the same hand, the people from this society have a very low level in risk tolerance. As a result, the more anxious people are toward some situation, the more they express their emotion using clear communication behavioral and facial gesture as way for them to release stress as well as avoid the heart disease or emotional suppression.

Additionally, they have a very suspicious and serious attitude toward the uncertain thing that they think may cause negative consequences. Therefore, in order to avoid uncertainty, the corporation usually has very clear set of rule that are strictly followed by the employees. Especially, France, which scored very high in uncertainty avoidance perspective, when the power distance is high, all the right and duties in the organization are seriously authorized and controlled by the manager level of the company. On the same hand, the meeting is conducted seriously and considered to be very important in their business activities, being highly uncertainty avoidance, they do pay attention very carefully into the very small details of the contract and being more careful to new change as they do not want go with uncertainty.

For the countries which are less but are still at a strong level of uncertainty, for instance Germany or Finland, for having lower power distance compare to their peer coming from France, the uncertainty is avoided and controlled by clearly defining the responsibility as well as small procedure among the corporation into smaller process, then orientate and arranged them based on a specific and clear set regulations, so that the whole system can be run smoothly by ensuring each small component of it.

On the other hand, in the low uncertainty avoidance cultures like USA, Singapore, Denmark, people tends to easily get along with risk and uncertainty as a part of their life and a source of opportunities and possibilities for growth. Therefore, they are more proactive and ready for new innovation and always embrace the change as a part of growing. In business and life, they prefer the role of acting rather than reacting toward a life situation. Furthermore, people coming from this culture tend to be better at controlling their behavior and calm toward change or uncertainty as they always train their mindset and personality to be ready and adapt to uncertainty. They tend to have their own way of doing thing and less likely to follow and specific set of rule except when it is necessary. They are seems to be suitable for being entrepreneur or business starter.

2.2.4 Individualism versus collectivism

The dimension of individualism and collectivism culture plays a very important in defining a cultural impacted actions of an individual as it defines the extent to which a person can effectively perform their task within a group or what is the motivation behinds their work. The ideas about the impact of this dimension on a cultural behavior have also be a topic in many debates since the 18th century.

Collectivism "stands for a society in which people from birth onwards are integrated into strong cohesive in groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty". (Hofstede & Geert 2005, 260). The collectivism is the idea that human value, thought and action is not created toward individual's goal or interest but toward their group general benefit. They show a strong independence on acting and grow together as a group.

In collectivism culture, the people tend to values and take the social relationship to be an important factor in life. Their work and behavior is strongly emphasized on in term of the whole group, they believe they just can group if the group can grow. Therefore, in the collectivism culture, people always try to be harmonize in the relationship with their co-worker and try to avoid disagreement within the group as much as they can. If in case there are any conflict inside the group, the member will try to use the phrase or facial expression to express the disagreement or negative opinion in order to avoid the direct confrontation. The collectivism usually have the tendency

to be high-context since they try to be polite and indirect in order to avoid the conflict. Saying 'no' in the public can be considered to destroy the relationship in the group as the group is built and develop based on the harmony and loyal in values between employee and employer. As a matter of being practiced working in community, the employee coming from the collectivism culture are more likely to be more efficient to perform in group. Especially the Asian score really high at the collectivism ladder such as: China and Hong Kong. Additionally, in the collectivism culture, people just tend to do business with those who they can trust or have establish a good enough relationship for them to know them enough. Therefore, in business, they consider the relationship is the key factor in being successful.

However, Individualism, "the opposite of collectivism; together they form on of the dimensions of national cultures. Individualism stands for a society in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family only". (Hofstede & Geert 2005, 261). Individualism is not the concept to describe a society where people do not value other's value and opinion except themselves, or be isolated and themselves from the other, do not interact with other people. Individualism is the idea of an individual have tendency to act, think and live toward support their personal goal based on their own vision instead of being rely the collective group. This individual can choose how his own lifestyle, motivation, form his own judgement or disagreement… (Objectivism for intellectuals, [Ref. 1 Feb 2017])

In the individualism culture, such as USA, Germany, France or Finland people are more likely to act upon their own need or motivation, or freely express their disagreement in order to defense for their own opinion and choose whether he will corporate with other people or not. They prioritize themselves first in decision making and usually think about themselves as an entity that is different from the society. In the individualistic culture, people is more direct in expressing their negative or disagreement since they see letting their own self to speak and to be heard is more important, compare to the those coming from the collectivistic culture, they to take their personal growth is more important than relationship. In business, people from individualistic culture tend to go directly into the discussion about the contract or the

idea, they can easily come to agreement on a contract if they feel they are beneficial without the need to establish a firm relationship with their counterpart.

Especially in some highly collectivistic culture like America, the central care for self-achievement and job promotion is very important, they tend to establish and improve the relationship with those who can be beneficial or add value for their goal. The employee are free to express their disagreement to defense for their idea or promote themselves. (Hostede & Geert 2005, 867)

2.2.5 Power distance

According to Hofstede explanation, power distance in the degree to which a less powerful member tend to expect and accept the fact of inequality in power distribution among the community or the organization (Hofstede 2001). It also describes to which extend people will accept and follow an individual's opinion or decision based on their social or working status level, in other word, it describe the dependences of the relationship of different power level within an organization or a group.

In the small power distance culture, the hierarchical level in the organization is very low, the relationship between the manager and employee is not distinguished by their power status. Furthermore, in this system the power distribution is equal based on different responsibility, the emotional distance toward the power differences is quite small. People within a system tend to be more independent on their own responsibility. The decision making process is made based on the opinion of every one who get involve regardless of their power status. Therefore, in small power distance culture, the distance between employee and manager is relatively small, employee can have an equal chance to express and contribute their opinion as their manager. The role of the manager in this case appear to be as a leader, guider and evaluator.

On the other hand, the high power distance countries, the power distribution can be clearly seen as unequal, however, in these culture, the inequality in power distribution can be considered and accepted as a common fact. Furthermore, there is a moderate level of emotional distance toward the power level differences. In the high power distance organization, the manager hold almost of the decision making

power, employee plays the role as a rule follower and are supposed to be told what to do, therefore, the relationship between the employee and manager is much more dependent then the lower power distance country. Instead of applying the open policy the leadership in this type of culture will be replaced by the autocratic style.

As a matter of fact, employee coming from low power distance cultures such as America, Germany or Nordic countries tend to be very independent and direct at work, they are very direct in expressing their disagreement or self-opinion, which can somehow can make them appear to be defensive or unrespect to those coming from the high power distance countries such as China or France.

2.2.6 Masculinity-Femininity

Masculinity and femininity indicates the directions and values based on which the member of a society can find as a source of life and work motivation.

"Masculinity stands for a society in which social gender roles are clearly distinct: Men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life." (Hofstede 2001, 297). In masculine culture, people are more likely to get their life motivation from the ego based value such as social status, work position, salary, materialism… They are more ambitious committed to their work as well as always work their best to achieve their goal. People from masculine culture consider the role of their work is very important in their life, on the same hand, in this society, the development of economic can be seen as the first priority. Additionally, they are tougher at their value and themselves in order to reach their goal. In this society, being emotional or expressing emotional can be considered a weakness. Especially, the men play a prioritized in the society, there is a clear distinction between the different of the role of male and female in the society. As a result, in a more masculine country, the amount of male in an organization or executive board is usually higher then female.

On the other hand, in the feminine society, social status or materialism is not considered to be the main source of life or work motivation. Instead, they are motivated by their personal interest, personal and social values… For them, work is not as

important as it is compare to their peer coming from the masculine society as they believe they just work in order to live. The most important concern of the feminine society is how to ensure the life and environmental quality, protect and maintain the human right or social equality. They innovate and work in order to create a new value for improving the people's life in their society. In addition, expressing emotion in not considered to be a weakness in this society. The gap between the role of male and female in society or organization is relatively small, the amount of male and female in the organization or executive board are almost equal, there is also no distinction between the responsibility of male and female at work.

Therefore, in order to effectively manage the talent resource of the company as well as design the most appropriate motivation approached toward employee, the manager should be clear about the extent of masculinity and femininity of the culture where the employee comes from.

2.3 Long term development of organization

Nowadays, the speed of globalization process is accelerated at a fastest pace ever, which creates a huge chance on the market for the companies and organization to get access to a benefit of the huge pool of resources flow on the market such as market capital, human resource, producing and consuming market … However, the process also puts a huge pressure as well as the competition on the businesses, especially small and medium sized businesses, surviving and growing in this highly competitive global market requires the companies has to be able to be flexible and adaptable enough to deal with all the changes and volatilities of the market demand, social, economic and political nature. Therefore, it is very important for the business to clearly define their development plan, their goal, target according to the nature of their business field, available resources or to be able to predict the market movement based on the current economic background. In order to effectively keep maintaining the current business activities and achieve stable position in the market but also not to lose sight and competitive advantage in the future market which is always changes, strategic planning is needed to be made, not just only in short-term but also long-term development of the organization. (Markgraf 2016).

The long-term development planning allows the company to play a proactive role toward to change and fluctuations of the market environment instead of being in reactive position. It involves operating and allocating the company capital and human resources in reaching toward the company goal in regard of long period of time by making appropriate adjustment in the daily operation and short-term goal without losing sight on the current market trend. Additionally, planning a long term development strategy for a company requires the manager to precisely define the vision and mission statement as well as an appropriate short term plans, strategies of current operation by concentrating on the key issues such as productivities, human, operation, customer services and corporation commitment. (Cross 2016)

Creating the long-term development requires company to forecast its moving direction as well as market growth trend based on the current movement as well as historical background, sale and profit data or other operational statistics. Being able to recognize the changes and movement trend of the market, company then can creates the approaches toward the appropriate changes and fluctuations of the market, be more flexible a adaptable. Additionally, forecasting the future market trend allows the company to confront the market demand, to access its current position and head company to a tactic market position in the future, where the leader wants it to be. Which is also a according to Napuk, the total concept of the business is about. (1994). As a result, having a clear plan for the long-term run also help the business to reduce and avoid the risk of uncertainty and unwanted changes. Furthermore, having long-term goal can make it easier for the manager to track the result and process of the company current performance so that they can make suitable adjustment keep the operation on track.

On the same hand, determining the long-term development strategy can allows the manager to have a bigger vision for the company's budgeting, which can give them a longer period to prepare the financial capital for a new project or a product line. Specifically, initiating a new project requires the company to have strong enough capital support, it may be hard sometimes to handle all the needed capital or a new project, therefor, having a long-term development vision and strategy can help the manager to spread to operational income and expense in an appropriate way that can benefit the company in the long-run (Ashe-Edmunds 2016).

To plan a long-term development strategy for the company, the leader need to carefully step by step define all the necessary need for their own organization and create a commitment among the organization for change adapt to new change:

Define the role of long-term development and what does it mean to the organization. Since different company and different industry has its own natures, therefore there are also different organizational approaches and attitude toward the long-term development plan. The leader need to consider and clearly perceive the company and industrial background in order to be able to define what is the most important factor that define the growth of the company and how long does it need to achieve that factor.

After being clear about what is important to the growth of the organization, a deeper investigation into the nature and characteristic of the industrial market should be conducted by taking a holistic approach toward the market trend or behavior in order to able to recognize the direction of the market in the future

Based on the current characteristic of the organization and the direction of the market, develop a clear vision after a specific time frame and precise about what should be achieved by then. The vision should be clear and objective, there should be specific measurement for the outcome such as number, the more specific and precise the vision is, the easier to break it down into different smaller goal to achieve it. (W.Bradford et al 2000).

Create a specific plan on what is needed to be changed or to be created in order to achieve the smaller goal and contribute to the general vision.

As a result, being clear about the important role of long-term development and creating a clear plan for long-term development of the company is one of the most important factor for the company to be adaptable, flexible and to keep growing in the highly competitive and fast changing market. (Hill 2015)

2.4 HRM in term of multiculturalism and long term development

2.4.1 Definition of HRM and HRM's role in multicultural environment

HRM

In order to operate and establish an organization, the most essential and vital resource that generates the basic core activities and develop an organization is its human. The company start by the activities generated the employees who are willing to input their professional skills and time into the operational work in exchange for the rewards and payment, working experiences as well as employee benefits within the relationship with their co-worker and employer. Human Resources Management is the internal regulation to effectively manage and adjust the natures of these relationship in close relation to the development direction of the corporation. (Arnold 2005). It involves the management activities of recruiting and managing people in the organization. (Amstrong 2003, 4). Particularly, HRM involves the management practices and approaches toward the learning and development process, well-being, employee retaining (Boxall & Purcell, 2003:1) as well as the utilization of effort, capacities and commitment of the employee toward the organization general goal. The utilization of the employees within an organization is not just simply about managing people in regrading it as the same category with other resources such as: material, capital, technology … (Amstrong 2003, 5 but it requires the integration of various factors and management tools such as: leadership, strategic management, culture and values of the organization, employee self-motivation and self-management … (Ferris, Sherman, & Rosen 1995).

According to Amstrong, (2003: 5, 6), the development of the HRM practices should support these five following roles:

Develop a Human Resources Management strategic system that can also integrate the business main strategies to equip and prepare enough skills and knowledge for its people to work and develop toward supporting the general organizational vision, objectives and values.

On the same hand, the HRM should create the additional chances, inspirations and motivations for its people to have chance to grow and develop, guide their team toward better target in order to create a high-performance company culture.

To make sure the company can be able to employ and retain the needed amount of skilled and talent that it needs to develop toward its goal.

Create a strong employment and working relations within the organization, where the relationship between employer and employee, or among the employee can be appropriately managed and adjusted based on the organizational vision, culture and climate.

Support and encourage an ethical working environment, where employee are aware of the working and relationship conduct in order to be able to appropriately adjust their behavior for being adaptive and reasonable to the organizational climate.

HRM's role in multiculturalism

The process of globalization has resulted in an increase in the movement of population and worker across the border, which leads to the formation of a diverse and multicultural social and working environment. Especially, for the most popular destination for working abroad like: Canada, USA, Australia or UK, the multiculturalism has become a typical identification of the society.

On one hand, the multiculturalism process has created a huge potential for social and economic resources exchange, however, on the other hand, the differences in behavior, attitude, belief and values in different cultures have somehow crated a huge invisible barriers between people coming from different cultures. This cultural barrier can potentially cause the misunderstanding, poor-performance or lost in interest at work, creates work pressure and demotivation, which can leads to the failure or poor performance of the organization. (Narkhele 2011). In contrast, if the organization can know how to take full advantage of its potential multicultural workforce, they can be able to gain a huge competitive advantage in thriving for a better market position in a fast changing and diverse market. (Cassell 1996).

It is clear that a multicultural work force has more capacity and higher potential in brain storming tasks, be more adaptable to the changes and more responsive to the

diverse cultural market demands. (Wilson & Iles 1999). An appropriate HRM strategy can help the organization to remove the risk of cross culture conflict within the organization as well as enhance and develop the potential or individual creativity, innovation and organizational outperformance (Manjit 2008). Furthermore, according to Cox and Blake (1991, 45:46) an effective HRM strategy can result in the reduction of turnover, increase the organizational flexibility, attract and retain the talent and skillful workforce in a globalization market. Therefore, the availability of an effective Multicultural Human Resource Management can play the most tactic and decisive role in the potential survival and growth of an organization. (Manjit 2008).

In order to create an effective HRM strategy requires the manager has to be clear and flexible in integrate the different work force cultural difference toward the organizational cultures, which is created on considering the balance in national cultural practices or the current market, in which the company is operated in. If the HRM is not fit in the local market culture, even though the manager can be able to efficiently manage and create the harmony in the cultural differences within the organization, the outcome result of the organizational performance is still destructive since it cannot catch up with the local market demand and characteristic (Tung, 1991).

Therefore, an effective HR strategy toward the work place diversity management is not only able to create the diverse culture harmony within a multicultural environment as develop fully the potential or diverse work force but also need to be able to integrate it into the local operational culture. Furthermore, it is important for the manager to be flexible and sensitive enough toward the cross cultural fact and background, the distance and similarities in different culture gaps in order to effectively manage its potential human resource.

2.4.2 HRM in term of long term development

As human is the most important resource of the company, which defines whether a company can grow and create its certain achievement on the market or not. Furthermore, the significant change of the world society and economy has put a question on the organizations of what should be done and changed in order to be able to effectively adapt to the continuous flow of change in the perspective of long run survival and development (Eijnetten, 2000). A company cannot achieve its long-

term development without the vision and contribution of its people, therefore, in order to create the long-term vision and growth for the company, the most essential and important investment that manager should make in to invest into its people. The long-term goal of a company just can only be effectively achieved when it has a highly inspirational team and individuals who clearly understand and put themselves into the company's value and vision, working and trying their best to work and build the core competencies for the organizational future vision.

Therefore, the effective and proactive HR strategy should be implemented to engage its talented people into the company long-term vision as well as give them the most suitable environment and chances for fully develop their potential toward general goal, make them feel themselves and their vision in the company vision. The changing and engaging process requires the involvement of a proper process of HR development strategic planning which allows the manager can make changes, create and manage the HRM function in regarding the main factors that impact on the long term goal of the company:

Clearly define the each business objectives and goals, then prioritize the importance role of each goal based on its relation to the general long term goal

Understand all the factors that have impact on achieving this goal, find out the factors that is needed to be adjusted or changed in order to reach the company vision

Determine the responsibility and accountability for each objectives as well as figure out different alternatives approaches toward the long-term goal Understand the HRM need and impact on each objective to define how the objectives can be achieved by making adjustment in HRM policies and activities

Determine the action and resources needed to adjust the HRM toward the defines direction of the long term plan

Measure the impact of HRM policies changes on the outcome result

Determines the specific change and requirement in HR in order to reach the long-term development plan such as: staff training in term of equipping enough key knowledge, skills and competencies to work toward the general goal. (Kumar 2009)

2.4.3 Integrate HRM Practices in Multicultural environment

Recruitment

The human resource can be seen as the most important resource of the company, therefore, being able to recruit and maintain employee with enough and suitable skills, ability, talent, knowledge level to produce the effective performance toward the organizational goal plays the most tactic role in the success of the company. Furthermore, nowadays, the increasing talent labor shortage has become one of the most important concerns for the HR function across the country. As a result, the recruitment process started being an important process that can ensure the input talent human resource of a company (Narkhede 2009).

According to Goss (1994), the recruitment process involves the act of looking for, attaining the enough quantity of the potential employee that appropriate fit into the skills, ability and quality requirements organization. Especially when it comes to HR recruiting practices, the traditional practices is recommended to be adjusted in order to adapt to the changes in the labor market according to the speed of the globalization revolution. Particularly, the new HR recruiting practices should include the changes that can promote the cultural diversity within the organization while still applying the traditional standard and procedure to recruit the people. First of all, the multicultural HR recruiting practices concerning selection process should start with a specific job announcement that can clearly support and promote the diversity need of the company based on the specific job description in term of languages, professional skills and experiences … and comply with legislation that support the non-discrimination. Furthermore, the job advertisement process and method should be conducted in a way to support and attract the application of people coming from

different backgrounds by being translated into different languages, being conducted, supporting the fairness among different nations, backgrounds and advertised through different platform such as online media based, social network, newspaper … Especially, in the job interview, the question should just be focused on the professional skills and requirements and try to avoid the national, ageing, race and gender stereotype. (Morrison 1992; Schreiber et al 1993).

Training and development

As the multiculturalism has become typical identity of the US society has contributed to the formation of a huge market of workforce coming from different cultural background, therefore, the model of multicultural organization is becoming one of the most common characteristic of the US economy. However, this fact also become a challenge for the manger in creating effective integration and transformation of the local industrial knowledge as well as operational culture and values to the different employees coming from various cultural backgrounds. Therefore, a flexible training program should be taken based on the different level of needs for training and should be conducted individually or divided into group that have more similarities in the cultural characteristics.

According to Robert et al (2000), the training would be more valuable in the individualistic culture since it is considered by the trainee to be a gold opportunity of self-acknowledgement and improvement. Therefore, in the collectivism culture, the training should be designed to be effective for passive learning.

However, in term of the expatriates training, the most important notice is how to involve and integrate the employee coming from different cultures to adapt into the local and operational culture. Particularly, for those who are bicultural (who have experiences in living in both different contract cultural background such as: collectivism and individualism) is more likely to receive less cross-cultural training. And for those who coming from a completely contract culture, should receive for training. Therefore, the extent to which decides whether an individual should receive much training or not is depends on the gap between the operational and local working culture and the culture where the individual coming from. (Phalet & Hagendorn, 1996)

Job design

In order to promote the potential of the employee and well as take appropriate use of their potential into approaching toward the organizational goal is necessary of take full advantage of the current human resource that is available at the organization and well as to motivate the employee. (According to Adam's Equity Theory of Motivation, Businessballs.Com). Due to the complex nature of the cultural and multicultural concept, the job assigning approaches toward a multicultural workforce should also be designed by carefully considering the characteristic of different cultural, gender and experienced background. (Erez, 1997)

Particularly, for those coming from the individualistic culture, the job the job should assigned into individual responsibility since the employee tend to perform better when working on their. Assigning the job into individual goal is more likely taken by the manager in the individualistic cultural. On the other hand, for those who comes from the collectivistic culture, they should be assigned into the task that involve team-work and team corporation with the aim to support the self-manage team and collective working culture within the organization. (Erez, 1997) . Furthermore, the job assigned also should be based on the personal experience and the need to learn and grow. It should appropriate support the general organizational goal, but also create an equal chance for learning and growing among the organization.

Conflict resolution

Based on the research result of Ohbuchi and Takahashi (1994), the level of conflict avoidance is varied between different members coming from different cultures. Particularly, the members of collectivistic society such as China or Japan, tend to avoid the conflict at work as much as they can since for them, keeping the harmony within the group is more important than expressing their disagreement or argument. However, for those who coming from the individualistic culture such as Nordic countries or America is less likely to avoid the conflict when it comes to expressing their disagreement or opinions.

Performance appraisal and evaluation system

The performance appraisal and evaluation involves is an informal process where the manager provide the individual evaluation, feedback and counselling to employee. The appraisal and evaluation can help the manager to have a more individual and specific approach different employees based on their backgrounds, in order to help them to get along with the job performance, allow them to acknowledge the operational culture, vision as well as support them in their integration process into the local and operational culture.(Narkhede, Multiculturalism and Human Resource Management).

However, the evaluation and performance appraisal process should be done accordingly to different cultural backgrounds of employee in order not to create misunderstanding or defensiveness. Particularly, for those who coming from the collectivistic culture, the expression of negative opinion should not be done when there are the presence of other people, therefore, it should be done privately between the individual and the manager (Stephen et al, 1996). And it was also revealed from the study research that in the employee in the collectivistic culture tend to be more motivated when they receive enough support from other or their supervisors compare to those coming from individualistic culture. Furthermore, the collectivism cultures are tend to high scored in the high-context level they always try to avoid the conflict within the society, as a result, the criticism or disagreement should be expressed indirectly.

Remuneration and compensation

According to Maslow's hierarchy of need, the need for the physical needs to survive is the most essential and it can be seen as one of the factor to motivate employee and the people tends to be motivated when the actual payment is worth for their input effort as well as he same the payment for the same task under the same position should be equal.

Especially when it comes to the multicultural HR practices, the manager should try to develop an equal remuneration and compensation system where the employee are equally paid according to their position, input skill and effort as well as equal to those to perform the similar task under the same circumstances … Additionally, it

should not be based on the differences in employee background such as origins, skin color, gender, educational or experience level… (Narkhede, 2009).

Employee retention

As much important as the mission of recruiting enough appropriate talent for the need of company, keeping and retaining employee should also be paid as much attention and effort. As employee job quitting can relate to different kind or organizational risk such as: lack of skilled employee to perform the current task, position gap, cost and time for recruitment, training and time to adapt into the organizational working environment. Furthermore, it is also a huge advantage for the organization for having long-term employee who can commit and understand the organizational culture, vision and responsibilities of their position. Being able to retain employee is also value added to the loyal-workforce reputation of the organization.

In order to manage an effective retention process, the manager should start right away from the recruitment process, as it is the easiest way to support the effectiveness of the retention process if they can initially start with those who have the tendency to stay with the organization for a long time. Furthermore, after the recruitment process, it is important for the manager to create support the integration and socializing process of the employee into the company culture, to understand and align themselves with the organizational culture, values and visions (Steward & Brown, 2010, 256)

One of the most popular issues happening in the multicultural organization that can potentially cause great lost and demotivation among the company and leads to the negative impact on the organizational productivity is employee separation. This is especially a crucial issues for a multicultural organization, when the barrier between employees is clearly defined by the national and cultural differences. (Pillbeam & Corbridge, 2010, 107). Therefore, it is necessary for the manager to have appropriate approaches toward the cultural fact within the organization to remove the cultural and diversity differences.

There are many different strategies have been proposed to deal with the cultural separation within the company. Mentoring can be seen as the most effective and popular approach that has been taken in many HR practices in order to remove the

national separation within the multicultural environment. The approach is taken by letting an experienced senior staff mentor to train a new junior staff that is coming from a minority group, this method can allow the staff from the minority group to have chance to closely interact and clearly perceive the culture differences and learn new cultural fact, gradually, it can help the junior to remove the glass-ceiling and invisible cross-cultural boundaries between nations. (Kosek, et al 2005)

Challenge

As culture is a complex fact, the increasing development of the multiculturalism has created a pressure and challenges for HR manager to learn, change and adapt to its complex nature. For instance the manager has to deal with a much larger context on HR management, a more complex processes and task assigned to hire and manage employee from different culture backgrounds, and a much more facts that needed to be taken into consider whenever making decision or policies.

According to the research of Loveman and Gabarro (1991), the most common mistake in the recruiting process is that it does not include the opportunity to support the application of some group of people for instance the minorities. Especially it is clear that the interviewing process and the interviewer plays a very important role in the employee selection process, however, the result of the research has showed that there is still the lack of technical and psychological skills, knowledge and understanding in recruiting diversified talent applicant.

Secondly, the other challenge in the diversity management is the separation in the company, even though there have been many debates and proposes on how to remove the ceiling glasses within the multicultural organization, it is still a key challenge being faced by the current HR practices.

2.5 Conclusion

Nowadays, due to the high competiveness, fast changing pace of the market as well as the increasing globalization process, the HRM function, which is in charge of the most crucial and decisive resources of the organization, therefore also has to deal with many different challenges. As a result, the most crucial factor to help

the company to survive and grow in this economic era is the capacity to be flexible, innovative and adaptable enough to all the volatility and changes of the market. It requires the manager to have appropriate approaches toward is potential multicultural resources, integrate and harmonize it into the operational culture and long-term goal

3 THE CASE STUDY AT URBAN LIVING NYC, NEW YORK

3.1 Introduction of Urban Living and Operating Industry

3.1.1 New York and American market

The United State of America (USA) is the federal constitutional republic that made up by 52 different states. With more than 325 million people reside among the huge and diverse geographical area, US is the third biggest populated country with the most diversified and multinational culture of the world. Based on its own natural and geographical strength as well as its advanced technology in economy, medical, military and space industry, US currently is the largest economic and financial center of the world, accounts for 22% of global GDP. (Bureau of Economic Analysis, [Ref. 12 Feb 2017]) As being at the tenth place of the highest income GDP per household, US economy can be seen as one of the most potential market of the of the world for economic and financial investment.

New York City is the most populous city in the United States with more than 8.5 million residing and working in the city. (NYC Resource, [Ref. 12 Feb 2017]) New York is known as one of the most powerful city of the world for its metropolitan life as well as it's densely business and financial activities. The city is also the center of all the most prestigious educational institutions and NGOs of the world for instance: Columbia University, New York University or the Head Quarter of The United Nations. Furthermore, New York also plays an important in being the root of the national historical, mass media, journalism, publishing, musical, art, entertainment, fashion, commercial and financial centers.

The economy of New York City is the largest within the country which is account for most of the economic activities of the states of New Jersey and New York. Downtown and Midtown Manhattan, New York is the leading area for the center of Banking, financial, economic and the home of the world most prestigious and largest organization, which made Manhattan become the largest office area of the United States. Especially, it is known as the home to the world financial stock exchange center: New York Stock Exchange and NASDAQ. Additionally, New York currently is one of the most tourist attractive city amongst the world, where there is huge amount of people coming for visiting every years, which is also contribute to the main sources of income of this city as well as accelerate the business activities here. However, basically, the real estate, finance, high technology, insurance and healthcare industry contribute and create the basement of the city economy.

The real estate industry can be seen as one of the most essential component of the New York City economy. In 2016, according to CNBC statistic, property of the real estate industry in New York has reached to more than 1 trillion in total value, which rise 10.6 % compare to the previous year. The statistic form 2016 has clearly demonstrate a significant growth at the construction of the city as well as high growth and moving pace of the market. With the huge value of its total property, the real estate is known as one of the busiest market of the world.

Furthermore, being famous as an iconic city of America, New York is one of the most tourist attractive city of US. In addition to its busy and fast pace of business activities, there is a huge flow of tourists and people moving in and out of the city, which create a great impact on the movement and development of the real estate industry here. Therefore, New York real estate market is keeping moving with a high speed through the years in order to meet the increasing demand of the market here.

However, the development of the finance, banking and insurance industry in the city also closely relates to the development of the real estate industry. Even though being one of the strongest market of the world real estate, the industry is also heavily dependent on the fluctuation of the other industry in the sector. For instance the financial crisis in 2008 created from the banking policy on the mortgage interest rate has created a serious stagnancy in the states real estate market. (David 2016)

3.1.2 New York City Real Estate market background:

New York City Real Estate is characterized according to different factors, which decide the direction of industry movement as well as developing paces:
The New York Real Estate is mainly varied according to the different areas of the city, which play a decisive role in the property pricing and demands.

Midtown Manhattan: Including the areas of Time square, central park sides, Turtle Bay, Theater District and Greenwich village, where is known for the location of the office areas of New York. The whole area is the concentration of various offices from all different of business which created a huge commercial industrial area of the city, furthermore, the area is the location of famous educational and art institutional centers such as: New York University, Columbia University, famous Julliard musical school, Lincoln center and the Museum of Modern Art as well as many entertainment centers. Therefore, the areas can be seen as one of the main and most luxurious borough of the city which attracts a huge demand of the market. The property in the Midtown Manhattan areas is usually more expensive and more in demand then the one located in other areas of the city.

Downtown Manhattan: Is known as the area of World Trade Center, Tribeca, Wall Street and China town. This borough is famous for being the main financial center of New York as well as the world where located by biggest stock exchange center of world: NYSEC, where all the head quarter of financial institutions as well as financial activities are located. Furthermore, this borough is also the location of 9/11 memorial and world trade observatory towers, which attract millions of tourist coming and visiting every year. The property in World Trade Center area, especially Wall Street are always seen as the most demanded, most luxurious and expensive in the city, with the prices ranging from 2.2 million dollars to 6 million dollars.

Uptown Manhattan: contains the area of upper Central Park, Halerm, Hudson Heights and Upper West Side. This areas is known as the residential

borough of the city, where the city citizen resides and live their daily life. Since this is not an industrial and metropolitan area, the property price is not as high as it is in other borough of Manhattan. However, the Real Estate here is always in high demand as this is an affordable and convenient area to live and commute to the Manhattan Midtown and Downtown.

Brooklyn and queen: recently, Brooklyn and Queen is becoming the most popular residential borough, which is being in high demand for those who is living and working in New York City since these areas are the most affordable areas of the city and being developed at a high speed, which are attracting more and more business investments. According to Curbed, a popular Real Estate Journal about New York Real Estate market.

Followed are other areas such as Bronx, Staten Island or Long Island which are less in demand as their inconvenient location, long of commuting and safety problem.

On the same hand, the fluctuation of Real Estate Business in the city also depends heavily on the volatility of the market demands:

Seasonal demand: As this rental property dominant market, Real Estate activities here is highly dependent on the seasonal demand. Besides the population working industrial and financial businesses, people coming to city on the touristic and educational purpose also accounts for a huge amount of the population which generate a huge demand of the New York rental property market. Therefore, in the tourism season, for instances summer and autumn, the market for the short term rental would be significantly more active then it is in the winter.

Apartment type: Due to the diversity of the industrial activities, cultural back grounds and several other living factors, the people moving to New York for different reasons on different situation which also diversify the demand in the types of the apartment. Mostly, people moving to New York are young professional or students, hence, the demand for single room or studio

apartment are higher than the demand of the big size family apartment for instance more than three bedrooms apartment.

Besides these factors, there are many other factors that also impact on the movement of this market, for instances: prices demands, rental or sale market, volatility of political and financial issues…

3.1.3 Establishment

Urban Living is a fully licensed Real Estate Agency which offers the full service relating to rental and sale apartment in the area of the New York City. Having been established in 1999 with the current two offices located in Broadway Manhattan and Brooklyn, company has gradually developed and had a long time experience in providing reliable real estate services and be able to offer its customer a wide range of Real Estate relating demands in both furnished and unfurnished apartment as well as buying and selling properties in the city area.

With long term experience and operating time, Urban Living has a property inventories of over 6000 listing within the New York real estate market on a multilingual website to be supplied and meet the demand of client coming from all walks of life ranging from students, trainees or business officer to high level officer, diplomatic and institutional executives with different purposes… and provide them the full package services for their relocation into the new place.

3.1.4 Services offer and operational market

With the fully licensed and multi lingual broker team having diverse cultural and professional experience background, Urban Living is becoming an expert in offering high quality professional real estate services to a highly competitive international market like New York City. The team provide the their clients the access to the comprehensive and up-to-date knowledge about New York Real Estate such as local housing options according to client's specific demand, logistical support, support to adapt to their new life and local culture. Especially, most of the brokers working in

Urban Living were once being expatriates, which become a big advantage for the company to be able to offer a professional services in relocating into New York City.

Particularly, based on the nature and demand of the New York Real Estate market, the company is mainly focusing on offering Real Estate Services on the rental and sale property:

Sale apartment: Urban Living offers the sale listing of different types of apartment on the market, ranging from affordable single family apartment, and single studio to luxurious property which costs up to millions of dollars. Furthermore, with long term experience in the industry, Urban Living also offer its customer assistance in buying and selling process, customized services according customer personal demands, ranging from buying a residential property to a local real estate investment.

Rental Apartment: Based on the fast moving pace of flow of people moving in and out of the city, Urban Living as well as other New York Real Estate Agency business income and profit is mainly generated by the rental property, therefore, the company activities focuses on offering the rental space according to different purposes:

Short term rental: Company is offering the rental space from one to twelve months. Short term rental can be seen as the most demanding services that generates a huge amount of income for the Real Estate business in the city since they are demanded by new tourists visiting the city, short-term expatriates, exchange students or interns and trainees, who accounts for almost half for the population of the city.

Long term rental: Long-term rental tenant who signs the lease for more than one year can be seen as the second important source income for the Real Estate. According to the statistics of US National Multifamily Housing Council, the amount of the households living in an rental apartment account for more than 63.4 % of the total amount of household reside in New York city. The result is understandable since it is considered to be challenging to afford to buy an apartment in New York based on the average incomes of the people. (National Multifamily Housing Council, [Ref. 15 Feb 2017])Even though the income of the worker in New York is quite high in compare with

their peers in the other cities of the country or the world, based on the extremely high price of the property here, it is still considered to be hard to afford for most of the working and middle class in the city.

Roommate share: Roommate share can be seen as one of the most popular services that is in high demand, since the service and the rooms is in high demand for students, trainee and single officer or worker who are not able to afford a high rent for the whole studio or a single apartment. As New York is also known for the world leading educational institutions which attract a huge amounts of students and trainees coming and studying here. Therefore, the roommate share is always in high demand. However, the commission profit coming from this session is not as high as the income getting from rental apartment, the company is still putting more focus on attracting more customer and improving the quality of services in rental apartment.

Additionally, due to the international diversity of the city, Urban Living business mainly focuses on reaching customers coming from Spanish speaking countries, European countries and China, who accounts for the majority of the Real Estate investor in the city. The CEO of the company, Mrs. Rachel Sarfati previously was operating her business in French Market before establish the company in New York, therefore, Urban Living has been able to establish a strong connection in the French market and becomes the main providers of New York Real Estate service for the French market.

3.1.5 Operation

Urban Living generate its business activities and income mainly from performing its agency functions. Which means initially, the business was established based on the ideas of connecting the Real Estate supply and demand by offering the necessary Real Estate procedures and licensed services as well as the connection between those who offer the property and demand of the property. Instead of building its

operation and expanding its business by investing a massive amount of capital into New York apartment to generate profit, the company profitability is mainly generated based on the commission fee from agent services offered. Hence, being able to provide the reliable and professional to the right customer if the key to the success of the company.

The company is operated by a combination of an appropriately Real Estate processes that allow the company to become the connection between the supplier and demander, and in which each the listing procedures are made under a specific departments in a pre-defined order and time frame so that the whole process can be worked smoothly:

Create Connection with owner : The company will put the offer for Real Estate services on the listing of Real Estate website so that the home owner can contact and ask for putting their property on the company's listing site according to their need, whether it can be sale or rental offer. Property owner or investor who has the intention for selling their property will contact the company and offer listing their property in the company system

Visit the property: Then, the company agent will evaluate the quality of the property as well as the ownership according to New York City Real Estate regulations, if the property meets all the requirements relating to construction and ownership, then, the agent will continue to work with the owner on the listing process. Urban Living Listing Agent will come to visit the property on a specific defined appointment with the home owner and start taking pictures and measuring of the rental or sale property for photo listing and floor planning. Afterward, the property owner will sign a listing agreement in which both parties have to agree on the specific terms relating to the commitment of both side's responsibility.

Create the listing agreement and listing process: After completing all the necessary legal procedures and collecting enough property information, Urban Living will start putting the property information on the company system

and create visual page on the property on the company Website. All the new and old listing will be under the specific supervision.

Mange listing: Each listing will be in the company system for a defined period of time, this period of time is depend on the pre-negotiated terms between the company and owner while making the listing agreement, usually, a listing will expired after 3 years, after that time, the owner can decide whether they want to renew the listing agreement or cancel it.

Connecting to potential clients: through the marketing function, the company will make the information of company services as well as the listed property through different marketing tools to the potential clients who is looking to real estate services. One of the main marketing tool being used to increase the effectiveness of marketing campaign in this technology evolution time is Online Media Based Marketing such as: Google Ad-word, SEO, Social Network, Blogging or Real Estate listing pages.

Connect client and owner under and responsibility commitment through contract terms: once the potential can find out their suitable options, they will contact the company and start their purchasing process. Then the Urban Living will arrange a property site visit for client to examine their interested property without the interaction with the owner.

Contract signing and commission fee: If the client is satisfied with the property and decided to buy to rent the property, then broker will continue with the paper work process between the owner and buyer. Under a certain terms in the contract, the buyers will also agree on the commission fee, which is varied based on the value of the property or the length of the lease, to the Urban Living agency, and the commission fee in the main income to generate profit of the company.

In addition, the business is also involving purchasing a potential property site by the company asset, as the profit will be shared by the shareholders who get involves into the transaction and decision making.

3.2 HR practices in Urban Living

3.2.1 HR background

Being operated in New York requires the company needs to be very flexible to the changes and very diverse cultural market. However, the huge diverse labor market in New York also enables the company to have more convenient opportunities to recruit and hire a diverse talented workforce to drive the company in this globalization time. In this part, the thesis focuses on studying, describing and understanding the characteristics on the diversity of Urban Living workforce, then based on the study to find out strength and weakness in order to improve and develop new HR approaches for the company by taking advantages on the strength and eliminate or avoid the weakness.

3.2.1.1 HR workforce

The typical characteristics of Urban Living HR is its multinational team with people coming from different cultural background of the world. Mainly 40% of Urban Living employee are French, who have had immigrated to US, lived and studied in the country for a long time. And the rest 60% of the company are coming from different nationality, including Italy, China, Japan, Belgium, Turkey, Southern American countries…

Furthermore, the broker team of Urban Living are not only different in cultural background but also in diverse educational and working experience backgrounds. Most of the employee are MSc holder from different universities around the world, including the prestigious universities such as New York University or Columbia University.

In addition, Urban Living also created it diverse working culture by employing people from different group of ages or experiences. Almost 40% of the broker are having more than 10 years of experience in the field as well as relevant field such as banking and finance, who has been able to made a huge contribution into improving services and image with their long term experience in the field. On the other hand, 60% of the young new graduate from master degree has become the main source to contribute their fresh energy and creativity into the company atmosphere as well as improve the competiveness and adaptablity of the company in a fast changing market trend and demand.

Besides the full-time employee, the company also support innovative and learning culture within the company by accepting new intern and trainee form the relevant fields for different specific positions such as: Business Administration, Marketing, Information Technology… The millennials also play an important role in building the company's multicultural and creative culture.

It can be seen that Urban Living's human plays a very important role in the company development since it is the most decisive factor in achieving company's short-term and long-term plan. A long-term experienced multi-national team made up company's huge advantage in the New York Real Estate market as New York is a very international diversified city with population coming from all walks of life. Especially majority of the clients who are interested in New York Real Estate market are mostly coming from other countries or region of the world. Therefore, a multinational broker with diverse cultural background and multi-languages ability can help the company to offer its client the best cross cultural business services.

 Especially having French speaking broker and strong Real Estate connection in France has made up the company's second advantage in communicating and connecting with French speaking client, which also made Urban Living becomes the leading provider in Real Estate service for the French speaking market session.

3.2.1.2 Workforce's Cultural characteristics

Even though having employee coming from different cultures of the world has created a very diverse working environment within the company, however, it is also a

challenge for the HR manager to be able to understand different cultural working behavior and attitude in order to have appropriate approaches toward using and developing their potential. Knowing and understanding their cultural background can help manager to know the strength and weakness in an employee's working ability, therefore, can develop a more suitable and effective job assignment or training program to fully develop the employee's ability in order to fulfill the organizational needs for skills.

In Urban Living, the employees are coming from different parts of the world like Southern American, Europe and Asian. In this part of the thesis, the authors will focus on studying the typical characteristics of all the main cultures within the organization on the purpose of finding out their pattern of organizational behavior. From the findings of the study, the manager can have clear concept about the employee cultural behavior to have appropriate adjustment in managerial approaches toward them.

As Urban Living is originally a French Real Estate Business moving to New York, therefore, it is more likely that French is the majority group of the organization, which accounts of 48% of Urban Living workforce. According to Hofstede research result on the cultural dimensions of France, it can be seen clearly that France scored relatively high at the Uncertainty avoidance, Individualism and Power Distance dimensions. The French culture tend to have clearer distance in the social hierarchy power, hence, the French employee tend to be more dependent and distinguish a clear power distance with their boss or the long-term employee with higher position, as the same time, they also unconsciously expect the people with less power in the company to respect them. Also, France is an individualistic culture, it is quite uncommon that a society scores both high in the perspective of individualism and power distance since the collectivism and power distance would be a popular combination due to its culture. Therefore, the French employee usually listen and highly obey their boss, but usually without the close supervision, they tend to do the work in their own way as long as it fits the best for them and also meets the expected outcome of the task. However, due to the high hierarchical culture, they tend to follow and rely on their leader when it comes to dealing the pressure or crisis, but under the normal circumstances, they prefer working in their own way to complete

the tasks. Furthermore, the French employee tends to have a clear separation between their job and private life, they do not let their job the get involve into their personal life. Especially, it is typical for the French society to be highly uncertainty avoidance and long-term oriented. Therefore, the French people tend to be very careful with what they are doing and try to avoid all the smallest mistakes taken during the working process, they a famous for being 'default intolerant'. Furthermore, the France can be considered a high-context country, where people tend to respect the relationship and avoid to express directly their opinion. For French people, the concept of time is somehow looser compare to those from US or Northern European countries.

The second popular group in the company is the group of people coming from southern American countries and Turkey which each accounts for 14 % of the total employee. Both groups also share the similar score on all the cultural dimensions. They achieve high scores level as their French peers in the dimensions of Power Distance, High-context and Uncertainty Avoidance. However, their score in Collectivism and Short-term orientation are relatively high. The employees from these groups tend to perform better when they can belong to some group, on the same hand, being short-term oriented make them value more the traditional culture, therefore, they tend to perform better in the group with those coming from the same culture, however, this may also be a disadvantage as it may potentially cause the national separation within the organization. Additionally, they also more likely to focus on the short-term vision and expect to see the quick result. Compare to Latin American culture, the Turkish tend to be more long-term oriented. Especially, the Latin American is the typical polychronic culture, their time concept and value can be completely different from those coming from Japan, Germany or Nordic cultures. Furthermore, they also perform their job better without being under the strict supervision, and tend to be more effective and creative to perform the task in their own way.

The third group coming from Asian culture including Japan and China account for 11% of the total amount in the company. The combination of Asian cultures, which scores extremely highly in the perspectives of Long-term orientation, Relationship focus, High context and Power distance. Even more than their peer coming from French culture, the Japanese and Chinese employee highly respect those who has

higher social status and experiences, therefore, in their work life, they always follow and obey the instruction of the leader, at the same time, they can also easily have barriers between themselves and those who has lower social status than them. Furthermore, they always working toward a future vision, always try their best and work hard to implement their vision. They also the well-group performer, they always consider themselves and values from the perspectives of the whole group. The Japanese and Chinese is typically known as being high-context since they hardly express disagreement or negative opinion at work, and consider it is rude to directly express disagreement and negative opinion in public. At the same time, if their opinion is in conflict with their manager, they have the tendency to discard their opinion instead of expressing it. However, the Japanese people tend to avoid the uncertainty in their work and life, therefore, they are very detail focused and highly punctual. For Chinses people, they tend to take more risks in business as they think it is a necessary part of growth and achievement.

For those coming Italy, the result of the cultural research shows a quite similar score to those coming from France, which scores quite high at the dimensions of individualism, high-uncertainty avoidance, and large power distance. Italian employee are also typical for their polychronic culture.

And lastly are those coming from central European cultures such as German or Belgium. These cultures are more likely to be more individualistic, high uncertainty avoidance, low-context, more feminine and more monochronic. Therefore, the people coming from these culture usually see their role and other people in the organization are equal, and they also expect the equal behavior from everyone including the leader. They express clearly what they think and do not hesitate to express their disagreement or their own negative opinion in the public as long as they consider that should be done to create an equal working environment. Furthermore, the German people are extremely intolerant for being unpunctual. They are quite low-context culture therefore, it is quite hard for them to guess what do their peers from the high-context cultures expressing.

3.2.1.3 HR structure, departments and functions:

The Urban Living operational activities is operated under the smooth combination different department. The workforce is recruited and assigned into different department in the company based on their personal background, abilities and professional skills. As Urban Living is a medium sized business, therefore, there is a close connection and interaction between departments in order to keep the business activities runs smoothly. Furthermore, due to the small size of the business and limited resource compere to big huge size corporation in New York, the responsibilities of each department is also flexible and integrated.

Listing department: can be seen the place taking care of all the basic step in order to support the main activities such as sale and marketing process to run smoothly. Listing department is in charge of taking care of the property listing process from contacting home owner, prepare the listing agreement, initiate the initial property site visits, taking pictures, designing and adjusting the listing agreement, enter the property information as well as renting or sale offer into the company information system as well as the tracking property to company's online website. Furthermore, besides the initiating process to generate the property information, the listing depart is also in charge of keeping in touch with the property owner for continuous information update and adjustment, listing agreement renewal and keeping update changes to other operational department.

Marketing department: plays a very crucial and tactic role in any business form since it is the main tool to involve the market to get to know the company service and brand. Doing marketing in New York is a huge benefit because of its massive marketing industry and market as well as the available technical marketing platform. However, operating in the huge diversified market requires the marketing department to be flexible and effective enough the stand out of the huge competition in the market. Based on the availability of the technical and media platform, the marketing of the company is main conducted through the media digital platform. Based on different characteristic of the property and demand, the marketing strategies will

be conducted and change accordingly. Through the marketing tools such as: Google SEO, Google Ad-word, Yahoo, Facebook and real estate sites, the company can characterized their product and service offer to attract for different group of customer. The marketing department works closely with the listing department to keep up date on the property changes as well web-listing activities. Furthermore, they also interact with the IT department for the digital based platform development and adjustment to be suitable to the current marketing demands.

Sale Department: The sale department plays a very important role in a real estate since it is the main function that decides whether a company is going to survive or not. The Sale Agents are in charge of being proactive toward looking for and contacting the potential clients. Then, they will provide the potential client enough information to assist them in looking for an appropriate property, decision making process as well as the necessary paper. They are also in charge arranging and showing the property to potential client. In most of the real estate transaction, the brokers play the role as the agency between the property owner and client to negotiate until the settle point where both parties can accept the transaction. In case if the property belongs to the ownership of Urban Living, then the broker will represent the property owner to conduct the negotiation. Furthermore, the sale agent also to keep continuous update with the marketing function to reach to the potential client, on the same hand, they also need to keep interacting with the listing department to get update on any changes of the property as well as making any adjustment with the property owner.

IT department: is responsible for IT system supporting the business operating activities. This department plays a very important role in developing and protecting the security of company database and computer based system. Furthermore, they works closely with the manger in information security, with listing department on updating and improving the property listing process on the company data base system as well as the on-line website. IT department also supports the marketing department to design the appropriate website appearance for different business purposes.

HR & Administration: accounts for the core responsibilities in the company, such as HRM, Sale, Finance and Marketing Administration. The Managers level are also those to make the company's real estate investment decisions, they plays the key roles in monitoring all the operational functions as well as deciding on the company long-term development plans.

Accounting and Legal: The accounting and legal department is in charge of auditing, crediting and managing the financial flow generated from the business operational activities. They also takes care of the legislation process relating operational activities such as buying and selling process, recruiting legislation, New York State real estate legislation…

3.2.2 Multicultural and diversity HRM strategies

The working culture in Urban Living is formed by the cultural integration process. Having multicultural workforce can add up a huge competitive advantage for the business, especially in the New York market, in which the multiculturalism can be considered to be the typical identify of the city. Therefore, it is very important for the HR manager to have a proper HR system approaching toward the multicultural human recourse in order to be able to take full advantage of that potential resources.

According the Corinne Deyson, the HR manager as also the Office Manager of Urban Living, who has more than 15 years experiences working for the operation under this position in New York, she is aware of the tactic role of her people play in the development of the company. But she also stated that in order to have effective approaches toward multicultural employee management, the most important things are their cultural knowledge, understanding and empathy for their philosophy, psychology and social reaction, so that she can be able to flexibly integrate their strength into the company operation.

Recruitment and selection process:

The recruitment process plays a very vital role in HR practices at Urban Living since it decides the future workforce of the company, who play a part in the company future long-term development. Therefore, the process is being conducted carefully by the manager to avoid the risks and cost for inappropriate recruitment as well as attract the appropriate human resource which the company needs for its business.

When being asked about the advantages and disadvantages in the recruitment process in New York, the manager has stated that New York is a very diverse and populated city where there is a huge chance and demand for the potential labor resource. However, it is also a disadvantages since the manager need a well-designed recruitment process in order to find the most appropriate candidates who are the best suits for the company requirements from a huge pool of applicants.

For her, the biggest advantage that create a huge different between doing business 50 years ago and nowadays is the highly development of the technology. Knowing how to effectively apply the advantage of technology into the operational system is the key factor to distinguish a business from the crowd. Therefore, the company is mainly reaching to their potential applicant through the internet media bases, the announcement for the vacancies is posted on different platform such as the recruiting website like Indeed, LinkedIn, Company Website… The company also corporate with the recruitment agencies in order to recruit the appropriate candidates through the proper system and assistance of the agencies, furthermore, it also help them to check the initial legal standard of the potential candidate beforehand. According to Corinne, it is unnecessary to invest massive amount into job advertising on Google or Yahoo platform since due to current market situation, there is a huge number of people who search and switch for an appropriate job, she aim is just making the information to be available and visible, then the appropriate applicants will reach for it.

After making decision to apply for the position in Urban Living from any platform, the applicant will have to fill in an online application form where he or she can have chance to provide all the important information that he or she considered themselves to be a potential fit for this position. Then after the application period, the manager will exam all the applications through the information provided by the application system, she will decide who will be the potential candidate and ask them for an

interview. Being asked based on what criteria does the manager consider and applicant to be potential, she reveal that firstly, she will make a decision based on their educational and experience backgrounds, and for her, having more than 15 years being in this position and recruiting thousands of applications, she can somehow has an instinct on who will be a potential employees for the company and position.

The interview can be conducted online or directly, the interview is more about figuring out the candidate's past relevant experience, job related skill, organizational behavioral attitudes, cultural adaptability, language proficiency. According to Urban Living operational culture and target market segmentation, since the potential client are mostly Spanish, French and Chinese speaker, besides English proficiency, additional languages and cultural understanding about French, Spanish Speaker and Chinese customer would be preferred. Furthermore, the manager will try to remove the age, national, race, gender stereotype during the recruiting process.

To support the diversified and innovative thinking culture among the company, the HR manager is also very open to hiring and accepting the ungraduated and graduate interns or trainees coming from different culture of the world to apply for various trainee positions in the company. According to Corinne, "millennials blow a fresh and innovative feelings to our company".

Training and development

The trainings at Urban Living are flexibly conducted under different forms and approaches in order to create the best outcome for the training. The most common training approaches being used at Urban Living are on-site training, mentoring, internship and apprenticeship. Based on different needs, position and skills of the employee, the best approaches will be chosen accordingly.

Technical job duties and description is usually provided during interview session. Especially, at the first day of work, the new employee will join an orientation training session, in this first training session, the employee will be trained and acknowledged about the basic information relating to company credential information and job security, employee well-being and benefits, organizational law and especially the company's culture, values . So that this initial training can provide employee a general vision about their job and the company in the future, which helps them to have a

sense direction and psychological preparation for their job as well as be able to avoid the operational cultural shock. In this training, for those who come from the high uncertainty avoidance culture such as Japan or France more proper information relating to future job description should be stated very clearly.

After the initial orientation training, the new employee or trainee will be assigned into their own position stated during the recruitment process. However, for the first month, usually the trainee will not get involve directly into performing their duties, instead, they will mainly be the assistant and be trained under the mentorship of more skillful and experienced employee. Furthermore, the trainee will be more likely to be trained under more than one department in order to get to understand how the whole operational process works. For instance: for those who work in sale and marketing department, in the first three weeks, they will be under the mentorship of the listing department in order to clearly understand how to initial listing process works and how it can support the sale and marketing process, vice versus, how the sale department and marketing can interact and support the listing process.

 Besides the mentorship, the employee will also be trained on the site while they are being assigned into their main duties in order to improve their task performing behavior so that it can be adjusted and fit to the target outcome of the job. This can be conducted in a formal or informal way. The training can be made through the individual conversation or an additional training session. Especially when there are changes within the organizational policies, strategies or volatility on the market trend, an additional training will be made for those who get involve into the impact.

Cross cultural training: since Urban Living is a medium size business, the formal cross culture training is rarely conducted, instead, the cross cultural knowledge will be provided during the working process or when there is cross-cultural conflict happens or when there is strong need for dealing with the cultural diversity, market and customer cultural behavior. Usually, the cultural training will be made informally through the private conversation with those who get involve based on their own cultural background and perceptions.

The training approaches and content is also flexibly adjusted according to different background factors of employee such as: cultural background, age in order to create

the most effective outcome. According to the HR manager of Urban Living, the individualistic culture like German, American or French take the training as a good chance for their individual professional skill improvement and development while their peers coming from the collectivistic is seriously take the training as a compulsory part of work. Or for younger employee, the training should not be conducted very formally, instead, the active approaches such as the technology and media platform base training or active on the site training can be more effective than the traditional methods.

Job Design

Knowing how to assign the right task based on individual strength ability is the most effective way the get the job to be done by the right people and give employee and chance to recognize, practice and develop their potential, let them feel the company is the best place for their potential, from that, "they will take the company's growth as a part of their personal growth", according to Corrine Deyson.

Even though the most important factor that contribute to the effectiveness of job assigning is the educational, skill and experiences level of the employee. However, it is also very important for the manager to carefully take the back ground factors that impact on the individual working behavior and attitude such as: age, gender, cultures … into consider when assigning job to each different individual in order to give them the most nourishing working environment to efficiently express and develop their potential abilities.

First of all, the job position and assigned tasks is designed mainly based on the level of the professional skills and experiences since it is the main factor that affects the genera outcome productivity of the whole operation. Particularly, with specific skills and experience, they will be assigned into appropriate department that can fit their ability best. For those who has professional and educational knowledge but less practical experiences such as trainee or interns, they will be assigned into the basic department which does not directly involving direct interaction with customer in the beginning time such as listing, data entry, database maintenance or they will be assistance under the supervision of more experienced employees.

Especially for the Sale department, which is also the main department of the company, the manager will receive all income request from the potential clients through the marketing system, then, she will decide to whom she will deliver the customer request to, then the agent who get the request will processing the client request according to their needs and that agent is also the one who receive the commission fee from the transaction. Because the customer request plays an important role in creating the main income for the operation, therefore, the amount of the request assigned to the agents should equally delivered. However, due to the diversity of the multicultural market demands, the customer request delivery process to agent cannot be divided equally just only based on the quantity, instead, the manager will take into consider the cultural background and native language of the client who made the request, then the request will be sent accordingly to the agent who share the similar cultural background and languages with the customer. Within the group of agent who coming share the same culture and language, to be equal, the request will be divided based on equal quantity.

Furthermore, the tasks assigned should also considered the cultural behaviors of those from collectivistic and individualistic society since it can defines under which condition, its member tend to perform their best. For those coming from the collectivistic culture such as: China, Japan, Latin American countries or Turkey, the tasks is usually assigned in group, especially for those who are new to the US working culture. However, since once the member of collectivistic culture has been working in US culture for more than 5 years, they tend to perform well in both cultures. On the other hand, for those coming from individualistic countries such as Germany, France or Belgium, they tend to perform better when they can do the job on their own and they need more training in team working in order to keep the operational activities run smoothly.

Not only based on the personal experience and educational level, the HR manager In Urban Living has to always observe the way the employee perform the task and make adjustment on the task assignment in order to be best fit with their capacity and potential. Furthermore, besides their current department, employee are allowed to switch their position (If appropriate) and perform in other position that they feel

interested in a capable with the approval of the manager for a period of time, so that they can have chance challenge and develop their new skills.

Conflict resolution

Conflict management even does not seem to be a tactic tool to create effective diversity HR practice compare to other functions, however, is a company lack of proper conflict management, it is likely to be the main reason that leads to the internal cultural conflict and separation at workplace, which is a huge operational risk that can strongly impact the organizational culture, employee well-being and motivation, outcome productivity and job switching. Especially in Urban Living , there is many contrast on the diversity differences such as: age, experiences, cultural values, religious belief … Especially for those coming from highly polychronic culture such as: Latin America, France, Italy and Turkey, their working style and priorities are completely in contrast with the German or Japan. There is a great deal of potential conflicts when people from these cultures interact with another on the perspective of time concept, team work priority, operational law …

In Urban Living, the manager will try to deal with conflicts by different approaches toward the ones who got involve into the conflict. However, most of the time, based on the fact that more than 50% of Urban Living are coming from the high-context and collectivistic culture, the conflict resolution will be made in the informal way, through the private conversations with those who got involve into the conflict. According the HR manager of Urban Living, the most important factor in resolving the conflict is to let both side clearly express what they think and then together finding out the reason behinds the conflict from the cultural and personal perspective of each side. In this case, the manager need to be clear enough to give out the objective judgement toward to conflict to avoid the inequality in the management. She also said that to have a clear and fare judgement, the manager also has to be aware of her own cultural and psychological pattern, to try to make the judgment to be as objective as it can be.

Performance appraisal and evaluation

For Urban Living HR manager, the evaluation and performance process must be done very careful as it is the communication tool to perceive about their own progress. However, due to the differences in the cultures of employee, their attitude about performance appraisal and evaluation is also different. The appraisal and evaluation process can be done in formal meeting or informal individual session, it varies on the different evaluation and appraisal purposes.

Particularly, if it is the performance evaluation or appraisal for a whole group or department, then the process will be done in a formal meeting or company or a private meeting with those who get involve into this. However, mostly, the performance appraisal and positive evaluation will be make in public in order to motivate the employee of company as well as support them to work toward company's general goal. However, the manager also need to be fair in the appraisal and evaluation process on the purpose of avoiding demotivation among the employee within organization due to unequal system. On the other hand, the negative evaluation process is preferred to be made in private meeting with those who get involve in order not to demotivate the employee.

The performance evaluation for individual employee is usually made in informal way, when the manager will have private conversation with the employee. The HR manager especially has to be very careful in making evaluation, different approaches style will be applied toward different employees, the perspectives of age and cultural background are two most important factor that should be taken into consider when giving the critical or negative opinion.

Especially for employees who live in collectivism, high hierarchy and high-context culture, they tend to easily get defensive or demotivated by the negative evaluation, furthermore, clearly expressing the disagreement toward the other can be consider to be rule or they are disliked. Therefore, instead of expressing disagreement in public place, the manager will try to talk to employee in private, and she will try to avoid the direct and hard criticism, instead, the disagreement will be expressed in an indirect and polite way with a formal gesture. Furthermore, the manager will also be more active in asking the employee to tell what they think toward to evaluation or the issues, so that they are also given the opportunities to speak up.

And for those coming from the individualistic, less power distance or low-context culture, they tend to be more open to the disagreement or negative opinion compare to those from cultures with contrast characteristics as for them, this is more like a chance for them to learn, improve and grow. Therefore, the disagreement or negative opinion should be express in a more direct way in order to clearly tell them what should be improved or changes. Furthermore, in this case, the employee will be more active in expressing their own individual opinion toward the topic, therefore, the manager should have a clear explanation toward her evaluation to prove that it is fair.

For everyone, the performance appraisal should be done directly as it can be seen as an effective tool to motivate the employee. However, the manager believe that the appraisal also should be done too often otherwise, this tool will not be effective in motivating employee anymore since employee already get used to appraisal and take it as an obvious fact.

Remuneration and Compensation

As Urban Living is a Real Estate company, which involves different process and function, therefore, the paying system is also varied, particularly the compensation system for the agent who work in the sale apartment will be differed from those working in IT, listing or marketing. Department. For the regular department, the compensation will be paid according to company's compensation paying policies. The salary and compensation will be paid equally for equal work and position.

For sale department, beside the basic compensation system paid for the amount of work, their salary will be paid according to the real estate transaction that they made. Once when the customer request is assigned to the sale agent, they will be in charge of offering the appropriate support and assistance according to the request, for each one successful completed real estate transaction, the commission fee will be divided between the company and the agent based on a pre-agreed percentage.

Besides the full-time official employee, the company also have a clear compensation policies for interns and trainees working and learning in the company. The paying system is not based on the cultural or educational background of the trainees, instead, it mainly decided according to the length of the training ship. For instance: for

those who are assigned to the training ship position for less than six month will not receive the monthly compensation. And for those who are assigned to the position for more than six months length, according to the State's law, they will receive the compensation monthly. Besides, all the interns and trainees also receive the transportation support to move around New York while they are performing their job.

Additionally, the manager will give the remuneration for those interns and trainees who have an outstanding performance on their job after their training ship. However, it is usually given no in public in order to not to demotivate those who perform under the same position.

In Urban Living, the compensation and remuneration policies is being made strictly according to the law of Wage and Hour Division (WHD) of the United States. The paying system is equally made based on each individual performance and position, the factor of age, gender or nationalities do not affect the paying system in the company.

Furthermore, the company also offer the office farewell party for those who are at the ends their working contracts or change the working office. In the end of the year, the company also offer the whole company the year end dinner in a nice chosen restaurants.

Employee retention

Knowing the important role of retaining employee as well as to avoid the risk and cost involving in employee's job switching , the manager are really pay attention on improving the management effectiveness to create a loyal employee culture within the company. For Corinne, the most essential art to make employee to stay with the company for the long run is to make them feel like they are an important part of the company and they can grow with the company and company is their home, then they will try their best to build up their house.

Furthermore, the long-term and potential interns are also supported too stay with the company with a permanent contract.

3.2.3 HR in term of sustainable development

HR plays a very important role as it is the present and the future of the company. The people of a company do not contribute and decide the company current competitive advantage or position on the market but also play a tactic role in the long-term development of the company. Understand that, Urban Living has tried to develop appropriate approaches in order to develop the HR system which can effectively engage the its talent resource into the company current operational activities on one hand but also contribute to building the company's long-term vision in the future.

In order to clearly develop a proper HR system toward the company long-term growth, the initial mission for Urban Living executive board is precisely defining the long-term vision and development goal or Urban Living considering from the perspective of industrial development, financial position and market share, operational size as well as talent and employee development. As a medium size real estate company operating in the New York real estate market for more than 17 years and having gained a moderate reputation in the real estate industry, the current goal for Urban Living in the next 5 years is to double its size in term of: investment budget, property, be more diverse and flexible in the investment, increase the amount of employee in Manhattan office by 40% and the employee in Brooklyn office 60 %, furthermore, company also expand and increase the services and investment in the sector of luxury sale and rental property, at the same time, remove the service for roommate share rental or short-term rental.

One of the long-term goal is to build a strong working culture, where the employee and grow with the company and commit them self to the development of the company. Especially, for the HR manager, in order to build a strong company toward long-term future, the initial and essential factor that has the most impact is its strong workforce, there for, building a strong learning, cooperating and working culture within the company is the initial step toward Urban Living's long term goal. "We want to build an organization with a strong working and developing culture, we want to give our employee all tools to develop their career in Urban Living", Corinne Deyson. Therefore, every HR approaches taken in Urban Ling does not only deal with the

current growth but also support the employee in the long-term as well as equip them enough knowledge and skills to work toward building the company's long-term.

She apply the democratic leadership style toward her employee. She try to give space for employee to work on their own and decide their own way to perform their work. She also respects and listens employee's opinion or proposal toward a new project, all employee have an equal right in the company to speak up and to be listened in regardless of their origin, age or position. So that employee can feel comfortable when working in an equal working environment where they potential and abilities is respected.

In making important decision that relates to the direction of company's growth, the manager will consult for the opinion of those who has enough experience and knowledge about Urban Living as well as the industry. On the same hand, the regular meeting is conduct after a specific period of time or after making new decision relating to the operational changes or growth direction. Also, in the regular meeting, the manager will update and discuss about the market situation and involve everyone into building company's vision and development strategies. So that all the employee can have right to contribute into the company growth, they will feel their opinion is being heard, gradually, they would not think company is just only a place to go to work, but it is a place where they can learn, can grow but it is also a house that they are building

Knowing the tactic role of the technology application in the future business, the company is also try to apply new technology and application system into the computer system as well as the database system. In 2016, all the computer stations for employees within the organizational has been changed to iMac and iOS system. Furthermore, digital marketing, online listing and sale database system is also being updated on the purpose of taking full advantage of the technology development into supporting more effective and smoother flow of operational system as well as protecting the security of the data base system. Whenever there is change in the technical system, the employee who get involve will be trained in an appropriate period of time in order to develop new skill for working with the new system. Therefore, the employees will always receive enough tool and support training to have enough knowledge to deal with any operational changes or career development.

For the trainees and interns, the manager will arrange them into the position that fits their interest and experiences. They will have a chance to get used to with the industry in general and the specific task as well as operational system in particular. During the training, the interns are allow the have access to all the related operational activities as well as database system. Therefore, after the training period, a trainee can almost fluently perform all the tasks relating to the training position. That is also the reason why in Urban Living, the most potential candidate for a vacancies would be chosen from the trainees who appear to be effective during their training period.

Keeping trainee probably can be seen as a very effective and smart recruitment method of Urban Living. First of all, keeping trainees can potentially reduce the cost and time or employee training as well as the risk for misplacement. The trainees have been working in the operation for a period of time before being employed, therefore, they clearly understand and get used to with performing task under their position and know how to avoid the common mistakes, so the needs for new employee training well be eliminated. Secondly, they understand clearly the working culture within the company as well as company long-term growth vision. They do know how to adjust their own behavior in order to adapt the operational cultures as well as working toward company long-term vison. Last but not least, after working and interacting with the trainees during the training period, the manager can clearly understand the weakness and strength of the trainees, having clear knowledge and understanding for employee can help the manager perform better in assigning job as well as taking appropriate management approaches toward the employees. Additionally, this also allow the manager to have enough time and chance to pick up the most appropriate candidate can the manager believes can go with the company for a longer time.

3.2.4 Existing challenges and Limitations

Having a multicultural workforce in a globalization economy is a huge advantage for the company to learn to move along with the diversity market. However, Urban Living also has to face with different challenges created by the differences in diverse working environment.

First of all, the fact that people coming from different cultures, especially those having completely contrast cultural values, working and corporate in the same environment, sharing the same working culture is a potential thread to the cross-cultural conflicts. Based on the self-observation, conversation and the result from the interview with employee, in this part, the author will point out one of the most common challenge that HR function is facing in Urban Living that potentially threaten the organizational outcome productivity therefore also impact on the long-term growth. Mostly, because of the diversity in values of different cultures, different employee will tends to behave and perform their working life in a different way that they have bene unconsciously functioned by the environment and society where they were brought up, therefore, it is inevitable that people from the cultures that have the contrast cultural values toward a cultural dimension will be more likely to have conflict during the working processes:

Firstly, due to the differences between the polychronic and monochronic cultures is the most common reason for creating the misunderstanding and cultural conflict between employee in the company. Particularly, for those coming from the polychronic culture such as: Italy, China, Latin America or French, they are tend to do thing in their own way, less likely for strictly follow the rule and be more flexible in schedule arrangement. Especially, they are more likely to be easier toward the value of time, therefore, they consider being late for 15 minutes is acceptable, therefore, they sometimes come to work, customer appointment or meeting 15 minutes late without considering it a mistake. On the other hand, for those coming from the highly monochronic cultures such as: Belgium, Germany and US, they are very strict in following the rule and time schedule. Furthermore, as a medium size company, keeping the smooth running operational system requires highly interaction between members and function, the fact of waiting for other colleagues to come late most of the time can make them feel unfair and uncomfortable. Furthermore, US is a monochronic culture, especially working in New York require people to be very effective at time management in order to keep up with the fact pace of the industrial life here, therefore, the brand name of company will be somehow affected if the broker does not respect client's time.

Communication between low-context and high-context cultures is also create a huge barrier for between its members. Since the people from ow context culture such as US, Germany, Belgium tend to directly express their disagreement even in the public and regard it as a common fact to express their opinion. However, in the high-text society, such as Italy, France, Japan, China, Turkey or Latin American countries, it can be considered to be impolite for express disagreement in public. For people coming from high-context, they usually keep silence when it comes to conflict and then, talk to their close one about the conflict while they feel it is polite not to directly involve into the conflict with those who involve when they are in the public. Gradually it create the invisible barriers between those coming from these two contrast cultures.

The gap between individualistic and collectivistic oriented behavior is also a crucial reason in creating the national ceiling glass within the organization. Particularly from people coming from highly collectivistic cultures such as: Latin American countries, Japan, China or Turkey, they tend to have closer relationship with their colleagues those come from the same nation and they always go in group. That fact somehow affects the whole team atmosphere, create the separation in the organization and also eliminate the chance for colleagues from different nations to get integrate into each other, therefore, make it less effective when it comes to international team cooperation. On the same hand, since the member of the individualistic culture, especially US and Germany, tend to behave more in concern of their own self development, therefore, sometimes, they are considered to be selfish and self-centered for those who from collectivistic culture.

The differences in the cultural perspective mentioned above are the main factors among all the cultural dimensions studied in thesis which create invisible barriers between those coming from cultures which have contrast values, they are also the main reason that create the misunderstanding and conflict between the people in Urban Living. Furthermore, the misunderstanding and conflict created by different cultural values are the main reason that cause the work demotivation and leads to job shifting or the decrease in work quality as well as performance productivity.

Besides the cultural difference which create the inner conflict within the organization. The nature of diversity and globalization itself is also a challenge for all HR manager.

Especially in Urban Living Case, the recruitment process are conducted cross-nationally, which may lead to the high risk of misplacement the unstandardized candidate due to the lack of standardization in experience and education. Since different countries and areas of the world has its own standard in education as well as economic experience, therefore, the standard in this areas may not meet to same level standard in the other one. Especially when the recruitment standards heavily depends on the past international working and educational experience without being discriminated, picking the right suitable candidate for the position can be a challenge for the manager while picking the inappropriate candidate can potentially create the risks and cost for misplacement. Particularly, in Urban Living, the recruitment of the international trainees and interns has been mostly conducted through CV application and Skype interview, therefore, the selection process is mainly conducted based on the educational and experience level in their own country standard. As a result, the different in the skills gap between employees coming from different education and economy may leads to the need for cost and time for training.

Additionally, from the result of the research conducted through the interview with an intern in the company as well as from the author's practical observation during the time doing training ship here, Urban Living is still lacking of appropriate arrangement for all the interns in order to fully develop the potential of fresh creativity and contribution needs of millennials. Firstly, the research has showed that some of the trainees in the company does not have enough chance to fully contribute and apply their abilities, especially not as much as some other long-term contracts interns. Furthermore, the trainer distributed among the interns or trainees is not equal. There are some trainees who receive the massive amount of work or training ship, while there are some other just keep following and learning basic tasks. The unequal in task and training distribution can be the main reason for job demotivation among the millennial. While knowing how to take advantage on millennial's fresh idea, creativity and passion for helping and contribution can help the company to gain a potential advantage in creating a more creative and active working culture, Urban Living still does not be able to fully get this potential labor force, which also affects to the company long-term growth improvement.

4 FURTHER HR PRACTICE IN URBAN LIVING

4.1 Potential Areas for improvement

From the HR challenges that Urban Living is facing, the author has gathered all opinions of the employee in the company as well as her own observation to try to figure out what is the main reasons behinds the current HR issues in Urban Living and which areas in the current HR practices that can potentially be improved or changed in order to conduct a better diversity HR practices toward company long-term development.

As culture is a very complex concept, dealing with cultural fact requires people to have mutual understanding and cultural empathy for each other. Therefore, one of the reason that leads to the cross-cultural conflict is the lack of deep cultural knowledge and understanding. After taking into consider all the factors that potentially causes the cultural conflicts, the author has decided to come up with the most crucial limitation in HR practice in Urban Living that had the most potential for improvement and creating a better change within the organization:

> First of all, the main mistake in multiculturalism HRM that can cause t hack of cultural understanding within the organization is the lack of appropriate cross-culture training for employee. Particularly in Urban Living, while there are many differences in different cultural values coming from different cultures within the organization have potentially triggered the cultural conflict among the organization, the need for cross-culture knowledge and understanding between employees is a must. However, according the interview with the manager and author's observation in the company, there have not been proper cross- cultural training taken by the manager in order to equip for employee in the necessary knowledge and understanding about the cultures of their international colleagues, therefore, also leads to the lack of empathy for different cultural values. As a result, it is very important to have proper cross-culture training for the employees to initiate the cross-cultural understanding as well as help employee to be more adaptable and flexible toward the multicultural market and living environment.

Secondly, the current HR practices in Urban Living does not includes and create chances and activities for the employees coming from different nations to get to understand each other culture as well as perform well when it comes to international team work cooperation. Without the extra cross-culture activities, the employees are less likely to have chance to interact with each other to understand more about their culture and talk about their personal life, personal values instead of work. Therefore, the cross-culture training is needed in order to create a cross-culture understanding among the operation.

In addition to this, there should be also a small adjustment in the mentorship approaches. While the current approach is mainly conducted by letting a more experienced employees to train and guide the new trainees in their training period. However, the fact of putting people who comes from high collectivistic culture background especially for those coming from Asian and Latin America culture is somehow unintentionally building up the national glass ceiling within the organization. Furthermore, it also does not support the trainee who is under the mentorship with the same national mentor to get out of his or her cultural comfort zone and integrate into the international working environment.

Especially, according to the opinion getting form the interview with the trainees in the company, one of the limitations in Urban Living HR practices is the lack of proper and equal training opportunities for all the trainees. On the same hand, knowing how to effectively integrate the millennial abilities into the organization can be seen as an advantage. Since the trainees in Urban Living are coming from different nationalities as well educational experience, furthermore, the young millennial are those who get access and adapt quite effectively and quickly into the current market and technology trend, therefore, they can apply their creativity into initiating and blowing the fresh energy into the organization. However, currently, In Urban Living, the training plan for trainees and interns cannot fully help the train-

ees to fully learn and express their potential since the training and the tasks delivered between trainees are not equal. Additionally, Urban Living also seek for its potential employee from the trainees, therefore, applying the appropriate and effective training plan can help all the trainees for have equal chance learn, express and develop their potential as well as apply it into performing the operational task and contributing to organizational long-term growth. For that reason, a proper training program for trainees plays an important role in developing the potential of millennials as well as discovering the potential employees for the company future vacancies, which should be planned and developed properly.

4.2 Suggestion solution

After studying all the necessary theoretical framework to support the main understandings about the cultural and multicultural HRM as well as go deeper into study the real HR background and HRM in multicultural environment in regarding to Urban Living's long-term development goal. Therefore, the audience can precisely develop a deeper concept about the application of HRM practices so support the long-term development in to real life real estate organization. In this part, the author will create the new suggestion and improvements which can be apply to Urban Living HR practices in order to remove the current HR limitation and issues. This frame work is created based on the opinions of those who get involve into the interview as well as the observation and perception that the author had during the time working in the company.

4.2.1 Cross Cultural Training

One of the biggest challenge that Urban Living is facing with its multicultural workforce is the lack of precise cultural knowledge and understanding among different member of the organization. On the same hand, currently, there is no proper and formal cross-culture training for the employee within the organization which can officially take the cross-cultural differences as an issue leading to misunderstanding or mismatching in working behavior and values, and also, the potential thread for

conflict or defensiveness between members coming from different cultures. Further-more, working in a very diverse market where the multicultural is a typical identity of the city, in order to effectively deliver the satisfied and appropriate communication with the client, it is also very important for the broker to communicate with client from their cultural perspective. As a result, it is very important to develop a proper training program for the employee right from the beginning in order to help them to acknowledge the important role as well as the knowledge of cross-cultural skills, which is the decisive factor to decide the survival and growth ability of a person in this globalization time:

Training content: First of all, the training content should provide a precise explanation about the critical role of the cross-cultural understanding in the organization as well as the routine and working life in new York so that the trainees can be aware that having clear cultural understanding and knowledge is one of the essential tool to help them to start and get along with new job, therefore, they can know how to motivate themselves toward getting new knowledge from the training as a need for self-improvement in-stead of regarding it a mission that is needed to complete so they can ac-tively and effectively get involve and integrate with the training. Secondly, the training should provide the trainees all the knowledge about the cultural background as well as the typical cultural characteristics of New York mar-ket as well as the US and Organizational working culture, so that the trainee can have a clear vision about the cultural standard that they should try to be adapt into. Furthermore, this also help them to understand the business cul-ture in New York so that they can avoid the mistake while communicating with the client. Thirdly, but also an important point of the training, the train-ing should be able to provide the clear information about the cultural back-ground of workforce in Urban Living. Furthermore, the explanation about differences between the typical cultural perspectives, behavioral attitude and values of different culture should also be mentioned as an important factor to build cross-culture understanding and empathy. If it is possible, a deeper explanation should be taken to make the trainee understand how the different in the cultural values can lead to different behavioral attitude at

work. Additionally, an additional training should be provided to all the employees if are there any change in the market cultural behavior due to the current economic or political changes.

Training need: The amount of the transferred knowledge in the training should be designed accordingly based on the trainee's background. For instance if the trainees are coming from the culture that have contrast cultural values toward US culture such as: Japan, China, Turkey or Italy and they are completely new to New York or US working environment, it is important to properly provide them all the essential knowledge about the cultural differences as well as the cultural backgrounds, which were designed as a part of the training content. For those who are new to US working culture, but coming from the similar culture such as Germany or those who are already have living and working experience in New York city, the amount of the training can be eliminated to acknowledging the organizational cultural behavior. For the additional training to update the market changes, of all employee in the company should be informed and acknowledged.

Training materials: The training materials should be available at different form so that the trainees can get access to the training as convenient as they can. For instance the training content can printed out and handed to the trainees during the training session. On the same hand, the training materials should also be available online in the training data base system of the company you so that the trainees can easily get access to it. Furthermore, the training knowledge should also be under the illustrative video so that the trainees can get the information unconsciously without putting a lot effort on understanding the theoretical knowledge.

Training time length: Due to the fast pace of business in New York as well as to save time and cost of the training session, the time frame of the cross-cultural should be adjusted accordingly based on the training need. However, a total appropriate time length for a formal cross-culture training ses-

sion should not be over 6 hours. For the additional training session, depends on the level of the need for cultural updated knowledge so the training time length can be arranged accordingly.

4.2.2 Cross Culture activities

The cross-cultural training is the very first important step to develop a precise cross-cultural knowledge for the employee as well as give the first concept about the serious impact of the cultural differences in the working life. However, human mind tend to learn more effectively through experience. In order to achieve the level of the cross-cultural empathy for the differences in values and working behaviors of the international colleagues, the employees need to have more opportunities for cross-cultural activities where they can have chance to closely interact and corporate with their colleagues, from that, they can have chance to listen and understand each other cultural background and how it impact their values and belief, you that they can develop the empathy and understanding toward each other. Therefore, the cross-cultural activities should be designed and be a part of the operational extra-activities. Particularly, the activities can be under different form, in this thesis, the author will propose two cultural extra-activities that she think can be applied by the company according its resource and background:

> First of all, the company can help the international night once per month. It can be held in one Friday night of the month, before the weekend, so that the employee can have chance to relax after a long-working time. For each international night, the one topic about a cultural fact from one country will be picked, and the culture should be the native culture of one of the member of Urban Living. At this night, all participant will have chance to listen to the story and understand more about the typical values and characteristic of the culture. The employee from this culture will also be in charge of preparing a special activities and food in order to engage people into acknowledging that specific culture. The food should also be prepared and introduced as a part of the dinner night. The activities can be hold at the office, or at

the employee who is the host of the culture, or in a national cuisine restaurant.

Secondly, an office outdoor picnic should also be taken into consideration. This can be hold twice per year. The picnic will involve all the participation of all the employee member. To motivate the participation of the employee, the participant will also get pay for taking part in the picnic. In the picnic, everyone will have chances to join into the games which were organized by the company. The game should encourage and create opportunity for employee coming from different nations to join team work cooperation activities.

4.2.3 Diverse job design practices

In order to support and embrace the international cooperation working culture, the HR manager should also put more effort and be more flexible in designing and assigning team performing task. Particularly, for the task which requires the team work cooperation, the team member should be chosen from the different nation or age and gender, so that the employees can have opportunities to apply the knowledge from the cross-culture training into practice, hence, they can get to learn how to change and adapt to the diverse working condition.

Especially in the mentorship program which is currently being applied are conducted by arranging two people coming from the same nations to be in pair. However, this may contribute to creating the national glass ceiling inside the organization. But on the other hand, having a mentor coming from the same nation can help the employee to learn to avoid the difficulties that they may face when working in New York City by the look from their cultural perspective as they do share the same cultural empathy. As a result, in order to help the trainee to get integrate into the new working environment but also have enough time to change and adapt gradually from culture and avoid the culture shock, the mentorship should be divided into two different phases:

In the first period of the mentorship, the trainee will be under the mentorship with a more experienced mentor coming from the same cultural background. Being with the same national mentor can help the trainee to avoid the mistakes taken because the cultural differences based on the mentor's own experiences, therefore, also help them to eliminate the possibility for cultural shock. In this phase, the trainee will work as the job assistance of the mentor. He or she will have the chance to started learning how to perform to task from the most basic step. The level of difficulty of the task assigned will be developed accordingly to the capacity and ability to learn and perform the task of the trainee.

In the second phase of the mentorship, once when the trainees already get used to with the job as well as somehow have the first sight how to avoid the basic cultural misunderstanding and how to change to adapt into the operational working culture, the trainees will be assigned under the mentorship of a mentor coming from different nation. Depends on the culture where the trainee coming from and trainee's ability to adaptability into the new culture, the mentor will be chosen accordingly. By assigning under the mentorship of a different cultural background mentor can help the trainee to get out of their cultural comfort zone and get to learn and understand a new working culture. Furthermore, this also help them to practice using and being influent in English, which also the official working language in Urban Living.

4.2.4 Training plan

Last but not least, a proper training plan for the millennial should be designed. Since not being able to properly develop and apply the potential of the millennial ability is one of the limitation in HR practices in Urban Living which prevent company from fully using its potential workforce, more attention and effort should be taken in order to give the millennials and trainees an effective and equal training program:

Trainee recruitment and selection process: Since the beginning process, the manager needs to be clear about the recruitment position. The recruiting process for trainees should be defined based on the current employee need of the company. Clearly defining the needs of the company can help the manager to be clear what kind of skills and standards in trainee they are looking for, so that the new trainee can be a perfect match for the company. This can make it easier for the manger to arrange and design the appropriate task for the new trainee and avoid the situation of inequality in task delivery to trainees.

Job Design: The Job design and task assignment is the most important step in r practices that is needed to be taken seriously and properly by the HR manager to eliminate the inefficiency and inequality in the task distributed among the trainees. First of all, the task should be assigned to the trainees based on their training expectation and their educational professional capability. Secondly, the quantity of work should be distributed equally among the trainee as lastly, the task assigned should also support the trainees to develop and expand their professional skills in an acceptable scale so that they can challenge themselves but also be able to successfully perform the task.

Training and Supervision in addition to the equal job opportunities, every trainees should also be provided the equal amount of training as well as supervision and feedback in regardless of their personal background. Furthermore, for those who are appear to be not as good as other trainee, should also receive more training and support instead of cutting the quantity of their task.

Evaluation and feedback: all the employee should receive the constant feedback and support during the training ship so that they can constantly keep updating their progress or have a more precise instruction for what and how they should do to improve themselves as their performance.

4.2.5 Training Evaluation

In order to keep track with the changing process created by new proposals as well as to make the appropriate adjustment when needed, the manager needs to clearly develop a training evaluation system that can help her to constantly keep up to date with the new change process. Since these HR change requires a longer period of time to see the impact on the organizational behavior, the evaluation assessment can be taken accordingly base on the project, but it should be tracked at least once per month. The manager can apply various ways to get the result of the impact of the improvement such as:

> Feedback form: The trainees will receive a questionnaire relating to the impact of the changes and they are supposed to provide feedback relating to the outcome and impact of the changes on their professional career improvement. This approaches can be done right after the training ends, and three months after applying the changes so that the employees can have time to clearly see the impact of the change.

> Outcome productivity: The impact on the training can be measured by the comparing the outcome productivities of the expected changing perspective with the expected outcome productivities when making change or the productivities before applying the changes. By this, the company can constantly and precisely keeping tracked and updates the impact as well as the improvement of the changes.

4.3 Advantage for new change

After making research and studying about the HR organizational behavior in Urban Living, the author has come up with the new approaches and improvements that are, in her opinion, can be seen as the possibilities to improve and eliminate the limitations that prevent company human resource from developing and contributing its fullest potential.

First of all, based on the research and current background of the company, the proposed approaches can help company to create an active system toward the diverse difference. Furthermore, the new approaches also help the company to acknowledge and equip the employee enough cross-culture knowledge and skills, from there build a firm platform for the organization and its people to be flexible enough and ready to adapt to the unstop globalization movement as well as the fast changing market.

On the same hand, being able to understand the nature of the culture can help the employee to learn to direct themselves toward the effective cross-cultural communication in any life situation, whether with their colleagues or clients, which can be seen as a very crucial survival skills in the globalization time nowadays. The effective communication between employees can plays a very important role in building a strong cooperative culture in the company, improving employee's well-being and efficiency, which are the main factor that leads the company to reaching its long-term vision.

Additionally, the having the out-door activities can create a chance for the employees to have a closer connection to their colleagues, so that they can feel comfortable when working in place where they can effectively corporate with the people around. Especially, nowadays, the thing that differ a company from another is its team. If the team work in the company can be smooth, the team can together create the best performance and contribute their best to the outcome productivities. Furthermore, according to the motivational theory, the employee just can be motivated in their job when they feel the work and rewards system is shared equally under the same similar performance. As a result, when the well-being of employee is being taken care of, when the working environment and management approaches are equal, the company has gone the half way in creating the best working place for the employee to perform their best and commit themselves to the long-term development of the organization as their future career opportunities.

In addition to this, the changes in proper training plan does not only help the trainees to have chance to contribute their best ability and fresh innovation into the job performance but also give them a chance to express their potential abilities, which can

be a potential placement for the company skill's need, therefore also reduce eliminate the cost and time for initiating a new recruitment process to look for a new placement in the global talent shortage time.

Last but not least, the proposals were created based on the specific organizational background of Urban Living based on considering all the capacity and material as well as skills resources of the company, therefore, it is practical to take the proposal into real life practices.

4.4 Disadvantage for new change

Even though the proposals for new changes and improvements can help the company to improve and develop its HR practices in the way that bring the best benefit to the company in a global economy. However, the change also involve some disadvantages that should also be taken into consideration when make decision in order to the find out the best way to applied at and be able to avoid the potential risk beforehand.

Firstly, the cross-cultural training, the extra-cultural activities or the new training plan for trainees, they all requires the manager to put a lot of effort and energy as well as having enough technical knowledge and understanding to design an proper training for the employees and trainees. Especially, for the multi-cultural training, in order to reach the target outcome of the training, the manager need to properly develop a very flexible training approaches that fit the diverse demands of the trainees. If the training are just designed to equip the theoretical knowledge without any practical applicability which can meet the real need of the organization, then, the company would waste the resource and time for the training without seeing any much positive improvement.

The second concern of the improvement is time and resource that is needed to be invested in order to create the change. Since New York Real Estate industry is known as a place where there are no holiday. Especially when the client of the company are mainly sending request from abroad, therefore, it is necessary for the company to keep up with the client even in the holiday. In New York, time can be regarded as the most valuable resource. On the other hand, the training or the extra

activities requires the participant for spend a moderate amount of time to get involve into the project, furthermore, integrating the changes into the organizational culture need a persistent practice. Therefore, the company and employee should be willing to invest time into this long-term changes.

Additionally, besides the time resources, in order to support the planning process for new changes, there would also be the need of the the capital and human resource investment. However, Urban Living currently is a medium size business, all the budget and the capital is mostly spent to invest into the current property and marketing strategy which can constantly show the productivity and profit of the outcome just a short time after investing. And the project and improvement is mainly designed to improve the performance of the organization in the long-run. Therefore, the manager should also carefully take into consideration the needed resource to take the changes into real life practices without causing the lack of company budget or liquidity of other important investment for the company main operational profit generating activities.

Last but not least, the training requires the active participation and efforts of not only the manager but also of those who get involve. Especially the training plan for the trainees and the mentorship requires the dedicated and active involvement of the more experience employee. However, as life in New York is very busy, the employee tend to focus on completing their job as fast and effective as possible. Supervising and training a less experienced trainees can somehow slow down their working process. Furthermore, the training or cross-cultural activities also requires the employees as well as the manager to spend more extra time and effort to participate in, they may feel tired and demotivated.

4.5 Brief conclusion

Since Urban Living is operating in the very fast moving and changing industry in New York city, the fact of having a diverse workforce can be taken as a huge benefit to help the company to gain its competitive advantage in this huge diverse industrial market in long term run since it can greatly support the company with the ability to be flexible and adaptable to the unpredictable market movement in the globalization era. The lack of appropriate and effective HRM approaches towards to multicultural

workforce, however, can become a disadvantage for the company which can poten-tially threat the outcome productivity of the organization. Therefore, a proper HR manager should seriously pay for attention and effort on improving the multinational HRM practices within the organization in order to fully take advantage of its available talent resource to assist the company in the long-term run.

5 CONCLUSION:

Human Resource practices for diversity management is one of the most important tool to fully take advantage on the potential of the diverse workforce and therefore, drive the operation toward achieving its long-term vision in this globalization era. The thesis has studied about the characteristic of the cultural diversified dimensions as well as the HR practices toward achieving the effective HRM for diversity and long-term development of the operation. Especially, the direction of the study and research was modified accordingly to the specific analysis of the nature of the stud-ied case as well as the industry and market nature.

Throughout the thesis, the qualitative research method has been taken as the main approached toward thesis topic. Since the research issues is relating to Human and Culture fact which requires a deeper involvement and integration into the topic in order to understand it from the inner point of view. Hence, the qualitative method can be seen as the most appropriate approach to ward this thesis topic. Especially, the semi-structure interview has been conducted with the employees and manager of Urban Living, who according to the author, are the one who closely get involve into the studying topic and issues. However, to clearly define the nature of the market, industry and current situation of the company, the quantitative approached was also used. The date was collected from both primary and secondary search. However, due to the credential reason of the information, the author was not allowed to prevail the clear data in the thesis. On the other hand, having working in Urban Living for five months, the author has had a chance to collect the data during the interview with the manager as well as staff, to form the practical view and platform for the thesis.

The theoretical framework can be seen as the basic platform to form the initial point of knowledge, view and understanding toward the thesis topic. From that, the audience can have a proper tool to approach the practical studies case. The theoretical framework was collected from different reliable academic source ranging from text book, e-book, electronic articles, academic thesis and research from the famous university or academic researching institution. In the thesis, the theoretical frame plays a very important since it create the platform for initiating the study and direction of the practical case. Furthermore, the theoretical framework provides to most basic explanation and study based on that, the audience can understand why the practical case proceed in a certain way. The author has also modified and filtered the theory accordingly to the need of the practical case and research topic.

The topic has been studied and demonstrated through the practical study case of Urban Living, a Real Estate company in New York City. Being operated in one of the biggest economic center of the world where the diversity has become a typical identify of the city, Urban Living has huge opportunities to build it reputation as well as grow big from this massive market, however, the nature of fast changing and

diverse market also put a pressure on the business. In order to be flexible and adapt-able to the market demand and movement, the company needs to be able to have a clear direction and goal in the long-term run as well as create the best working multicultural environment for their employee.

Based on the result of the research study and the interview, as well as the practical observation in during the time working the organization, the author has figured out and mentioned about the existing HR practices challenges as well as limitation in HR management which prevents the company to from being able to fully use and develop the advantage of multicultural workforce in achieving its long-term develop-ment. In addition, from analyzing the current company situation as well as Real Es-tate Market situation in New York City, the author has proposed the new improve-ment and changes that can be applied into the HR practices that can potentially replace the gap in the current HR practices. However, the proposal is just the initial idea for making change, the practical application requires the manager to carefully consider all the impacted factor relating to the decision making such as time, plan, policy and resources measurement … Furthermore, the appropriate adjustment is also needed to be taken in order to create the best HR possibilities that suit the specific need and resources of the company.

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APPENDICES

The Results of Interviews with Urban Living NYC HR Manager and Employees.

Interview questions for Mrs. Corinne Deyson, HR Manager or Urban Living NYC from France:

How long have you been working under the position as an HR manager?

What is the advantage and disadvantage of operating the real estate industry in New York?

Based on the current market trend and the company growth speed, do you have a vision for the company's growth in the future?

How did you manage your employee toward the long-term vision of Urban Living?

What do you think is the typical characteristic of the Human Resource in Urban Living?

How do you think the multicultural workforce can benefit the company?

In your point of view, what is the main factor that is needed to be considered when applying HR practices toward multicultural workforce in the company?

What is the difficulties of having multicultural workforce?

If you can make change or improvement in the HR practice, which resources or factor you think is the most crucial to be taken into consideration?

Interview questions for Mrs. Anais Suoris, Sale Agent in Urban Living NYC from France:

How do you think about working in Urban Living in General?

What do you think about your colleagues in Urban Living?

Did you receive enough training, support and feedback for your position?

Do you find it's difficult to work in a very diverse working culture?

Do you feel you have provided enough cross-cultural training to deal with multicultural environment from Urban Living?

How did you learn to adapt into to Urban Living working culture as well as to work in a very diverse market like New York?

Did you find yourself having chance to grow your career and personal professional skills in Urban Living?

Are you having plan to work with Urban Living for a long time? Can you explain why?

How do you think about the cultures, the values and long-term vision of Urban Living?

How do put yourself in to the long-term development goal of the company?

Interview questions for Qing Quang, Intern in Urban Living from China:

How long was your internship in Urban Living?

What did you think about the training ship in Urban Living in general?

How did you see yourself improved after the training ship?

How do you find the training ship will benefit your career in the future?

What do you think is the advantage and disadvantage of the multicultural workforce in Urban Living?

To what extend the training ship in Urban Living met your expectation?

What do you dislike about the training ship?

What do you would like to be changed in the training ship?

Interview Questions for Sonia, intern in Urban Living from France:

How long was your internship in Urban Living?

What did you think about the training ship in Urban Living in general?

How did you see yourself improved after the training ship?

How do you find the training ship will benefit your career in the future?

What do you think is the advantage and disadvantage of the multicultural work-force in Urban Living?

To what extend the training ship in Urban Living met your expectation?

What do you dislike about the training ship?

What do you would like to be changed in the training ship?

How do you think about the working culture in Urban Living?

How do put yourself in to the long-term development goal of the company?