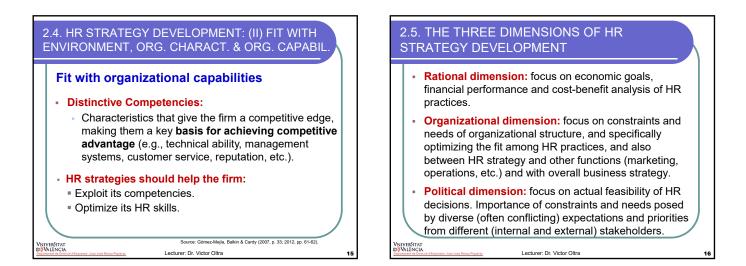


Fit with the environment: implications for HR strategies		
Environmental Dimension	Low	High
Degree of Uncertainty	Detailed work planning	Loose work planning
	Job-specific training	Generic training
	Fixed pay	Variable pay
	High dependence on superior	 Multiple inputs for appraisals
Volatility	 Control emphasis 	Flexibility
	Efficient production	Innovation
	Job-specific training	Generic training
	Fixed pay	Variable pay
Magnitude of Change	 Explicit (ob descriptions) 	Broad job classes
	 Formal hiring and socialization of new employees 	 Informal hiring and socialization of new employees
	 "Make" skills 	 "Buy" skills
	 Uniform appraisal procedures 	Customized appraisals
Complexity	Control emphasis	Flexibility
	Internal recruitment	External recruitment
	Centralized pay decisions	Decentralized pay decisions
	 High dependence on superior 	 Multiple inputs for appraisals





• Organization of capability development ('make' HR systems). • Other maligation of capability development ('buy' HR systems). • Caternalization of capability development ('buy' HR systems). • Uter maligation of capability development ('buy' HR systems).

2.6. TYPES OF HR STRATEGIES

