Abstracts

Misfit between Employees in an Organization and the Environment: The Current State of P-E Fit/Misfit Research

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In this paper, we first focus the origins of person-environment fit（P-E fit）research and the relationship between sub-dimensions of the "environment," such as job and organization. We also discuss the multi-dimensionality of the definition of "fit." Fit can be broadly divided into similarity, or "being congruence," and fulfillment, or "getting what you want." We discuss how these distinctions affect the definition of fit, research design, and how we think about misfit. Since 2015, a large number of empirical research papers have been published, and a review paper presented the five research approaches of（a）atomistic studies,（b）molar studies,（c）molecular studies,（d）interpretive studies, and（e）assumptive studies. Over the past few decades, existing research has viewed misfit negatively. However, we propose that appropriate fitting by interactions can be achieved when the motivation and dynamics created by misfit are properly managed by both the organization and employees by capturing misfit structurally and in more detail.

The Uncertainty Brought to Workers by Technological Advancements: A Discussion on the Impact of AI and Digital Transformation

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This paper discusses the uncertainty, driven by the evolution of digital technologies, for organizational employees. Whereas advanced technology enables non-experts to perform tasks that used to require sophisticated knowledge and skills, it also introduces a novel set of anxieties and challenges for the workforce. The current paper presents a 3-category framework of digital transformation（DX）: "Digitization," which reduces cost through efficiency improvement; "Digitalization," which transforms business models and organizational structures; and "Digital Disruption," which shifts value propositions. Additionally, the impact of DX is analyzed from the leadership and skill diversity perspectives. The oft-sensationalized "AI will take jobs and put humans out of work" narrative notwithstanding, the source of workers' anxiety lies not in the technological changes per se but in the lack of clarity regarding the direction and significance of those changes. Effective leadership is identified as a critical factor for the success of DX. This paper problematizes the previous studies that contend AI benefits lower and middle-tier workers more than upper-tier employees, and posits that the top-notch professionals, in fact, stand to gain the most from cutting-edge technologies. In conclusion, technological advancements may redefine labor, and uncertainty does not necessarily equate to terrifying threats for workers.

Employee-Initiated Proactive Strategies for Enhancing Well-Being: Advances and Future Directions Based on Work Design Theory

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The Job Demands-Resources（JD-R）model is a prominent work design theory that explains the relationship between work environments and employee well-being. The importance of individualized work design has recently grown due to the increasing diversity of employees within organizations. In response, the JD-R model has attempted to incorporate employee-initiated proactive strategies, such as job crafting and proactive coping, into its framework. However, the contributions and limitations of these attempts have not been examined. Thus, this study first reviews the theoretical implications and empirical findings of the JD-R model's incorporation of proactive strategies, then focuses on job crafting and proactive coping as specific examples of such strategies and explores how these behaviors can be explained from an individual perspective and how they can complement explanations based on the JD-R model. The findings suggest that these attempts within the JD-R model allow for the explanation of the bidirectional relationship between work environments and employees, contributing to empirical insights into the role of proactive strategies in the relationship between work environments and employee well-being（e.g., as antecedents, mediators, or moderators）. On the other hand, the findings also indicate that the JD-R

model by itself is limited in elucidating the underlying mechanisms. Future studies to uncover these mechanisms may benefit from a complementary integration of the JD-R model with theoretical models that can explain the psychosocial processes experienced by individuals.

Career Development Programs: Policy and Practical Significance of In-House Career Counseling

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The aim of this paper is to analyze the policies, practical significance, and challenges associated with career development programs, with a particular focus on career counseling. First, this paper clarifies the diverse meanings of the term "career counseling" and presents a conceptual matrix for targeting career counseling based on two axes:（1）psychological well-being and（2）the support-providing agents. It then reviews the historical evolution of workforce skill development policies, noting shifts in focus shaped by economic changes, from passive worker protection to proactive skill development, and from company- and state-driven initiatives to individual-driven self-improvement. While the latest "11th Vocational Abilities Development Plan" promotes the adoption of in-house career counseling, this paper emphasizes two crucial needs: building a knowledge base to enhance its effectiveness and training career counselors with expertise in labor fields. Using data from surveys conducted by private companies, an exploratory analysis identifies corporate perspectives on target profiles for career development programs. The findings suggest that HR personnel categorize targets into two groups: high performers and those in need of support. Furthermore, HR Decision-Makers are more likely to focus on high performers compared to HR Specialists, who serve primarily in an advisory role.

"Proactivity" Sought by Japanese Companies: Implications for Human Capital Management

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The purpose of this paper is to examine the issues that companies face in human resource development by analyzing the "proactivity" sought by companies and universities. Regarding the requirement of proactivity and the meaning of proactivity in both contexts, I presented the results of the study（Mutoh 2023）, and newly analyzed official documents related to university education. The results suggest that there is a difference between the proactivity required by universities and that required by companies. I pointed out that companies need to be aware of this gap in the understanding of proactivity and to take measures to close it. The results also suggest that while companies uniformly require proactivity from students regardless of the company's size and industry type, within companies, there are differences in the demands for proactivity among employees depending on their type of work and employment status. I pointed out that quite a few employees are not required to have proactivity and that such employees do not have opportunities to "think in their own way," "express themselves," and "collaborate with others concerning work" through their work. As companies are required to manage their human capital, developing proactivity for all employees has become a priority.

Future Work and Support for Work: Thinking about the Health and Safety of Working People from the Perspective of Working Psychology

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Guaranteeing a safe and healthy working environment is a matter of human rights. It is based on safe and healthy daily life. In this paper, we review the concept of "working" from the perspective of Blustein's working psychology and examine the significance of work and its instability. We then discuss the issues and possible support from the perspectives of developmental psychology and occupational health with regard to safety and health. Regarding lifelong career development, we discuss the generativity of identity theory and Heckhausen's self-regulation. In relation to occupational health, we verified the importance of decent work and discussed the need for research on working psychology as a model to cope with a declining working population and aging society.