

# The likerts summated rating scale business essay

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The purpose of selection is to choose the most suitable candidates who would best meet the job demand in an organisation. To find out which job applicants will be most successful, if hired, the company seek to obtain and assesses lot many of information about the applicants' age, qualifications, skill set, experiences, and so on and so forth. The requirements of the job are matched with the profile of applicants and the most suitable candidates are picked up. The unsuitable applicants are eliminated through successive stages of selection process. The match between the employees with the jobs is utmost important because it directly affects the amount and quality of employees' work. Any mismatch in this regard can cost an organisation in terms of loss of money, time and cause trouble. Especially, the organisation has to incur a lot in terms of training and operating costs. In course of time, the mismatch employees find the job distasteful and leave the organisation in frustration. Thereby the rate of turnover increases. After leaving the company, he may even circulate negative information, causing incalculable harm in the long run.

### **Selection Process.**

According to Dale Yoder - " Selection is the process in which candidates for employment are divided into two classes. Those who would be offered employment remain in one group and those who would not are put in another". Selection of the right candidates reduces turnover and lays the foundation of any organization's success. However, there is no such full proof selection procedure which can ensure low turnover and high profits. The following steps generally make up the selection process. Reception and Initial Screening [Stage 1]: Employee selection process starts from

screening. It involves sorting of applicants in which prospective applicants are provided with the necessary information pertaining to the job and also required information is elicited from the candidates regarding their education, experiences, acquired skill set, expected salary etc. Based upon the given information, the suitable candidates are selected for further process and unsuitable candidates are eliminated. A preliminary Interview may also be conducted at this stage. This stage involves a crude screening procedure and usually done by junior level executives in the HR department.

**Application Scrutiny [Stage 2]:** Sometimes no application format is designed and applications are invited on a plain sheet. The applicants are asked to give details of their age, marital status, educational qualifications, work experiences and references. Sometimes, same organisation use different types of application forms for different types of employees. Some application forms are very simple and seek general information which is easily answerable. While other forms may be complex and require elaborate and detailed information. However application forms serve as a preliminary screening device. In the circumstances, when the employers receive applications, in direct response to an advertisement of job vacancy and without any preliminary interview, it has proved to be more effective. The information provided in the application gives the preliminary idea about the candidate and the probability of his success in the job for which he has applied. It also provides the starting point for the interview. Very often, a lot many candidates are rejected at the stage of scrutiny of the applications as they lack in necessary educational standards, minimum experiences or some other relevant eligibility criteria.

**Selection Tests [Stage 3]:** Test shows an aspect of individuals' behaviour, their performance and attitude. By following <https://assignbuster.com/the-likerts-summated-rating-scale-business-essay/>

systematic procedure, test can be helpful for comparing the behaviour of two or more persons. The uses of tests in personnel selection assume that, individuals are different in terms of their job-related skills and abilities which can be measured adequately and accurately. Tests seek to eliminate or minimise the possible prejudices of the interviewer and put emphasis on potential ability on selection decisions. Tests, may uncover qualifications and talents of applicants that would not be identified by interviews or by listing of educational qualifications and job experiences. Tests are useful when a large number of applicants are there. However, to serve the useful purpose, tests need to be properly constructed; selected and administered . The followings are different types of tests used in selection process. Group or individual TestsInstrumental TestsAchievement or Intelligence TestsAptitude or Potential Ability TestsPersonality TestsInterest TestsGroup tests are designed to test a group of candidates simultaneously. Individual tests are meant for individual candidates at a particular point of time. Instrumental tests can be administered to a group or can be individual tests. When instrumental test is an individual test, it makes use of different tools to study a candidate's familiarity and skills. But in case of application of instrumental test to a group, it involves a written test or paper and pencil test to study the written responses of the candidates. Aptitude tests are intended to assess the potentiality of the applicants to learn the job. Whereas achievement tests assess how effectively an individual can perform his job. Conventionally, aptitude tests are administered on fresher, those who do not have any past job experiences. While achievement tests are intended for experienced candidates. For marketing jobs and managerial and executive positions achievement tests have much relevance. However testing is a very complex <https://assignbuster.com/the-likerts-summated-rating-scale-business-essay/>

method and it has got wide divergence, so far as the attitudinal measurement is concerned. Interview [Stage 4]: Personal interview is universally accepted and used tool in any selection process. An employment interview is characterised as a conversation between one person on one side, known as interviewee and another person or panel of persons on the other, known as interviewers. It provides an appraisal of personality of the interviewee by obtaining relevant information about the prospective employees' background, education, training, work history and interests. Simultaneously, the candidates are provided with information about the company, the specific job demand and the personnel policies by the interviewers. It also facilitates in establishing a friendly relationship between the employers and the applicants and motivates the suitable applicants to work for the organization. However, in practice, it turns out to be one-sided affair. Only, the employers seek to obtain the necessary information from the candidates. The other two purposes are not served generally. There are different types of interview as follows. The Patterned Interview: This is also known as structured or standardized interview. It is intended to assess the candidate's emotional strength and stability. It also assesses the employee's ability to get along with others, their self-reliance, motivational level and willingness to accept responsibility etc. Indirect or Non-directive Interview: This type of interview is otherwise known as free interview. It is meant for helping the candidates to feel relaxed and free to talk. Interviewers become listeners and allow the candidates to reveal their personality and their in-depth knowledge in a free and relaxed atmosphere. Depth or action Interview: It is semi structured in nature and seeks to secure candidates' education, previous experience, aptitude, home life, recreational interests

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and hobbies. The interviewer provides instructional information about his organisation. Such an interview seeks to get a true picture of the interviewees by intensively examining his background in order to ascertain the suitability of the candidates. Stress Interview: This interview try to assess the candidates' emotional stability under a situation of tension and stress. Therefore such tension is deliberately created by interruptions, provocations, silence, and criticism or even by throwing firing questions. In such type of situation, the interviewers become deliberately more unfriendly and even some times, hostile. For selection of executives, those who are required to work under stressful situation, such method is often adopted. Group discussion Interview: This method attempts to assess the leadership ability of the candidates. Generally, a topic is assigned to the groups rather than individuals. The groups are required to discuss the topic among them. The interviewers remain in the background to assess the best leaders, their initiative, poise, adaptability, awareness and interpersonal skills, etc. Panel or Board Interview: Several interviewers collectively interview a candidate to rate his/ her attributes. Generally, such a panel consists of several experts and each of them interviews a candidate in accordance with their own area of expertise. Physical Examination [Stage 5]: Applicants undergo physical examination test, after getting overSome preliminary hurdles successfully, in the process of selection. This is conducted either by the organization's physician or by a medical officer approved for the purpose. A physical examination provides an indication of fitness of the candidates for the concerned job. Simultaneously, the existing disabilities of the candidates are also discovered and a record thereof is maintained. That may be helpful for the organisation in the event of a workman's compensation claim. Reference <https://assignbuster.com/the-likerts-summated-rating-scale-business-essay/>

checks [Stage 6]: The applicants are asked to mention in their applications, the names and contact addresses, telephone number, mail-ID of three such persons who usually know them well. These include the previous employers of the applicants, friends, or they could be professional colleagues. They are approached by mail or over telephone and requested to furnish their frank and honest opinion either on specified points or in general about the candidates without incurring any liability. They are well assured that, all information supplied by them would be kept confidential. However, very often either no response or a favourable response is received. Final Decision [Stage 7]: Applicants who cross all the hurdles successfully are finally considered for selection. At this stage, if there are more persons than that of the required numbers, then the persons with the highest scores in order of ranks are selected finally. Placement [Stage 8]: At this stage, selected new employees are put on probation for a specific period. After probation is completed, if they match the organisational requirements they are confirmed or made permanent. The personnel department periodically reviews the progress of such employees who are in probation by asking feedbacks on their performance from their controlling authority. Some organisations extend the probation period, if the employees fail to match to the organisational expectations. Such placement is known as ' differential placement'. Placement is defined as assigning jobs to employees depending upon their suitability based on the selection techniques. If a particular employee is recruited against a specific vacancy, then the question of assignment of job does not arise. Generally, the question of placement arises, when a group of trainees are recruited. In such cases organisations make provision for short-term placement to identify the true potentiality of

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an employee. During this phase, employees are allowed to work on different jobs through systematic job rotation programme. However, at a later stage, permanent placement is effected matching the employee's competence, knowledge, and skill and job interest. A proper placement reduces employee turnover, curb absenteeism, prevent accident rates and improves morale.

### **Attitude & Attitude survey**

Attitude is a mental states of an individual by which an individual tends to act or respond or is ready to respond for or against certain objects, some situations etc with which his/ her vested feeling or interest, liking, desire and so on are directly or indirectly linked or associated.. Attitude is learned cognitive mechanism. During the course of development of attitude, a person acquires tendencies to respond to objects. To change attitude, it requires changes in knowledge. Attitudes are different from knowledge. Knowledge reinforces attitudes and reinforced attitudes reinforce individual and group behaviour in the long run. Hence, attitude is neither behaviour nor the cause of behaviour. It relates to an intervening pre-disposition or a frame of reference that influences the behaviour of an individual. When the interest, desire, feelings etc of an individual is not connected with the object or situation in any way, his/ her responses towards the said object or situation will not be attitude but opinion. Because in those cases, attitudes or psychic states cannot be observed as psychological variables are dormant or latent. Being covert, attitude measurement is difficult. Inference, prediction from behaviour data, interviews with structured questionnaires and scales are the usual tools for attitudinal measurement. Attitude survey is conducted to recruit new incumbents and to evaluate the human relation in the



factories, industries and different organisations. The study of attitude is very significant in designing a training programme, which is still considered as core of HRD function. Attitude survey focuses on feelings and motives of the employees' opinions about their working environments. There are three basic purposes for which attitude surveys are conducted: To compare results with other survey results To measure the effect of changes that occur To determine the nature and extent of employees' feelings regarding specific organisational issues and the organisation in general. Usually attitude surveys are carried out by interviewing a person with a structured close ended questionnaire. The skill of the interviewer is all important for measurement of attitude correctly.

### **Scaling of Attitudes:**

Scale is an instrument with the help of which attitude is measured objectively. Scaling is a technique used to measure the qualitative responses of respondents related to their feelings, opinions, perception, likes, dislikes, interests and preferences. It is used in all types of data collection techniques such as observation, interview, projective techniques etc. Broadly there are two types of scales. One is rating scales and the other is attitude scales. In attitude scaling, the respondents go through with a number of favourable and unfavourable statements about the subject and mention the extent of their agreement or disagreement with those statements. It measures people's attitude to some ideas, for certain products or for some services. The attitude scaling is based upon the assumption that, attitudes play predominant role in determining individuals' opinions and decisions about the product, service, and idea. For which, it is imperative to understand the

individuals' opinions and the basic attitudes underlying it, to get an understanding of the human behaviour and to motivate it in a particular direction. Many types of scales and scaling techniques are there. The most appropriate technique is chosen to best suit the research topic. The statements contained in the scales are prepared in such a way that, the received answers can easily be converted into numerical values. There are three most commonly used scales. They are Nominal scale, Ordinal scale Interval scale and Ratio scale. Nominal Scale: This scale simply categorizes the responses of the respondents into a number of exhaustive, mutually exclusive categories. No ranking or ordering can possible, since, there is no relationship between the categories. The typical application of the nominal scale is seen in classification of responses by social class, " like" or " dislike", " yes" or "no", gender, and so on. Counting is the only possible statistical operation for nominally scaled data. Ordinal Scale: This scale allows the respondents to rank some alternatives. Based upon some common variables respondents ranks the alternatives. For example, ordinal scale ranks different brands of a particular consumer product by a group of consumers on the basis of their perceived quality. The users of the product rank the brands from the best to the worst. Ordinal scale can not measure the amount of difference between the ranks. The only possible statistical operation for such data is to compute positional statistical measures such as median and mode. Interval Scale: The interval scale is also termed as rating scale and attempts to mend the deficiency of nominal and the ordinal scales. The scale possesses an arbitrary zero point with numbers at equally appearing intervals. Responses of interval scaled data are amenable to a number of statistical operations. Ratio Scale: In Interval scale, a score of 4 by <https://assignbuster.com/the-likerts-summated-rating-scale-business-essay/>

a particular respondent on quality does not mean that, the particular respondent is two times more satisfied than that of the respondent who scores 2 on the scale. Whereas, ratio scale has a natural zero point with numbers placed at equal intervals. The ratio scales are very common in measuring physical quantities such as length, weight, etc. Ratio scales have all the characteristics of an interval scale. The ratios of the numbers on the scales have meaningful interpretations. Mostly, the nominal and the ordinal type of scales are used in attitude measurement. And attempts are being made to treat and convert the responses into interval scales to make the data more amenable to statistical operations. The attitude measurement scales can be categorised into those which are uni-dimensional in nature and those which are multidimensional. The different type of single dimensional attitude measurement scales are numerical scales, summated scales, equal-appearing intervals, paired comparisons, etc.

Likert's Summated Rating Scale  
Thurstone's Equal Appearing Intervals Scale  
Gutterman's Cumulative Scale  
The Semantic differential scale

## **Likert's Summated Rating Scale**

A summated rating scale is a set of attitude statements of which all are considered as approximated equal attitude value. And to each of the statement, the subjects respond with a degree of agreement or disagreement carrying different scores. These scores are summed and averaged to yield an individual's attitude score. The scoring is reversed, for the statements that imply negative attitudes. Under this method each respondent's ranking is found out by totalling his scores on all the statements. The basic assumption of summative model is that, the individual

items of the scale are monotonically related to the underlying attributes of the construct and the summation of the item scores is linearly related to the attitude. The intensity of feeling can be expressed with the help of this scale and called as likert scales. Instead of opting for just "agree" or "disagree", the scale allows the respondents to put their responses with different degrees of intensities, varying from "strongly agree" to "strongly disagree". In this procedure, respondents are asked to respond to a certain number of statements. Reply to each statement is given in terms of five degrees of agreement or disagreement i. e, strongly agree, agree, undecided, disagree, strongly disagree. Each statement thus becomes scale in itself having five points on it. At one end of this scale is strong approval and the other end is strong disapproval. Intermediate points are there in between them. The respondents mention their stand on this scale with reference to each statement. The total of the scores on all statements of a particular respondent is taken as his attitude. The procedure, however, suffers from the following drawbacks: Ties in ranks occur most frequently. Several respondents may have with total scores of 0, 1, 2, 3, 4, and 5. They cannot be ordered in relation to one another. It does not mention the different ways in which given scores are obtained. Different combinations of the score clearly imply differences among individuals. The procedure does not reveal that differences. It is not possible to determine whether the scale is uni-dimensional or multi dimensional. The statements measure only one property or several properties of an attitude is not clear. In this scale all statements are deemed to be of equal attitude value. There is no scale of statements as such. This method orders the individuals on the basis of their total scores and not statements.

## **Thurstone's Equal Appearing Intervals Scale**

This scale focuses on scaling respondents and not statements. The scale construction requires, collecting large number attitude statements relating to the concept or construct to be measured along with the attitude continuum. The judges are then asked to evaluate these statements along an 11 category scale. The statements for the study are sorted into 11 groups. The extreme ends represent the most favourable and the most unfavourable statements. The judges are supposed to make the equal intervals between the groups. Then the items are ranked according to the mean or median ratings, as assigned by the judges and the mean rating is taken as the scale point for each item. Ambiguous or irrelevant items are dropped to construct final scale. The items selected for the final scale are such that, each item must have small standard deviation of ratings over judges and the mean ratings spread more or less evenly from one end of the rating continuum to the other. The selected items are then listed in a random order to construct the final scale. To administer the scale for the measurement of the attitude of a respondent, it needs the latter to mark only the items with which he/she agrees. The score of the respondent is then taken as the scale value of the median item endorsed or the average scale value of the items endorsed. For instance, if a respondent agrees with items, having scale values as 9, 10, and 11. Assuming the score of 11, as most positive attitude, it implies that the respondent has favourable attitude to the object. The scales contain odd number of positions and the usual number is 11. To measure attitude with the help Thurstone scale is time consuming. Attitudes of the judges may also influence scale positions. No information on the degree or intensity of

agreement with the different items is also another major drawback of this scale.

## **Guttman's cumulative Scale**

The scale is made up of a relatively small number of statements, which are uni-dimensional in nature. The scale is known as cumulative as respondents agreeing with the most favourable statements are presumed theoretically to agree with all other statements, expressing lesser degree of favourability. It is a type of deterministic attitude measurement technique and based upon the assumption that, each statement has a perfect relationship, of one type or other, with the particular dimension of the attitude being studied. For example, a study to investigate a community's attitude towards gender disparity through Guttman scale could consist of the following items: Gender disparity needs to be eradicated Gender disparity hinders growth and development of the country We should strongly support gender parity Guttman Scale is typically applied to study dichotomous data. The data which have only two values, such as YES or NO, 0 or 1, agree or disagree, etc. However, the Guttman scale is considered as impractical tool for the measurement of attitudes because of a number of reasons. The construction of the scale requires a lot of time and effort. Very few items may fit into the model and use of scale is very complex. The semantic differential scale The semantic differential technique of Osgood et al. (1957) asks a person to rate an issue or topic, a concept or a construct on a standard set of bipolar adjectives, each representing a seven point scale. It is a very quick and flexible approach of measuring attitudes. Almost anything starting from cosmetics, political parties, social movement too can be rated by this

method. Semantic differential scale is very simple and based on a seven-point rating scale for each of a number of attributes relating to the research topic. Both the extreme points represent the bipolar adjectives and with the centre representing neutral. In the semantic differential scale only the extremes are labelled. The in-between categories have either blank spaces or sometimes a number. Attitude measurement of a community towards two major nationalised banks A, B operating in that particular community with the help of semantic scale is as follows:

## **Induction**

Induction aims at introducing the job and the organization to the new hires and them to the organization. It is concerned with orientation and probation training of the employees in the organizational culture. That helps him realising his interdependencies and interconnectivity with everyone else in the organization. Induction is a socialisation process, by which the organisation attempts to make the new recruits to act as an active agent for fulfilment of its objectives. The basic purpose of orientation programme orients the new employees to the organisation and to its policies, rules and regulations and procedure. The focus of good induction programme is to make the new staff member settle fast in the organisation. Unfortunately, induction as an organisational aspect has been often neglected in practice. An induction or orientation programme achieves the following objectives: It builds up the new employees' confidence in the organisation and as well as in themselves, so that they can prove themselves as efficient employees. It develops a feeling of loyalty within the newcomers towards the organisation. It promotes a close and cordial relationship among the employees of an

organisation. It seeks to prevent the new employees to develop certain form a false impression and negative attitude towards the organisation or the job. It provides the necessary information to the employees such as available facilities, existing rules and regulations of the organisation etc. The new employees' first contact with his or her physical and human working environment is extremely important. It conditions his or her relationship with the company. According to John Mc Gillicuddy, "one of the first and most lasting impressions new employees have on their employers much depends upon how they are greeted and treated on the first day of work". The employees must be treated with due importance and feel supported. A new employee first meets and interacts with his immediate supervisor, who presents him the corporate profile along with other additional information. He also provides information on organization's background, values, clientele, and services offered, existing staff, and expected behaviour as well as specifies the expected role of newcomers. Generally, at the beginning of orientation process, the new employees are taken around the factory sites and offices of the company. The supervisor introduces new employees to the existing employees. To make him feel more comfortable in the new surroundings, he may be provided with the information he seeks about the other fellow employees and about the organisation. Lectures and discussions may also be arranged that provide the additional information for employee guidance. Organisations also supply company handbooks, manuals and pamphlets to the new employees at the time of orientation. Generally, the following information is provided to the new employees during the process of orientation. The company and its history Products, production process and method and major operations involved in his job. The significance of the job

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along with all necessary information. Job training and job hazards.

Organization structure and the functions of various departments. The department in which new employee is to be inducted and his job. The match between employee and his job and the organization.

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Company policies, practices, objectives and regulations. Personnel policy and sources of information Service conditions, amenities and welfare facilities.

Rules and regulations governing working hours, over-time, preventing accidents and maintaining safety. Holidays and vacations, methods of reporting, tardiness and absenteeism. Grievances handling procedure and handling discipline. Social benefits and recreation services. Opportunities,

promotions, transfer, suggestion schemes and job satisfaction Employee orientation programmes are designed to introduce new employees to the

job, supervisor, co workers and organisation. Employee orientation programmes focus on encounter stage of socialisation. This is the period

during which the new comers find out what the job and life in the organisation are really like. This orientation programme may be given

formally. However, in case of small firms, generally, the induction programmes are more informal and imparted for short duration of time.

Where as in case of big organisations, it is more formalised and provided for a relatively longer duration of time. Generally, it may continue for a period of two to four weeks. Orientation programmes can also be conducted by

providing induction training to the new employees. That helps them to get familiarised with the work environment and the fellow employees. The new

employees are also taught basic techniques or methods to do the work for

which they are recruited. An induction programme consists of primarily of three steps: 1. General orientation by the staff: It provides necessary general information regarding the brief history of the firm and the basic operations in which it indulge in. The basic purpose of such type of orientation programme is to help the new employees to build up interest in the organization and feel pride for the job. 2. Specific orientation by the job supervisor: The employees are shown his own department and the location, place of work and instructed about all the facilities associated with the job. They are also provided with the information about the organization's specific practices and customs. The purpose is to help the employees to settle and adjust with his work and environment. 3. Follow-up orientation conducted either by the personnel department or by the supervisor: This follow -up orientation is conducted by a foreman or a specialist. Generally, it is done within one week to six months of the initial induction. The basic purpose is to find out whether the employee is reasonably satisfied with the job along with the immediate supervisor or not. If the new comers experience any type of difficulties and are not comfortable, then personal talks, guidance and employee counselling are general efforts by which such difficulties are removed in order to make them comfortable.

## **Induction and Deployment**

One of the best ways to retain the selected best talented personnel for employment in an organisation is to induct them properly into the organisation to make them feel that they have come to the right place to work. Once the employees get their orientation to the organisation reasonably well, posting the person at the right place, wherein they would be

most appropriately fit is referred as deployment. The skills, responsibility, interpersonal relationship and the ability to work in a team and other such qualities of individuals are important considerations in the deployment of staff. If deployment of personnel is not done properly and carefully, it would be difficult for an organisation to have enough potentially competent persons.

## **Employee Socialisation**

Employee Socialisation is the process of becoming insider. It is defined as "the process by which an individual acquires the social knowledge and skills necessary to assume an organisational role". The resultant effect of this process is to transform the new hire who was outsider previously into a productive and accepted insider. Socialisation process can also be applied to transferred and promoted employees. It is basically a process of adaption that takes place as individuals attempt to learn the values and norms of work roles. Employee orientation and induction is also called employee socialisation process. Socialisation is a continuous process. Today's organisations being dynamic, the objective of socialisation is to develop a homogenous and congenial work atmosphere in the organization.

Socialization strongly influences employee performance and organizational stability. Decenzo and Robins (1999) identified that socialisation process involves three distinct stages as under: I. Pre-arrival stage: At this stage, new employees enter to an organisation with certain values, attitudes and expectations. The HR personnel or the immediate supervisor help an employee to understand to what extent his perceived mapping gets along with organisational culture, systems and value. Now-a-days information

about organisations is available through different media, including websites and internet. By which an enthusiastic individual may also have some preconceived ideas about the organisation that help him to synchronize this information with reality and take the right decisions. II. Encounter stage: At this stage, perceptions earlier generated by an individual, after reaffirmed through a well planned induction programme, if there is any dichotomy between the employee's perceptions and expectations with that of organisational value, ethics and work culture, that is properly identified and rooted out through intense socialisation process. III. Metamorphosis stage: This is final stage of socialisation. At this stage, employees understand the organisations to the rightly and identify them with the organisations. Employees develop a sense of belongingness and become a contributor for achieving organisational goals and objectives. Socialisation researchers have suggested a wide variety of affective, cognitive and behavioural outcomes of socialisation. However, successful socialisation process has lot of positive outcome. That enhances organisational commitment and innovation and unsuccessful socialisation leads to negative outcome resulting unmet expectations, increasing employee dissatisfaction, lack of commitment and turnover. However, socialisation is a continuous process to keep pace with the changing environment in every now and then.

## **SUMMARY**

Recruitment, selection, induction and placement are important tools for hiring manpower from external sources. HRP helps in identifying the manpower requirements, keeping pace with corporate objectives and strategies. After assessment of manpower requirement, it is important to

identify to what extent such requirements can be met from internal sources by restructuring and redeployment. After this exercise is over, additional manpower requirements need to be met through external hiring process. That requires HR processes like recruitment, selection, induction and placement. At all these stages, certain norms are required to be followed to ensure proper selection and placement.

**DISCUSSION AND QUESTIONS**

Analyse different source of recruitment. Briefly state their merits and demerits. Illustrate the significance of internal recruitment for an organisation. A sound recruitment policy is necessary for any organisation.

**Comment**

Discuss different forms of recruitment and elaborate the methods of recruitment. AS HR manager, what are the steps you would like to follow in recruitment process? Discuss the purpose of selection and mention the steps involved in selection process. What are the different tools for attitude measurement? What are the different steps involved in induction programme? Discuss the importance of induction and deployment in Indian organisation. Write short notes on-----OutsourcingPoachingHR challenges in recruitmentROI of recruitmentScaling attitudesEmployee socialisation