

**RELATIONSHIP BETWEEN REALISTIC JOB PREVIEW AND
EMPLOYEES INTENTION TO EXIT OFFICE OF THE ATTORNEY
GENERAL AND DEPARTMENT OF JUSTICE**

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DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

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This research project has been submitted for examination with my approval as the University's supervisor.

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DEDICATION

This piece of work is dedicated to my dear and loving wife Rose Achieng Nyawara, my parents Mr. & Mrs. Dick Philister Okwach. It was your support and encouragement that made my study a success.

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The process of this master's project writing has been a wonderful learning experience in my academic life. It was filled with challenges and rewards. The completion of my present study leads to a new beginning and a step forward in my endeavors.

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ABSTRACT

Modern top performing businesses are more dependent than ever before on their top performers to innovate and provide service that differentiate an organization from its fierce competitors. Human resource are the most important drivers of an organization competitive advantage. This means, organizations are reliant upon their human assets to survive and thrive. Many job seekers know little about the jobs for which they are applying, as a consequence of which they develop certain expectations and/or perceptions about the job which are inaccurate oftentimes. When newly hired employees' expectations are not met, their performance is compromised and they may eventually end up quitting the job. Such an outcome may come about when new recruits are not given the correct picture of the job they are intending to occupy. An approach that is gaining application in addressing these challenges is the realistic job preview. The objective of the study was to determine the relationship between realistic job preview and employee intention to exit in the Office of Attorney General and Department of Justice. The research design adopted used descriptive research design. The population of the study was all the three hundred and sixty State Counsels working in the Office of Attorney General and Department of Justice. Stratified sampling was used to determine the sample size of sixty respondents. The study used primary data that were collected through self-administered questionnaires. The data was analyzed by the use of descriptive statistics. The findings of the study was that realistic job preview plays a critical role in the management of new employees in the organizations as it enables them to match their needs with what they might encounter on the job, enable them to know what to expect from the organization, reduces turnover and the requirements of the new jobs, thus lowering employee turnover and absenteeism. Further, realistic job preview serve to discourage employees who will be less likely to survive on the job from accepting job offers by providing an honest description. The study found out that oral and written RJP which focuses on organizational information presented early, and detailed job-specific information ensures that the job seekers have thorough knowledge regarding the organization before accepting the job offer. The OAG & DOJ was found to have used realistic job preview in recruitment of employees as this enable new employees to prepare in coping with strategies to handle situations, lower an applicant's expectations and facilitates met expectations. Realistic job preview further helps reduce labour turnover of the new job-seeker, reduce their intention to exit and enhance new employee commitment thus positively affecting retention. The study recommends that when an organization considers implementing RJP as a part of its recruiting, it must take into account the timing, scope, message, and medium of the program.

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LIST OF ABBREVIATIONS

RJP - Realistic Job Preview

OAG & DOJ - Office of the Attorney General & Department of Justice

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Today's businesses are more dependent than ever before on their top performers to innovate and provide service that differentiate an organization from its fierce competitors. People are the most important drivers of an organization competitive advantage. This means, organizations are reliant upon their human assets to survive and thrive (Mello, 2006). When employees come and go, it disrupts all attempts to deliver seamless service. The academic market place is increasingly global, where international mobility is a common feature of many academic careers (Kaulisch and Enders, 2010). Attracting qualified individuals to apply for employment vacancies is a goal that organizations strive for. Periodic worker shortages and low unemployment rates have made attracting qualified applicants an important concern for large organizations. Although attracting qualified job candidates is an important first step, it is far from being the last stage of the recruitment process. Once applicants are attracted to the organization, their interest must be held throughout the selection process, and finally, their attraction be maintained so they will accept a job offer (Barber, 2008).

The study is based on expectancy theory which argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and the attractiveness of the outcome to that individual (Savaneviciene and Stankeviciute, 2010). Meeting the employee's expectations causes them to experience increased job satisfaction, which in turn leads to a reduction in voluntary turnover. Met expectations have also been a key psychological variable in research on the effectiveness of different recruiting sources (Thorsteinson et al., 2004). Expectancy theory further predicts that an employee's future

behaviour in the job place will be based on the attractiveness and expectation of the benefits sought and the probability of obtaining those rewards (Bohlander and Snell, 2004).

Employees play a crucial role in ensuring reliable, accurate and sufficient information for decision making by the state and institutions. OAG & DOJ is working towards ensuring that they recruit competent staff that are able and willing to offer professional services on matters of interpretation of the law in both private and public sector in order to make informed decisions that add value to other firms. A primary goal of the OAG & DOJ is therefore, to recruit employees in the best manner possible in order to reduce turnover as well as minimize selection and training costs. One major component of a successful selection and socialization program may be providing prospective employees with a realistic job preview (RJP). Utilizing a RJP as an informational tool during recruitment may be helpful in keeping company costs and turnover low.

1.1.1 Realistic Job Preview

Realistic job previews involve the presentation of both favorable and unfavorable job related information to job candidates (Rynes, 2004). Realistic job previews is a means by which applicants, or recent hires, are exposed to the requirements of their new job as opposed to the interview process, which is often used as a means of selling the position (Donnelley, 2009). Realistic job preview is an approach that allows job candidates to learn negative as well as positive information about the job and the organization before they accept the offer (Aswathappa, 2005). Realistic job previews (RJPs) do not merely emphasize the positive aspects rather; they are intended to give the candidate a more balanced view of the job. This includes exposure to characteristics of the job that might be considered objectionable. It is reasonable to expect that candidates for any position have convinced themselves of its positive aspects. RJPs,

by introducing some of the less desirable job factors, reduce what may otherwise be unrealistic expectations. The primary focus of realistic job preview has been on its effectiveness in increasing job satisfaction and reducing the turnover of new employees. Earnest, Allen, and Landis (2011) contends that the primary reason why employers use realistic job preview is because it is assumed that the realistic job preview will result in employees having greater job satisfaction and consequently lower staff turnover.

The presentation of positive and negative information can serve to allow job candidates to match their needs with what they might encounter on the job (Baruch and Hall, 2012). RJPs differ in the format, the timing, and the amount of negative information presented. Some RJPs are presented when the applicant makes initial contact with the organization, others after the offer has been extended, and still others after employment begins. The amount of negative information presented can vary from medium to high (Wanous, 2009). RJPs work by giving employees an accurate description of the job, such that employees starting out are less likely to leave the organization voluntarily. As a result, job candidates are given a small dose of organizational reality during the recruitment stage so that their initial expectation is lowered, consequently reducing turnover (Premack and Wanous, 2005).RJP methods provide the applicant with a more holistic picture of the job, thereby enabling the applicant to make an informed decision regarding whether he or she really wants the job and/or if he or she is suitable for the requirements of the position (Fisher and Hartel, 2013).

1.1.2 Employee Intention to Exit

Employee intention to stay is the ratio of the number of workers that do not have to be replaced in a given time period to the average number of workers (Agnes, 2009). In simpler terms,

employee intention to stay is the series of actions that is taken from the employee not to leave the work place to his or her being replaced. It is often utilized as an indicator of company performance and can easily be observed positively towards the organization's efficiency and effectiveness (Glebbeck and Bax, 2010). An annual intention to stay of 75% is considered to be normal. However, an intention to stay among the employees of 100% would be considered as a major problem and just as an excessive employee turnover in an organization is a sign of existence of internal problems (Gberevbie, 2008). This is because an employee turnover can be extremely devastating for any company since it makes the employers difficult to maintain a steady and successful operation. Management should have their own rating on employee turnover and measurement how this affects organizations performance. Losing a single key worker can decrease the likelihood of a project's success and can reduce investors' confidence in the firm and therefore the intention of employees to stay is a positive one to an organization (Grobler *et al.*, 2006).

Yoder and Staudohor (2012) argued that where an employee decides to stay, it has a variety of effects that not only impact on the organization but also the individual employees and wider society. These effects can be positive or negative and a greater understanding of the process of employee movement out or to remain in an organization can increase the degree to which organizations and employees within organization can influence these effects. According to Armstrong (2004) a minimum level of staff turnover is beneficial to the organization in that, it reduces the task of retrenchment, and also allows recruitment of new employees from outside thus preventing in-breeding within the organization and introduction of new ideas and innovation from the new employee(s). An employee leaving a company for whatever reason must have an effect on the organization and the people that compose it. Employee turnover is expensive from a

business point of view and voluntary quits which represents an exodus of human capital investment from organizations and the subsequent replacement process entails manifold costs to the organizations. These replacement costs include for example, search of the external labour market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit (John, 2010).

1.1.3 Office of the Attorney General and Department of Justice (OAG & DOJ)

The OAG & DOJ derives its mandate from Article 156 of the Constitution of Kenya 2010 and the Office of the Attorney General Act 2012. The Office of the Attorney General & Department of Justice as it is commonly known has the overall responsibility of providing legal advice to the Government and its agencies. The Office of the Attorney General & Department of Justice is responsible for ensuring that the Kenya Legal system effectively offers opportunity for the activities of the Public and Private Sector are carried out within the ambit of the Law.

To fulfill its objectives the Office of the Attorney-General & Dept. of Justice is currently divided into ten (10) Departments - Justice, Civil Litigation, Legislative Drafting, Treaties and Agreements, Registrar-General, Kenya Law Reform Commission, Kenya School of Law, Administrator-General, Public Trustee, Advocates Complaints Commission and Administration and Finance. The Office of the Attorney-General & Dept. of Justice has the overall responsibility of providing legal advice to the Government and its agencies. It is responsible for ensuring that the Kenya Legal system effectively offers opportunity for the activities of the Public and Private Sector, to be carried out within the ambit of the law (OAG, 2013). Other functions of OAG & DOJ offices include: estate duty, civil litigation, official receiver, public trustee, custodian of

enemy property, college of arms, copyright, legislative drafting, drafting and vetting of Agreements, handling matters related to the Legal Profession, advocates Complaints Commission and handling all forms of registration. These offices cannot provide quality services without competent employees since they offer professional services to the government and the public.

OAG & DOJ recruits all State Counsels in Government using schemes of service that defines the career path, job description and specification for all cadres, salaries, and allowances paid to the State Counsels is approved by the Salaries and Remuneration Commission and medical scheme, house mortgage, motor vehicle and car loans as prescribed by various government circulars. It is therefore believed that a State Counsel in joining the public service is aware of the salaries, allowances, prospect for growth and demerits of their jobs and this will inform them their stay in the job.

1.2 Research Problem

Employees of an institution are a great resource that will guide it to the realization of its objectives. Increasingly organizations are interested to develop committed workforce to reduce employee turnover and absenteeism, while improving the employees' performance and job-related attitudes (Kaulisch and Enders, 2010). Louis (2011) noted that many job seekers know little about the jobs for which they are applying as a consequence of which they develop certain expectations and/or perceptions about the job which are inaccurate more often than not. Oftentimes when newly hired employees' expectations are not met, their performance is compromised and may eventually end up quitting the job. Such an outcome may come about when new recruits are not given a correct picture of the job they are considering. An approach that is gaining application in addressing these challenges is the realistic job preview.

The OAG & DOJ is tasked with the responsibility of advising the Government and ensuring that justice is dispensed to all citizens thus the attainment of the objectives by the office would be effectively attained with dedicated employees that understand their work and its challenges. However, attracting and selecting appropriate employees comprises of a first step enabling effective use of their competences. In order to attract the highest quality applicants, the OAG & DOJ often presents a rosy picture of the organization and job to applicants while deemphasizing their negative aspects. This creates a rosy picture of the organization and job for the applicants, which is likely to create problems when they actually face the realities of the job after they are hired. However one way to combat this problem is by using realistic job previews. RJPs are designed to provide an accurate and realistic picture of the job to prospective applicants thus reducing employee turnover.

Studies that have been undertaken on realistic job preview include Breaugh, (2013) study on the impact of RJPs on job acceptance and established that the applicants' opportunities for alternative employment. In order for the RJP to be effective, the applicant must feel free to turn down a job that is perceived, based on the RJP, as not meeting his or her needs. Robbins, (2008) argues that applicants who have been given a job preview hold lower and more realistic expectations about the job they will be doing and are better prepared for coping with the job and its frustrating elements. Rynes and Barber (2010) study carried out in 54 companies concluded that realistic job previews are an important source of job satisfaction (resulting in lower turnover rates) and they are also helping to improve salesperson performance by improving the role clarity.

Kasongwa (2010) investigated the factors that influence the perception of realistic job preview among management staff in large commercial banks in Kenya and found out that the managers' reactions to RJPs depended on the level of compensation offered for the job, managers' familiarity with the job and previous work experiences influenced their reactions to RJPs, number of alternative employment opportunities available for the applicant and job characteristics. Kamau (2013) researched on the relationship between realistic job preview and employee job satisfaction among management employees of commercial banks in Kenya. The study established that the bank management employees were dissatisfied with their recognition at work, supervisors' guidance and direction, training and expected level of work performance. Mungathia (2015) study on employee perception of the relationship between realistic job preview and employee turnover in Kenyan commercial banks found out that realistic job preview was found to have enabled the commercial banks recruit employees who can cope with unpleasant job circumstances and demands of the new job as it creates openness and honesty within the bank thus creating greater job satisfaction and lowering turnover. From the above studies that covered the realistic job previews, there has been limited studies that linked realistic job previews and employee intention to exit. This therefore leads to the following question; what is the relationship between realistic job previews and employees intention to exit at OAG & DOJ?

1.3 Research Objective

To determine the relationship between realistic job previews and employee intention to exit at the OAG & DOJ.

1.4 Value of the Study

The study will add value and contribute to the theoretical field by means of exploring the effect of realistic job preview on employee turnover. The study will further add value to the theoretical field with regards to available empirical evidence which will support other researchers in conducting further studies. The findings will also increase the stock of theoretical and empirical knowledge especially in the African context and also form the basis for further research.

The OAG & DOJ would use the findings of the study to make informed decision regarding the suitability of RJPs as a recruitment method in order to attract and retain the best talent. The OAG & DOJ would use the findings of the study to gain more information on the relevance of job preview as it will lead to the organization retaining its employees for a considerable period and exerts greater effort on the job resulting in increased job performance and better attendance. The study will be of value to human resource specialists wishing to implement RJPs as part of their recruitment and staffing practices would also be able to maximize the gains attributable to RJP, interventions by matching RJP methods to the organizational outcomes they seek to affect. The form and timing that will maximize positive outcomes such as job performance and satisfaction and minimize outcomes such as turnover remain unknown.

The findings of the study would create a monograph which could be replicated in other sectors of the economy. Most importantly, this research will contribute to the literature on the realistic job preview especially in developing countries like Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is structured based on the research objectives. It reviews the relevant literature available that focuses on the theoretical framework, components of realistic job preview and the relationship between realistic job preview on employee turnover

2.2 Theoretical Review

The study is based on expectancy theory which is discussed below;

2.2.1 Expectancy theory

The theoretical foundation of this study will be Expectancy theory. The expectancy theory as advocated by Vroom (1968) argues that employees are likely to leave if their expectations are not met. This theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and the attractiveness of the outcome to that individual.

The theoretical perspective in a research reflects the researcher's theoretical orientation, which is crucial to interpreting the data in a qualitative study, irrespective of whether it is explicitly or implicitly stated (Kilbourn, 2006). Met expectations hypothesis suggests that RJPs tend to lower an applicant's expectations, causing their expectations to be met more easily. Meeting the employee's expectations causes them to experience increased job satisfaction, which in turn leads to a reduction in voluntary turnover. Met expectations have also been a key psychological variable in research on the effectiveness of different recruiting sources (Thorsteinson et al.,

2004). Briefly, met expectations is one explanation of why certain inside sources, such as rehired employees or employee referrals, result in higher job survival rates than do outside sources such as newspaper advertisements or employment agencies. This is because it is assumed that inside sources provide more accurate information about a particular organization, acting somewhat like an RJP. Schmidgall and DeFranco (2004) describe a research that has shown individuals who are new to the organization hold inaccurate job expectations. Because individuals who are employed are likely to have more work experience, they will likely have more realistic expectations about the job. Because their expectations are more realistic, viewing negative job and organizational attributes is less likely to affect their attraction to the job. RJPs have been hypothesized to improve role clarity, lead to higher job satisfaction, performance and commitment, and lower voluntary turnover through self-selection (Donnelley, 2006).

Expectancy theory further predicts that an employee's future behaviour in the job place will be based on the attractiveness and expectation of the benefits sought and the probability of obtaining those rewards (Bohlander & Snell, 2004). If employee's expectation is met as agreed during the interview period, they tend to put greater effort into work. Expectancy Theory includes three dimensions, say, expectancy, instrumentality and valence, the level of all of which must be high if desired behaviors are looked forward to in employees' work. The expectancy theory, suggests that employees are more likely to be motivated to perform and meet the employers expectation when they perceive that there is a strong link between their performance and the reward they receive (Mendonca, 2002). According to Robbins (2003), expectancy theory refers to the strength and attractiveness of individual's expectation of the outcome produced by performance. The attractiveness of expected benefits for given input will determine one's

motivational soundness according to this theory and whether that reward responds to individual's personal goals.

In an organizational context employees are often evaluated by their performance. If an employee believes that the effort given will lead to performance which is acknowledged by the management they will try to put their best efforts into practice. This leads to the expectancy that great effort will lead to performance which is noticed and rewarded. Instrumentality is used to explain the suitability of the rewards to performance. If the outcome (rewards) is corresponding to individual's personal goals a positive emotional attitude towards the outcomes (rewards) will be developed. Ramlall (2004) explained that an individual estimates an outcome to be positively valence once the outcome is considered wanted in other words once the reward matches one's personal goals. Robbins (2003) said that the expectancy theory gives good explanation why employees are not motivated; they might feel that the excellent performance is not acknowledged in the organization due to several reasons. If the organization's performance appraisal system is created to evaluate non-performance related factors such as tenure, an individual may feel that no matter how much they work they will not be rewarded. Employees may also feel that the supervisor doesn't like them and therefore they are not given fair appraisals. Employees may think that they don't have the needed competencies to gain high performance levels which will be rewarded. The most pessimistic view is that the great performance will never be acknowledged in the organizational context.

2.3 Realistic Job Previews

Realistic job preview is designed to prevent newcomer dissatisfaction, rather than reduce it after the fact. However, it is important to first discuss the different formats of a RJP and sources of administration in order to better understand the impact that they may have when utilized during

recruitment on web-based job search engines. There are four major components of an RJP that could influence its usefulness; the source of a message, message content, medium used, and audience characteristics (Popovich and Wanous, 2011).

2.3.1 Source of Information

One important aspect in the presentation of RJP is the source from which information is presented. Research shows that recruiting information should be presented from a source that is viewed as credible because source credibility is a factor capable of changing a candidate's attitude toward the position and the organization (Breugh and Starke, 2010). Expertise and trustworthiness of a source have also been shown to lead to a recruiting message's believability (Breugh and Starke, 2010). When presented with a written RJP, applicants are more likely to perceive a recruiter as more trustworthy, knowledgeable, and credible compared to those who received only general job information verbally during the interview. Saks and Cronshaw (2010) also showed that participants who received an oral RJP from an interviewer had more positive impressions of the interviewer and the organization's honesty than those in both the written RJP and the control groups.

Irving and Coleman (2012) showed that more participants chose the RJP job, regardless the source from which they received the preview. This finding is contrary to previous research on RJP which found that negatively previewed jobs resulted in lower job acceptance rates. Results also demonstrated that 59% of the participants in the RJP condition who accepted the job indicated that the honesty of the information source was the reason for their choice, while 84% of those in the RJP condition who accepted the job indicated that the attractiveness of the position was the reason for their choice. This finding is worthy of mention because it indicates that type of job preview, not the source of the message, made a difference in job choice. Their

results suggest that the source of a recruitment message may not matter, but the nature of a job preview does. It is more beneficial to present both negative and positive information to job applicants. Consequently, the perceived honesty of the information presented in the RJP might affect participants' level of attraction to the job and their job choice.

2.3.2 Message Content

The message content that is presented in an RJP has also received considerable attention because this information is likely to be used by potential applicants to make a decision about a job (Buda and Charnov, 2013). One might suppose that the only way to construct an accurate RJP would be to include mostly descriptive material (starting salaries, average length of time to a promotion, hours of work). Another choice in deciding the content of a message is the amount of positive and negative information included in an RJP. Negative information gains more attention and scrutiny from applicants than positive information (Buda and Charnov, 2013). One consequence of the negativity bias is that attitudinal and behavioral expressions are more strongly influenced by negative inputs rather than by positive inputs, resulting in greater responsiveness to the negative inputs than to the positive inputs (Cacioppo and Berntson, 2014).

Careful attention must be paid to the content of the information provided during realistic job preview so that it does not give wrong impression to the prospective employees. This means neither the positive nor the negative aspects of the job should be overemphasized. Fisher et al. (2009) noted that the positive information appears to increase the perceived expertise and trust of the source. In some instances, recruiting efforts by organizations have a tendency to overemphasize positive organizational attributes to prospective employees. This contributes to the perception of a favorable opportunity for the prospective employee and a higher probability to accept the job offer. However, it may eventually lead to negative outcomes such as

dissatisfaction, absenteeism, and high employee turnover due to unmet goals and expectations (Breugh and Starke, 2010). This means overstated organizational attributes and inflated newcomer expectations may combine to create an environment not conducive to optimal employee socialization.

The amount of negative information presented in an RJP has been shown to play a critical role in an applicant's perceptions of an RJP (Bretz and Judge, 2008). Earnest *et al.*, (2011) noted that there is a significant negative relationship between the amount of negative information conveyed and applicants' attraction to the job. More specifically, the more negative information included in an RJP, the less applicants perceived the job to be attractive. Furthermore, they found that highly qualified applicants tended to pursue jobs where the organization included some negative information in its recruitment message compared to those who were less qualified for the position. Overall, previous research indicates that in terms of message content, it is beneficial to add negative information to a job preview in order to attract high quality applicants, but that too much negative information might deter them from being attracted to the job.

2.3.3 Medium of Communication

The method used to present realistic job preview can influence prospective employees' perception of the job. A wide variety of methods for presenting realistic job previews have been used, including booklets, films, videotapes, oral presentations, job visit and work sample simulation (Parry and Wilson, 2009). A study by Delery and Doty (2011), showed that live or videotaped forms of communications are often more persuasive than are audio forms this is because the prospective employees are able to see how the job is done hence be able to have a clear picture of what they will experience upon accepting the job. Audio forms are believed to be superior to written messages. Premack and Wanous (1985) found that the type of medium used

to present an RJP significantly moderated the relationship between the RJP and job performance. They found that audio-visual RJPs were positively related to job performance, while written RJPs were to some extent negatively related to job performance. One possible explanation for these findings is that RJPs are considered a type of persuasive communication and that live and videotaped messages are more persuasive than written messages (Eagly and Himmelfarb, 2008).

Phillips (2008) noted that only verbal RJPs were positively associated with job satisfaction. Verbal RJPs were also associated with the greatest reduction in turnover, followed by written RJPs. Videotaped RJPs had the strongest positive relationship with performance. Written RJPs were associated with a small reduction in turnover and a slight decrease in attrition from the recruitment process. One possible explanation for these findings is that in face-to-face communications, the active processing of information is more likely to happen (Daft and Lengel, 2006). Hence, when presented with a verbal RJP, people are likely to process information more deeply, which is likely to create a more enduring attitude change, leading to positive organizational outcomes than when presented with a written RJP. Results show that overall, mean effect sizes are consistently greater for videotaped and verbal RJPs than for written RJPs. Given these findings, Phillips (2008) concluded that even though written RJPs were most frequently used, they were actually the least effective of the three media. Considering that much of the research on RJPs have mainly used written RJPs, one reason for the findings that RJPs are sometimes not effective is probably because of the heavy use of written RJPs.

The moderating effects of the medium of job preview might differ with regard to other outcome criteria. Research suggests that active processing of information which may be more likely to occur in face-to-face communications than in videotaped messages because message recipients can ask and answer questions and obtain personally relevant information in the former) results in

more enduring attitude change than passive information processing (Osborn and Watts, 2003). JP information presented via a two-way communication process (verbally) has been proposed to be more likely to facilitate receiver attention and comprehension than RJPs presented via other communication processes, particularly one-way processes such as brochures or videotapes (Colarelli, 2004). Thus, Colarelli (2004) noted that JPs administered via two-way conversations may be more effective because applicants are likely to be more attentive and have stronger comprehension of the material, the material is more likely to be perceived as personally relevant, and the material is more likely to be perceived as important as it comes from a credible source.

2.3.4 Audience Characteristics

Audience characteristics are one of the components of RJPs that has received the least amount of research attention (Savaneviciene and Stankeviciute, 2010). An examination of the emotional, mental, and psychological characteristics of individuals is important because they might influence an individual's ability to process information presented in an RJP and the success of the RJP might be contingent upon the individual's interpretation of information presented to him or her in the RJP. Since the success of the RJP might be contingent on how the individual interprets the information, researchers need to pay more attention to audience characteristics.

The purpose of realistic job preview is to inform job candidates of the organizational realities and the specifics of a job so that they can accurately evaluate their own job expectations (Wanous, 2012). Prospective employees will often have high expectations about the job they are applying for. Realistic job preview is expected to provide the employees with information to enable them have a clear picture of what to expect if offered the job. According to Wanous (2012), if prospective employees have been informed about both pleasant and unpleasant aspects of a job before accepting the offer, their expectations are moderated and unrealistic ones

eliminated in the process. Realistic expectations help new employees to adjust and survive in the new position after they are hired.

2.4 Realistic Job Previews and Employee Intention to Exit

The primary reason employers use realistic job previews is their assumption that the job preview will result in employees' having greater job satisfaction, and consequently lower turnover. Breugh (2013) have said that RJPs can be used to reduce the stress level of the new job in employees. They can also use RJPs to enhance the coping ability of employees at their new jobs. Reason suggested for this increased coping ability is that if employees already have an idea, through RJPs, what their new jobs entail. This reduces their stress and enhances their coping mechanisms at their jobs (Breugh, 2013). RJPs have been also suggested to be associated with increased job satisfaction of new employees. RJPs if given an honest way made new employees feel about the honest attitude of the employer. At the same time if they are not provided in an honest way, then it would increase the dissatisfaction of the employees because they would find that whatever has been told to them by the employer was not true (Baruch and Hall, 2012).

Hom, Griffeth, Palich, and Bracker (2009) established that the group that was presented with an RJP experienced lower turnover compared to the group that received a RJP. In this study, turnover for those who received the RJP was two and a half times lower than that of the control group. Another study presented an RJP to a group of participants after they joined the organization but before they began reporting to the organization (Ilgen and Seely, 2014). In this study, the control group experienced two times more turnover than the RJP group experienced. Both of these studies found large reductions in turnover for the RJP group when compared to the control group. Similarly, Fisher and Hartel (2013) used applicants for bank teller positions in a field study. Participants were either presented with an RJP from an incumbent, an RJP in the

form of a brochure, or no job preview at all (control group). Those in the control group experienced more than twice the turnover than those who received the RJP from the incumbent. However, there was no difference in turnover between the group that received the RJP in the form of a brochure and the control group.

Premack and Wanous (2005) noted that RJP lowers the new employee's initial job expectations so that the new employee doesn't become dissatisfied when overly inflated expectations are not met. Because RJP's bring about a greater alignment between expectations and reality, they can have a significant impact on the reduction of early turnover and can lead to substantial employee-replacement cost savings. (Martin, 2006) conducted research on the impact of the RJP on turnover frequency, turnover functionality, and cost effectiveness and established that turnover within the first year was 15 percent for the RJP group and 35 percent for the control group (a group of similarly situated real estate job applicants who were not given the RJP). Furthermore, her work suggests that the RJP had a positive effect on turnover functionality, meaning that the turnover which did occur was more frequent among RJP's are most effective where the job being recruited for is complex or difficult, experiencing high rates of early turnover or has important aspects that are unknown or misunderstood by the applicant. Premack and Wanous, (2005), established that the value of the RJP increases as the severity of the turnover increases. The impact of using a RJP will be greater in those occupations or organizations where turnover is high than in those where turnover is relatively low.

Providing a well-designed RJP to potential new employees during the application process can reduce turnover and enhance new employee commitment (Baruch, 2013). This is because two match-ups occur when a new person is hired: The employer matches its job requirements with the individual's qualifications and the individual matches his or her needs with the organizational

culture and the specific job's requirements. While the first match probably has the greatest impact on performance, the second match has the greatest effect on job satisfaction and tenure. A RJP is, therefore, a means of avoiding unmet expectations by providing accurate, favourable, and unfavorable job-related information to job candidates (Templer et al., 2006). It can also operate as an organizational mechanism for guiding individual career development (Baruch, 2013). Bernard *et al.*, (2011) investigated three possible psychological processes underlying the use of realistic job previews and the findings were hypothesized to reduce turnover through lowered expectations and increased job satisfaction, improved ability to cope with unpleasant job circumstances, and the creation of a perceptual set of greater openness and honesty within the company.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was applied in carrying out the study. It described the proposed research design, data collection and the techniques for data analysis that was used.

3.2 Research Design

The study used descriptive survey research. A descriptive research design is concerned with finding out the; who, what, where, when and how much. Furthermore, a research design is structured, has investigative questions and part of formal studies. The research design was considered suitable for the study as a method of eliciting information needed in drawing useful conclusions from the research study. Descriptive research design method provided quantitative data from cross section of the chosen population. Other designs such as interviews were also employed in considering the subject under study.

3.3 Population of the Study

The population of the study was three hundred and sixty (360) State Counsel serving in OAG & DOJ. Mugenda and Mugenda (2003) explain that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study.

Table 3.1: Population Size

Category	Population Size	Percentage
Top management	12	3.3
Middle level	95	26.4
Lower level	253	70.3
Total	360	100.0

Source: Payroll of OAG & DOJ as at August 2016

3.4 Sampling Design

The study used stratified sampling because of ease of classifying the population into strata's. The sample comprised of 25% from each strata of the target population. According to (Mugenda and Mugenda, 1999) a sample of 10% is considered representative. Respondents were selected randomly based on the category. This approach was considered appropriate since it ensured a representative sample. The sample size was appropriate for the study as it ensured that all the cadres in the organization were represented thus reducing sampling bias and achieving a high level of representation.

Table 3.2: Sample Size

Category	Population Size	Sample size
Top management	12	3
Middle level	95	24
Lower level	253	63
Total	360	90

Source: Payroll of OAG & DOJ as at August 2016

3.5 Data Collection

The study used primary data which was collected using semi structured questionnaire. A questionnaire, as the data collection instrument of choice is, easy to formulate and administer and also provides a relatively simple and straightforward approach to the study of attitudes, values, beliefs and motives (Robson, 2002). The Questionnaires were adapted to collect generalized information from the sample and results of the data be standardized. The questions were structured in three (3) tiers, demographic, realistic job previews and employee intention to exit.

3.6 Data Analysis

The data collected was analyzed using descriptive statistics, as measure of central tendencies and measure of variations. Once the data was collected, the questionnaires were edited for accuracy, consistency and completeness. However, before final analysis was performed, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. The responses were coded into numerical form to facilitate statistical analysis. Data was analyzed using statistical package for social sciences based on the questionnaires. In particular mean scores, standard deviations, percentages and frequency distribution was used to summarize the responses presented in tables and charts.

To establish the relationship between RJP and employee intention to exit, a regression analysis was established. For each RJP practice, an overall mean is to be determined and matched with the overall mean of the labour intention to exit. The regression equation assumed the following form.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \alpha$$

Where Y = Employees intention to exit

β_i = ($i = 0 - 3$) = Regression coefficient

X_1 = Source of Information

X_2 = Message Content

X_3 = Medium of Communication

α = Unexplained variables not explained by the model

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings and interpretations. The data was presented in percentages and frequency distributions, mean and standard deviations.

4.2 Response Rate

A total of 90 questionnaires were issued out and only 73 were returned. This represented a response rate of 81%. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and over was adequate.

4.3 Demographic Characteristics of Respondents

The demographic characteristics considered in this study included the gender, age, level of education and the length of continuous service of the respondent at the office of Attorney General and Department of justice.

Table 4.1: Demographic Characteristics of Respondents

Category	Item	Frequency	Percentage	Cumulative
Gender	Male	28	38.4	38.4
	Female	45	61.6	100.0
Age	Under 30 years	13	17.8	17.8
	31 – 40 years	32	43.8	61.6
	41 – 50 years	24	32.9	94.5
	Over 50 years	4	5.5	100.0
Level of education	Degree	55	75.3	75.3
	Masters	18	24.7	100.0
Length of continuous service	Less than 4 years	15	20.5	20.5
	4 – 10 years	23	31.6	52.1
	Over 10 years	35	47.9	100.0

Source: Researcher, 2016

The findings indicates that majority of the respondents (61.6%) were female while 38.4% were male. This showed that the majority of respondents who participated in the study were female workers. Equally, it could be an indication that the female workers could be the majority at the Office of Attorney General and Department of Justice.

The result on the respondents' age bracket was that 43.8% of the respondents were aged between 31 and 40 years; 32.9% of the respondents indicated their age bracket to be between 41 and 50 years; 17.8% of the respondents said that they were below 30 years while 5.5% of the respondents indicated their age to be over 50 years. The results show that majority of the

respondents were above 30 years and therefore they understand the need to have realistic job preview in the department of justice so that the newly recruited employees can know in advance what is expected of them in their day to day work.

The findings above show that majority of the respondents 75.3% have attained degree level; 24.7% said that they have attained Masters' level. This implies that majority of the respondents have attained degree level and above thus they understand the importance of realistic job preview.

The findings above indicated that 47.9% of the respondents have worked in the Office of Attorney General and Department of Justice for more than 10 years; 31.6% of the respondents said that they have worked in the organization for a period of between 4 and 10 years while 20.5% of the respondents indicated the duration working in the department of justice to be less than 4 years. The results show that majority of the respondents have worked in the Office of Attorney General and Department of justice for a longer duration of time and therefore understand the challenges that newly recruited employee undergo without a clear description of work and terms thus the need to have RJP in the organization.

4.4 Realistic Job Preview

The primary focus of realistic job preview has been on its effectiveness in increasing job satisfaction and reducing the turnover of new employees thus the need to understand the extent to which RJP is applicable in the Office of Attorney General and Department of Justice. The range was 'strongly disagree' (1) to 'strongly agree' (5). The range was 'strongly disagree (1)' to 'strongly agree (5). The scores of respondents' low level of realistic job preview usage represent a variable which had a mean score of below 3.0 while the scores of above 3.0 represent

respondents' agreement with the usage of realistic job preview. A standard deviation of >0.9 implies a significant difference on the impact of the variable among respondents.

4.4.1 Realistic Job Preview

The respondents were requested to indicate the role of realistic job preview in the office of Attorney General and Department of justice. This was important for the study in order to determine the usage and its effect on employees.

Table 4.2: Realistic Job Preview

Realistic Job Preview	Mean	Std. Deviation
Realistic job preview allow job candidates to match their needs with what they will encounter on the job.	3.852	.958
RJP also provides a reference on what employees could expect from the employer and vice versa.	3.816	1.038
Employees are exposed to the requirements of their new job by Realistic Job Preview	3.737	1.031
RJP reduces turnover and hiring and training costs by weeding out people who do not want the kind of work the agency has to offer	3.654	1.025
RJP lowers candidates' expectations to a more realistic level	3.631	.970
Realistic job preview serve to discourage employees who wish to exit on the job from accepting job offers	3.545	1.257
The information provided in the job preview is an honest description of working in the organization	3.335	1.093
RJP as a form of communication transmit a message of trustworthiness, honesty and care	3.153	1.102

Source: Researcher, 2016

The finding indicate that realistic job preview was important to the Office of Attorney General and Department of Justice as it allow job candidates to match their needs with what they might

encounter on the job (M=3.852); provides a reference on what employees could expect from the employer and vice versa (M=3.816); exposes employees to the requirements of their new job (M=3.737); reduces turnover, hiring and training costs by weeding out people who do not want the kind of work the agency has to offer (M=3.654) and that it lowers a candidates' expectations to a more realistic level (M=3.631).

The respondents further established that realistic job preview serve to discourage employees who will be less likely to survive on the job from accepting job offers (M=3.545); provides a honest description of working in an organization (M=3.335) and that RJP as a form of communication transmit a message of trustworthiness, honesty and care (M=3.153). From the results, the RJP plays a critical role in the management of new employees in the organizations as it enables them to match their needs with what they would encounter on the job, enable them to know what to expect from the organization and the requirements of the new job thus lowering employee intention to exit the organisation.

4.4.2 Forms of Realistic Job Preview

RJP methods provide the applicant with a more holistic picture of the job, thereby enabling the applicant to make an informed decision regarding whether he or she really wants the job and/or if he or she is suitable for the requirements of the position. The form of transmitting the message however plays a critical role in the job seekers.

Table 4.3: Source of Information

Source of Information	Mean	Std. Deviation
RJP presented focused on general organizational information when presented early and on detailed and job-specific information when presented later	3.482	1.054
Oral RJP is presented to employees by an interviewer	3.286	1.128
Written RJP is presented to employees	3.175	1.039

Source: Researcher, 2016

From the finding, the respondent believed that realistic job preview focused on general organizational information when presented early and on detailed and job-specific information when presented later (M=3.482) and that oral RJP was presented to employees by an interviewer (M=3.286) while written RJP was presented to employees (M=3.175). This implies that realistic job preview focused on general organizational information presented to employees in oral and written format.

4.4.3 Message content

The message content is used by the prospective employees to make decision about the job thus the need to understand the extent to which it is applied in the organization.

Table 4.4: Message content

Message content	Mean	Std. Deviation
Positive information presented about the organization is included in RJP	3.274	1.039
The organization considers explicitly self-selection from prospective employees	3.068	1.283
The content presented is descriptive, judgmental, or a combination of both approaches	2.726	.750
Negative information about the organization is included in RJP	2.452	1.323

Source: Researcher, 2016

The result indicate that positive information presented about the organization is included in RJP (M=3.2740) and that the organization considers explicitly self-selection from prospective employees (M= 3.0680). The respondents disagreed that the content presented was descriptive, judgmental, or a combination of both approaches (M=2.7260) and that negative information about the organization was included in RJP (M=2.4520). It can be concluded that the realistic job preview consist of positive information, descriptive content and organisation considers explicitly self-selection from prospective employees. This contributes to the perception of a favorable opportunity for the prospective employee and a higher probability to accept the job offer.

4.4.4 Medium of Communication

The method used to present realistic job preview influence prospective employees' perception of the job thus the need to understand the medium used by the Office of Attorney General and Department of Justice.

Table 4.5: Medium of Communication

Medium of Communication	Mean	Std. Deviation
Schemes of Service and Circulars are used to communicate RJP	3.0822	1.01041
Subjective reality (the job situation as seen through job incumbents) is used to communicate RJP	3.0685	.96218
Verbal RJP is used in the organization	3.0164	1.28701
Live or videotaped forms of communications is used	2.1370	1.07128
Audio-visuals is used by the organization to communicate RJP	2.1096	1.11258

Source: Researcher, 2016

The result on the medium of communication used to communicate RJP were Schemes of Service and Circulars (M= 3.0822); subjective reality (the job situation as seen through job incumbents) (M=3.0685) and verbal communication (M=3.0164). The respondents disagreed that live or videotaped forms of communications was used (M=2.1370) and that audio-visuals was used by the organization to communicate RJP (M= 2.1096). This implies that realistic job preview was communicated through Schemes of Service/Circulars and verbal communication in Office of Attorney General and Department of Justice. Hence, when presented with a verbal RJP, people are likely to process information more deeply, which is likely to create a more enduring attitude change.

4.5 Employee Intention to Exit

Employee intention to exit can be extremely devastating for any company. The organisation finds it difficult to maintain a steady and successful operation. Management should have their own rating on employee turnover and measurement how this affects organizations performance. Employees exit in an organization is called employee turnover.

4.5.1 Employee Turnover

The respondents were requested to indicate role of realistic job preview on employee intention to leave. The results were presented in Table 4.6.

Table 4.6: Employee Turnover

Employee Turnover	Mean	Std. Deviation
Realistic job previews enable new employees to prepare coping strategies to handle situations that will arise on the job	3.437	1.134
RJPs tend to lower an applicant's expectations, causing their expectations to be to be met more easily thus reducing turnover	3.313	1.136
An RJP facilitates met expectations by helping to ensure congruence between new recruits' expectations and their subsequent work experience	3.206	1.130
RJPs have been used to reduce the stress level of the new job in employees	3.189	1.106
Well-designed RJPs is provided to potential new employees during the application process so that it can reduce their intention to exit and enhance new employee commitment	3.145	.995
RJPs positively affect retention because applicants are given realistic information	3.039	1.038

Source: Researcher, 2016

The respondent strongly acknowledged that realistic job previews enable new employees to prepare coping strategies to handle situations that will arise on the job (M=3.437); lower an applicant's expectations, causing their expectations to be to be met more easily (M=3.313); facilitates met expectations by helping to ensure congruence between new recruits' expectations and their subsequent work experience (M=3.206) and that it helps reduce level of the new job (M=3.189). The respondents further agreed that well-designed RJPs was provided to potential new employees during the application process so that it can reduce their intention to exit and

enhance new employee commitment (M=3.145) and that RJPs positively affect retention because applicants are given realistic information (M=3.039). Based on the finding, it can be concluded that realistic job previews enable new employees to prepare strategically, reduce the stress level of the new job and met expectations by helping to ensure congruence between new recruits' expectations.

4.6 Relationship between Realistic Job Preview and Employee Intention to Exit

The relationship between realistic job preview (source of information, message content and medium of communication) and employee intention to exit was tested by using regression analysis, based on the regression model presented. The following show the model summary, ANOVA and coefficients of regression.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 ^a	.570	.558	.60123

Source: Researcher, 2016

a. Predictors: (Constant), source of information, message content and medium of communication

Table 4.7 shows that the coefficient of determination that is the percentage variation determination in the dependent variable is supported by the variation in independent variables. R square is 0.570 which implies that variance in employee intention to exit can be explained by source of information, message content and medium of communication. Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the results of the study, the value of adjusted R squared was

0.558 which indicates that the three independent variables, explain 55.8% of employee intention to exit. This therefore means that other factors not studied in this research contribute 44.2% of employee intention to exit.

Table 4.8: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.177	3	1.267	54.455	.024 ^a
	Residual	13.723	70	2.327		
	Total	31.900	73			

Source: Researcher, 2016

The significance value is .024 which is less than 0.05 thus the model is statistically significant in predicting how source of information, message content and medium of communication affect employee intention to exit. The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 54.455), this shows that the overall model was significant.

Table 4.9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.121	1.223		2.917	.255
	Source of information	.210	.104	.157	3.081	.002
	Message content	.180	.145	.087	2.578	.005
	Medium of communication	.396	.204	.155	2.960	.032

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.121	1.223		2.917	.255
Source of information	.210	.104	.157	3.081	.002
Message content	.180	.145	.087	2.578	.005
Medium of communication	.396	.204	.155	2.960	.032

Source: Researcher, 2016

a. Dependent Variable: Employees intention

From the data, the generated table was

$$Y = 1.121 + 0.210 X_1 + 0.180 X_2 + 0.396 X_3$$

According to the regression equation established, taking all the three independent variables into account constant at zero, employee intention to exit was 1.121. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in medium of communication will lead to a 0.396 increase in employee intention to exit; a unit increase in source of information will lead to a 0.210 increase in employee intention to exit and a unit increase in message content will lead to a 0.180 increase in employee intention to exit. At 5% level of significance and 95% level of confidence, source of information had a 0.002 level of significance; message content showed a 0.005 level of significant, medium of communication had a 0.032 level of significant, and hence the most significant factor is source of information.

4.7 Discussion of the Findings

Job seekers' decisions to apply to organizations have a large impact on the quality and quantity of organizations' applicant pools, ultimately influencing the utility of organizations' selection systems and the quality of their workforces. RJPs can be beneficial because they are relatively inexpensive to develop and implement, and even when the effects of RJPs on performance, turnover, and job satisfaction are relatively small, the economic savings in selection and turnover costs can be quite large. The study established that the Office of Attorney General and Department of Justice was using RJP as it allow job candidates to match their needs with what they might encounter on the job, exposes employees to the requirements of their new job, reduces turnover and hiring and training costs, lowers a candidates' expectations to a more realistic level and discouraging employees who were less likely to survive on the job from accepting extended job offers. The results of the study were found to be in line with Earnest, Allen, and Landis (2011) findings that the primary reason why employers use realistic job preview is because it is assumed that the realistic job preview will result in employees having greater job satisfaction and consequently lower staff turnover. RJP methods provide the applicant with a more holistic picture of the job, thereby enabling the applicant to make an informed decision regarding whether he or she really wants the job and/or if he or she is suitable for the requirements of the position (Fisher and Hartel, 2013).

The information presented in RJP allows the job candidates to make an educated decision about their job choice. The source of information to the job applicants influence the extent to which they value RJP as this was established by the study where oral and written RJP was used in presentation of early RPJ. Saks and Cronshaw (2010) also showed that participants who received an oral RJP from an interviewer had more positive impressions of the interviewer and the

organization's honesty than those in both the written RJP and the control groups. Wanous (1989) suggested that if a broad RJP message is used, candidates are likely to miss important information. RJP could focus on general organizational information when presented early and on detailed and job-specific information when presented later. It is essential that RJP, in any form, could be identify unrealistic expectations that job candidates may have and address these concerns with a realistic view of the job and organisation's culture. The study established that positive information about the organization was included in RJP and that the organization considers explicitly self-selection from prospective. The respondents disagreed that the content presented was descriptive, judgmental, or a combination of both approaches and that negative information about the organization was included in RJP. Wanous (1989) noted that while RJP content varies between organizations and job types, it could keep an overall focus on factors that are most important, directly correlated with turnover, and most misperceived by recruits. Negative information gains more attention and scrutiny from applicants than positive information (Buda and Charnov, 2013). Earnest *et al.*, (2011) noted that there is a significant negative relationship between the amount of negative information conveyed and applicants' attraction to the job.

The method used to present realistic job preview can influence prospective employees' perception of the job and this was found to be true in the organization as Schemes of Service and Circulars, subjective reality and verbal communication was used to communicate RJP while live or videotaped forms of communications and audio-visuals were not used. The results were found to be consistent with Phillips (2008) findings that only verbal RJPs were positively associated with job satisfaction. Verbal RJPs were also associated with the greatest reduction in turnover, followed by written RJPs. The results were inconsistent with Delery and Doty (2011) findings

that live or videotaped forms of communications are often more persuasive than are audio forms this is because the prospective employees are able to see how the job is done hence be able to have a clear picture of what they will experience upon accepting the job. The RJPs given to job seekers was found to play a critical role in that it enable new employees to prepare strategically, reduce the stress level of the new job and met expectations by helping to ensure congruence between new recruits' expectations. This was found to be consistent with Breugh (2013) findings that RJPs can be used to reduce the stress level of the new job in employees. They can also use to enhance the coping ability of employees at their new jobs. Premack and Wanous (2005) noted that RJP lowers the new employee's initial job expectations so that the new employee doesn't become dissatisfied when overly inflated expectations are not met.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter gives a summary of the findings in relation to the objectives of the study. The chapter is divided into the summary of findings, conclusions, recommendations, limitations of the study and suggestions for further research.

5.2 Summary of Findings

Recognition of the importance of job information in recent years has been heavily influenced by increasingly high hiring, training, selection and separation costs in addition to the time spent on the process. Organizational changes have gradually led employers to the realization that the most effective way of cutting down on increased turnover and enhancing employees commitment is to provide accurate Job Previews. The study found out that RJP plays a critical role in the management of new employees in the organizations as it enables them to match their needs with what they might encounter on the job, enable them to know what to expect from the organization, reduces turnover and the requirements of the new job thus lowering employee turnover and absenteeism. Further, realistic job preview serve to discourage employees who will be less likely to survive on the job from accepting extended job offers by providing an honest description of working in the Office of Attorney General and Department of Justice.

Nowadays organizations no longer select applicants to fill open positions. The hiring process has become a two-way decision making process in which applicants and organizations select each other. The job preview is used by the OAG & DOJ to facilitate a healthy exchange between the

applicant and the organization. The form of presenting realistic job preview to prospective employees is crucial to the attainment of the intended objective. The study found out that oral and written RJP which focuses on organizational information was presented early and on detailed and job-specific information and this ensures that the job seekers have thorough knowledge regarding the organization before accepting the job offer.

Proper use of recruitment methods may not only motivate employees to perform better and increase their commitment towards the organization but also improve their job security through upward and lateral career opportunities. The message content consists of positive information and descriptive content as the organization considers explicitly self-selection from prospective employees. This contributes to the perception of a favorable opportunity for the prospective employee and a higher probability to accept the job offer. The study established that realistic job preview was communicated through Schemes of Service, Circulars and verbal in Office of Attorney General and Department of Justice. Hence, when presented with a verbal RJP, people are likely to process information more deeply, which is likely to create a more enduring attitude change.

The RJP provides a vehicle to communicate exactly what an organization has to offer in terms of company reputation, advancement potential, and learning opportunities besides the benefits package. The OAG & DOJ was found to have used realistic job preview in recruitment of employees as this enable new employees to prepare coping strategies to handle situations, lower an applicant's expectations and facilitates met expectations. Realistic job preview further helps reduce level of the new job, reduce their intention to exit and enhance new employee commitment thus positively affecting retention.

5.3 Conclusions

The process of recruitment, selection and placement has costs associated with them. The cost includes money for advertisements, human workforce and time. So, it becomes very important for the organizations to ensure that whatever cost is incurred during these processes must give the desired results and outcomes. One way to achieve these desired outcomes and results is through realistic job previews. Realistic job previews are used to filter the applicant pool so that an organization can only have the most suitable candidates with them. RPJ was found to have been provided in the form of oral or written previews and include vital information related to the job. These previews change the unrealistic expectations of employees into realistic expectations. The unwritten expectations of employees are toned down and changed into written expectations presented by the organization in the form of RJPs.

Increasing the efficiency while capitalizing on recruitment efforts in organization is becoming more and more important as the unemployment rates continue to rise and more and more people are seeking jobs. Since a job preview is truly the first place where potential applicants form opinions about the job and the organization, it is important to make sure that these first impressions are good ones. The study has shown the beneficial outcomes of utilizing RJPs in recruitment, therefore, OAG & DOJ can in fact tailor their recruitment messages in order to attract and hopefully retain the right people, in the right job. The usage of RJP by the Office of the Attorney General & Department of Justice enables the applicants to have more information regarding the organization and the job, thus allows them to make more informed decisions about the job. This would result in decreased turnover, increased job satisfaction, increased organizational commitment, and increased performance. By utilizing RJPs in recruitment efforts, the organization has the potential to reduce the number of lower quality applicants, reduce

unrealistic expectations about the job for potential applicants, and recruit individuals who will have a strong person-organization fit. This is likely to yield positive results for both the organization and the employee in the long term.

5.4 Limitations of the Study

The study used key informants from the Office of the Attorney General & Department of Justice which put constraints on the generability of the results to other organizations. The sample selection may also limit the generalization of results to the overall population. The narrow and specific focus of this study means the results are limited to the office of Attorney General and department of justice only which may not translate to other industry and national contexts.

This study was also limited by other factors in that some respondents may have been biased or dishonest in their answers considering that they were all commenting on their employer. More respondents would have been essential to increase the representation of respondents in this study and allowed for better check of consistency of the information given. However, despite the above limitations, the findings presented in this paper have important policy implications.

5.5 Recommendations for Policy and Practice

The study found out that source of information, message content and medium of communication was important form of RJP presentation and it is recommended that when an organization considers implementing RJP in recruiting, it must take into account the timing, scope, message, and medium of the program. A multimedia, multi-stage approach in which the organization uses Schemes of Service and Circulars, video, and live presentation of a more job-specific RJP with medium negativity content at different stages of the hiring process is recommended.

The findings of the study found out that RJP was important in recruitment of employees in the organization and it is recommended that other organizations should incorporate RJP in their recruitment process so that they can attract and retain the required employees.

The findings of the study can be used by practitioners to answer the problem of job candidates' perceptions and expectations. The implication of the study is that the information supplied to the candidate does not have to be exact all the time. However, one should bear in mind that the failure to inform job candidates for key positions about job, organization, supervisor or a team in which he or she will be performing duties may result in dissatisfaction, absenteeism and, finally, turnover. By identifying personal goals as an influential factor in the relationship between R.J.Ps, expectancies, and performance, practitioners may be able to develop more effective ways to use R.J.Ps, to reduce turnover and increase satisfaction, while keeping performance as a desirable level. An obvious approach would be to incorporate personal goal techniques into R.J.P administration. Practitioners should also use personal goal techniques in conjunction with other H.R functions that influence employee expectancies. For example, it may be possible to apply the findings of the present study to training, performance appraisal, and compensation, as employees most likely form expectations about these H.R functions.

This finding adds to the continuous development of expectancy and personal goal theories. It also provides a reasonable explanation for how R.J.Ps can simultaneously lead to positive organizational outcomes such as increased satisfaction, decreased turnover, and negative organizational outcomes such as decreased performance.

5.6 Suggestions for Further Research

The study was undertaken in the Office of Attorney General and Department of Justice on State Counsels which is a public institution, similar study should be undertaken in private institutions and a comparison is undertaken to determine the extent of usage and the effect of RJP.

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APPENDIX I: QUESTIONNAIRE

Section A: Demographic Characteristics of Respondents

Tick the appropriate response

1. Gender: Male () Female ()
2. What is your age bracket? (Tick as applicable)
 - a) Under 30 years ()
 - b) 31 – 40 years ()
 - c) 41 – 50 years ()
 - d) Over 50 years ()
3. What is your highest level of education qualification?
 - a) Degree ()
 - b) Masters ()
 - c) Diploma ()
 - d) Certificate ()
4. How long have you worked at the AOG & DOJ office?
 - a) Less than 4 years ()
 - b) 4 – 10 years ()
 - c) Over 10 years ()

Section B: Relationship between Realistic Job Preview And Employee Exit

NB: Realistic job preview (RJP) is an approach that allows job candidates to learn negative as well as Positive information about the job and the organization before they accept the offer.

6. To what extent do you agree on the following regarding realistic job previews in The Office of the Attorney General and Department of Justice?
Use 1- Strongly Disagree, 2- Disagree, 3- Moderate, 4- Agree and 5-strongly agree.

Realistic Job Preview	1	2	3	4	5
RJP as a form of communication transmits a message of trustworthiness, honesty and care.					
RJP serve to discourage employees who wish to exit on the job from accepting job offers					
Employees are exposed to the requirements of their new job by RJP					
RJP reduces turnover and hiring and training costs by weeding out people who do not want the kind of work the agency has to offer					
RJP allow job candidates to match their needs with what they will encounter on the job.					
The information provided in the RJP is an honest description of working in the organization					
RJP also provides a reference on what employees could expect from the employer and vice versa.					
RJP lowers candidates' expectations to a more realistic level					

7. To what extent did the following forms of RJP presentation influence your job acceptance in the OAG & DOJ?

Source of Information	1	2	3	4	5
Written RJP is presented to employees					
Oral RJP is presented to employees by an interviewer or at induction					
RJP presented when presented early focused on job specification information but when presented later detailed on general organizational information					
Message content					
The content presented is descriptive, judgmental, or a combination of both					

Negative information about the organization is included in RJP					
Positive information about the organization is included in RJP					
The organization considers explicit self-selection from prospective employees					
Medium of Communication					
Schemes of service and circulars are used to communicate RJP					
Live or videotaped forms of communications is used					
Audio-visuals is used by the organization to communicate RJP					
Verbal RJP is used in the organization					
Subjective reality (the job situation as seen through job incumbents) is used to communicate RJP					

Section C: Employee Intention to Exit

8. To what extent has realistic job preview influenced your intention to exit OAG & DOJ?

Employee Turnover	1	2	3	4	5
RJPs positively affect retention because applicants are given realistic information					
Well-designed RJP is provided to potential new employees during the application process so that it can reduce their intention to exit and enhance new employee commitment					
RJPs enable new employees to prepare coping strategies to handle situations that will arise on the job					
RJPs tend to lower an applicant's expectations, causing their expectations to be to be met more easily thus reducing turnover					
RJPs have been used to reduce the stress level of the new employees in the job					
An RJP facilitates met expectations by helping to ensure congruence between new recruits' expectations and their subsequent work experience					