EXAMINING SHRM HORIZONTAL FIT RELATIONSHIP WITH ORGANIZATIONAL PERFORMANCE: BY ELIMINATING METHODOLOGICAL CONCERNS

Noman Soomro¹, Aamir Firoz Shamsi², Muhammad Zahid³ and Abdul Rasheed⁴

Abstract

This paper aims to examine the relationship of SHRM horizontal fit with the organizational performance outcomes in the context of Pakistan. The study was designed, by observing the significance of SHRM, its unexplored nature in the organizations operating under the finance and insurance sector of Pakistan to leverage the contributions of SHRM horizontal fit towards their organizational performance. The study design, also keenly focused on eliminating the prevailing methodological concerns to examine the relationship. Collected data were assessed through AMOS to test the proposed hypotheses. The result of the hypotheses testing endorsed the positive contributions of SHRM horizontal fit towards the organizational performance of finance and insurance sector organizations of Pakistan. The study concluded with key managerial implications, contributions of the study and directions for future research.

Keywords: SHRM Horizontal Fit, Organizational Performance, Methodological Concerns, Study Design.

JEL Classification: Z000

Introduction

The strategic partnership of human resource management (HRM) has comprehensively replaced its traditional concept of record-keeping with a modern concept of strategic human resource management (SHRM), which has gained significant attention from the researchers on account of its contribution, towards the organizational performance. Since the inception of SHRM in the 1990’s its

¹Assistant Professor, Department of Management Sciences, SZABIST, Karachi, Pakistan. Email: soomro_noman@yahoo.com
²Dean and Professor, Department of Management Sciences, SZABIST, Karachi, Pakistan. Email:aamirfs.personal@gmail.com
³Assistant Professor, Department of Management Sciences City, University of Science and IT Peshawar, Pakistan. Email: zahid@cusit.edu.pk
⁴Assistant Professor, School of Business & Management Sciences, Minhaj University, Lahore, Pakistan. Email: Rasheed_online@hotmail.com
significance and positive contribution towards the organizational performance has been recognized by (Darwish, Singh, & Mohamed, 2013; Vekeman, Devos, & Valcke, 2016; Zehir, Gurok, Karaboga, & Kole, 2016). SHRM as a field, broadly defined by Armstrong (2008) as an approach of achieving organizational performance through the integrated human resource management policies and practices. Organizational performance results through the effective integration of human resource management policies and practices in the SHRM literature remained achievable through a theoretical approach of SHRM horizontal fit (Wright & McMahan, 1992).

SHRM horizontal fit, as an approach is based on creating alignment, consistency, coherence, and integration of human resource management policies and practices within and outside the human resource management hierarchy to achieve the organizational performance (Chang & Huang, 2005; Ericksen & Dyer, 2005; Wright & McMahan, 1992). It is observed, that little is also known about the perspective and contribution of SHRM horizontal fit towards the organizational performance. Whereas, the SHRM literature through the number of studies provided the pieces of evidence of SHRM domination in the western context (Green, Wu, Whitten, & Medlin, 2006; Oyelere, 2014). As a result, SHRM outside the western context including in the context of Pakistan remained much under-researched. This unexplored nature of SHRM in the context of Pakistan provides an opportunity for the researchers to examine how SHRM horizontal fit is related to and contributes towards the organizational performance.

Presently within Pakistan’s finance and insurance sector (F&I), organizations are facing concerns about organizational performance (Ahmad & Othman, 2017). Globalization, rapid competition, and regulatory compliance strategically shifted organizations to enhance and increase their organizational performance (Ahmad & Othman, 2017; Oyelere, 2014). The privatization of most of the F&I organizations had changed the sector and brought significant results (Ali & Haq, 2017; Fatima & Yousaf, 2016). Thus the availability of SHRM policies and practices is very common in this sector in comparison with other sectors of Pakistan. As the core purpose of SHRM horizontal fit is to contribute in the organizational performance by creating an alignment within and outside the human resource management hierarchy, accordingly, the researchers need to examine how SHRM horizontal fit can leverage and contribute towards the organizational performance of the Pakistan F&I organizations.

Since SHRM inception, SHRM remained a scattered field, by lacking the concrete theoretical underpinnings and requiring further attention of researchers (Azmi, 2011). A significant development in the field of SHRM, which requires the attention of the researcher, is to design the studies by addressing the methodological concerns related to the elimination of the common method bias, ensuring the survey effectiveness and non-response bias.

Thus, based on the aforesaid gaps, this study is designed with the core purpose of examining the link of SHRM horizontal fit with organizational performance in the organizations operating under
the F and I of Pakistan by addressing the methodological concerns related to the elimination of the common method bias, non-response bias and ensuring the survey effectiveness.

**Literature Review**

**SHRM Horizontal Fit and Organizational Performance**

SHRM horizontal fit defined by Wright and McMahan (1992) as a linkage of human resource management policies and practices at within and outside the human resource management hierarchy. The human resource management policies and practices work in bundles and their alignment’s core purpose is to contribute towards the organizational performance (Delery, 1998). Human resource management policies and practices within the human resource management hierarchy derive the employee's behaviour, which may help the organization to achieve its results (Bellairs, Halbeslebe, & Leon, 2014). Whereas, the human resource management policies and practices outside the human resource hierarchy achieve the business objectives of the organization and generate organizational results (Verburg, Hartog, & Koopman, 2007).

Organizational performance, in the field of SHRM, remained an imprecise and loose construct; most of the researchers reviewed a great deal of literature on the organizational performance, but its exact definition and measurement are relatively unknown (Darwish et al., 2013). However, since the inception of SHRM relationship with organizational performance under the theoretical underpinnings of Dyer and Reeves (1995) and its successful testing, contributions and significance in the studies of (Allen, 2006; Herdman, 2008). Most of the researchers now generally agree that organizational performance in the SHRM literature consists of HR, operational and financial outcomes, and organizational performance can be defined as the product of all these three outcomes.

**Hypotheses Development**

Over time, researchers concluded that the contribution of SHRM with the organizational performance is positive and their relationship is indirect. In the SHRM horizontal fit perspective, the relationship between the independent and dependent variables also remained indirect which implied more interactions (Azmi, 2011; Chang & Huang, 2005). This indirect mode of relationship authorized the theoretical underpinnings of Dyer and Reeves (1995) that SHRM has an indirect relationship with the organizational performance, and it first impact is on the HR performance outcomes, which consequently generates an impact on the operational performance outcomes and finally on the financial performance outcomes. The stepwise impact of SHRM with the organizational performance advocates the implementation of the mediators (Darwish et al., 2013).

According to Dyer and Reeves (1995), SHRM's first direct impact is on the HR performance outcomes. The measures at this level include employees' HR performance outcomes Liu (2016),
comprised of job satisfaction, organizational commitment, self-efficacy, and organizational citizenship behaviour, etc. (Herdman, 2008). Effective alignment of HR policies and practices within and outside the HRM hierarchy encourages employees to generate effective HR performance outcomes (Herdman, 2008; Liu, 2016). Thus based on this, the first hypothesis of the study is: 

\[ H1 \]: SHRM horizontal fit is directly related to HR performance outcomes.

In line with the theoretical underpinnings of Dyer and Reeves (1995), SHRM next level of impact is on the operational performance outcomes. The measures at this level include product and service quality, satisfaction of customers and employees, etc. (Allen, 2006). Efficient HR performance outcomes, helps organizations to achieve effective operational performance outcomes by mediating the relationship. Thus based on this, the second hypothesis of the study is: 

\[ H2 \]: SHRM horizontal fit relationship with operational performance outcomes is mediated by HR performance outcomes.

SHRM final impact is on financial performance outcomes. The measures at this level include growth in sales, revenue and market share, etc. (Allen, 2006). Efficient HR and operational performance outcomes helps organizations to achieve effective financial performance outcomes by mediating the relationship. Thus based on this, the third hypothesis of the study is: 

\[ H3 \]: SHRM horizontal fit relationship with financial performance outcomes is mediated by HR and operational performance outcomes.

\textit{Methodological Concerns}

In the field of SHRM, the prevailing methodological concerns are related to the elimination of the common method bias, ensuring the survey effectiveness, and non-response bias.

\textit{Elimination of the Common Method Bias}

The elimination of the common method bias, in the field of SHRM, is a prevailing methodological concern. The common method bias is normally generated in the data collection process, when an independent and dependent variable data is collected from the same respondent, which in result distorts the sources of data (Podsakoff & Organ, 1986). To eliminate the bias from the study, prominent researchers like Allen (2006), Podsakoff, Mackenzie, Lee, and Podsakoff(2003), and Tehseen, Ramayah, and Sajilan (2017) endorsed to methodologically develop the studies, in which independent and dependent variable data should be collected from different respondents.

\textit{Ensuring Survey Effectiveness}

The survey effectiveness methodologically ensured through the gross response rate and items completion rate (Green et al., 2006). The gross response rate is identified by ensuring the usable
survey responses in a proportion of distributed survey questionnaires, whilst the item completion rate is identified through the answers of the survey in relationship with the applicable responses (Klassen & Jacobs, 2001).

Elimination of the Non-Response Bias

The elimination of the non-response bias, in the field of SHRM, is also a prevailing methodological concern. The non-response bias generates a potential bias in the data, which may lead to biased research results (Green et al., 2006). The non-response bias in the data can be eliminated by comparing the early and late respondents. For identifying the late respondents, Armstrong and Overton (1977) guided that those respondents who respond through follow-ups or demanding to send the survey, again and again, should be treated as non-respondents. Once, non-respondents are identified, early and late respondents should be compared statistically for methodologically assessing and eliminating the non-response bias from the data (Lambert & Harrington, 1990).

Research Methodology

Research Design

The study hypotheses were derived from the existing literature to identify the proposed relationship, thus the study comprehensively adopted a causal research strategy with positivism philosophical positioning. The inquiry of the research remained with the deductive method by focusing on the primary data collection through the questionnaire technique.

Research Population

For conducting the study, the primary research population identified as the organizations operating under the Pakistan F&I. An overview of Pakistan's F and I revealed the following composition of the sector.

Table 1
Composition of Pakistan F&I

<table>
<thead>
<tr>
<th>S.No</th>
<th>Sub Sector</th>
<th>Number of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>State Bank of Pakistan</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Domestic and International Banks</td>
<td>46</td>
</tr>
<tr>
<td>3</td>
<td>Life and General Insurance Companies</td>
<td>47</td>
</tr>
<tr>
<td>4</td>
<td>Development Financial Institutions (DFIs)</td>
<td>8</td>
</tr>
</tbody>
</table>

(Table Continued...

Target Population

The target population was ascertained based on the availability of SHRM horizontal fit and organizational performance data. A stepwise process adopted to identify the specified organizations, having well-established HRM departments and the availability of SHRM horizontal fit and organizational performance data.

Based on the non-availability of the organizational performance data, the State bank of Pakistan was dropped from the study. Similarly, money changers and stock exchange brokers based on the lack of well-established HR departments were dropped from the study. The final target population of the study is provided in table 2.

Table 2
Target Population of Pakistan F&I

<table>
<thead>
<tr>
<th>S.No</th>
<th>Sub Sector</th>
<th>Number of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Domestic and International Banks</td>
<td>46</td>
</tr>
<tr>
<td>2</td>
<td>Life and General Insurance Companies</td>
<td>47</td>
</tr>
<tr>
<td>3</td>
<td>Development Financial Institutions (DFIs)</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Modaraba and Leasing Companies</td>
<td>52</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>153</td>
</tr>
</tbody>
</table>

Measurement of Variables

The measurement of SHRM horizontal fit was based on the integration and alignment of HRM policies and practices at within the HRM hierarchy and outside the HRM hierarchy. The scale was adopted from the study of (Soomro & Shamsi, 2018). The measurement of organizational performance was based on HR, operational and financial performance outcomes and was in line with the studies of (Azmi, 2011; Gooderham, Parry, & Ringdal, 2008; Green et al., 2006; Gurbuz & Mert, 2011). HR performance outcome scale measured job satisfaction, teamwork, self-efficacy, organizational commitment, and organizational citizenship behaviour. The scale was adopted from the study of (Herdman, 2008). The operational performance outcome scale measured the operational performance based on the measures of the full potential of the organization and the satisfaction
of customers and employees. The scale was adopted from the study of (Allen, 2006). Financial performance outcome measured the performance of the organization based on the market share, sales growth, and profitability. The scale was adopted from the study of (Allen, 2006). All the scales, subjectively assessed by the review of the experts to ensure their content validity and simultaneously tested in the pilot phase in which they yielded the Cronbach’s reliability of .83 for SHRM horizontal fit, .88 for HR performance outcome, .88 for operational performance outcome and .89 for financial performance outcome.

**Elimination of the Common Method Bias**

The concern of the common method bias was eliminated from the study by methodologically designing the study data collection from different respondents. According to Podsakoff and Organ (1986), common method bias distorts the sources of data and creates reliability concerns in the data. To effectively eliminate the common method bias, it is essential to collect the independent and dependent variable data from different sources, hence in line with the literature SHRM horizontal fit data was collected from Senior HR Professional and organizational performance data were collected from the employees.

**Sampling Technique**

For the collection of the data, a stratified probability sampling technique was decided. The decision for the adoption of a stratified sampling technique was based on the nature of the sector, in which the target population is divided into different subsets, hence accordingly sample is selected. Amongst 153 organizations, 110 organizations were estimated for sample on a proportionate basis, the share of each sub-sector based on stratified sampling is provided in table 3.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Sub Sector</th>
<th>Number of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Domestic and International Banks</td>
<td>33</td>
</tr>
<tr>
<td>2</td>
<td>Life and General Insurance Companies</td>
<td>34</td>
</tr>
<tr>
<td>3</td>
<td>Development Financial Institutions (DFIs)</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>Modaraba and Leasing Companies</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>
Primary Data Collection

The primary data was collected from the respondents through questionnaires. Around 110 questionnaires for SHRM horizontal fit and 4440 for organizational performance outcomes were distributed, which have finally resulted in the collection of the usable responses of 52 for SHRM horizontal fit and 1,492 usable responses for the organizational performance. During the final data collection, the Cronbach’s reliability was .87 for SHRM horizontal fit, .92 for HR performance outcome, .83 for operational performance outcome and .87 for financial performance outcome.

In the next phase, the primary data was also assessed for missing data, outliers, and multivariate assumptions. Normality, homoscedasticity and linearity multivariate assumptions were fulfilled before applying confirmatory factor analysis (CFA) on scales. The CFA results of the scales are provided in the following table 4.

Table 4
CFA Indices Results for Scale

<table>
<thead>
<tr>
<th>Fit Indices</th>
<th>Ideal Values</th>
<th>SHRM Horizontal Fit</th>
<th>Organizational Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normed Fit Index (NFI)</td>
<td>&gt; .90</td>
<td>.90</td>
<td>.94</td>
</tr>
<tr>
<td>Non-Normed Fit Index (NNFI) or Tucker Lewis Co-efficient (TLI)</td>
<td>&gt; .90</td>
<td>1</td>
<td>.94</td>
</tr>
<tr>
<td>Comparative Fit Index (CFI)</td>
<td>&gt; .90</td>
<td>1</td>
<td>.95</td>
</tr>
<tr>
<td>Root Mean Square Error of Approximation (RMSEA)</td>
<td>&gt;.05&lt;.08</td>
<td>.00</td>
<td>.045</td>
</tr>
</tbody>
</table>

The CFA fit indices values met the threshold values as recommended by (Ahire, Golhar, & Waller, 1996; Green et al., 2006; Hair, Black, Babin, & Anderson, 2010).

Ensuring Survey Effectiveness

The gross response rate and item completion rate was confirmed for identifying the survey effectiveness. The gross response rate for SHRM horizontal fit stood at 47% and organizational performance outcomes stood at 34%. The survey gross response rate was compared with the gross response rate of previous studies provided in table 5. On average the gross response rate in these studies stood at 26.8%, which in result represented good survey effectiveness of the study. Whereas the item completion stood at 98% for SHRM horizontal fit and 97% for organizational performance outcomes, hence this also represented survey effectiveness.
Table 5
Survey Response Rates in Other Studies

<table>
<thead>
<tr>
<th>S.No</th>
<th>Studies</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chang and Huang (2005)</td>
<td>25%</td>
</tr>
<tr>
<td>2</td>
<td>Collins and Clark (2003)</td>
<td>35%</td>
</tr>
<tr>
<td>3</td>
<td>Fey et al. (2000)</td>
<td>25%</td>
</tr>
<tr>
<td>4</td>
<td>Green et al. (2006)</td>
<td>15.4%</td>
</tr>
<tr>
<td>5</td>
<td>Zhu et al. (2013)</td>
<td>33.9%</td>
</tr>
</tbody>
</table>

Assessment of the Non-Response Bias

In line with Armstrong and Overton (1977) approach, the respondents were categorized as 60% and 68% early respondents and 40% and 32% late respondents for SHRM horizontal fit and organizational performance. By using, the independent sample t-test a comparison for both the groups was conducted which provided no statistical differences in both the groups. Based on this, it was concluded that non-response bias has not negatively influenced the data.

Data Analysis and Results

Descriptive Data

The descriptive data based on variables means, standard deviations and correlations are provided in table 6.

Table 6
Means, Standard Deviations and Correlations

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>S.D</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. SHRM Horizontal Fit</td>
<td>3.8</td>
<td>.49</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. HR Performance</td>
<td>3.9</td>
<td>.26</td>
<td>.14</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Operational Performance</td>
<td>3.7</td>
<td>.35</td>
<td>.06</td>
<td>.85**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>4. Financial Performance</td>
<td>3.9</td>
<td>.32</td>
<td>-.022</td>
<td>.76**</td>
<td>.89**</td>
<td>1</td>
</tr>
</tbody>
</table>

Note. Correlation is significant at *p < .05
Correlation is significant at **p < .01

Model Analysis

The model fit was analyzed by using AMOS and fulfilling the fit indices values as recommended by (Ahire et al., 1996; Green et al., 2006; Hair et al., 2010). These model fit indices values and relationship diagrams are provided in table 7 and figure 1.
Table 7
*SHRM Horizontal Fit and Organizational Performance Model Fit Results*

<table>
<thead>
<tr>
<th>Fit Indices</th>
<th>Ideal Value</th>
<th>Model Fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodness of Fit Index</td>
<td>&gt; .90</td>
<td>.97</td>
</tr>
<tr>
<td>Normed Fit Index</td>
<td>&gt; .90</td>
<td>.98</td>
</tr>
<tr>
<td>Non-Normed Fit Index</td>
<td>&gt; .90</td>
<td>1</td>
</tr>
<tr>
<td>Comparative Fit Index</td>
<td>&gt; .90</td>
<td>1</td>
</tr>
<tr>
<td>Root Mean Square Error of Approximation</td>
<td>&gt; .05 &lt; .08</td>
<td>.00</td>
</tr>
</tbody>
</table>

*Figure 1:* AMOS Output of SHRM Horizontal Fit Relationship with Organizational Performance

The fit indices result reflected the robustness of the SHRM horizontal fit relationship with the organizational performance by meeting the threshold values criteria and indicated the suitability of the hypotheses testing.

**Hypotheses Testing**

Hypothesis 1 stated that SHRM horizontal fit is directly related to HR performance outcomes.

As indicated in Table 8, the direct structural path result of SHRM horizontal fit with HR performance outcomes is not significant, having *p-value* = .298, this result indicated that SHRM horizontal fit is not directly related with HR performance outcomes. Hence, *hypothesis 1 is not supported.*
Table 8
**Standardized Coefficients for Direct Path**

<table>
<thead>
<tr>
<th>Direct Path</th>
<th>Path</th>
<th>Estimate</th>
<th>C.R</th>
<th>P-Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHRM Horizontal Fit-HR Performance</td>
<td>Direct</td>
<td>.078</td>
<td>1.040</td>
<td>.298</td>
<td>Not Supported</td>
</tr>
</tbody>
</table>

Hypothesis 2 stated that SHRM horizontal fit relationship with operational performance outcomes is mediated by HR performance outcomes.

As indicated in Table 9, the indirect path result of SHRM horizontal fit with operational performance outcomes through the mediation of HR performance outcomes is significant, having $p < .00$. The result indicated that SHRM horizontal fit relationship with operational performance outcomes is mediated by HR performance outcomes. Hence, hypothesis 2 is supported.

Table 9
**Standardized Indirect Path Coefficients Mediation Analysis**

<table>
<thead>
<tr>
<th>Indirect Path</th>
<th>BC 95% CI</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHRM Horizontal Fit-HR Performance-Operational Performance</td>
<td>Indirect Effect</td>
</tr>
<tr>
<td></td>
<td>.123</td>
</tr>
</tbody>
</table>

Note. Bootstrap sample size = 2000, BC 95% CI = Bootstrap Confidence Intervals, *$p < .05$, **$p < .01$

Hypothesis 3 stated that SHRM horizontal fit relationship with financial performance outcomes is mediated by HR performance outcomes and operational performance outcomes.

As indicated in Table 10, the indirect path result of SHRM horizontal fit with financial performance outcomes through the mediation of HR performance outcomes and operational performance outcomes is significant, having $p < .00$. This result indicated that SHRM horizontal fit relationship with financial performance outcomes is mediated by HR performance outcomes and operational performance outcomes. Hence, hypothesis 3 is supported.

Table 10
**Standardized Indirect Path Coefficients Mediation Analysis**

<table>
<thead>
<tr>
<th>Indirect Path</th>
<th>BC 95% CI</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHRM Horizontal Fit-HR Performance-Financial Performance</td>
<td>Indirect Effect</td>
</tr>
<tr>
<td></td>
<td>.109</td>
</tr>
</tbody>
</table>

Note. Bootstrap sample size = 2000, BC 95% CI = Bootstrap Confidence Intervals* $p < .05$, **$p < .01$
Discussion

The study result of hypotheses testing revealed that SHRM horizontal fit provided an effective prediction of organizational performance outcomes. The study's first hypothesis focused on identifying the relationship of SHRM horizontal fit with the HR performance outcomes. Its hypothesis result did not provide sufficient evidence to conclude that SHRM horizontal fit is directly related to HR performance outcomes. The hypothesis result did not remain consistent and in line with the several study results of (Collings, Demirbag, Mellahi, & Tatoglu, 2010; Diamantidis & Chatzoglou, 2011; Green et al., 2006). The possible variation in results remained associated with the usage of different SHRM and HRM performance outcomes along with the context of the study. The second hypothesis focused on identifying the SHRM horizontal fit relationship with operational performance outcomes through the mediation of HR performance outcomes. Its hypothesis result provided sufficient evidence to conclude that SHRM horizontal fit is positively related to operational performance outcomes through the mediation of HR performance outcomes. The hypothesis result remained consistent and in line with several study results of (Alaraqi, 2017; Kuipers & Giurge, 2017; Tzafrir, 2006). The third hypothesis focused on identifying the SHRM horizontal fit relationship with financial performance outcomes through the mediation of HR and operational performance outcomes. Its hypothesis result also provided sufficient evidence to conclude that SHRM horizontal fit is positively related to financial performance outcomes through the mediation of HR and operational performance outcomes. The hypothesis result remained consistent and in line with the study results of (Collins & Clark, 2003; Sherafati & Mohammadi, 2014; Zehir et al., 2016).

Contributions of the Study

The study answered the call of the literature by conducting the study on SHRM horizontal fit as opined by (Chang & Huang, 2005; Gooderham et al., 2008). Similarly, the study focused on the Pakistani context to identify SHRM horizontal fit relationship with organizational performance by specifically addressing the concern of Fey et al. (2000), Green et al. (2006), and Oyelere (2014) regarding the domination of SHRM literature in the western context. The study data was collected from multiple respondents to exhaust the reliability concerns and eliminations of common method bias as opined by (Tehseen et al., 2017).

Directions for Future Research and Managerial Implications

In the future, it is recommended to conduct the study on other sectors to identify the SHRM horizontal fit relationship with organizational performance. Researchers may try to collect data from different sources along with utilizing the longitudinal data collection strategy. The study vital managerial implications are the association of organizational performance data based on HR, operational and financial performance outcomes. In organizations, a mechanism should be developed for admirably linking these three forms of organizational performance data altogether.
References


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