

# THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

## Departmental Research Seminar



### A Contingent Configurational Perspective of HRM Systems and Organizational Effectiveness By

**Prof. Kaifeng Jiang**  
**The Ohio State University**

**Date : 8 May 2024 (WED)**  
**Time : 2:30 – 4 pm**  
**Venue : M802**

#### **Abstract**

Although fit is a fundamental concept in the linkage between human resource management (HRM) practices and organizational effectiveness in the strategic HRM field, there has been a call for more research to examine configurations that encompass both horizontal fit (i.e., the internal consistency of an organization's HRM practices) and vertical fit (i.e., the alignment of HRM systems with contexts) to achieve optimal desired outcomes. Across two studies featuring multi-source matched data, we identified multiple distinct types of HRM systems. Furthermore, by adopting a contingent configurational perspective and utilizing fuzzy set qualitative comparative analysis, we found various configurations of HRM systems and multi-dimensional organizational contexts (including firm ownership, firm size, innovation strategy, environmental uncertainty, local talent supply, and local government interference) that achieve high levels of firm performance and/or collective affective commitment. These findings contribute to our understanding of horizontal fit and vertical fit of HRM systems and highlight the importance of aligning HRM systems with specific organizational contexts to drive both organizational and employee-centric outcomes.

**Prof. Kaifeng Jiang** is Professor of Management and Human Resources at The Ohio State University and a visiting Chair Professor at Guanghua School of Management, Peking University. Prof. Jiang is an internationally known scholar and thought leader in strategic human resources management. He has a significant publication record in the field of strategic HRM that places him among the top 2% of the most cited scholars and scientists for a single year in 2020, 2021, and 2022 according to the report published by Stanford University and among the most prolific scholars in the field of strategic HRM over the last decade. He was awarded Early Career Achievement Award from the HR Division of Academy of Management in 2018, was the Luis Aparicio Prize runner-up twice, has received multiple best teacher and best reviewer awards. He has served as associate editor for three journals and on editorial boards of 10 others. He is a SIOP Fellow and has been an active contributor to the HR Division of the Academy of Management, serving on its Executive Committee from 2017 to 2020 and participating in the leadership track from 2021 to 2027.

**All interested are welcome.**



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