

**THE INFLUENCE OF REALISTIC JOB PREVIEWS ON EMPLOYEE RETENTION
AT THE SACCO SOCIETIES REGULATORY AUTHORITY**

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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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ABSTRACT

Recruiting of staff is one of the important functions of an organizations HR department and this function determines what type of employees a firm gets and how long they will be willing to remain in the organization upon being recruited. The use of the most effective recruitment tools is therefore an important strategy in the recruitment process. One of the tools used is the realistic job previews which are designed to prevent newcomer dissatisfaction, rather than reduce it after the fact. Many job seekers lack adequate knowledge on the jobs they are applying for and as a consequence they develop certain expectations about the job which are inaccurate more often than not. Indeed in most cases when newly hired employees' expectations are not met, their performance is compromised and this may eventually lead to them quitting their jobs especially if they do not get the correct picture of the job they are considering. The research objective was to determine the influence of realistic job previews on employee retention at the SACCO society's regulatory authority. The study used primary data which was collected through a self-administered questionnaires and the data collected was analyzed by the use of mean and standard deviations while presentations was done using tables, pie charts and percentages. The findings were that RJP in an organization serve to increase the probability that the employees hired are actually capable of coping with the demands of the job and the culture of the organization. In addition it was found that RJP allows job candidates to match their needs with what they might encounter on the job and at the same time acts as a form of communication and transmits an underlying meta-message of trustworthiness, honesty and care. 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 results and implications drawn from this study should be viewed in light of the research method employed such as descriptive nature of the study and scope. Some of the inconsistencies observed could have arisen from the nature of the sample. The sample came from a single industry and hence the generalizability of the results is limited.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The organization's success is mostly established by the effectiveness and efficiency in the utilization of resources in the maximum situation like the human, material, financial, and information resources. Additionally human resources are the most significant part to all resources for the sustainability of any business. Consequently, every employer should endeavor to pursue actions that will increase employee productivity by making them satisfied with their work environment since an employee job satisfaction influences their retention capacity and one way of managing employees' expectation and therefore their satisfaction is through employment of employee job previews. A job previews initially deals with the hiring of the staff of the organization while the job such that through the same exercise an staff hired in the job expectations are appreciated with the post-hiring, from which the achievement of employee's job satisfaction. The job-previews tends to limit the candidate expectation which eventually makes their expectation more adopted since in most cases, the new employees in the organization faced the nature of inaccurate situation in the job expectations. This implies that staff in the organization are likely to be more experienced in knowledge and in the process have a more realistic expectations about the job that they are about to take. The job preview aims to improve role clarity, lead to higher job satisfaction, performance and commitment, and lower voluntary turnover through self-selection.

The study is based on Expectancy Theory and Social Exchange Theory. The expectancy theory argues that employees are likely to leave work if their expectations are not met meaning that the power of a tendency to act in that situation actually depends on the knowledge of the expectation

will use in order to come to with the real situation on the ground which impress the individual (Taylor 2014). In addition, the Expectancy Theory predicts the level of motivation for the employee to depend on the attracting of the organization reward and the means of retaining those rewards. Most of the employees had the capability to perceive the value generated from the reward that the company provides, which assist them in better effort of the job. Further, the Social Exchange theory also acknowledges that employees who are exposed to a better quality of job preview are definitely more effective workers. In other hand the process is more detailed through the principal of social exchange theory (norm of reciprocity) which noted that people who are generally treated fairly by others have a sense of obligation to treating others in the same manner.

Parastatals are government owned companies, boards or organizations which help the government to run essential functions of the government. They provide very important services to the people of Kenya and they are usually managed and funded through the respective ministries of the government. The Parastatals also employ a lot of people therefore helping to reduce unemployment in Kenya while at the same time helping the Government achieve vision 2030 objective. Kenya has a long history of co-operative development that has been characterized by strong growth, thus making a significant contribution to national economy. They are recognized as to be a major contributor to national development as they are found in every sector of the economy. In order to ensure that the SACCOs play its role effectively Sacco Societies Regulatory Authority (SASRA) was incorporated in order to regulate the industry. The regulation of the SACCOs by SASRA requires the organization to have employees who are well versed with different sectors thus recruitment of employees in SASRA has to be done in such a

way such that they are made aware of the merits and demerits of the work they will be doing in order to reduce turnover.

1.1.1 Realistic Job Previews

It means the process of recruiting with the assistance of the realistic detail that describes the actual benefits and the potential pitfall of the work for minimize of reality shock and improve future performance. In addition the job review actually contributes to the socialization through the adjustment of any unrealistic expectations that workers face which initially provides a chance for them to join the organization. The realistic job preview not only caters on the aspects; but their intended to provide the applicant with more reality view of the position. It involved in the process of giving the actual features of the work which is found to be objectionable. Therefore, it's important to expect that applicant in any position in the organization which makes the applicant believe of his/her aspect to the job position.

Realistic job preview technique gives the candidate the ideal of the job which makes them to made better decision regarding the job vacancies and he or she is actually ready for the job and has the required skill for the position of job. Additionally, the selection process is more efficient due to the individual quitting the job for the first few month or been fired which initially saves time and money to the agencies needed to refill the position in the organization. Organization adopting the job review for their success they should all the characteristics of the job been advertised to the applicants. This information will allow the candidates in determining whether the job is best for them to compare and make decision concerning the application for the position.

Realistic Job review also assists in the reduction of effective voluntary turnover and assist in the improvement of the staff attitudes. It means that a breadth of job review information involves the

job description, supervision reward system and coworkers. However, the process of changing the candidate's attitude is important through delivering credible and simple information concerning the job preview. The Job review also assists in the process of stress reduction for employees in the new jobs and enhances the coping ability of employees at their jobs. The job review increases job satisfaction of new employees.

1.1.2 Employee Retention

It is defined as a the process of effort by staff to develop as well as foster surrounding which enable the present staff to avoid employee turnover through establishment of strong policies and practices when addressing their main issue of needs. In addition, employee retention is also suggested as policies and practices that organization uses in prevention of valuable staff from quitting their jobs. Therefore, most of the organization are faced with the issue of retaining employees who are valuable for better performance in the business environment how to retain valuable employees is one of the biggest issue that plague organization in the competitive. In the recent days, organizations have initially acknowledged the revolution of business policy as part of the efforts of attempting to manage high employee turnover. Most of the businesses spend a lot of time in considerable situation to have effective and use of resources during the process of training of employees which lead to the majority of the quitting the job for better ones. Therefore, organization with a successful vision need to consider employers in many alternatives for employees retaining by enabling them in security which increases trust and are not likely to quit for the job.

In other hand employee retention it is also the capacity of company to reduce employee turnover. Therefore, employee retention emphasizes the real situation in the organization in terms of

number of employees. In addition most of the organization actually takes employee retention has a effect from the employers in the process of regaining the employees in their work. Therefore, retention is the main strategy in the organization. The retention in the functioning of the organization and aim at increasing the commitment of the employees. This lead to the development in the organization in more opportunities and more performance.

The retention of employees is important in preserving skills of employees. This enables the organization not to lose customers in order to produce good quality of products in the market. In addition, organization with employees who work for a long time and possess good attitude of work usually enjoy the fruit like healthy working atmosphere, good relations with managers, effective succession planning and deeply embedded organizational knowledge. However, organizations those are not in a position to sustain their employee's especially the new ones lead to a lot of money to build the business. According to Mendez and Stander (2011) noted that a company should invest in employee retention for the success. Competition and lack of talented and skilled employees have affected most of the organization and is becoming a priority to the in now days.

For the organization to have high performance in the work force the employees will have the best character matching with the job type. This eventually gives the company easy on the managing the employees and makes success in integration into the workplace, the culture of the organization and specific roles and responsibilities are equally important. Retention of key employees is important in that it fosters customer satisfaction, increases sales, promotes working relationships, improves employee-manager relationships and enables valuable succession

planning. In such a system, organizational knowledge and learning is successfully preserved and advanced. Failing to retain key employees' especially new graduates is costly for any business.

1.1.3 Sacco Societies Regulatory Authority (SASRA)

Sacco Societies Regulatory Authority (SASRA) is a semi-autonomous Government agency operating under the Ministry of Industrialization and Enterprise Development. It is a creation of the Sacco Societies Act 2008 and was inaugurated in 2009 charged with the prime responsibility to license and supervise deposit taking Sacco societies in Kenya. The establishment of SASRA falls within the Government of Kenya's reform process in the financial sector which has the dual objectives of protecting the interests of Sacco members and ensuring that there is confidence in the public towards the Sacco sector and spurring Kenya's economic growth through the mobilization of domestic savings.

The authority derives its powers to regulate the deposit taking Sacco Societies in Kenya from the Sacco Societies Act 2008 and the regulations issued there under. The mandate of the Authority as provided by the Act includes the following; licensing of Sacco societies to carry out deposit-taking business in accordance with this Act; regulation and supervision of Sacco societies; to hold, manage and apply the General Fund of the Authority in accordance with the provisions of this Act; levy contributions in accordance with this Act; doing all such other things as may be lawfully directed by the Minister; and performing such other functions as are conferred on it by this Act or by any other written law.

In executing its mandate, the Authority adheres to the core principles of objectivity, accountability and transparency in promoting not only compliance with the Sacco Societies Act and other legal requirements by Sacco companies and intermediaries but also sound business

practices. The Authority therefore practices regulation and supervision that enables industry players to be innovative and entrepreneurial. Bearing in mind industry differences in terms of size, extent and complexity, necessitating changes in operating and investment decisions helps cut down on compliance costs. Since in the long run, this has impacts on productivity and growth of the Saccos, the Authority has to deploy significant resources in monitoring market behaviors, compliance and solvency issues (Sacco Societies Regulatory Authority, Official Homepage, 2013).

1.2 Research Problem

Employees of an institution are a great resource that will guide it to the realization of its objectives. In the present competitive business environment, one of the significant assets to a company is its employees since for firms to react appropriately in the face of competition and meet its objectives, the human resources asset should play a vital role and their reaction and perceptions on the working environment will determine its success or failure. The process of controlling human resources is very hard with comparison to the technology to be effective in the management of organization HRM system effectively. Organizations tend to suffer in terms of retaining talented staff due to high employee turnover rates. Employee turnover results in the performance of the organization to drop as talented employees leave the firm. In order to minimize this problem, employee retention strategies should be developed and implemented in organizations. Therefore, organizations have to first find out the reasons as to why employees are exiting the company and then finding appropriate strategies to adopt and retain the staff.

The Sacco Societies Regulatory Authority (SASRA) is considered a young financial regulatory compared. As such the organization has faced a number of problems in undertaking its objective of regulating the sector. Considering the important objectives of the organization it is incumbent

upon it to achieve its objectives through its human resource. The success of the Authority however depends on the effective and efficient utilization of human resources at its disposal. SASRA has high standards on performance and expects employees in the organisation to adhere rules and regulations, they should work on the standards set for them; the employees expect good working environment, good payment, good treatment, secure career, power and involvement in decisions. These expectations of both parties vary from organization to organization. However, the effects of job previews on attraction are perhaps most important because maintaining an applicant's attraction to the job is crucial to selecting a qualified employee. The presentation of realistic information to job candidate should reduce the level of voluntary turnover among candidates who ultimately join the organization.

Studies that have been done include Coleman and Irving (2007) who examined the effects of message source and positive and negative job information on job attractiveness and job choice. The study established that more than half of the participants who chose the job indicated that the honesty of the preview source was the reason for their choice. Eighty-five percent of the participants who selected the traditional job preview job indicated that specific job attributes were the reason for their choice. Thus, it appears that the honesty of the preview source can affect participants' level of attraction and job choice. Gustafson (2012) examined employee turnover rates in private club and reported that club managers cited compensation, number of hours worked, and conflict with supervisor as three issues directly linked with increased turnover. The effects of previous job exposure and subsequent job status on the functioning of a realistic job preview has established 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.

Locally, 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 employees were dissatisfied with their recognition at work, supervisors' guidance and direction, training and expected level of work performance. Employee perception and relationship between realistic job preview and employee turnover in Kenyan commercial banks was found that; realistic job preview processes had 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. However, from the above studies, there has been no attempt to establish the influence of realistic job previews on employee retention, in organizations such as SASRA. Hence, the research question will be; what is the influence of realistic job previews on employee retention at the Sacco Societies Regulatory Authority?

1.3 Research Objectives

To determine the influence of Realistic Job Previews on employee retention at Sacco Societies Regulatory Authority.

1.4 Value of the study

This study will be of value to the management of SASRA as they will be able to understand 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. It's a study that will be useful to the management of SACCOs as they will understand the relationship between job preview and employee turnover and hence ensure that the employees are informed everything regarding the job they are to take. The findings of the study will assist the policy makers in designing appropriate job preview that takes into

consideration the feelings and aspirations of employees. This would enhance the performance of Sacco Societies Regulatory Authority in the competitive environment.

Further the study is important to the human resource practice especially to organizations that have not yet embraced realistic job preview to try it so as to reduce employee turnover especially early employee turnovers. It is also a wakeup call to the human resource practitioners to optimize the use of job preview so as to cut on turnover and hence improve the recruitment process. Further, of it being a new concept, not many workforce are aware of it, thus it will be a means of not only educating the many human resource practitioners about this crucial technique and apply it as required but also create awareness to all labour force so that in case the JP is not used, they know what they are missing out.

Scholars will gain knowledge on the role of Realistic Job Preview on employees. They will acquire an insight into the influence of Realistic Job Preview on employees' retention. They will also be able to use the findings of this study to prove various theories and to use the study as a basis for further research on other variables not included in this study. The findings will also increase the stock of theoretical and empirical knowledge especially in the African context and also from the basis for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter highlights the literature related to the study. It focuses on the review of various studies that have been conducted by other researchers on realistic job previews and its effect on employee retention. Among the areas to be covered include the theoretical framework, literature on realistic job previews and employee retention as well as empirical review.

2.2 Theoretical Foundation

The study was based on expectancy theory and social exchange theory.

2.2.1 Expectancy Theory

The theory argues that employees are likely to leave if their expectations are not met. The theory says that the expectations of employees in an organization are that the organization would act in such a way that it will fulfill their expectations. By meeting the employee needs, the organization enables them to be committed to the organization thus reduced attrition as the organization would have met the psychological needs of its employees. Employee expectations in organization explains the need to recruit employees internally since they understand the organization and its employees and therefore their realistic expectations thus viewing the organization in a negative way does not happen.

The theory noted that the future of employees' behavior in the work place depends on the compensation being offered and other future benefits they look forward to receive. In case the expectations of employees is met during the interview then the organization is guaranteed that the employees would work extra hard in their work. The theory posits that employees are more

committed and motivated to work in an organization as a result of their perception that there is a relationship between their work and the remuneration they are given.

2.2.2 Social Exchange Theory

The theory posits that employees in an organization interact and therefore they would always want to e of help to the other employees. This therefore means that employee relationship evolve over time until it reaches a point where there is commitment as a result of all the parties adhering to the rules of the exchange. Thus the repayment of the employees to the organization is through their commitment and interaction. This means that employees are ready to interact with others but only to a certain extent where the benefits they receive from the other party is good. The employee variation of their work performance is difficult since their performance appraisal is used to reward them and also make other decisions. Therefore, the employees are ready to continue their interaction and commitment as long as they are compensated handsomely by the organization.

The theory provides an overview of the reasons put forward by employees for their engagement in their workplace. The reasons for their engagement were divided into economical part and the socio-emotional exchange. Whenever the employees are accorded the rewards by the organization they work for they are motivated to work extra hard through greater engagement. In case the organization does not give the necessary rewards to the employees, the likelihood would be that they would not engage more with the organization and this affects the attainment of organizational objectives. Therefore the amount of both physical and intangible resources given to the employees ought to commensurate with the work they are doing.

2.3 Factors Influencing Realistic Job Previews

Research examined factors that affect job previews. These factors include;

2.3.1 Mentoring

Mentoring provides emotional and psychological support that enables employees to have positive perception towards the organization and the work they are assigned. The recruitment panel in the organization friendly nature provides the newly recruited employees with mentoring functions which influences their psychological perception. The existence of human resource practices that promotes employees and offers training results in satisfied workforce thus increased commitment. The provision of mentoring to employees by the mentors enables the employees to have more challenging tasks which they would not undertake with lo career mentoring.

Realistic job preview association with low level of employees leaving the organization after hiring does not hold as there has been a result of a negative outcome of RJP. The comparison of work previews with RJP which results in conclusion that until such a time that availability of job in an organization would be more than the rewards from the traditional mode of job previews then the employees intending to be employed would prefer the normal way of work preview to RJP. The use of RJP has been associated with low employee attrition although the use of RJP has its own drawbacks during hiring period and this might lead to the aspiring employees having a self-selection towards employees. Thus, the usage of RJP can increase or reduce aspiring employees' attraction towards the organization, therefore the level of RJP provision by mentors is likely to influence the aspiring employees look towards the organization.

2.3.2 Organizational attractiveness

RJPs give the prospective employee an opportunity to know both positive and negative information regarding the organization and this has an effect on attractiveness of the organization in the eyes of the prospective employees, thus the amount of negative information and the type of negative information is less important than the volume of the negative information. The negative materials like daily challenges encountered by employees in the organization and the relationship with other employees are measures that are used to gauge the attractiveness of the organization. These factors influence the intention of the prospective employee during the time of recruitment.

The amount of material displayed by the organization in its website influence recruitment of employees as it gives more information regarding the organization that enables the prospective employee to make decision on seeking the job. The effect of this is that the organization website has so much information that enriches the applicant knowledge on the organization. Also, the images and colors in the website also influence employee attraction and intention to seek employment in the organization. The information on the role played by images and colors in the website determines the type of images and colors to be used in messages delivered through audio-visual RJP.

2.3.3 Intention to Pursue Employment

The differentiation of organizational attractiveness and the intention to pursue a job in the organization are influenced by several factors (Aiman-Smith, Bauer, and Cable, 2011). The need to pursue a vacant job indicates an important phase in the attraction of the organization to the applicant and this makes the applicant to submit application for consideration in future vacancy.

The prospective employees have different needs and therefore their view towards the organization differs thus the attractiveness of the organization and intention to pursue employment (Aiman-Smith et al., 2011). The organization rewards and availability of opportunities for promotion is an indicator of the prospective employee intention to pursue.

Organization features influence prospective employee attraction to the organization although rewards given would be the most important factor considered for intention to pursue followed by career development through promotions (Aiman-Smith et al., 2011). The findings show that it is important for an organization to indicate their pay structure in the RJP so that all the prospective applicant can make decisions and also enable qualified and serious applicants to submit their applications. By ensuring that those who really need the job and are qualified to pursue the vacant position would ensure that the organization employs someone who would work in the organization for a longer period of time thus reduced employee turnover (Flegley, 2013).

2.4 Factors Affecting Employee Retention

The attraction and retention of employees in an organization is important for it enables all institutions to achieve their objectives. Thus it is important for the management of any organization to ensure that they reduce employee turnover (Hill and Jones, 2001).

2.4.1 Compensation

The reward system put in place by organizations increases employees performance and satisfaction thus motivating them to work towards realization of organizational objectives (Mutsuddi and Mutsuddi, 2007). Thus, many organizations are aware of the need to maintain optimal compensation for its employees. Vroom (1964) said that the use of pay as a measure of performance enable all the employees to work extra hard so that they can improve their

performance and that of the organization. Therefore the choice of the organization reward system is the challenge many organizations face and therefore the human resource managers in organizations have to come up with policies that ensures that there is effective compensation systems in the organizations (Garibaldi, 2006).

Greller (2006) posit that employees of an organization have to be compensated for the work they have done as they work in order to achieve an objective. Further, the results indicate that career advancement in the organization should not be pegged on the duration the employee has worked or been employed in the organization but rather the capability of the employee to undertake the work assigned. The compensation received by the employee's influences them leaving the organization as those who are satisfied with the rewards would not want to lose them since finding another organization rewarding like the current one might be hard and this influences them to remain in the current organization. The rewards given by an organization to its employees indicates the extent to which the organization value and appreciates the work done by its employees (Rhoades et al., 2001). Thus, the satisfaction of the employees with the rewards result in continued working relationship between the organization and employees.

2.4.2 Management Style

The organization leadership is important in retention of employees since the leaders are supposed to forge good working relationship with its employees so that there is mutual respect. The employees in any organization are mostly concerned with their supervisor and therefore if the supervisors' are easily accessible and helps the employees whenever there is a difficulty in undertaking their duties then the intention of the employees to leave the organization would be minimal (Greenhaus, 2004). Thus the bond created by the supervisors with the employees is important in the attainment of organizational objectives.

Heathfield (2008) posit that in many times, the employees leaving the organization do so as a result of the managers or supervisors and not the company. This means therefore that the greatest contributing factor on employee turnover is the lack of good working relationship between the supervisors/managers and other employees. The management therefore has a responsibility to ensure that all its employees are treated in such a manner that makes them feel they are wanted in the organization and this would reduce the number of employees leaving the organization. Hildebrand (2008) said that the supervisor is the link between the employee leaving an organization and staying as they are in charge of the human resource policies that create work satisfaction. Thus the management has to put in place measures that ensure that its employees remain satisfied all the time.

2.4.3 Work Environment

The working environment in the organization is important factor in the reducing employee turnover. Hytter (2008) said that good working environment is different for the different sectors and therefore by ensuring that the employees work in an environment that is conducive would result in employee satisfaction and retention. The sectors that deal directly with customers need an environment that would attract and retain customers (Donnelley, 2012). The interaction between the employees and customers varies from being physical to psychological thus it is of importance for the organization to provide employees with good working place in order to retain all its employees.

Ramlall (2003) said that employees are an important asset to any organization and therefore they should be provided with a good working place as it enables them to feel that they are wanted and valued in the organization. Thus the companies should ensure that they manage the working

environment well so that they can maximize the human resource aspect they have. The employees in organizations would like to work in an environment that ensures their needs are taken care of and therefore the availability of learning, supportive and good working place is important in order to retain the employees (Freyermuth, 2007). The learning environment enables the employees to pursue studies while the supportive environment, it is the responsibility of the organization to support the employees in their day to day life by adopting practices like the balance between work and life and this includes working hours that are flexible, off duty and annual leave.

2.4.4 Training and Development Opportunities

Training and development is an important practice for an organization in order to reduce employee turnover. The training and development provision by the organization ought to be to those employees who are expected to work for a long duration of time as they will enable the organization to maximize their effort. Beardwell and Claydon (2007) said that employees in all organizations want to be important and have the requisite skills in the changing market any time, this can therefore be established by training and development. The employees would like to be trained in any organization so that they can enhance their skills and reduce turnover. Thus, training of employees increases their value to the organization resulting in increased role in undertaking their work.

Gomez *et al.*, (2005) said that provision of training and development to employees enables them to improve their skills thus enhancing their performance in the long run. The skills that have been developed and acquired by the employees increases their efficiency and effectiveness when undertaking their duties. Organizations that offer superior training programs to its employees

would reap more benefits in the long run as there would be decreased turnover and committed employees.

2.5 Realistic Job Previews and Employee Retention

The attraction of prospective employees that have the requisite credentials to submit their application for the vacant positions is important to any organization. The high number of unemployed people has seen the attraction of qualified people to submit application for a vacant position as key in any company (Highhouse and Hoffman, 2011). The importance of RJPs to any organization is the need to inform all the prospective employees of what to expect in the organization they are seeking employment in. Different studies have been undertaken on the extent of RJP usage and its effect on the organization.

Dean and Wanous (2004) undertook a study on the role of realistic job preview on bank tellers hired. The study was undertaken using a sample of 249 bank tellers that were hired and done over a period of 43 weeks from the day they were employed and indicted until the positions they were given. The sampled respondents were categorized into three that is; category that received RJP indicating both the good and bad material regarding the position of a teller; the second category was only given limited material regarding the position of teller in a bank while the third category were not given any material. The performance of the job after a period of two months indicated that there was no change in performance in all the categories.

Susko and Breaugh (2006) researched on the need role of RJPs on prospective employee individual-selection and turnover of employees. The research was done using 28 prospective employees for position of taking stock with one group being given realistic job preview and the other group being given no information at all. The study established that four prospective

employees who were given RJP did not take up the work given while eleven took up the job. Among the prospective employees without RJP, all the thirteen accepted the work given. The prospective employees who were given the RJP show that the positive information indicated played a major role in their decision for they view the organization as not hiding any information and this increases their satisfaction with the organization which will ultimately decrease turnover as they are already versed with the work demand (Susko and Breugh, 2006).

Hom, Griffeth, Palich, and Bracker (2009) study with the nurses that were recruited recently and established that the nurses that were recruited recently and given RJP showed low attrition than the category that were not given RJP. In another research, prospective employees that were given RJP after being employed but before starting the work in the organization showed that the controlled category turnover was twice the than the RJP category experienced (Rynes, Orlitzky and Bretz, 2007). Saks, Wiesner and Summers (2010) research on the role of RJP on self-service and the choice of work using 138 undergraduate students. Category one of the prospective employees were given TJP; category two were said to have been given RJP that was written while the third category were given TJP and RJP. The results showed that the two previews enabled prospective employees to accept the work given in the TJP than the work given RJP. The results showed that the use of both TJP and RJP result in decreased number of prospective employees who will look for the work described in the RJP.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter highlights the methodology that was used in the study. These include the research design, population of the study, sampling design, data collection and data analysis technique.

3.2 Research Design

The study used descriptive research design. Descriptive research design enables the researcher to know the who, what, where, when and how much (Cooper and Schindler, 2000). The research design also has investigative questions and also assists in determination of relationship between the dependent and independent variable being studied.

3.3 Population of the study

Population of the study shows the whole group of individuals or organizations that are to be investigated (Sekaran and Bougie, 2010). The population of the study comprised of all the employees of Sacco Societies Regulatory Authority. According to Human Resource Department (2016) there are 80 employees in SASRA and all of them participated in the study.

Table 3.1: Population Size

Category	Population Size
Top management	8
Middle level management	14
Lower level cadre	48
Total	80

3.4 Data Collection

The primary data which was used in the study was collected using a questionnaire. The questionnaire comprised of open and closed ended questions. The questionnaires were designed in a five point Likert type scale and administered through a drop and pick method. Questionnaire was chosen as a mode of data collection for the study as it is easy to give out and also in coming up with the questions. The questionnaire was also given out and collected later. The questionnaire was made up of three sections. Section A covered demographic characteristics of respondents; Section B dealt with realistic job previews while Section C dealt with employee retention.

3.5 Data Analysis

The collected data was analyzed using descriptive statistics in particular, mean scores, standard deviations, percentages and frequency distribution were used to summarize the responses on general information. Regression analysis was undertaken to establish the influence of realistic job previews on employee retention. Results were presented in tables and charts. A regression model was used to establish the influence of realistic job previews on employee retention at the Sacco Society's Regulatory Authority.

The regression equation assumed the following form

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Employee Retention

β = Constant

X = Realistic Job Previews

ε = Error term: representing, other factors other than the above corporate governance

Which are not defined in the model

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter contains indicates the data analyzed, results and discussion on respondents' background, realistic job previews and employee retention.

4.2 Response Rate

The study issued out 76 questionnaires and only 59 were filled and returned. This represent a response rate of 78% and this was deemed to be adequate in the realization of the research objectives as per Livingston and Wislar (2012) stipulation that a response rate of 70% and over was adequate response rate for administered questionnaires.

4.3 Demographic Characteristics of Respondents

The respondents' characteristics weretaken into consideration was the gender, age, level of education and duration working in SASRA.

4.3.1 Gender

This section of the questionnaire sought to find out the gender of the respondents. The results are presented in Table 4.1.

Table 4.1: Gender

Item	Frequency	Percentage	Cumulative Percent
Male	43	72.9	72.9
Female	16	27.1	100.0
Total	59	100.0	

The results indicate that 72.9% of the respondents were male while 27.1% were female. This showed that both genders participated in the study therefore no gender biasness was discovered.

4.3.2 Age of the respondents

The respondent's age was sought and the results are presented in Table 4.2.

Table 4.2: Respondents Age

Age	Frequency	Percentage	Cumulative Percent
Under 30 years	8	13.6	13.6
31 – 40 years	33	55.9	68.5
41 – 50 years	18	30.5	100.0
Total	59	100.0	

The results indicate that 55.9% of the respondents' age bracket was between 31 and 40 years; 30.5% of the respondents said that their age bracket was 41-50 years while 13.6% of the respondents said that they were less than 30 years. This implies that close to 80% of the respondents were aged over 30 years and therefore they have the necessary experience and knowledge on the workings of Sacco Societies Regulatory Authority.

4.3.3 Respondents' Education Level

The respondents were asked to indicate the level of education they have attained and this was important for the study in order to determine the extent to which they were able to fill the questionnaires.

Table 4.3: Level of Education

Level of Education	Frequency	Percentage	Cumulative Percent
Post graduate level	23	39.0	39.0
University	33	55.9	94.9
Tertiary college	3	5.1	100.0
Total	59	100.0	

The results in Table 4.3 indicate that 55.9% of the respondents have attained university level of education; 39% of the respondents said that they have attained post graduate level of education while 5.1% of the respondents indicated tertiary college as their highest level of education. The results show that majority of the respondents have attained university level of education and therefore they have knowledge to answer the questions to on the effect of realistic job preview on retention in SASRA. In addition, the university graduates had further pursued other professional courses in information technology and communication, human resources both locally and outside the country.

4.3.4 Duration working in SASRA

The respondents were asked to indicate the duration of time they have worked in SASRA and this was important for the study as it indicates the extent to which the respondent is versed with the organization.

Table 4.4: Duration working in SASRA

Duration working in SASRA	Frequency	Percentage	Cumulative Percent
3 years and below	3	5.1	5.1
3 – 6 years	30	50.8	55.9
Over 6 years	26	44.1	100.0

The results show that 50.8% of the respondents have worked in the Sacco Societies Regulatory Authority for a period of between 3 and 6 years while 44.1% of the respondents for more than 6 years. Further, 5.1% of the respondents indicated that they have worked in SASRA for 3 years and below. From the results, majority of the respondents have worked in SASRA for more than 3 years and therefore they have knowledge on the organization and the usage of realistic job preview in order to increase retention of employees.

4.4 Realistic Job Previews

This section of the questionnaire sought to find out whether the statement of realistic job preview varies with the situation in the organization. The range was from 1 to 5 in which 1 represented strongly disagree while 5 represented strongly agree. The scores that was greater than 3 represented respondents' agreement with the usage of realistic job preview while those responses which were less than 3 represented low agreement on its usage in the organization. A standard deviation that was greater than 1 represented a high respondent's variation with the statements.

Table 4.5: Realistic Job Previews

Statement	Mean	Std. Deviation
RJPs helps in increasing the hired employees understanding of the job given and or the culture of the organization	4.0339	.8703
Realistic job preview allow prospective employees to match work demands and their needs	3.7119	.9294
RJP is used to communicate an underlying meta-message of trustworthiness, honesty and care	3.6610	.8430
Signals provided through recruitment information have the potential to influence job seekers' perceptions of organizational attractiveness	3.5617	1.0105
Organizational values, policies, and goals' influence perceptions of organizational culture which, in turn, has also been found to predict job pursuit intentions	3.6441	1.0948
RJP reduce turnover and hiring and training costs by weeding out people who do not want the kind of work the agency/company has to offer	3.5593	.9148
Organizational attributes influence job seekers' perceptions towards SASRA	3.5537	1.0216
RJP enables new employees to know the new work requirements	3.5424	1.0879
The negative information presented influenced attractiveness of the job towards prospective employees	3.4915	1.0727

The content provided in messages from SASRA towards job seekers enhance their decision-making	3.4915	.9167
Availability of career development opportunities influence job seekers attractiveness towards SASRA	3.2034	1.4115
SASRA corporate and recruitment image are predictive of initial job choice decisions towards the organization	3.1695	1.2198
Realistic job preview act a means of discouraging workers that might not work in the organization for long from taking other jobs offered	3.0508	1.1659
Overall Mean	3.245	

From the findings, the common reason for undertaking RJPs in the organization is that it helps in increasing the hired employees understanding of the job given and or the culture of the organization (M=4.0339) and at the same time allows job candidates to match their needs with what they might encounter on the job (M=3.7119). In addition, RJP is used to communicate an underlying meta-message of trustworthiness, honesty and care (M=3.6610) while signals provided through recruitment information have the potential to influence job seekers' perceptions of organizational attractiveness (M=3.5617).

The respondent noted that the negative information presented during the process influences attractiveness of the job towards prospective employees and the content provided in messages from SASRA towards job seekers enhance their decision-making (M=3.4915). However, the respondent believed SASRA corporate and recruitment image are predictive of initial job choice

decisions towards the organization (M=3.1695). Similarly, realistic job preview act a means of discouraging workers that might not work in the organization for long from taking other jobs offered (M=3.0508). This implies that realistic job previews increases employees, reduces turnover and training costs.

4.5 Employee Retention

The retention of employees in the organization is based on the human resource practices that have been put in place in order to reduce employee turnover. The respondents were asked to indicate the extent to which SASRA has used the following practices to increase retention of their employees. The particular strategies that were sought include compensation policy, management style, work environment and training and development programs.

4.5.1 Compensation

Compensation of employees in organization is important as it increases employees' performance and satisfaction thus motivating them to work towards realization of organizational objectives.

Table 4.6: Compensation

Compensation	Mean	Std. Deviation
The employees are offered good benefits package	3.9831	5.6339
Employee appraisal results in career growth which translates in increased pay	3.5763	1.2063
Compensation caters for your needs leading to retention	3.4780	1.1809
The remuneration offered to employees in SASRA is similar to the market rates thus encouraging employee retention	3.4424	1.3686

The remuneration given to workers is comparable to amount of work thus satisfied workforce	3.3729	1.2303
Employees who does their work exemplarily are remunerated handsomely	3.2542	1.2675

From the finding, majority of the respondent believed that the employees are offered good benefits package (M=3.9831) and that employee appraisal results in career growth which translates in increased pay (M=3.5763). The organizations compensation was also found to cater for employees' needs leading to retention (M=3.4780). The respondent also noted that the remuneration offered to employees in SASRA is similar to the market rates thus encouraging employee retention (M=3.4424). This means that the compensation and the rewards offered to employees increases their satisfaction with the organization thus working towards the realization of organization goals.

4.5.2 Management Style

The leadership style adopted by the management in an organization is important as the leaders are the human face of the firm and if they don't understand and work well with the employees, then employees will have the intention to leave the organization.

Table 4.7: Management Style

Management Style	Mean	Std. Deviation
Employees' ideas are very frequently used constructively, motivating them to serve longer	3.9153	1.2769
The employees view the actions of managers as being fair	3.7966	1.1107
Managers ensure that the life of employees was good and this ensures they remain in SASRA	3.7119	1.2463
Employees are given opportunity to make decisions that affect their work	3.5932	1.1907
Employees' hard work is appreciated which encourages them to stay longer	3.4576	1.2774

The results indicated that employee' ideas are very frequently used by the management and this motivates the staff to work longer in the organization (M=3.9153) and coupled by the management action to be fair to the employees, increases their intention to remain in the organization (M=3.7966). Further, managers ensure that the life of employees was good and this ensures they remain in SASRA (M=3.7119) and also that employees are given opportunity to make decisions that affect their work (M=3.5932). Therefore, the organizations management style is geared towards increasing employee's level of participation in decision making process.

4.5.3 Work Environment

Good working environment is important for employees as it influences their perception towards the organization. The findings were presented in Table 4.8.

Table 4.8: Work Environment

Statement	Mean	Std. Deviation
The organization is interested with employees' health and safety	3.3898	1.01738
Employees are given work that is manageable and this helps in their retention	3.3559	1.11049
The employees work is flexible and this helps in employee retention	3.3390	.88298
The managers ensures that all employees work together and this helps in building trust and mutual understanding	3.2542	1.15360

The result indicate that the organization is interested with employees' health and safety (M=3.3898) and that employees are given work that is manageable and this helps in their retention (M=3.3559). In addition, the research found that employees work is flexible and this helps in employee retention (M=3.3390). The respondent further noted that managers ensures that all employees work together and this helps in building trust and mutual understanding (M=3.2542). This indicates that work environment in organization enables the employees' health and safety. In addition, work environment also build relationships of trust and mutual understanding among employees.

4.5.4 Training and Development

Training and development is an important practice for an organization in order to reduce employee turnover. The training and development provision by the organization ought to be to those employees who are expected to work for a long duration of time as they will enable the organization to maximize their effort.

Table 4.9: Training and Development

Training and Development	Mean	Std. Deviation
Employees are properly oriented and trained upon joining this organization	3.6169	1.1370
The employees are given time to go for training while at the same time being sponsored	3.4831	1.2931
Employees are trained enough to undertake their work duties accordingly thus retaining them	3.3492	1.1806
Monitoring is undertaken on organization workforce in order to reduce turnover	3.0237	1.0860

The finding show that employees are properly oriented and trained upon joining the organization (M=3.6169) and this is achieved through the organization giving employees time to go for training while at the same time being sponsored (M=3.4831). It was also found that employees are trained enough to undertake their work duties accordingly thus retaining them (M=3.3492) and that monitoring is undertaken on organization workforce in order to reduce turnover (M=2.4237). This implies that training and development is essential to organization in managing their turnover.

4.6 Relationship between RJP and Employee Retention

The relationship between realistic job preview and performance was undertaken using regression analysis. The results are presented in Table 4.10.

Table 4.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.263	.365		6.194	.000
1	Realistic Job Previews	.385	.156	.459	2.473	.017

a. Dependent Variable: Employee retention

Source: Research data, 2016

From Table 4.10, the established linear regression equation becomes:

$$Y = 2.263 + 0.285X_1$$

The coefficient of the independent variables (X_1) is significant at 5% level. The estimated regression coefficient ($\beta=2.263$) for commitment variable implies that an improvement in compensation policy leads to a corresponding 2.263 increase in employee retention. Further a unit increase in realistic job previews will result in an increase in employee commitment by 0.385 units. The positive coefficient of the means that the RJP that SASRA offers increased retention of employees.

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.675 ^a	.456	.416	.77762

From the model summary, the coefficient of determination, Rsquared means that the RJP programs that SASRA has put in place explain 45.6% of the level of employee retention. This means that the remaining 54.4% of the employee intention to remain is explained by other practices.

4.6 Discussion of the Findings

Realistic job preview is important for all organizations in order to ensure that they retain their workforce for a long time and reduce the costs associated with employee recruitment. The study established that RJP helps in increasing the hired employees understanding of the job given and or the culture of the organization while at the time allowing job candidates to match their needs with what they might encounter on the job. In addition, RJP is used to communicate an underlying meta-message of trustworthiness, honesty and care. The findings are in line with Highhouse and Hoffman (2011) findings that the importance of RJP to any organization is the need to inform all the prospective employees of what to expect in the organization they are seeking employment in. Different studies have been undertaken on the extent of RJP usage and its effect on the organization.

The findings were that RJP in an organization serve to increase the probability that the employees hired are actually capable of coping with the demands of the job and the culture of the organization. In addition it was found that RJP allows job candidates to match their needs with what they might encounter on the job and at the same time acts as a form of communication and

transmits an underlying meta-message of trustworthiness, honesty and care. The findings is consistent with Dean and Wanous (2004) researched 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 study found that the source of information of the RJPs in the organization and how the same is shared affected their effectiveness on employee level of retention. This findings was consistent with Saks and Cronshaw (2010) position who 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) earlier had 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 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, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter covers summary of findings, conclusions, study limitations and recommendations.

5.2 Summary of Findings

On the respondents demographic characteristics, the study found that both genders were represented in the research and majority of the respondents had university education. The career experience of the respondents spanned over 10 years and most of them had worked at SASRA over the period. The findings also show that the respondents were aware of the RJP practices and how they are applied in the organization. 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.

The organization 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. In terms of the compensations that the organization awarded to its employees, the study found that it has adopted both financial and non-financial measures.

From the regression findings, it shows that realistic job previews contributes to 46% of the employees retention. The t -value of the RJPs is 0.017 which is less than the 0.05 significance level. This means that realistic job previews affects to a significant level the employee retention level at SASRA.

5.3 Conclusion

Increasing the efficiency of a firm 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. The study has shown the beneficial outcomes of utilizing RJPs in recruitment, therefore, SASRA should consider enhancing its realistic job previews programs since the study has established that effective RJP affects positively the level of employee retention.

The most powerful tactic for employee retention in the current business environment is through development of realistic job previews. From the findings, it was established that RJPs enable employees in SASRA to understand what is expected of them thus putting in place extra effort to ensure the organization achieves its objectives. 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.

Employee compensation was well practiced through offering good benefits package, employee' ideas are very frequently used constructively, motivating them to serve longer and managers ensure that their actions are not only fair but also perceived as fair by the employees in order to retain them. Training and development in Sacco Societies Regulatory Authority involved employees' orientation and training. This means that compensation should not only be centered on financial rewards but rather on a wide array of compensation, both financial and non-financial forms of compensation.

5.4 Recommendations for Policy and Practice

The study found out that Sacco Societies Regulatory Authority was influenced by realistic job previews on employee retention. It is recommended that other government institution need to find out whether it has positive influence on employee retention.

The RJPs was found to be influencing employee retention. Therefore, it is recommended that organization need to adopt realistic job previews to retain employees. However, the RJPs enable the Sacco Societies Regulatory Authority to increase the number of employees. Further the study shown Sacco Societies Regulatory Authority poses good compensation on employees. This shows organization should practice the same in order to improve the retention and organization performance.

The study found out that employee compensation affects the retention level of employees. The organization should consider diversifying employee compensation since it was found that employee in equal measure appreciate non-financial compensation in form of training and development programs.

The study found that the source of information of RJP in the organization and how the same is shared affect the effectiveness of the practice. Consequently, it is important that an organization comes up with a standard approach of undertaking RJP such every employee is exposed to the same routine.

5.5 Limitations of the Study

The respondents may be hesitant to give some information to the researcher, which they regard as confidential in nature. To overcome this limitation, the researcher will assure the respondents that the information will strictly be used for the study. The respondents will not be asked to write their names on the questionnaire and the employee demographics page will be detached immediately after data entry to ensure confidentiality.

5.6 Suggestion for Further Research

The study was undertaken on the influence of realistic job previews on employee retention at the Sacco Societies Regulatory Authority, which is a state institution, It is recommended that future research studies can examine how realistic job previews influences employee retention in profit centered organizations and a larger sample size can be considered.

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SASRA should provide in assisting with their careers					
Formal mentoring plan is depicted on SASRA web site					
SASRA has designed mentoring program that is designed to assist employees in the development of skills that will help employees perform well on the job					
Mentoring in SASRA helps a newcomer build self confidence, a sense of identity, and ability to cope with any distress that may be experienced during early stages of employment					
Organizational attractiveness	1	2	3	4	5
The negative information presented influenced attractiveness of the job towards prospective employees					
Organizational attributes influence job seekers' perceptions towards SASRA					
Organizational reputation and recruitment activities have also been found to predict applicant attraction towards SASRA					
SASRA corporate and recruitment image are predictive of initial job choice decision towards the organization					
Availability of career development opportunities influence job seekers attractiveness towards SASRA					
Signals provided through recruitment information have the potential to influence job seekers' perceptions of organizational attractiveness					
Intention to pursue employment	1	2	3	4	5
The content provided in messages from SASRA towards job seekers enhance their decision-making					
Organizational values, policies, and goals' influence perceptions of organizational culture which, in turn, has also been found to predict job pursuit intentions					
The rewards indicated in a job advert influences job seekers intentions to pursue a job at SASRA					
Displaying some type of pay level within the RJP information enable SASRA to attract only serious applicants for the job					
Ensuring the attraction of only serious applicants with real intentions has helped SASRA reduce future turnover					

6. To what extent do the following factors influence your retention in SASRA? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent.

Compensation	1	2	3	4	5
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Good evaluation has a positive impact on career advancement and/or pay raise of employees					
Employees are compensated especially those employees who gives outstanding performance or unique skill					
The rewards offered to employees are comparable with what the market offers thus encouraging them to remain in SASRA					
The rewards offered to employees are commensurate to work hence job satisfaction.					
Compensation caters for your needs leading to retention					
The employees are offered good benefits package					
Management Style	1	2	3	4	5
Supervisors go out of their way to make employees' work- life easier which influences their decision to stay in SASRA					
Managers ensure that their actions are not only fair but also perceived as fair by the employees in order to retain them					
Employees' hard work is appreciated which encourages them to stay longer					
Employees are allowed to take part in decisions that influence their jobs, increasing job satisfaction					
Employees' ideas are very frequently used constructively, motivating them to serve longer					
Work Environment	1	2	3	4	5
The management cares about the health and safety of employees					
Manageable workload is given to all employees which helps to retain employees					
There is flexibility in scheduling in the organization which plays a major role in retaining employees					
The management makes any possible effort to create a collaborative work environment, to buildrelationships of trust and mutual understanding among employees					
Training and Development	1	2	3	4	5
Employees are properly oriented and trained upon joining this organization					
Employees receive adequate training and information to do their job well therefore retaining them					

Training and development plans are developed and monitored for all employees which help to manage turnover					
The organization releases employees from regular work to attend training and even sponsor them where possible thus reducing rate of resigning					

7. To what extent do you agree with the following statements on the role of realistic job preview on employee retention? Use 1- Strongly Disagree, 2- Disagree, 3- Moderate, 4- Agree and 5-strongly agree.

Employee Retention	1	2	3	4	5
Result in employees' having greater job satisfaction, and consequently lower turnover					
RJPs lower job expectations and these lower expectations are more consistent with the actual job					
It improves the new employee's ability to cope with the demands of the new job					
It assist in improving the ability to cope with unpleasant job circumstances					
RJP assists in creation of a perceptual set of greater openness and honesty within SASRA					
Realistic job preview serve to discourage employees who will be less likely to survive on the job from accepting extended job offers					
RJPreduce turnover and hiring and training costs by weeding out people who do not want the kind of work the agency/company has to offer					