How Japanese Organizations Promote
Person-Environment Fit in Cross-Cultural Perspectives

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Abstract- **This research aimed to study the culture environment administration of Japanese Transnational Enterprises in Thailand and developed the new framework of Person-Environment fit (P-E fit) in cross cultural perspective by multi-level analysis.**

The research method is a documentary research technique. under the framework of Person-Environment fit (P-E)fit that compose of Person-Organization fit(P-O fit), Person-Group fit (P-G fit) and Person- Person fit (P-J fit), which is basically indicates between characteristics of people and their culture environments results in positive outcomes for both individual and organizations.

The research found that the model of Japanese organization promoting Person-Environment fit (P-E fit) in cross culture perspective should be composed of Person-Organization fit(P-O fit), Person-Group fit (P-G fit) and Person- Job fit (P-J fit), which is indicating the relationship between individual culture and their culture environment resulted in positive outcome of individual and organization. The case and new model suggest that institutional and cross cultural contexts affect the way organizations promote Person-Environment fit (P-E fit).

Keywords- **Organization Culture, Thai Culture, Japanese Management, Person-Environment fit, Japanese HRM, Cross-cultural.**

I. INTRODUCTION

Most companies have a distinctive set of norms, values, beliefs, and modes of behavior that distinguish them from other organizations. Such differences are partly because of national culture differences. Thailand and Japan have different social-economic features such as language, social value and economic system. The national socio-economic entities underline the differences not only national culture but also organization cultures. Cross-cultural proficiency helps managers connect with their foreign counterparts. Managers can achieve effective cross-cultural interaction by keeping an open mind, being inquisitive, and not rushing to conclusions about others' behaviors. Experienced managers acquire relevant facts, skills, and knowledge to avoid offensive or unacceptable behavior when interacting with foreign cultures. Cultural environment refers to the cultures in which a firm operates. Culture is the patterns of beliefs and values that are manifested in practices, behaviors, and various artifacts that distinguish the members of one group or category of people from another (Hofstede, 1980; Trice & Beyer, 1993). Culture operates at both the national level, i.e., national culture as put 6 dimensions by Hofstede(1983a), and the organizational level, i.e., organizational culture (Garsten,1993; Hamada, 1989). When considering culture in international transactions it becomes most important to speak of the cultural environment in terms of cultural Person-Environment fit (P-E fit) that influence the effectiveness in organization. There is a growing body of research that includes multiple levels of P-E fit simultaneously. Kristof-Brown (2000) found that applicant P-O fit and P-J fit each explained unique variance in recruiters' hiring recommendations, and P-J fit explained more of the variance than P-O fit. O'Reilly et al. (1991) found that P-O fit and P-J fit had independent effects on job satisfaction, commitment, and intention to quit for accountants. Lauver and Kristof-Brown (2001) found that employees' perceived P-O fit was a better predictor of intention to quit and contextual performance than perceived P-J fit. Saks and Ashforth (1997) found that P-O fit and P-J fit differently affected new hires' outcomes, including job satisfaction, stress, and turnover. Kristof-Brown, Jansen, and Colbert (2002) investigated how individuals integrate their perceptions of P-O fit, P-G fit, and P-J fit when forming work attitudes. They found that each type of fit had a unique impact on job satisfaction and intention to quit. P-J fit had the greatest impact on work attitudes, followed by P-O fit and P-G fit. They also found that two way and three-way interactions of P-O fit, P-J fit, and P-G fit explained additional variance in work attitudes, suggesting that individuals combined their perceptions of various types of fit using more complicated processes than simple linear integration. Cable and DeRue (2002) included perceptions of supplementary P-O fit, needs-supplies fit, and demands-abilities fit to examine the effect of each type of fit, and they found that P-O fit perceptions were related to

organizational-focused outcomes, whereas needs-supplies fit perceptions were related to job and career focused outcomes. Despite the large number of accumulations of P-E fit studies, there are still several research issues that have not yet been explored. Those issues are especially relevant to the international and cross-cultural perspectives and the dynamic process of promoting P-E fit in relation to this research issue, the way human resource practices enhancing P-E fit may differ across cultures and nations. This unexplored issue is the primary motivation of this paper. So far, the person - environment fit theory and its components do not include the cross cultural forces that can create the misfit between the environment and the person. Thus, the aim of this paper is to understand the way organizations promote different types of P-E fit in the cross cultural context by studying of the culture environment administration of Japanese Transnational Enterprises in Thailand and develop the new framework of Person-Environment fit (P-E fit) in cross cultural perspective by multi-level analysis.

II. LITERATURE REVIEW

P-E fit was grounded in the interactionist theory of behavior(Chatman,1989;Muchinsky&Monahan,1987). Interact ions' perspective has a fairly long theoretical tradition, beginning with Lewin's (1951) proposition that behavior is a function of the person and the environment. This view asserts that neither personal characteristics nor environment adequately explain the variance in behavioral and attitudinal variables, but the interaction of the two can be used to explain a large part of the variance. The topic of P-E fit has been studied mainly in the Western (mostly U.S) context but little research has considered international or cross-cultural factor. The research on P-E fit has been done at the individual level, but analyses at the group or organization level are relatively sparse. A research topic that would be of much interest to managers as well as researchers is how organizations achieve the ideal level of P-E fit in order to increase individual and organizational performance. Person-Environment fit has been a subject of increased interest over the past two decades. Understanding how the relationship between people and their work environment and the impact that the 'fit' between the two elements have on performance, satisfaction, adjustment, turnover, effective team work, creativity and innovation is essential to competitive advantage. Person-Environment fit is as old as rational thought. Plato emphasized the importance of matching people to jobs that aligned with their temperament and ability. In the 1900s theories around congruence began to be developed. In 1909 Parsons introduced fit in regards to matching individual attributes to those of different vocations. Person-Environment fit foundational theories stem from Murray's need-press model and interactionism in 1938. In the case of Japanese transnational organization exemplify the way organization promote P-E fit through various HRM practices and develop conceptual models of P-E fit promotion in cross-cultural perspective. In subsequent sections of this paper, I briefly review the

research on P-E fit of existing literature on Japanese management; the illustration will show that how large Japanese companies promote different types of P-E fit through their human resource practices, compared with Thai organization. Later, I develop a conceptual model that captures the dynamic process of promoting P-E fit in Japanese transnational organization in cross-cultural perspective. The case illustration and conceptual model serve as an example of how the specific institutional and cross-cultural context may affect the way organizations promote the ideal level of P-E fit. Finally, I propose a conceptual new model suggest that institutional and cross cultural contexts affect the way organizations promote Person-Environment fit (P-E fit) and discuss future research directions for a better understanding of P-E fit management from international and cross-cultural perspectives.

Conceptual of P-E fit

Researchers have conceptualized P-E fit as a complex and multidimensional concept. Therefore, several different ways to conceptualize P-E fit have evolved. First, P-E fit can be conceptualized either as being supplementary or as being complementary. Supplementary fit occurs when a person supplements, embellishes, or possesses characteristics which are similar to those of other individuals in an environment (Kristof,1996). Complementary fit occurs when person's characteristics add what was lacking to the environment or make it whole. A good fit is the mutually offsetting pattern of relevant characteristics between the person and the environment(Muchinsky&Monahan,1987).

Second, complementary fit can be subdivided into demands-abilities fit and needs-supplies fit. Demands-abilities fit is achieved when the individual contribution or supply matches environmental demands. On the other hand, needs- supplies fit is achieved when environmental supplies meet an individual's needs (Kristof,1996). Third, P-E fit can be conceptualized as perceived and actual fit. Perceived or subjective fit is conceptualized as the judgment that a person fits well in the environment, while actual or objective fit is conceptualized as the comparison between separately rated individual and environmental characteristics (Cable & Judge, 1996; Kristof, 1996).

Types of P-E fit

P-E fit is considered to be an overarching concept under which different types of P-E fit have been identified. The most relevant distinctions in the management of organizations are person-job (P-J) fit, person-group (P-G) fit, and person-organization (P-O) fit, which somewhat correspond to individual, group, and organizational levels of P-E fit. Some researchers have also conceptualized other types of P-E fit such as person-vocation (P-V) fit and person-person (P-P) fit as distinguishable concepts from the above-mentioned three levels of P-E fit (Holland, 1985 and Vianen, 2000). P-J fit can be defined as the match between knowledge, skills, and abilities (KSAs) of the individual and the requirements of the job, or the desire of the individual and the attributes of the job (Edwards, 1991). P-J fit is the traditional concept of fit that has dominated research and

practice in employment selection in the Western context. Thus, P-J fit has a long history of providing a structure that produces valid and reliable selection results (Werbel & Gilliland,1999). P-O fit can be broadly defined as the compatibility between individuals and organizations.

The roots of P-O fit can be traced back to Schneider's (1987) Attraction-Selection - Attrition (ASA) framework, which suggests that individuals will seek out organizations that are attractive to them, will be selected to be a part of the organization, and will leave when they are no longer attractive to each other. Research on P-O fit has received much attention from researchers who recognize the limitations of the extensive focus on P-J fit in management studies. P-G fit can be defined as the match between individuals and work groups (i.e. coworkers and supervisors). P-G fit is a relatively new construct comparing to the other two types of P-E fit. P-G fit is based on the idea that many employment positions require interpersonal interactions with group members (Werbel & Johnson, 2001). Researchers argue that selection of employees for team-oriented environments must go beyond the traditional job analysis approach and should consider P-G fit as well as P-J fit and P-O fit (Werbel & Gilliland, 1999). Researches on P-E fit generally support the idea that a high level of P-E fit is related to a number of positive individual and organizational outcomes. First, consistent with the traditional view that P-J fit is the most fundamental in personnel selection, empirical researches show that a high level of P-J fit has a number of positive outcomes. Personnel selection researchers have demonstrated that validated and structured procedures for determining P-J fit have led to more effective selections of employees when compared with unstructured techniques (McDaniel, Whetzel, Schmidt, & Maurer, 1994). In addition, job satisfaction, low job stress, motivation, performance, attendance, and retention are positively affected by demands-abilities P-J fit (Edwards, 1991). Needs-supplies P-J fit was also found to correlate with improved job satisfaction, adjustment, and organizational commitment, as well as with reduced intention to quit (Edwards, 1991).

Research criteria

This issue is related to understanding the dynamic process in which organizations promote the ideal level of P-E fit. P-E fit is generally considered to be enhanced through individual job choice, employee selection, socialization practices, and skills training (Kristof-Brown, Bono, & Lauver, 1999). However, there are not enough studies that specifically focus on how various human resource practices can influence different types of P-E fit. Furthermore, in relation to the first research issue, the way human resource practices enhance P-E fit may differ across cultures and nations. Which are the main purpose of this paper. Thus, the objective of this paper is to understand the way organizations promote different types of P-E fit in the direction of cross culture context on institutional and cultural influences in organizations' P-E fit management.

1) *General Model of P-E Fit:* P-E Fit (e.g. Fig. 1) reflects both developmental and dynamic processes. Ostoroff et al. (2002) theorized a general model for achieving P-E

Fit during young adulthood, reflecting the dynamic and relationships among interest, abilities, career goals, career choice, and skill acquisition .To be achieving fit during early career is a kind of the goal striving process through individual development. This model indicates that the skill acquisition process is ultimately related to fit along a number of dimensions (e.g., organization, group, job and occupation). The basic mechanism proposed in their model is that, during the career development, individual are likely to reassess and re-evaluate their career goals continuously as they learn more and acquire more skills. Positive responses from the environment tend to result in greater goal persistence, persistent career choice, and relevant skill acquisition, whereas negative reactions will likely entail a reassessment and potential shifting of goals and career choices.
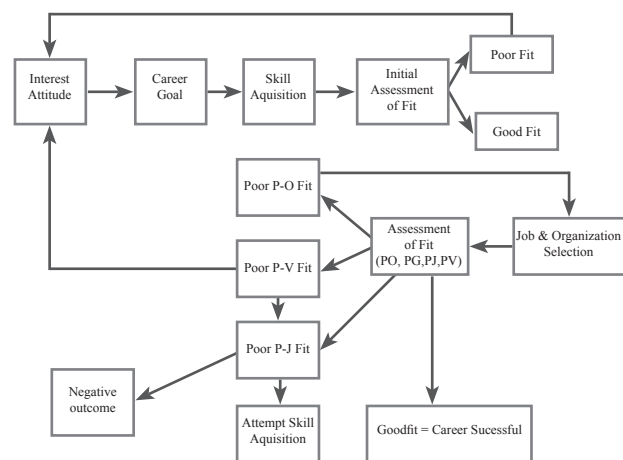

Fig. 1 General Model of Person-Environment fit during early career (Source: Ostoroff et al., 2002 as cited in Sekiguchi, 2004)

Japanese organizations: General Human Resource Practice

The traditional stereotype of Japanese HRM is often characterized as consisting of three pillars: long-term employment, seniority wages and promotion, and enterprise unionism (OECD, 1973). Beyond this simple stereotype, several HRM practices such as broad job classifications, employee participation, extensive in-house skill training, and compensation practices that reward both employee performance and skill development, which are embedded in the long term employment and enterprise unionism, are increasingly emphasized (Aoki,1988;Koike, 1992; Morishima, 1995).Some researchers argue that Japanese HRM is characterized as an employment system whose basic principle is to enhance employee learning, and that learning of new skills and acquisition of knowledge are explicitly designed, supported and encouraged by various HRM practices (Morishima, 1995; Clegg & Kono, 2002). From the multiple levels of P-E fit perspective, it is useful to discuss the fundamental characteristics of Japanese firms that correspond to the job, group, and organization levels. At the job level, Japanese job classification is more simple and broad, and job assignments are much more fluid and flexible, than those of Western firms (Lincoln, Hamada, & McBride, 1986). Employees are expected to perform a wide

range of job functions and accept frequent changes as part of their regular day-to-day operations. Moreover, individual roles have a lower degree of specialization and careers are structured around a general functional area or a product category, with specific assignments determined by the degree of employees' skill development and existing circumstances such as product demand (Morishima,1995). These job characteristics in Japanese firms indicate that processes that are involved in P-J fit could be seen as more dynamic than in Western firms. Nevertheless, recruitment and selection in Japanese firms have focused less on P-J fit. Instead, Japanese firms focus on general employability characteristics such as personality traits and intelligence. Moreover, the relatively high importance of employment interviews suggests that they focus more on P-O fit than other types of fit. P-G fit may also be emphasized less especially when there is uncertainty about which department and what job the new hire will be assigned. It could be described relating to Japanese HRM toward P-E Fit as below concept,

Japanese P-O fit: Focusing to different types of P-E fit in recruitment and selection, aside from general Japanese P-G and P-J fit in which is focusing to the time of hiring are less emphasized because the majority of job applicants are new graduates without significant work experience, the nature of entry-level jobs is typically broad and flexible, and it is often uncertain which department or job to which an applicant will be assigned until he or she is hired.
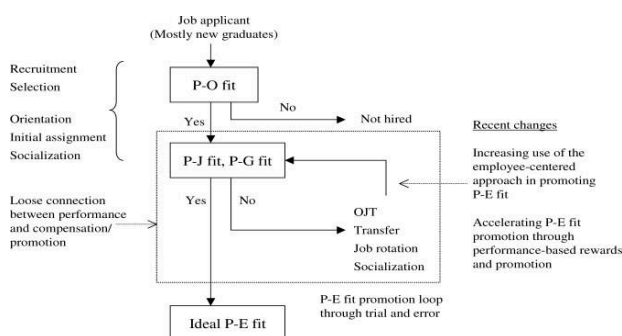

Fig. 2 Conceptual model of the relationship between HRM practices in collectivistic cultures: Recent change in Japan.
(Source: Sekiguchi et al., 2006)

Fig. 2 shows of the model suggests that the process of orientation, initial job assignments and subsequent socialization practices enhance the P-O fit that is established in recruitment and selection, and tentatively match individuals with jobs and groups. The latter can be interpreted as the initial attempt to create P-J fit and P-G fit. However, those practices do not necessarily create an ideal level of P-E fit for most employees. Rather, promoting P-J fit and P-G fit within the organization is more dynamic and is based on the long-term perspective. As Figure 2 illustrates, this dynamic process of promoting P-J fit and P-G fit is represented as a cycle of trial and error. Specifically, when an individual is found to misfit with a group or job, he or she will have an opportunity to change current job assignment or to be transferred to a different work group.

A relatively loose connection between job performance and compensation and promotion decisions, as well as other HRM practices, supports this dynamic process. As a result, there will occasionally be ebbs and flows in the levels of P-G fit and P-J fit, reflecting the effort of using trial and error to create the best environment (i.e., an ideal level of P-E fit) for each employee. The model suggests that, as discussed in the case illustration, some of the recent changes in Japanese HRM practices are considered to reflect the shift from a heavy focus on the firm-centered approach (i.e. selection) to an increasing use of the employee-centered approach (i.e. autonomy and choice) in terms of promoting P- E fit. Also, gradual movement toward focusing on P-J fit in recruitment and selection, and introducing performance-based compensation and promotion in many Japanese firms can be interpreted as an attempt to accelerate the process of promoting P-J fit and P-G fit as well as P-O fit within organizations.

National Cultural Dimension Comparative

Fig.3 shows of the model to the Culture Dimension differentiate between Japan and Thailand that National Culture influence to Organization Culture.
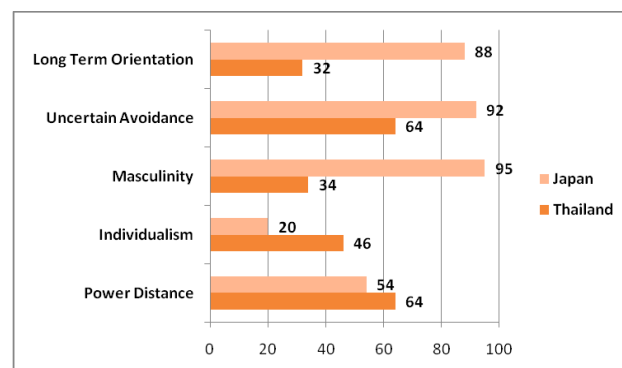

Fig. 3 Hofstede's Cultural Dimensions between Japan-Thailand
(Source: Hofstede, 2002)

1) *Power Distance:* This dimension deals with the fact that all individuals in societies are not equal - it expresses the attitude of the culture towards these inequalities amongst us. Power Distance is defined as the extent to which the less and more powerful members of institutions and organizations between Japan and Thailand expect and accept that power is distributed unequally. The score resulted shown that Japan society has the power distance lower than Thailand society.

2) *Individualism:* The fundamental issue addressed by this dimension is the degree of interdependence a society maintains among its members. It has to do with whether people´s self-image is defined in terms of "I" or "We" between Japan and Thailand. In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist societies people belong to 'in groups' that take care of them in exchange for loyalty. The score resulted shown that Japan societies belong to collectivism more than individualism versus Thailand.

3) *Masculinity:* A high score (Masculine) on this dimension indicates that the society will be driven by competition, achievement and success, with success being defined by the winner / best in field – a value system that starts in school and continues throughout organizational life; Meanwhile, a low score (Feminine) on the dimension means that the dominant values in society are caring for others and quality of life. A Feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable. The fundamental issue here is what motivates people, wanting to be the best (Masculine) or liking what you do (Feminine). The score resulted shown that Japan values in society are caring for masculine which is aim to achievement and success more than feminine which is aim to quality of life versus to Thailand.

4) *Uncertainty Avoidance:* The dimension Uncertainty Avoidance has to do with the way that a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? This ambiguity brings with it anxiety and different cultures have learnt to deal with this anxiety in different ways. The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the score on Uncertainty Avoidance. The score resulted shown that Japan society deal with the uncertain avoidance more than Thailand.

5) *Long Term Orientation:* This dimension describes however society has to maintain some links with its own past while dealing with the challenges of the present and future, and societies prioritize these two existential goals differently. Normative societies. Which score low on this dimension; for example, prefer to maintain time-honored traditions and norms while viewing societal change with suspicion. Those with a culture which scores high, on the other hand, take a more pragmatic approach. They encourage thrift and efforts in modern education as a way to prepare for the future. The score resulted shown that Japan values in society are caring for long term orientation versus Thailand, which is majority belong to short term orientation.

Japanese Multi-organizations: HRM Practice in Thailand

As illustrated earlier, Japanese original HRM is said to be transforming. But some researchers point out that such transformation is slowed by the embedding of Japanese HRM systems in institutional and cultural contexts which are much slower to change of it.(Robinson, 2003). Whether or not changes are rapid or slow, a numerous of prior researchers have been found that that National Culture influenced to Organization Culture (e.g. Fig. 3) illustrated about Cultural Dimensions between Japan-Thailand. Japanese Multi-organization related to their HRM practice which has been embedded from the head quarter from mother companies impacted mainly to person-organization-fit person-group-fit and person-job-fit in cross culture context impacted to Thai employee turnover intention

which was caused by misfit using of their original concept of HRM practice then lead to outcome less organization commitment and finally failure royalty to organization.

Organizational commitment is an important factor in the hearts of employees because it will bind employees to keep working in the organization and contribute to the performance of the organization. Low organizational commitment will result in high employee intention to leave and if this condition is experienced by many employees, the problem of turnover will influence the organization performance given the high cost of recruitment, new employee orientation, training needed to gain the competencies required and delayed productivity due to the adjustment of new employees, decrease in integration among employees, employee demoralization, which then affects the effectiveness and productivity of the organization (Abbott, White & Charles, 2005; Arnold & Davey, 1999; Camp, 1994; Chughtai & Zafar, 2006; Cole & Bruch, 2006; Jones, Jones & Prenzler, 2005; Kibeom, Meyer, & Kyung Yong, 2001; Wasti, 2003). On the other hand, high organizational commitment will result in the employee loyalty to the organization and will contribute to organizations that exceed expectations and achieve excellent performance (Chen, Hwang & Liu, 2009; Chughtai & Zafar, 2006; Francesco & Chen, 2004; Karrasch, 2003; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Riketta & Landerer, 2002; Siders, George & Dharwadkar, 2009). The previous research conducted by Watson-Wyatt World-wide entitled Work Asia (2004) revealed the attitude of employees throughout Asia. The survey involved a sample of more than 115,000 employees from companies in 11 countries, e.g. Indonesia, Malaysia, Thailand, Singapore, Taiwan, China, Australia, Japan, India, South Korea and the Philippines. In this survey, respondents from 46 companies in 14 industries, as the research resulted found that the desire to change job and the intention to leave the company for another company are also in terms of salary, position and job scope.
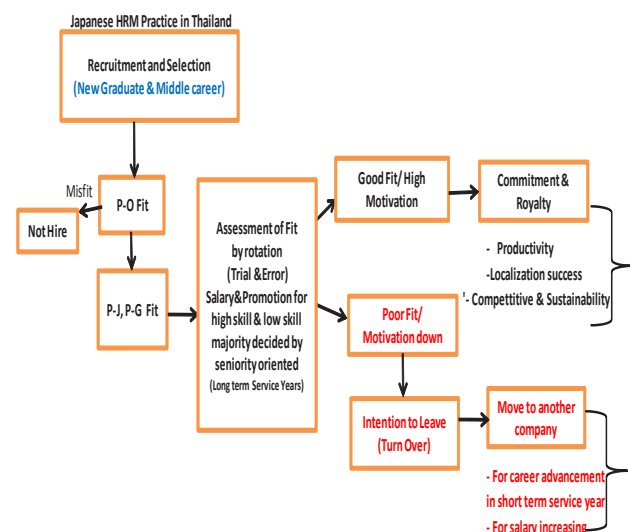

Fig. 4 Model of JP HRM practice in Thailand

Fig. 4 shows a model illustrated that Japanese HRM practical in Thailand has been also embedded the original system from Japan Head Quarter. Nevertheless, Japanese employee mostly are the collectivism (Hofstede, 2002) and high commitment & royalty to the organization, even though misfit might be occurred by trial and error in rotation for skill development(P-J)and internal socialization (P-G), they are never have such a concept of intend to leave from the company to new organization if compared with Japanese multi organization in Thailand that mostly of employee are Thai people, those are the individualism (Hofstede,2002). Recruiting and hiring are also mostly searching for the middle career mixed and working together with non-skill employees who are having of long service years since initial stage. In the middle career, employees holding of high skill felt of misfit in evaluation and promotion system that will led to lower motivation. Non-skill and High skill are under Human Resource Evaluation of seniority oriented per long term service years. As mentioned, those persons who are holding of high skill with short service years compared with non skill with long service years felt into unfit then decided to leave the organization, effected to organization productivity improvement , localization enhancement, and competiveness caused by holding of numerous non-skilled employees with long service years remaining in the organization. Organizations in collectivistic cultures such as those of Japan and other Asian countries (Oyserman, Coon, & Kemmelmeier, 2002)may emphasize P-O fit and P-G fit in organizational entry and subsequent employee careers more than organizations in individualistic cultures. This is because aligning organizational and group values is relatively more important in collectivistic cultures than in individualistic cultures (Hofstede, 1980; Triandis,1995). Training and internal staffing (e.g. job rotation and promo-tion), which are usually considered to be the most relevant in P-J fit, would also be used to promote P-O fit and P-G fit in collectivistic cultures.

Empirical studies: HRM practices in Asian countries
According to Some empirical studies indicate that HRM practices in Asian countries have both similarities and dissimilarities (Huo, Huang, & Napier, 2002; Milliman, Nason, Zhu, & Cieri, 2002; Warner, 2000 as cited in Sekiguchi, 2006, pp.47-69.). However, we have very little understanding of whether organizations' P-E fit management practices in the Asia-Pacific region are similar or different, and whether they are converging or diverging in response to globalization and other institutional and cultural changes. As illustrated earlier, Japanese HRM is said to be transforming. Some researchers often point out that such transformation is slowed by the embedding of Japanese HRM systems in institutional and cultural contexts which are much slower to change than technologies and economic circumstances (Robinson, 2003). According to Fig. 3 illustrated that there are the difference of Cultural Dimensions such as long-term and short-term orientations between Japan and Thailand (Hofstede, 2002). The time frame in which organizations promote P-E fit would differ significantly across nations. Also, such a difference in the

time frame would affect whether organizations use trial and error or use strict matching to determine P-E fit. For example, distinction between long-term and short-term orientations as a cultural dimension (Hofstede, 1991) may affect the way organizations promote P-E fit. Japan country rank highly on the long-term orientation scale, while Thailand are considered to be short-term oriented (Hofstede, 2002). Organizations in collectivistic cultures such as those of Japan and other Asian countries (Oyserman, Coon, & Kemmelmeier, 2002) may emphasize P-O fit and P-G fit in organizational entry and subsequent employee careers more than organizations in individualistic cultures. This is because aligning organizational and group values is relatively more important in collectivistic cultures than in individualistic cultures (Hofstede, 1980; Triandis, 1995). Training and internal staffing such as job rotation and promotion, which are usually considered to be the most relevant in P-J fit, would also be used to promote P-O fit and P-G fit in collectivistic cultures.

III. CONCEPTUAL MODEL OF P-E FIT PROMOTION : INDIVIDUALISTIC HOST COUNTRY

This research method is a documentary research technique. under the framework of Person-Environment fit (P- E)fit that compose of Person-Organization fit(P-O fit), Person- Group fit (P-G fit) and Person- Person fit (P-J fit), which is basically indicates between characteristics of people and their culture environments results in positive outcomes for both individual and organizations.

1) The Time Frame: short-term / Long Term orientations
The research found that, the time frame (Employee Service Years) in which organizations promote P-E fit would differ significantly across nations. Also, such a difference in the time frame would affect whether organizations use trial and error or use strict matching to determine P-E fit. For example, distinction between long-term and short-term orientations as a cultural dimension (Hofstede, 1991) may affect the way organizations promote P-E fit. In general, Japan rank highly on the long-term orientation scale, while Thailand is considered to be short-term orientated (Hofstede, 1991). In this case, Japanese organization may tend to use trial and error to promote P-E fit from a long-term perspective, and matching people and jobs, groups, and organizations carefully after organizational entry even though they are doing business outside Japan and located under individualistic socialization (short-term orientations) such as in Thailand.

2) Labour market mobility
Labour market mobility may also be related to the time frame of promoting P-E fit within the firm. As is the case in Japan, where the labour market for mid-career employees is relatively immature if compared with Thailand. Japan' labour mobility is low, the majority of employees are considered to stay in one organization for a long period. In such cases, organizations may use a long-term perspective in promoting P-E fit often using trial and error. On the

other hand, if the mobility of the labour market is high, such as in Thailand, employees who experience P-E misfit will not stay within such an organization for long periods and will move from organization to organization until they find a good fit.

3) Collectivistic and individualistic cultural values study

According to Chatman and Barsade (1995) 's study by using simulated organizational setting and created collectivistic and individualistic cultural values and examine how people in individualistic behave in such organization setting. They found that cooperative individuals behaved more cooperatively when they worked in an experimentally induced collectivistic culture. Their study also demonstrated that cooperative individuals tended to vary their behaviour more depending on whether or not they were in an collectivistic or individualistic culture, while more individualistic individuals tended to be less responsive to cultural norms. Personality research suggests that cooperative people are more likely to adjust their behaviour to suit the situations in which they find themselves. Therefore, compared with individualistic people, they are more concerned about finding in and are more willing to go along with others (John, 1990 ; Chatman & Barsade,1995 as cited in Sekiguchi, 2004).
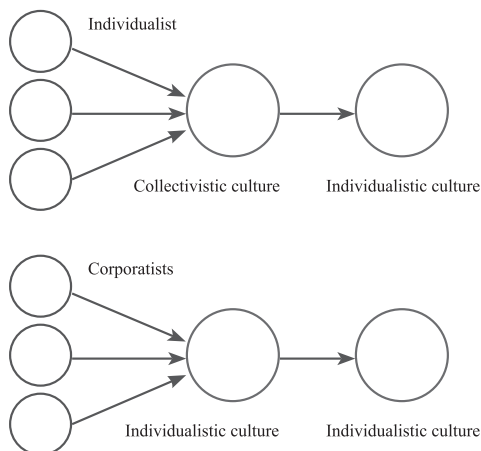
Fig. 5 Relationship among culture, fit and change
(Source: Sekiguchi, 2004)

Fig. 5 shows a relationship among culture, fit and change, which was finding from Chatman & Barsade's study have also implications for organization or group change. If people with individualistic disposition join the organization or group with collectivistic culture, they are less likely to change their behaviour toward cooperative. It is possible that members of collectivistic organization or group may adjust their behaviour toward more individualistic to accommodate the individualistic newcomers, which increase the possibility that collectivistic culture in such organization or group may be transformed into individualistic one. In contrast, if people with cooperative disposition join the organization or group with individualistic culture, they are likely to change their behaviour toward more individualistic, which results in the continuity of the individualistic culture of the organization or group.

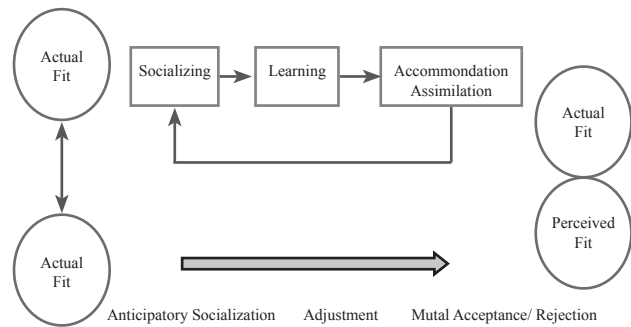### 4) Socialization in actual and perceived fit.

Fig. 6 The role of socialization in actual and perceived fit
(Source: Kristof-Brown et al., 1999 as cited in Sekiguchi, 2004)

Fig. 6 shows of the role of socialization in actual and perceived fit. According to Kristof-Brown, et al. (1999), the process in which socialization influence actual and perceived fit goes following way. Prior to organization entry, actual fit between individuals and aspects of work environment such as job, group, organization may difference from the perceived fit, depending on the accuracy of expectations that are set during anticipatory socialization. That is anticipatory socialization, which include all of the activities and interactions engaged in by job seekers and recruiters or managers, plays a major role in the development of initial levels of Person-Environment fit.

The socialization process is called mutual acceptance/ rejection. In this stage, a process of evaluation occurs in which all relevant parties assess whether or not their resulted fit is adequate. If resulted levels of fit are high, mutual acceptance will occur, in the opposite, if the resulted are low, rejection by at least one party could be occurred.

5) P-E Fit management conceptual model in individualistic host country: Japanese IHRM Practice promotion in Thailand
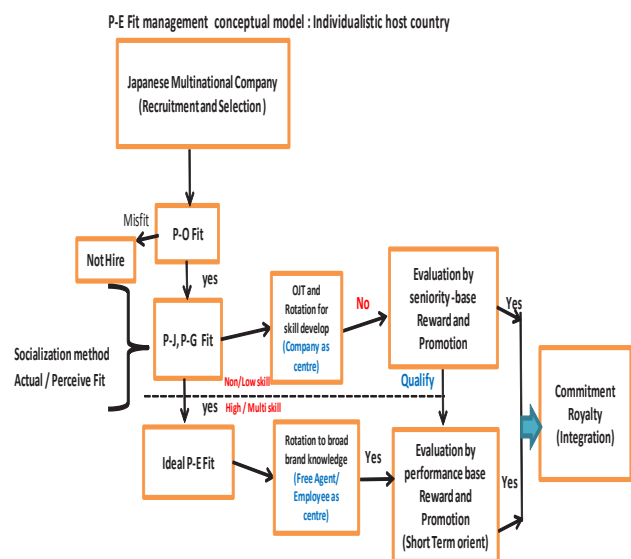
Fig. 7 P-E Fit management conceptual model in individualistic host country: Japanese IHRM Practice promotion in Thailand

Fig. 7 shows P-E Fit management of the Conceptual Japanese IHRM Practice model promotion in Thailand, which are mainly of persons belong to individualistic cultures whereas the organization of Japanese culture belong to collectivistic culture. Labour market mobility may also be related to the time frame of promoting P-E fit within the firm. As is the case in Japan, where the labour market for mid- career employees is relatively immature and thus labour mobility is low, the majority of employees are considered to stay in one organization for a long period. In such cases, organizations may use a long-term perspective in promoting P-E fit often using trial and error by doing socialization in actual and perceived fit method (P-Job fit, and P-Group fit) by company consideration(Company as the centre). On the other hand, if the mobility of the labour market is high, such as it is existing in Thailand, organizations can replace misfit employees with others from the labour market. Also, employees who experience P-E misfit will not stay within such an organization for long periods and will move from organization to organization until they find a good fit. Thus, organizations as well as employees in nations with high labor mobility would prefer P-E fit promotion from a short-term perspective, also making a consideration for socialization in actual and perceived fit method (P-Job fit, and P-Group fit) by their own willing (Free-agent: Employee as the centre).The organization is necessary to use the different two types of employee evaluation and promotion by separating method of non skill and high skill/ multi skill persons into P-E Fit different practical such as using of Trial and Error original method for non-skill/new graduate in order to develop their skill, but to talent skill evaluation method for middle-career or high skill persons. Finally, it could become to real existing performance that lead to satisfactory for individual, at last to organization effectiveness.

Understanding how Japanese organizations promote their P-E fit under cross-cultural perspective in the case study of Thailand country that individualism is a quite majority impacted to employee performance outcome and organization effectiveness. Managers should understand that different components of HRM practices such as staffing, rewarding, developing and maintain play different roles in promoting various types of P-E fit.

Managers should implement by taking into account the organization and cross cultural factors that influence how to promote P-E fit. Furthermore, multinational enterprises and foreign companies that operate in specific regions may need to understand these factors because even powerful foreign companies may often be forced to conform to the cultural or institutional norms of management practices in specific regions (Robinson, 2003). Developing the general model of P-E fit management discussed in this paper would further help managers in different countries or multinational enterprises to plan, coordinate or improve the process of promoting P-E fit through various human resource practices in the cross culture context.

Conclusions

This paper has acknowledged the understanding of the process through Transnational Japanese Organization promoting P-E fit under cross-cultural perspectives by using of HRM practice and culture dimension analysis to develop a conceptual model of P-E culture fit promotion in the case study of Thailand. However, There are still many opportunities for conducting research on P-E fit in the ASEAN region by investigating how organizations in ASEAN nations such as Laos, Myanmar, Cambodia, Vietnam, Malaysia and Singapore promoting P-E fit through a variety of HRM practices in order to be applied for a general model practically, especially in the countries where are belong to time frame culture difference, to do more investigation would provide us with wider knowledge of both theory and practice. These investigations would suggest the relationship between Person-Environment culture fit management that significantly impacted employee commitment and intention to leave under the individualism culture and high mobility in the labor market environment. By this matter, the P-O fit congruence will lead to the integration and harmonization within organization such as joint decision, multi-level skill and localization enhancement and probably could minimized operation cost of hiring Japanese employees to work in host country. Finally, Cross Culture Compromising will lead to high loyalty and high performance of local staffs and to high performance of the organization.

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