

- Social factors.
- Technological factors.
- Legislation.
- Actions of competitors.
- Structure of the population.

HR strategies

Hard HR strategy

- The aim is to utilise employees as efficiently as possible by directing them.
- Treats employees simply as another resource.
- Monitor employees, use them efficiently and have their costs controlled in order to achieve the strategic objectives of the organisations.
- This approach sees HRM as essentially a control mechanism.
- Style of management is likely to be authoritarian or autocratic.
- Likely to involve a centralised rather than decentralised organisational structure.
- This type of HR strategy includes workforce planning, analysing the current and future demand for and supply of employees, and predicting labour turnover.

Soft HR strategy

- Focuses on motivational issues, organisational culture, leadership approaches and industrial relations.
- Likely to be associated with a democratic management style.
- Likely to favour delegation and decentralisation.
- Likely to encourage high levels of employee participation.

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