

**FACTORS THAT INFLUENCE THE PERCEPTION OF REALISTIC
JOB PREVIEW AMONG MANAGEMENT STAFF IN LARGE
COMMERCIAL BANKS IN KENYA**

BY

KASONGWA, TUPEGE.

**A Management Research Project Submitted in Partial Fulfillment of the
Requirement for the award of Master of Business Administration
(MBA) Degree of the University of Nairobi**

2009

DECLARATION

This research is my original work and has not been presented for a degree in any other university.

Signed _____

Date _____

KASONGWA, TUPEGE.

D61/8867/2005

This research has been submitted for examination with my approval as university supervisor.

Signed _____

Date _____

George Omondi

School of Business, University of Nairobi.

DEDICATION

This work is dedicated to my daughters, Celina, Jennifer and Patricia for being major source of inspiration.

ACKNOWLEDGEMENT

I am greatly indebted to all those people who, in their own individual way contributed to either directly or indirectly to the completion of this project. I received invaluable support, assistance and encouragement from various individuals who I sincerely thank for their cooperation.

I am particularly indebted to my supervisor, Mr George Omondi for his guidance, advice and constructive criticism he gave throughout the study.

I also thank all the bank employees who took part in responding to the questionnaires, without them this work would have been difficult to complete.

I wish to extend my deepest gratitude to my family. To my husband, Tom Owiyo who provided the financial support to pursue this program, he has been a great source of inspiration and encouragement throughout the study period. My gratitude also goes to my children, Celina, Jennifer and Patricia, to them I dedicate this project. To the rest of my family, my mother, sisters and brothers. I would like to thank you for being there for me.

Finally to my friends who assisted me yet have not been mentioned, I sincerely thank you all.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS.....	v
CHAPTER FOUR: DATA ANALYSIS AND FINDINGS.....	15
4.2: Demographic characteristics of the respondents.....	15
4.2.1: Ownership of the Bank.....	15
4.3: Factors Influencing Perception of realistic job preview	16
5.1: Summary.....	19
5.2: Conclusions.....	20
5.3: Limitations of the Study.....	21
5.4: Recommendations for further studies.....	21

ABSTRACT

Organizations view a realistic job preview as a recruiting approach that is designed to communicate both the desirable and undesirable aspects of a job before an applicant has accepted a job offer. Research has demonstrated that many applicants know little about the jobs for which they are applying or worse yet have certain expectations and/or perceptions about the job which are totally inaccurate. This study aimed at establishing the factors that influence the perception of realistic job preview by management staff of large Commercial Banks in Kenya. A sample of twelve (12) banks was selected out of which one hundred and twenty (120) respondents were randomly sampled. Questionnaires were administered using the drop and pick method. Data analysis was done using both descriptive and inferential statistics and presented using frequency tables and percentages.

From the findings, it is evident that realistic job preview is used in the hiring of the management staff of Commercial banks in Kenya. It was also found that different individuals accept or reject job opportunities due to different factors and perceptions about the information they are given. Majority of the respondents were satisfied with the information they were given. The results of this study indicate that management

employees of the commercial banks tend to have a higher level of job satisfaction when the information provided to them during the recruitment process, reflects the reality of the jobs they hold. This suggests that realistic job preview has potential in improving employee job satisfaction.

Based on the findings it was concluded that it is important to provide accurate information to prospective employees by having a careful balance of positive or negative aspects of a job and the organization in general. The information given at the recruitment helped the respondent to balance out the expectation hence having easy adjustment to their new jobs. It was recommended that this research be replicated and expanded to a wider population of the Commercial Bank in the country, so that a comparative analysis may be done to establish consistency of findings and to determine differences within and between the cadres for effective human resource planning and management.

CHAPTER ONE: INTRODUCTION

1.1 Background

Majority of job candidates often have unrealistic expectations about the organization they aim to join (Wanous, 1980). Frequently, upon taking up a job in a new organization, there is a period when initial positive expectations are disconfirmed, which usually leads to dissatisfaction. Louis, (1991) 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.

1.1.1 Realistic Job Preview

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 the accept offer (Aswathappa, 2005). Realistic job preview have received more attention in the recent past due to the high and increasing costs of hiring, training, selection and separation in addition to the time spent in the processes (Rynes, 1991).

Proponents of the realistic job preview (Schneider, 1976; Wanous, 1980) assert that by providing job applicants with an accurate description of the job, those who accept the job, will be more satisfied with it and thus less likely to leave it voluntarily. An accurate realistic job preview, combined with opportunities for prospective employees to choose not to go further in pursuing a job, can reduce employee turnover, hiring and training costs by avoiding recruiting employees who may in turn have to quit shortly after being hired. Realistic expectations help new employees to adjust and survive in the new

position after they are hired. If new employees have been informed about both pleasant and unpleasant aspects of a job before accepting the offer it is less likely that they will feel misled or dissatisfied (Wanous, 1992). It is therefore clear that realistic job preview is used by many organizations to facilitate a healthy exchange between the applicant and the organization. The primary focus of realistic job preview has been on its effectiveness in increasing job satisfaction and reducing the turnover of new employees. Breugh (1983) 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.

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 (Sparrow et al., 1994). Breugh (1992) has outlined that an effective realistic job preview is one that provides complete and accurate information to the job applicant. The information to be given should match the organization policies, structures and other important information which are up to date. Likewise, Moskowitz (2000) emphasizes that realistic job preview can be effectively developed by a close examination of the organization structure, work processes and the individual workers. Warnous (1983) contends that the realistic job preview can be integrated into a newly developed or an already established selection process. The information to be communicated to the job applicant is important. Organizations should focus on those factors that are most important, the ones correlated with turnover, job satisfaction and organization commitment. Important too are the factors that are most misconceived by recruits especially on jobs that attract a considerable number of applicants. Realistic job preview should be presented prior to making job offer to an applicant. Presenting the information to the recruits after making the offer may be too late because they (the recruits) may have already suffered the shock of the unexpected and may have already made the decision to separate.

1.1.2 Employee Perception

Broadly defined, perception refers to a dynamic and complex way in which individuals select information (stimuli) from the environment, interpret and translate it so that a meaning is assigned to it and this eventually results in a pattern of behavior or thought (Mulins, 2005). It gives rise to individual behavioral responses to particular situations. Rousseau (1995) observed that an individual's perception of a realistic preview of a given job is often a function of that person's environment, his or her beliefs, attitudes, value system and cultural frame of reference. This frame of reference is usually based on past experience, which of course, implies that it is selective, as is the human perception process. A situation may be the same but the interpretation of that situation by two individuals may be vastly different. Different factors influence employee's perception of an event or process. These factors include age, gender, previous experience, professional orientation, educational background, cadre of staff, employee expectations, rates of unemployment and the content of the message presented (Fisher et al., 1979).

The significance of employee perception of realistic job preview lies on the post hire outcomes which include job satisfaction, high performance and low turnover. Realistic job preview is given before one is employed, this means, an employee goes through the recruitment process becomes an employee of an organization with a clear picture of what is expected of him or her and what to expect from the organization. Barber (1998) contends that once applicants are attracted to the organization, their interest must be held throughout the selection process and in the end those who accept the offer should be maintained. This is made possible by the presentation of both positive and negative information which allow job candidates to match their needs with what might encounter on the job. Hiring costs and time are minimized when organizations use realistic job preview as it provides prospective employees whose demands are not matched with those of the organization to decline the job early on in the process and allow the organization to get a replacement before spending resources.

1.2 Commercial Banks in Kenya

According to Central Bank of Kenya, there are 44 commercial banks operating in Kenya (CBK, 2008). These commercial banks can be grouped into five categories based on the ownership structure: pure foreign banks, foreign with local shareholding, local private foreign shareholding, pure local private and public with government shareholding. In terms of net assets they are categorized into three peer groups of Large, medium and small. The large peer group category dominates the industry.

Commercial banks are those institutions involved in accepting deposits and lending money to the public (Abdullah, 2000). Kenya features a commercial banking system dominated by a number of commercial banks and a small number of non-bank financial institutions which concentrate mainly on mortgage finance, insurance and other related financial services. Over the years the sector has grown into a more complex scene of banking institutions of different types and ownership.

The financial service industry in Kenya has become visible and fiercely competitive. What worked for corporations in the past has been re-engineered, re-evaluated, re-processed and reinvented in the hope of entering a new era with an edge over on the competition. Each corporation has a strategy unique to its corporate culture, but all of these banking institutions have the same desire; to be the customers' number one choice for their banking products and services. The banking industry has witnessed an evolution from old way of doing business to new innovative models that offer specialized products to special categories of clientele (Abdullah, 2000).

1.3 Statement of the Problem

Hiring for a new job has become a two way decision making process in which employees and employers select each other. The employee perception of realistic job preview benefits both the organization and the prospective employees. The information given

through the realistic job preview is expected to increase employee retention and commitment because accurate recruiting message may give applicants the opportunity to drop out of the running for a job if they feel their interests and qualifications do not fit. Likewise, it is not an employers' best interest to find prospective employees, hire them only to have them leave the organization.

High costs of hiring and organizational changes have gradually lead to the realization that the most effective way of cutting down on increased turnover and enhancing employee commitment is to provide realistic job previews (Wanous, 1992). Knowledge of the factors that influence the perception of realistic job preview is of particular importance for both the organization and the prospective employee in the recruitment process. The organization will be able to get effective and dedicated performers through self selection process facilitated by the information given through the realistic job preview. For the prospective employees, their perception towards a job and hence decision to accept an offer or not will be enhanced by the information provided to them during the process.

Studies that have been done on realistic job preview include that of Bourgeois (2003), Martin (1999) and Angatia (2003). Bourgeois (2003) studied factors influencing the effects of realistic job previews on applicants' judgment of organizational attractiveness. Martin (2009) explored the upper limits of realistic job preview effectiveness for increasing stability and performance of new employees. Angatia (2003) studied on the perception of job previews among management staff of banks within Nairobi. No study has been carried out to demonstrate what influence employee perception of realistic job preview. As such, this study seeks to explore the the factors that influence perception of realistic job preview of management staff in large commercial banks in Kenya.

1.4 Objectives of the study

The objective of the study was to determine factors that influence perception of realistic job preview of management staff commercial banks in Kenya.

1.5 Importance of the Study

- i It is anticipated that the findings of the study will be of value to a number of groups including top management of commercial banks in Kenya. The findings of the study will assist them in developing better ways of recruitment to organizations to cope with changes in their environment.
- ii. The findings of the study will be of value to other organizations on matters relating to better ways of recruitments of new employees.
- iii This study also will be of the value to scholars, academicians and researchers. It will act as reference point for further research into the aspects of Human Resource Management. The findings of the study will also be valuable to various Human Resource Management journals. This will increase the understanding of the environmental dynamics taking place within organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Realistic Job Preview

The processes underlying realistic job preview are largely psychological and involve employees' or job applicants' perception of the organization. Based on the manner in which the organization presents both positive and negative information about the job and about the organization, prospective employees may perceive its management as honest, trustworthy, dependable and open. Provision of comprehensive information related to a job helps the applicant to evaluate the comparability among prospective job opportunities and their personal needs before decisions to accept an offer is made. Realistic job previews can result in self selection process where job applicants may make early decisions to exit the hiring process in the initial stages of job selection. This saves the organizations resources (Wanous, 1992)

Realistic job preview is designed to prevent newcomer dissatisfaction, rather than reduce it after the fact. Viewing realistic job preview as a persuasive communication implies that careful consideration should be paid to the psychological functions that attitude fulfils. Attitude plays an important role in the socialization of new employees. What occurs early in the job hiring process influences the subsequent attitude and behavior of new employees (Allen and Meyers, 1990). Realistic expectations help the new employee to adjust and survive in the new position after they are hired. Since there is hardly a job that can be described as ideal, most new employees often accept certain job realities that they may perceive as negative. If new employees have not been informed about such negative aspects of the jobs before accepting the offer, it is likely that they may feel misled and eventually dissatisfied.

2.2 Employee Perception

According to Sims (1994), the relationship between employee perception and realistic job preview is important in that where the latter exists; perceptions will often equal

expectations thereby leading to a positive confirmation. On the contrary, a negative confirmation is realized when perceptions and expectations are not matched. Naturally, positive confirmation results in satisfaction and negative confirmation in dissatisfaction.

Milkovich (1988) asserted that employee's decision to stay or quit a job as a function of relative attractiveness of the current employment compared to alternatives. Intentions precede decisions thus accurate recruiting messages may give applicants the opportunity to drop out of the running for a job if they feel interests and qualifications do not fit. Realistic pre hire information decreases unmet expectations after hiring and helps the applicants' develop better strategies for coping with work challenges. In general, applicants simply develop more positive perception for employers that provide complete and honest information.

2.3 Factors influencing employee perception of Realistic Job Preview

2.3.1 Information about the job

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. (1979) 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 (Buckley et al., 1997; Lee et al., 1992). This means overstated organizational attributes and inflated newcomer expectations may combine to create an environment not conducive to optimal employee socialization.

On the other hand the negative information can induce anxiety to the prospective employees (Rogers, 1975). Overemphasis on the negative information can create negative perception on the job on offer. This can equally give wrong impression to the prospective employee and lead to declining of a job offer. Realistic job preview therefore presupposes an effective balance of both the negative and positive aspects of the job.

2.3.2 Method of communicating information about the job

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 (Chaiken et al., 1996). A study by McGuire (1996), 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.

However, a combination of methods is recommended for better understanding and perception of the job on offer. Realistic job preview information plays an important role in the socialization of new employees. What occurs early in the job-hiring process influences the subsequent attitudes and behaviors of newcomers to an organization (Allen and Meyer, 1990). Not surprisingly, dissatisfaction often occurs when a new employees realizes that there exists a wide disparity between their perception and the reality of the job. Job satisfaction may be increased when the new employee believes that the employer has been honest and forthright during the recruitment process (Meglino et al., 1988).

2.3.3 Availability of alternative jobs

In order for the realistic job preview to be effective, the applicant must feel free to turn down a job that is perceived, based on the realistic job preview, as not meeting his or her needs (Breaugh, 1983). One critical variable might be the rate of unemployment in an

economy. An applicant often accepts a job, even knowing that it will not be a good fit, simply because any job is better than no job. Baker (1985) found that an individual may accept and remain on a dissatisfying job because of lack of other opportunities. In such a situation, dissatisfaction may be exhibited through absenteeism and lowered productivity.

2.3.4 Employee expectations from the job

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, 1992). 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 (1992), 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.

2.3.5 Age of the prospective employee

Age of the prospective employee influence the acceptance or rejection of a particular post regardless of the information received through realistic job preview. Younger people are believed to be ambitious, innovative with high expectations about the future (Mullins, 2005). Many may accept and stick to the job depending on other factors like education background, unemployment and other factors. Others may not accept due to their professionalism, their perception about the job and their interests in life. Older people are believed to be mature, experienced and are expected to stay on the job for long as they anticipate their retirement age. Therefore, the information given through the realistic job preview will give highlights on what really is fit for an individual and the organization because the purpose of realistic job preview is to identify individuals who will be effective performers.

2.3.6 Gender of the prospective employee

A gender perspective implies analyzing the importance, meaning and consequences of what is culturally defined as male or masculine as well as female or feminine ways of thinking (knowing) feeling, valuing and acting (Mullins, 2005). Women are believed to have expressive skills, helpful to others, more kind, considerate and understanding than men (Ruble, 1983). Men are stereotyped as having instrumental skills, independent assertive and competitive (Spence et al., 1975). However, in real life both women and men can be seen as weak and strong, rational and emotional; but the interpretation and judgment may be different depending on the gender of the individual. Realistic job preview helps a prospective employee to judge themselves and weigh out if they fit for the job or not. Hence the realistic job preview information will help the prospective employees to perceive the job on offer depending on how they consider themselves fit for the position.

2.3.7 Previous work experience of the prospective employee

Learning from previous experiences has a critical effect throughout all the stages of getting recruited into a new job. Applicant self selection is a primary mechanism through which realistic information presumably affects recruitment outcomes. Under the self selection hypothesis, applicants will be better able to make informed decision about which job opportunities to pursue, and those applicants who find the context described by the realistic preview to be unacceptable will self select out of the process. As Wanous (1992) puts it, applicants can turn down job offers as they continue to search for an acceptable alternative. Thus, self selection implies a matching or fit between the applicant's needs and the conditions of the job. Rousseu (1995) is of the view that an individual's perception of a given job is often said to be a function of that person's environment, and frame of reference that is his or her beliefs, attitudes, value system and cultural frame of reference. This frame of reference is usually based on past experience, which of course, implies that it is based on his selectivity, as the human perception

process is selective and one sees or observes what he or she consciously wants to observe. Therefore, one will see what he or she likes about a particular situation hence; decide depending on their experiences in life.

2.3.8 Professional orientation of an applicant

Realistic job previews offer an organization a good opportunity to market itself to potential applicants especially high caliber employees. This type of employee looks for more than just an attractive salary. The realistic job preview 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.

According to Meglina et al. (1993), possible dilemma that impacts the perceived freedom of choice is the professional orientation of an applicant. An applicant who has academically prepared for a specific career e.g., teaching, nursing, or social work may have no option even upon learning about the negative aspects of the job through the realistic job preview. Sometimes this may lead an individual to further his or her education in order to prepare for an alternative career with prospects of a more satisfying job.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This study adopted a descriptive survey design. This design was preferred because the researcher intended to collect cross sectional data on the factors that influence the perception of realistic job preview among management staff of Commercial Banks in Kenya in the management of their recruitment process for their enhanced overall performance.

3.2 Population

The target population in this study is 4,923 of the employees of the 12 large commercial banks in Kenya. The 12 large commercial banks are so categorized in terms of net asset by the Central Bank of Kenya (Bank Annual Supervision Report, 2008).

3.3 Sample

Considering that a hundred percent (100%) survey of approximately five thousand (5,000) employees is impractical with constrained budget, a representative sample of one hundred and twenty (120) employees was selected (Appendix III), by using the proportionate stratified sampling technique as shown on the table (Appendix IV). This number of staff was adequate because according to a table developed by Bartlett et al (1996) (Appendix V), population size of 4,000 to 10,000 with the alpha level of .05 can use a sample size of 119. The researcher used 120 to make easy approximation. Also according to Seckeran (2003) sample sizes larger than 30 are considered adequate studies.

3.4 Data Collection

A semi- structured questionnaire was used to collect the data. The questionnaire consisted of two parts; part one captured with data on the organization and employee profile. Part two focused on the factors influencing employee perception of realistic job preview. The questionnaires were administered by using the drop and pick method. The questionnaires were delivered to human resources departments from where the questionnaires were distributed to management staff.

3.5 Data Analysis

Completed questionnaires were collected and edited for completeness and consistency in the responses. The data was then coded and checked for any errors and omissions. The responses in the questionnaires were tabulated, coded and processed by the use of Statistical Package for Social Science (SPSS) to analyze the data. Demographic characteristics were generated to as a basis of understanding the key characteristics the commercial banks under study. A comparative data analysis was then done looking at the frequency distributions and percentages of the responses with regard to the key factors that relate to realistic job preview.

The results are discussed in the context similar studies reviewed in the literature to establish the critical implications of the factors that influence employee perception of realistic job preview among large Commercial Banks in Kenya.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1: Response rate

A total of 120 questionnaires were administered out of which only 90 responses were received. This represents 75% response rate which is adequate for further analysis.

4.2: Demographic characteristics of the respondents

4.2.1: Ownership of the Bank

The ownership of the banks was distributed as follows: 33% were either foreign owned with local shareholding or local private with foreign shareholding, 8% were pure foreign or pure local private owned and 16.68% were partly government owned. Realistic job preview is among the recommended best approaches in the recruitment process. The ownership of an organization helps to influence human resources management practices.

4.2.2: Academic qualifications of respondents

Majority of the respondents, 66.67% had bachelors degree level of education, 11.11% had post graduate degree while 16.67% had diploma. These figures illustrate the emphasis that the commercial banks put on educational qualification as a key requirement for employment. Higher level of education gives the respondent a higher ability to understand issues. Realistic job preview is about the information given to the prospective employees hence ability to understand and interpret information helps in making sound decisions.

4.2.3: Length of service of respondents

The primary reason why employers use realistic job preview is because it is assumed that it results in employees having greater job satisfaction and employers having lower employee turnover. An indicator of employee loyalty and commitment that is often used is the length of service in a particular organization. The results show that majority of the respondents; more than (51%) have worked with their current employer for more than 4 years that is 51% have worked between 4 to 6 years, 20% have worked between 7 to 9

years, 11% have worked over 10 years. This indicates maturity and experience in matters relating to best human resources management practices and that information given helped in showing a clear picture of the working environment thus helping both the organization lower staff turn over and job satisfaction.

4.3: Factors Influencing Perception of realistic job preview

4.3.1: Information about the job

Each respondent was assigned a score based on the value attached to the rating on the scale she/he chose. Mean score of 3.5 to 5 imply most appropriate, 2.4 to 3.5 as appropriate, 0 to 2.4 as least appropriate. In determining employee perception on the appropriateness of information given at recruitment, the following had a mean score of four (mean=4); the description of the typical job of the day, the organization vision and values, opportunities for advancements and professional developments and the organizational culture and policies. This shows that the organizations gave most appropriate information to the prospective employees. At a mean score of three (mean=3), respondents indicated that steps in the selection process were appropriate. The low mean score of two (mean=2), respondents revealed that unique requirements such as travel, shift work, overtime or physical demands were not clearly articulated by the organizations. Hence there is a need to clearly articulate all the information as they happen so that it does not give wrong impression to the prospective employees.

4.3.2: Method of communicating information about the job

Different methods of communicating information are used by the Commercial Banks as indicated by the respondents. Verbal communication, websites and organization brochures and postures were 100% used by all the banks. As far as audio tapes are concerned, 44% of the respondents indicated that was in use. The use of pre-recorded videos was particularly very low (about 10 %) which may be attributed to the high cost of producing audio-visual informational materials especially in a highly dynamic sector that would require regular updates. It was noted that observation is not used at the recruitment

by any Bank. A combination of methods is recommended for better understanding and perception of the job on offer.

4.3.4: Availability of alternative jobs

The findings revealed that 72% of the people interviewed indicated that they had alternative jobs prior to accepting their current positions and hence did not take up their present positions out of lack of alternative jobs. As was observed by Breugh (1983), for realistic job preview to be effective, an applicant must have the option of turning down an offer that does not meet their needs. Majority of the management employees of the commercial banks in Kenya took up their current positions depending on the information given, which indicates that realistic job preview may be effectively applied as the prospective employees had the freedom to choose to accept an offer or not depending on whether or not a job is satisfactory to them. 20% of the respondents indicated that they did not have alternative jobs. As Baker (1985) noted, an individual may accept and remain on a dissatisfying job because of lack of other opportunities.

4.3.5: Employee expectations from the job

20% of the respondents indicated that their expectations were the same as what they were experiencing on the job. 80% indicated that their expectations were almost the same as what was happening on the job. Wannous (1992) noted that realistic job preview informs candidates about organizations realities such that they may be able to accurately reflect on their own expectations. This indicates that the respondents' expectations were moderated with the information given at recruitment.

4.3.6: Previous work experience of the prospective employee

Previous work experience influenced decision of 72% of the respondents. The self selection hypothesis of realistic job preview as was advanced by Premack (1995) asserts that applicants are believed to make informed decisions on whether to take a job or not by

simply matching their previous and current environment and the one presented by the new employment opportunity. This concludes that for the majority of employees, the match between their current jobs and their previous employments was a contributing factor to them accepting their current jobs as it is advised in the realistic job preview. 20% of the respondents accepted their current jobs without much consideration of their previous experience. This indicates that they trusted the information given to be able to positively take up the job.

4.3.7: Professional orientation of the prospective employee

80% of the respondents took the jobs due to the influence of their professions which indicates that the information given to them was sufficiently clear for purposes of deciding on whether or not to take up the job offers. 20% of the respondents took up their current jobs depending on their academic qualification and the information given to them at recruitment.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1: Summary

The response rate in this study was seventy five percent (75%), of a sample of 120 respondents representing twelve (12) large commercial banks (in terms of net asset) in Kenya. Majority of the respondents were university graduates, implying that they understood the issues under discussion. Most respondents (more than 51%) have worked in the banking sector for more than 4 years indicating maturity and experience and that information given helped to show a clear picture of the working environment hence helping the organization lower staff turnover and increase job satisfaction.

It was established that, to a great extent the organizations gave the prospective employees accurate information about the specific positions that were on offer and about the organization in general. This conforms with one of the key tenets of realistic job preview, full and balanced disclosure of information to candidates during the recruitment process.

Majority of the respondents were satisfied with the information given. They stated that various methods were used to provide them with information about the jobs at the time of joining their respective banks. The results also show that respondents expectations were largely met for the vast majority, their experiences in the jobs were the same as the perception they had before taking up the job.

The study revealed that majority of the respondents had alternative jobs, indicating that they did not take up their current positions out of desperation. As advised by Breugh, (1983), applicants must generally feel free to turn down a job that is perceived as not meeting his or her needs. In some occasions, those who do not have alternative jobs may attach less value to the information provided as any job may be a better option than no job at all.

The respondents' decision to take up the job may have also been influenced by their previous work experience. Majority of them had other jobs before taking the current ones

hence would have made good comparisons between the jobs they had and what was being offered before making the move to change jobs.

5.2: Conclusions

It can be concluded that different factors contributed to the acceptance of the jobs. It is important to provide accurate information to prospective employees by having a careful balance between positive or negative aspects of a job and about the organization. Overemphasis of either negative or positive aspects may send the wrong signals and fail to provide the prospective employee an appropriate basis for decision making. In the long run, decisions made in haste and on the basis of inaccurate or incomplete information may be counter productive to both the organization and as well as the applicant. It may result into early separation further leading to organization having to spend resources and time filling up the vacancy again. The applicant on the other hand will have to scout for another job.

Different methods of communicating the information were used. Effective communication and sharing of information is important in enabling the job seekers to understand what to expect hence to help in making rational decisions about the job. This would create an environment free from uncertainty which promotes mutual trust between employer and employee.

Despite the fact that there is considered to be high rate of unemployment in the Kenyan economy, majority of the respondents had alternative jobs. This helped them to give the new job offer a great scrutiny before deciding to take it up. This helps them to increase job satisfaction.

The information given at recruitment helped the respondents to balance out their expectations as majority of them had their expectations same as what they are experiencing on the job. As Wanous (1992) said, 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.

Previous work experience contributed a great deal on the deciding to take up their current jobs as majority of the respondents factored in past work experience before taking up their current jobs. Learning from previous experiences has a critical effect throughout all the stages of getting recruited into a new job. Applicant self selection is a primary mechanism through which realistic information presumably affects recruitment outcomes. Under the self selection hypothesis, applicants make informed decision about which job opportunities to pursue, and those applicants who find the context described by the realistic preview to be unacceptable will self select out of the process.

5.3: Limitations of the Study

This study was based on a sample limited to 12 banks in Nairobi. It did not cover other banks in the banking industry in the country. In addition, it also targeted only management level employees and hence does not provide much information about other employment cadres. The scope and depth of study was also limited by the time factor and financial resource constraints.

The researcher also encountered immense problems with the respondents' unwillingness to complete the questionnaires promptly. Some of them kept the questionnaires for too long, thus delaying data analysis.

5.4: Recommendations for further studies

The study confined itself to 12 large commercial banks with head offices located in Nairobi. It is recommended that this research be replicated and expanded to a wider population of banks in the country to establish consistency of findings. It would also be important to expand the scope of the study to include all cadres of bank employees so that

a comparative analysis may be done to determine differences within and between the cadres for effective human resource planning and management within these institutions.

REFERENCES

Allen, N. A. and Meyer, J. P. (1990),“ Organizational socialization tactics: longitudinal analysis of links to newcomers’ commitment and role orientation,” **Academy of Management Journal**, **33**, 847–858.

Angatia, S.J. (2003), **The perception of Job Previews among management staff of commercial Banks in Nairobi**. Unpublished MBA Project, University of Nairobi.

Aswathappa, K. (2005), **Human Resource and Personnel Management**. Text and Cases. 4th Edition, London: Mc Graw Hill.

Bartlett, J. E. (1996), Kotlik, J. W and Higgins, C.C. (1996) “Organizational Research: Determining Appropriate Sample Size in Sample survey Research,” **Journal of Experiential Education**, **27**, 167-176.

Bourgeois, N. (2003), **Factors Influencing the Realistic Job Previews on Applicant Judgements of Organizational Attractiveness**. Unpublished MA Thesis, Luisiana State University and Agricultural and Mechanical College.

Breaugh, J. A. (1983),” Realistic job previews: A critical appraisal and future research Directions”, **Academy of Management Review** October, **8**, 612–619.

Breaugh, J. A., and Billings, R. S. (1988), “The realistic job preview: Five key elements and their importance for research and practice”, **Journal of Business and Psychology**, **2**, 291–305.

Cascio, W. F. (1991), **Costing human resources: The financial impact of behavior in organizations**. Boston: PWS-Kent.

CBK (2008) Directory of commercial Banks in Kenya. Central Bank of Kenya, Nairobi

Dean, R. A. and Wanous, J. P. (1984), “Effects of realistic job previews on hiring bank Tellers”, **Journal of Applied Psychology**, **69**, 61–68.

Derenzo, A. D. and Robbins, S. P. (2004), **Human Resource Management** 7th Edition, London: John Wiley and Sons, Inc.

Fedor, D. B., Buckley, M. R. and Davis, W. D. (1997), “A model of the effects of realistic job previews”, **International Journal of Management**, **14**, 211–221

Finnigan, H. (1993) **The Right People in the Right Jobs**, 2nd Edition, Hampshire: Gower Publishing

Graham, H. T. and Roger, B.(1998), **Human Resource Management Frameworks**, 9th Edition, London: Financial Times Pitman Publishing.

Harvey, M.E. (1990), **The Effects of a Realistic Job Preview on the Tenure and Satisfaction of Cooperative Extension Service Field Agents**. Unpublished doctoral dissertation. Michigan State University

Jafee, D. M. (1989), **Money, Banking and Credit**, Oxford, Worth Publishers Inc.

Kondola, R. (2000), **The Graduate recruitment Manual**, London, Prentice Hall.

Kotter, J. (1973), “The psychological contract: Managing the joining-up process”, **California Management Review**, **15**, 91–99.

Lee, T.W., Ashford, S. J., Walsh, J. P., and Mowday, R. T. (1992), “Commitment propensity, organizational commitment, and voluntary turnover: A longitudinal study of organizational entry processes”, **Journal of Management**, **18**, 15–34.

Lewis, M.K and Wright, M (1996), **Banking and Deposit Services in Personal Financial Markets**, London, Prentice Hall.

Louis, M. R. (1990), “Acculturation in the workplace: Newcomers as lay ethnographers”, **Organizational climate and culture**, 85–129.

Martin. A.D. 1996, **Exploring the Upper Limits of Realistic Job Preview Effectiveness for Increasing Job Stability and Performance of New Employees**. Unpublished doctoral Dissertation. Wayne State University

McEvoy, G. M., and Cascio, W. F. (1985), “Strategies for reducing employee turnover: A meta-analysis”, **Journal of Applied Psychology**, **70**, 342–353

Meglino, B. M., Denisi, A. S. and Ravlin, E. C. (1993), “Effects of previous job exposure and subsequent job status on the functioning of a realistic job preview”, **Personnel Psychology**, **46**, 803–822.

Milkovich, G. T. and Boudreau, J. (1997), **Human resource management**. Chicago: Irwin

Mullins, L.J. (2005) **Management and Organizational Behaviour**, 7th Edition, London, Prentice Hall.

Phillips, J. M. (1998), “Effects of realistic job previews on multiple organizational outcomes: A Meta analysis”, **Academy of Management Journal**, **41**, 673–690.

Pearce, J., and Robnson, J. (1997), **Formulation, Implementation and Control of Competitive Strategy**, New York, Mc GrawHill Inc.

Popovich, P. and J.P. Wanous. 1982, “The Realistic Job Preview as a PersuasiveCommunication.” **Academy of Management Review**. **7**, 570-578.

Premack, S. L., and Wanous, J. P. (1985), “A meta-analysis of realistic job preview Experiments”, **Journal of Applied Psychology**, **70**, 706–719.

Reilly, R. R., Brown, B., Blood, M. R., and Malatest, C. Z. (1983), “The effects of realistic previews: A study and discussion of the literature”, **Personnel Psychology**, **34**, 823–834.

Rynes, S. L. (1991), “Recruitment, job choice, and post-hire consequences: A call for new research directions. In M. D. Dunnette & L. M. Hough (Eds.)”, **Handbook of industrial and organizational psychology**, 399-444. Palo Alto, CA: Consulting Psychologists Press.

Rynes, S. L., Bretz, R. D., and Gerhart, B. (1991), “The importance of recruitment in job choice: A different way of looking”, **Personnel Psychology**, **44**, 487-521.

Rynes, S. L., Schwab, D. P. and Heneman, H. (1983), “Market pay variability in job application decisions”, **Organizational Behavior and Human Performance**, **31**, 353-364.

Schein, E. H. (1978), **Career dynamics: Matching individual and organizational needs**. Reading, MA: Addison–Wesley.

Selem, S. (2002), **Outsourcing of Human Resource activities in commercial Banks in Nairobi**. Unpublished MBA Project.

Taylor, H. C., and Russell, J. T. (1939), “The relationship of validity coefficients to the practical effectiveness of tests in selection”, **Journal of Applied Psychology** **23**, 565-578.

Wagacha, M. and Ngugi, R(1999),_ **Macroeconomics Program, Kenya's Strategic Policies for the 21st Century**, Institute of Policy Analysis and Research (IPAR)

Wanous, J. P. (1983), "Effects of a realistic job preview on job acceptance, job attitudes, and job survival", **Journal of Applied Psychology**, **58**, 327–332.

Wanous, J. P., and Colella, A. (1989), **Organizational entry research**, Addison-Wesley

Wanous, J. P. (1992), **Organizational entry: Recruitment, selection, and socialization of newcomers (2nd ed.)**. Reading, Mass: Addison-Wesley Publishing Company.

Wright, D.(1991), **Bank Marketing for the 90s**, London, John Willey and Sons Inc.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear respondent,

RE: REQUEST FOR RESEARCH DATA.

I am a postgraduate student at the University of Nairobi, School of Business, undertaking a management project on ‘Factors that influence perception of the Realistic Job Preview of management staff among large Commercial Banks in Kenya’.

You have been selected to form part of the study. This is to kindly request you to assist me collect the data by filling out the accompanying questionnaire. The information you provide will be used exclusively for academic purposes and will be treated with utmost confidence.

Your assistance will be highly appreciated.

Yours sincerely,

Tupege Kasongwa(MBA Student)
University of Nairobi
P.O.Box 30197
Nairobi

Mr. George Omondi(Supervisor)
University of Nairobi
P.O.Box 30197
Nairobi

(e) Public with government shareholding []

6. (a) Is this your first employer? Yes [] No []

(b) Was your previous employer a commercial bank? Yes [] No []

7. How long have you been with your current employer?

(a) 1-3 Years

(b) 4-6 Years

(c) 7-9 Years

(d) More than 10 years

PART B: FACTORS INFLUENCING PERCEPTION OF REALISTIC JOB PREVIEW.

8. Rate the information that you were given on entry to the organization as compared with what you actually experience on the job (On a scale of 1 to 5, where 5 = most appropriate and 1 = least appropriate).

Statement	1	2	3	4	5
Description of the typical job of the day					
The organization vision and values					
Aspects of the job that have been difficult for others					
Aspects of the job that have been rewarding for others					
Opportunities for advancements and professional developments					
Unique requirements such as travel, shift work, overtime or physical demands					
Steps in the selection process					
Organizational culture and policies					

9. Indicate (with a tick), whether or not the following methods of job preview are used in the Bank.

Statement	Used	Not used
Job simulation		
Job films and videos		
Organization brochures and posters		
Verbal Communication		
Audio tapes		
Observation		
Websites		

Others (Specify).....

10.(a) Was there an alternative job you would have taken in place of the job in this bank?

Yes No

(b)What was the alternative job

.....

11. Were your expectations about the job the same as what exactly happens?

(a) Exactly the same

(b) Almost the same

(c) Far from the same

12 Did your previous work experiences influence your decisions to take up this job?

Yes.....

No.....

13.State your profession.....

14. Are you satisfied with the way the organization communicated information about the job?

- (a) Totally satisfied []
- (b) Satisfied []
- (c) Almost the same []
- (d) Dissatisfied []
- (e) Totally dissatisfied []

APPENDIX III: TABLE SHOWING A REPRESENTATIVE SAMPLE OF 120 EMPLOYEES.

Name of the bank	Total number of employees in a Bank
Barclays Bank of Kenya	500
Cfc Stanbic Bank Ltd	32
Citibank N.A	46
Commercial bank of Africa	55
Cooperative Bank of Kenya Ltd	450
Diamond Trust bank Kenya Ltd	36
Equity Bank	1080
Investments & Mortgages Bank LTD	150
Kenya Commercial Bank Ltd	1050
National Bank of Kenya	600
NIC Bank Ltd	57
Standard Chartered Bank Ltd	867
Total	4923

Source: Central Bank of Kenya- Bank Annual Supervision Report, 2008, pg 13.

APPEDIX IV: TABLE SHOWING THE SELECTION OF SAMPLE SIZE

Name of the bank	Total number of employees in a Bank	Sample size
-------------------------	--	--------------------

Barclays Bank of Kenya	500	12
Cfc Stanbic Bank Ltd	32	1
Citibank N.A	46	1
Commercial bank of Africa	55	1
Cooperative Bank of Kenya Ltd	450	11
Diamond Trust bank Kenya Ltd	36	1
Equity Bank	1080	26
Investments & Mortgages Bank LTD	150	4
Kenya Commercial Bank Ltd	1050	26
National Bank of Kenya	600	15
NIC Bank Ltd	57	1
Standard Chartered Bank Ltd	867	21
Total	4923	120

APPENDIX V: TABLE FOR DETERMINING MINIMUM SAMPLE SIZE FOR A GIVEN POPULATION SIZE

Population size	Sample size					
	Continuous data (margin of error=.03)			Categorical data (margin of error=.05)		
	alpha=.1 t=1.65	alpha=.05 t=1.96	alpha=.01 t=2.58	p=.50 t=1.65	p=.50 t=1.96	p=.50 t=2.58
100	46	55	68	74	80	87

200	59	75	102	116	132	154
300	65	85	123	143	169	207
400	69	92	137	162	196	250
500	72	96	147	176	218	286
600	73	100	155	187	235	316
700	75	102	161	196	249	341
800	76	104	166	203	260	363
900	76	105	170	209	270	382
1,000	77	106	173	213	278	399
1,500	79	110	183	230	306	461
2,000	83	112	189	239	323	499
4,000	83	119	198	254	351	570
6,000	83	119	209	259	362	598
8,000	83	119	209	262	367	613
10,000	83	119	209	264	370	623

Table developed by Bartlett, Kotrlik, & Higgins.