**Factors that influence HRM**

1. Organizational structure (where does authority reside and how (through which channels) is it exercised

a. Hierarchical with long “chain of command” multilevel

b. Flat – relatively few levels, more collegial

c. Hybrid model, Matrix model

2. Organizational culture

a. academic, public, corporate, school

b. social distance

c. implied hierarchies

d. communication channels

3. Legal constraints

a. Federal laws

b. state laws

c. common law

4. Fiscal constraints

a. Budgetary limits and pay scales

b. Budgetary control and budgetary leeway

5. Human constraints

a. labor market

b. skill sets needed and available

c. training opportunities

d. cognitive dissonance and other psychological and ethical disparities