

**RELATIONSHIP BETWEEN REALISTIC JOB PREVIEW AND JOB
SATISFACTION AMONG CIVIL SOCIETY ORGANIZATIONS IN NAIROBI,
KENYA**

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DECLARATION

I declare that this research proposal is my original and has not in its entirety or in part been presented to this or any other university.

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ABSTRACT

Organizations strive to attract, select and retain highly skilled employees that steer it to the realization of its objectives. One of the ways that has been advocated in order to attract and retain high calibre staff is the adoption of the realistic job preview. The objective of the study was to investigate the effect of realistic job preview on employee job satisfaction of civil society organizations in Nairobi, Kenya. The dimensions of realistic job preview investigated were information on job description, job reward, promotion system and, training and development. The research adopted a descriptive research design while the questionnaire was the main data collection instrument. Data analysis was done based on 41 questionnaires that were duly filled and collected and the analysis was done using descriptive measures of mean and standard deviation. Presentation of the findings was done using tables. From the study findings, with regard to job description, the study found a negative relationship between job description and job satisfaction while a positive association was found between job reward, promotion and learning and development. The results shows that there exist a positive correlation between CSO realistic job preview information and job satisfaction ($r=0.712$). Further, the coefficient of determination (R^2) obtained from the data shows was 0.507 implying that 50.7% of changes in the job satisfaction among the CSOs performance is explained by the predictor variables. The ANOVA was also found to be significant as the p-value of 0.000 was less than 0.05. Among the realistic job preview practices, job reward and promotion system information was found to be significant with p-values of 0.009 and 0.000 respectively which is lower than the cut-off level of 0.005. On the other hand, job description and training and development information was found to be insignificant. The study recommended more attention to be directed by the CSOs during the recruitment process on the job description and at the same time offer relevant training and development so that the same can influence the employee job satisfaction among the CSO organizations. The limitation of the study was with regard to the scope whereby only the civil society organizations were investigated and there is need to look at other sectors to augment the findings.

TABLE OF CONTENTS

DECLARATION.....	ii
ABSTRACT	iii
LIST OF TABLES	vii
CHAPTER ONE:INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Realistic Job Preview	2
1.1.2 Job Satisfaction.....	4
1.1.3 Civil Society Organization in Kenya	5
1.2 Research Problem.....	6
1.3 Research Objective.....	8
1.4 Value of the Study.....	9
CHAPTER TWO:LITERATURE REVIEW.....	10
2.1 Introduction.....	10
2.2 Theoretical Framework	10
2.2.1 Expectancy Theory	10
2.2.2 Social Exchange Theory	13
2.3 Components of Realistic Job Previews	14
2.3.1 Job Description Information.....	14
2.3.2 Job Rewards Information	15
2.3.3 Promotion System Information	16
2.3.4 Training and Development Information	17
2.4 Factors that affect Job Satisfaction	18
2.5 Effect of Realistic Job Preview on Employee Satisfaction	20

CHAPTER THREE:RESEARCH METHODOLOGY.....	233
3.1 Introduction.....	233
3.2 Research Design.....	233
3.3 Population of Study	233
3.4 Data Collection	233
3.5 Data Analysis	244
CHAPTER FOUR:DATA ANALYSIS, RESULTS AND DISCUSSION	266
4.1 Introduction.....	266
4.2 Response Rate	266
4.3 General information and Bio Data	266
4.3.1 Education level	277
4.3.2 Management Level	288
4.3.3 Years in Operation.....	288
4.3.4 Number of Employees	29
4.4 Realistic Job Preview Dimensions	300
4.4.1 Job Description Information.....	311
4.4.2 Job Reward Information.....	322
4.4.3 Promotion System Information	333
4.4.4 Training and Development Information	354
4.5 Job Satisfaction	366
4.5.1 Compensation	366
4.5.2: Promotion.....	377
4.5.3 Work Environment	388
4.5.4 Supervision.....	398

4.6 Regression Analysis	39
4.6.1 Model Summary	39
4.6.2 ANOVA	400
4.7 Discussion of the Research Findings	422
CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMMENDATIONS	455
5.1 Introduction.....	455
5.2 Summary.....	455
5.3 Conclusion	466
5.4 Recommendations for Policy and Practice	477
5.5 Limitations of the Study	488
5.6 Suggestion for Further Research.....	49
REFERENCE.....	500
APPENDICES.....	55
APPENDIX 1: LETTER OF INTRODUCTION	555
APPENDIX II: QUESTIONNAIRE	566
APPENDIX III:LIST OF THE CIVIL SOCIETY ORGANIZATIONS IN NAIROBI, KENYA	600

LIST OF TABLES

Table 4. 1 General information and Bio Data	27
Table 4. 2 Job Description Information	31
Table 4. 3 Job Reward Information	32
Table 4. 4 Promotion System Information	34
Table 4. 5 Training and Development Information	35
Table 4. 6: Compensation.....	36
Table 4. 7: Promotion.....	37
Table 4. 8Work Environment	38
Table 4. 9: Supervision.....	39
Table 4. 10 Model Summary	40
Table 4. 11 ANOVA	41
Table 4. 12 Regression Coefficients	41

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The efficiency and effectiveness of a business largely depends on the calibre of human resources employed by an organization and that the ability of an organization to identify, train and develop this group of staff influences the realization of its performance outcomes. Gnanakkan (2014) assert that it is important therefore for an organization to employ appropriate recruitment processes that are able to predict current and future needs by identifying and filling positions with experienced staff. One of the recruitment systems that have been advocated for its ability to properly match the talent of an employee to the assigned role is the realistic job preview (Sarwar & Abugre, 2013). The matching of an employee talent to a position is also expected to influence employee job satisfaction in the sense that the employee will accept a job that they have relevant competence. Langhammer, Bernhard-Oettel, and Hellgren (2012) argue that candidates who have a better content of information and proceed with the process of application have high chances of establishing awareness with the kind of task expected from him/her if one take up the position, while on the other hand, candidates ignoring job application process tend to look for other alternatives that may not fit their knowledge capacity and the level of skills or experience. However, matching the skills and experience of employees with the job description and the actual practical organizational task is therefore an important approach that facilitates job satisfaction.

The study was anchored on the Expectancy Theory (Vroom's, 1964) and Social Exchange Theory (Emerson, 1976). Expectancy theory suggests that the expectations of employees in an organization are that an organization would act in such a way that it will fulfil their

expectations. Thus by an organization meeting the employee needs, the organization enables them to be committed to the organization and consequently result in a satisfied workforce.

Social exchange theory (SET) was advanced by Emerson (1976) and suggests that when individuals interact over time, they experience the need to reciprocate support and assistance for each other. The SET theory argues that when relationships evolve over time, it results in improved level of trust, mutual commitments and loyalty given that the players adhere to certain “principles” of exchange.

The United States Aid (USAID) (2014) report that the potential of the civil society in Kenya has not been realized fully since there are many challenges facing civil societies including inadequate technical and institutional resources to effectively convey their services and function. The report highlights that CSOs should have vigorous technical abilities, effective systems of management, and leadership system that is focused on developing a sustainable environment that will enhance the living condition of people. This weakness therefore necessitates the need for these organizations to recruit the correct type of employees that will meet their aspirations. In addition, the USAID report pointed out that there has been a high employee turnover among these organizations and there is need to establish the cause of dissatisfaction. Therefore, establishing the link between employee recruitment practices and employee job satisfaction in the civil society organization will help in realisation of their objectives.

1.1.1 Realistic Job Preview

A job preview is concerned with the exercise of providing new or potential employees with actual information regarding the organizational characteristics and culture as well as describing the expected job benefits and implications so as to minimize disappointments and help prepare the employee learn and understand what is expected from him and how to tackle

challenges that may arise from the job hence enhancing sustainable job satisfaction and organizational performance (Dessler, 1999). A job preview helps in adjusting over ambitiousness among employees regarding their expectations from the new job and organization at large (Werner & DeSimone, 2009).

In accordance with Earnest, Allen, & Landis (2011), realistic job previews (RJPs) is a human resource management technique that is based on tangible facts about an organization aimed at supporting career transition of employees, enhance job satisfaction, help matching individual capacity with the right job, and promote organizational engagement and commitment. Safdar and Rehman (2012) suggest that realistic job review is a component of hiring process whereby necessary information regarding the job position is discussed before the potential candidates. Similarly, RJP ultimately helps to minimize turnover of employees with high skills. Shore and Tetrick (1994) define realistic job preview as an approach employed during recruitment process in order to bring insight perception regarding the job advertised before the position is filled by appropriate candidate. In addition, RJP gives an apparent concept to the candidates concerning the challenges and benefits they should expect with reference to what previous employees have achieved or faced while in the same position.

Abbas, Hameed and Waheed (2011), note that RJPs facilitate distribution of information between the employee and employer the so that the winning candidate is aware of what is expected of him and what he expects from the organization before signing employment contract with the organization. New employees should get a correct picture of what they are expected and if there are changes on expectation, this weaken the trust of an employee towards the organization and the management, as well as breaching psychological contract. This further destabilizes employees' level of satisfaction with their work and might result in

high employee turnover. Hence, it is expected that employee's job satisfaction is to be affected if what they get in employment is what they expected.

1.1.2 Job Satisfaction

Job satisfaction is a concept that has not been defined fully due to its complexity nature and the fact that its evaluation is based on a variety of aspects experienced from a person. Carr (2008) characterizes job satisfaction as a concept that entails majorly with individual's attitude, an internal condition that determines the level of qualitative or quantitative contentment with some achievements. According to Locke (1976), job satisfaction is the positive implication as a result of recommended outcomes that a person achieves from individual job or task. On his part, Price (2001) opine that employee satisfaction is a positive perspective in employees towards their work which can be manifested from individual's attitude and contentment on the working environment. Consequently, it can be concluded from the above definitions that job satisfaction is a demonstration of individual's perception on their respective jobs and roles as well as the attitude towards their working environment with regard to individual performance against their expectations (Phillips & Gully, 2012).

Several factors have been identified to affect employee job satisfaction. Stringer (2006) highlights that, both employee and the management factors have significant impact on employee job satisfaction; as described by both extrinsic and intrinsic factors. Intrinsic job satisfaction aspect is reliant on the individual's attitude and perception concerning the working environment which comprise of factors like responsibility, development and recognition. The extrinsic factors involve external job allied factors for instance working conditions, supervision and salary (Negussie & Demissie, 2013). Employee job satisfaction has been argued by Dawal, Taha and Ismail (2014) to be determined, by among others, the

expectation that is made to the new employees since the duties expected of an employee are compared with actually prevails in the organization.

1.1.3 Civil Society Organization in Kenya

World Bank (2007), civil society organizations can be described as the wide range group of not-for-profit and non-governmental organizations having existence in the life of the general public, conveying their values and interests of their affiliates or others with respect to cultural, ethical, political, religious scientific, or humanitarian contemplations. Joye and Van Leuven, (2014) described civil society organizations concept as a not-for-profit, non-State, voluntary organizations established by persons in the social arena that are quite different from the market and the State. CSOs signify an extensive variety of ties and interests. In Kenya, Wanyande (2009) characterized CSOs to imply to the group of organizations that carry out their activities in the sphere between the state and the individual with the aim of addressing the issues of the members and other interest groups. Conversely, Chemengich (2009) postulates that CSOs in Kenya is engaged in countless activities comprising of restoration and maintenance of democracy, spiritual development, establishment of policies that facilitates free market and service provision.

The civil society in Kenya is governed by the Public Benefits Organization (PBO) Act 2013 that replaced the Non- Governmental Organizations Co-Ordination Act, 1990. The Act applies to all local civil societies and indeed only locally registered NGOs are allowed to operate in Kenya. Githongo (2012) opine that, over the past decade, CSOs have progressively become strategic partners in political development and socioeconomic in Kenya. These organizations have been advocating for sustainable development, social justice, transparency and accountability in public affairs management. For example, in health sector, CSOs have become increasingly involved in development and have emerged as an instrument of great

potential for better service delivery, especially at the community level. In particular, the presence of community-based organisations (CBOs) in rural areas makes them important partners if the government is to effectively address the issues that hamper demand for and utilisation of health services in rural areas.

1.2 Research Problem

Organizations strive to attract, select and retain high skilled employees that will steer it to the realization of its objectives. However, Earnest, Allen, and Landis (2015) note that the realization of the organization goals through employees is not an easy task and requires an elaborate recruitment and selection processes, which implies that effective recruitment and preparation of potential employee on what to expect in the organization remain one of the important exercise towards the realization of organizational goals. Potential employees should be told on what the organization expects of them and also be asked what they expect from the organization. Louis (2016) highlight that a large group of potential employee are found not to be aware of what the jobs they are applying entails forcing them to forge and predict what the job and the organization expects of them and that in most of the cases these assumptions are not correct. Often a times when expectations of the new employees are not fulfilled, their performance is compromised because of a lack of job satisfaction resulting from unmet expectation. Therefore, realistic job preview is expected to have an affect employee job satisfaction.

The Civil Society Organizations (CSO) in Kenya has over the last decade increasingly become strategic players in Kenya's socio-economic and political development. The CSOs have become serious advocacy champions for accountability and transparency in the public sector, social justice and sustainable development. In the health sector, for example, the civil society organizations have emerged as an instrument of great potential for better service

delivery, especially at the community level and in some cases being alternative medical service providers. Indeed the civil society organization have a potential to becoming a partner to the government to supplementing government services, especially in the remote regions of Kenya as well as defending the rights of the poor. However, according to USAID report (2014), one of the challenges facing the civil society in Kenya, is a lack of appropriate recruitment process that prepares the employees on the dynamic field of civil society and the challenges that it faces. The report notes that majority of the employees work on contract basis and there is need to prepare them of what to expect during the hiring period and at the end of the contract period, failure to which is expected to affect employee job satisfaction.

Several studies have been undertaken on realistic job previews and employee job satisfaction. Aponte, Gilmartin, and Nokes (2013) investigated the concept of realistic job previews in nursing as a strategic tool for retention and recruitment among the US hospitals and found that within the US nursing sector, RJP program exposes new recruits to the systems of specific standards of organizational performance, the culture and priorities of clinical nursing and fundamental factors for quality patient improvement progress, care and safety in entire the medical centre. Khattak, Rehman and Rehman (2014) sought to establish realistic job preview: its efficiency in Pakistani Pharmaceutical sector and concluded that efficient RJP may lead to a productive, mannered and motivated employees and that motivated employee's respond positively to changing organizational conditions. Breaugh (2013) studied on the impact of RJP on job satisfaction and established that effective RJP is achieved if candidates can decline a job offer if it is not meeting or satisfying the expectations.

Kasongwa (2010) sought to determine the factors affecting perception of realistic job preview among the Kenyan commercial banks' management staff. The study found that managers

reactions to RJPs depend on the level of compensation offered for the job, managers' familiarity with the job and previous work experiences. Mungathia (2015) investigated perception of employees on the relationship between employee turnover and RJP among commercial banks in Kenya. The finding was that realistic job preview enabled the commercial banks to recruit employees who can cope with unpleasant job circumstances and demands of the new job as it creates openness and honesty. Okwach (2016) sought to establish the nature of relationship between RJP and employees intention to depart an office a case study in the Department of Justice and Attorney General's office. The study found that RJP enabled new employees to prepare coping strategies to handle changing demands, lower an applicant's expectations and facilitates met expectations.

From the above studies and other studies on RJP, it can be concluded that different research works has attempted to establish the link between RJP and employee performance characteristics such as employee turnover, efficiency and performance. However, there have been limited studies, both locally that have investigated the link between RJP and employee satisfaction among civil society organizations. This study therefore attempted to fill in this gap by answering the following research question: what is the relationship between realistic job preview and job satisfaction among employees working in the civil society organizations in Nairobi, Kenya?

1.3 Research Objective

To establish the relationship between realistic job preview and job satisfaction among Civil Society Organizations in Nairobi, Kenya

1.4 Value of the Study

This study is in a position to add value to the practice of human resource management in Kenya, both in the public, private and non-governmental sectors by attempting to identify how various RJP practices are adopted by Civil Society organizations and how application of the same recruitment practice affects employee job satisfaction. The need to identify the correct group of employee and preparing them on what is expected of them is expected to influence the HRM in the country. From the study, the civil society organizations management is able to identify the role of effective RJP application in the recruitment practice will have on employee performance as a result of satisfaction.

Secondly the study is of benefit to regulatory authorities that develop various policies that guide the workers affairs in the country. The ministry of Labour, National Treasury and NGOs governing organizations are now able to establish how recruitment practices, such as RJP will influence their performance through having a satisfied workforce. Thus, the regulatory bodies are able to come up with appropriate guidelines and policies that govern the recruitment of staff in their organizations.

The study is significant to potential scholars and researchers as they have gained much from this study since it has added literary value on to the developing knowledge body particularly in the sector of human resources activities in Kenya. As a result, this study may form a background of reference for future studies on recruitment and selection practices in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter discusses the literature related to the research objective which is to establish the effect of realistic job preview on employee job satisfaction among civil society organizations in Kenya. The section covers theories that underlie the study and the RJP practices. Further, the chapter covers the effect of RJP on employee satisfaction.

2.2 Theoretical Framework

Davidson (2008), assert that a theory is a lay down of suitably argued concepts intended to clarify a condition by specifying laws that links the variables to each other. It is a collection of interrelated ideas based on theories. The study will be anchored on two theories, namely; expectancy Theory and Social Exchange Theory.

2.2.1 Expectancy Theory

Expectancy theory forms the theoretical background of this study. The expectancy theory as advanced by Vroom (1968) highlight that the intension of an employee to leave an organization is facilitated by dissatisfaction of employees on their job working environment. This theory postulates that the level of employee and organizational commitment depends on the level of achievements obtained and expectations of employees and that if the level of achievements matches the expectations, then employee organizational commitment is enhanced.

The theoretical perspective in a research studies represents theoretical orientation of the researcher, on the onset that it is significant in data interpretation in a study involving

qualitative data despite of its implicit or explicit nature (O'Brien, & Hebl,2015). Expectancy theory suggests that RJPs have the likelihood of reducing candidate's level of expectations enhancing the probability of experiencing job satisfaction. Consequently, in the event that employees' expectations are achieved, job satisfaction will, as a result, increase and therefore reducing voluntary employee turnover. Expectancy theory therefore has been fundamental in providing appropriate guide in research studies particularly in the process of employment recruitment (Thorsteinson et al., 2012). Precisely, satisfaction is a concept that explains the manner in which internal sources, for instance employee referrals or rehired employees facilitates job satisfaction as compared with external sources of job information such as advertisements in the newspaper or recruiting companies. This is due to the fact that internal sources are believed to deliver apparent organizational information regarding a particular job which is nearly similar with RJP. Tims, et al (2013) opine that newly hired employees are likely to possess inaccurate information that are based on assumptions and unrealistic reports about the job advertised increasing expectations which cannot be met easily. On the contrary, previous employees have organizational experience which limits their level of job expectations in case they are hired back into the organization. Perhaps, this is because of their realistic expectations as well as tolerating challenges that may arise from job and having positive attitudes towards the organization.

Expectancy theory further predicts that an employee's future behaviour in the place of work is based on the expectation and attractiveness of the sought of benefits received and the likelihood of achieving those benefits (Samnani & Singh, 2014). If employee's expectation is met as agreed during the interview period, there will be high chances of increasing employee commitment level. Expectancy theory is underpinned by three distinctive factors; expectancy, functionality and valence. However, if employee's desired characteristics are subject of

achievement, then these factors need to be considered and supported in order to increase organizational commitment. The expectancy theory, therefore highlight that employees will get motivated to perform even more if organizations recognize their hard work through respective rewarding according to the level of achievements. In accordance with Robbins (2003), expectancy theory is characterized by the level of attractiveness and strength of individual's performance expectation. In addition, employees' level of contentment on the benefits received as a result of greater individual organizational performance will be determined by comparing the amount of employee contribution towards the achievement of organizational performance and the value of benefits received.

Similarly, from organizational perspective, evaluation of employees' commitment level is manifested through performance. Perhaps, in an occasion whereby an employee realizes that commitment affects positively his/her individual performance recognized by the organization, one will always try to increase the level of commitment thus enhancing organizational performance. Consequently, expectancy on rewarding and noticeable performance will therefore be enhanced through high level of commitment. As a result, positive employee attitude towards increasing the level of organizational engagement will be enhanced if there is one to one relationship between the benefits received and the level of performance achieved. Ramlall (2004) opine that positive performance estimates of an individual is achieved if the firm is satisfied with the performance level and also if the benefits that organizations offer to the employee is equivalent to the degree of performance. Robbins (2003) suggested that expectancy theory provides an appropriate reason why employees are not rewarded despite of their significant efforts; which is that employee's perception that their commitment and performance may not capture the attention of the management because of many reasons.

2.2.2 Social Exchange Theory

Social exchange theory (SET) was promulgated by Emerson (1976) and postulates that the progressive interactions among individuals will necessitate support for one another and enhances mutual coexistence (Maslach *et al.*, 2011). The SET theory argues that when relationships evolve over time, it results in improved level of trust, loyalty and mutual engagement provided the parties in question adhere to some specific rules and regulations concerning the principles of exchange. Employees' level of commitment and loyalty to the organization is perceived as one channel of paying back tribute to the organization. However, the degree of commitment will always vary from employee to employee depending on the amount of resources that one enjoys from the organization. Establishment of policies that will enhance their spiritual nourishment has been found to result in greater amounts of cognitive and emotional wellbeing among the employees.

Farooq et al (2014) point out that both economic and social outcomes are positive for the company and its workers from the theory of social exchange. West (2007) finds social trading theory a philosophical justification for the involvement and participation of workers as a product of the sharing of employer employees in the sense of a framework of leadership and connection building between members and employees. The employer must therefore provide a hot climate for spiritual growth to allow its workers to maintain themselves. The social exchange theory suggests that continuous interactions among people who are in a condition of collective interdependence facilitate the value of commitment and engagement. Therefore, as a way of appreciating the organization for the benefits that an employee earns from being a member of the organization is to increase the level of commitment and engagement which comprises of emotional and psychological relationship between the head of departments and

employees which may have constructive or adverse consequences the work place behavior (Ma & Qu, 2011).

2.3 Components of Realistic Job Previews

Realistic job preview is aimed at controlling dissatisfaction of new employment recruit, instead of handling it during or after the employment. According to Bilal and Bashir (2016) while quoting Breaugh and Billings (1988) the common RJP information during interviews include; job description, rewards and benefits, promotion system; and training and development opportunities.

2.3.1 Job Description Information

A job description is a report that defines a position in depth that specifies, among other aspects, the specifications of the job to be met by the potential employee. A job description paper defines one particular role for organization as it forms the basis of the working contract for the attainment of organizational and personal purposes which are essential to a particular person. The creation of successful RJPs must require a complete job description so that qualified candidates may join the company in order for the business to have a long-term commitment (Banks & Kepes, 2015). Job requirements or job description must include the environment, working and change of work for personal authority and other restricting elements. A common job description will include the title of the job, departmental section, hierarchical level, the relationship between the holder of the position and; internal and external stakeholders. In addition, a job description will contain responsibilities to be performed on daily, weekly and periodically. Hence, an organization RJP should provide a balanced set of information in that it should contain both positive and negative information, since overly

positive information to an applicant is harmful for an organization (Gilmartin, Aponte & Nokes, 2013).

The information that an employee job description should perform need to be determined on the basis of an employee abilities required for the job, education level trainings, foreign languages, skills and qualification as well as evaluation criteria (Frey, & Osborne, 2017). Information relating to competencies that encompasses job holder abilities, skills, qualifications needed for the position, is usually widely described. Maier, Laumer, Eckhardt and Weitzel (2013) found that applicants job acceptance and amount of negative information presented concerning the job advertise have a significant negative association. The study found that the more the negative information conveyed in the RJP, the less the attractiveness of the job. This is because applicants with high quality skills and experience are likely to take up the job advertised given that the negative information about the job having been provided compared with inexperienced applicants.

2.3.2 Job Rewards Information

Employee incentives and appreciation are essential for inspiring and enhancing employees' productivity (Lawler, 2003). This is because a well-designed reward system increases the efficiency and productivity of a company and because it needs to meet the demands of more dynamic employees in today's competitive environment, so companies may realize that they need to rely slowly toward full compensation programs. The information in the company award system should concentrate on employees non-monetary rewards. The data on employees' bonuses should be both internal and inherent. Intrinsic incentives provide immaterial knowledge for the execution of a task or the accomplishment of performance

goals. On the other side, internal incentives are real that involve financial as well as non-monetary types (Eshun & Duah, 2011).

Danish and Usman (2010) propose the information on rewards to be shared with an employee should include money advantages, flexible schedules, promotions, employment responsibilities, status changes, praise and feedback, a good manager and a fostering organizational culture. Tangible incentives may be direct or indirect (financial benefits). Direct financial benefits include compensation, pensions, rewards, promotions, incentives, salaries and stock options for a employee. Direct financial benefits apply to salary. Direct financial incentives, thus, form the basis and adjustable wage. The base payment applies to the basic wage earned by an employee that may be salary and compensation and typically depends on internal or external variables. The adjustable pay depends on labor market dynamics, market rates and the effects of the state (Mathis and Jackson, 2004).

2.3.3 Promotion System Information

Employee promotion system information is concerned with the provision of information on the opportunity available to develop and progress to encourage employees to better or more eager to do a job within the organization or company (Noe, et al., 2014). The target of providing information with regard to promotion enables an organization to feel appreciated, cared for, and recognized. Effective promotion system will enable an organization to produce higher output and will enhance the loyalty (faithfulness) to the organization. On the contrary, a lack of an efficient promotion process in an organization will result in unfavourable employee behaviour such as employee dissatisfaction, complaints, lack of morale, declining labor discipline, and many of them absent or even problems strike work (Dugguh & Dennis,

2014). Consequently, an organization management need to realize the importance of the promotion in improving employee performance through provision of promotion information when the employee is being recruited.

Tomprou and Nikolaou (2011) assert that one dimension of performance appraisal and promotion during recruitment process is the need for employees to be assured that the firm can warranty security of a job and certainty of career coaching. This is because employees not just invest a day or multiple days, but anticipate working before they retire because, as regards the advancement of the position of authority, grade development, and the availability of incentives for potential growth, they need the assurances required for future careers.. During the recruitment process, an employee should be provided information about what position above the current one expects and also what the employee will need to do and perform to match the expectations of the new position. The provision of this information will act as a motivator to the employee (Swider, Zimmerman & Barrick, 2015).

2.3.4 Training and Development Information

Kaya and Ceylan, (2014) suggest that if data on career planning, advancement and incentives are included in the recruiting process, it will contribute to employee satisfaction due to unfulfilled desires. The development of a company, relates to intentional recruitment and evaluation of staff at the executive level and equip them with the leadership abilities needed for greater roles (Rahman, 2012). An employee development is aimed at satisfying an individual's career progression goals and that eventually meet the organization's needs. Foong-ming (2008) asserts that in coming up with leadership development program, it is important to evaluate the current state of the organization with a view to identifying any existing opportunities. In addition, the management development program is aimed at

identify areas where additional program development need to be initiated in the face of the prevailing organization culture. In the same line, organizations need to pay more attention to training and development of staffs because they have been associated with decreased costs, increased worker efficiency and, eventually, increased profitability (Kaye & Jordan-Evans, 2010). Similarly, management development is linked to improved motivation and encourages increased teamwork and cooperation.

According to Kiyonaga (2014), leadership development is an efficient practice in terms of organisational efficiency and a contribution to the social requirements of society. There is a need for a balance of technical, conceptual and social abilities gained through a mixture of education and experience between executives, and therefore is an ongoing need for the management development of both present and future executives. Development is concerned with preparing the manager for the anticipated modifications in the workplace or the anticipated future work or role. In today's company setting, management development is increasingly being used as an instrument for achieving organisational goals. Gomez (2014) highlight that management development programs include on-job training that involves the senior managers will help a lower level manager by coaching him necessary abilities. In addition, management development entails job rotation, understudy position and off-the job course training.

2.4 Factors that affect Job Satisfaction

Employee job satisfaction is considered a complex concept that can mean different things to different people and represents an employee internal state that defines more of an attitude (Carr, 2008). Therefore, employee job satisfaction is associated with a personal feeling of achievement either quantitative or qualitative that is manifested in terms of absenteeism, performance and turnover. Patterson (2016) assert that what gives satisfaction differs from

one employee to another, such that, on the same job variable, employees might perceive different degree of satisfaction and therefore derive different degrees of satisfaction in their jobs than from the work itself. Some may be most satisfied with their jobs by their relationships with supervisors and co-workers while the pay package might keep some people in jobs, although they regard the job as less meaningful and are poorly satisfied by the work aspects (Fisher, 2010).

Brief and Weiss (2011) highlight that though most people get satisfied with their jobs, they might not necessarily be happy because of certain aspects of their jobs lacking desired characteristics. Different factors have been identified to influence the level of job satisfaction. The Harvard Professional Group (2005) highlights that for an organization that aspires to create a work environment that enhances job satisfaction need; it needs to adopt among others flexible work arrangements that possibly might include telecommuting that avoids the physical presence of the employee, adoption of effective training and other professional growth opportunities and offering interesting work that offers variety and challenge. Danish, Rizwan and Usman (2017) further suggest that employee job satisfaction will be enhanced through the employer offering opportunities that allows one to use their respective talents and be creative. Similarly, the provision of an ability of the an employee to take responsibility and direct one's in addition to offering an environment that includes job security continuity. In addition, Langhammer et al., (2012) point out that an employee job satisfaction is enhanced through provision of a working environment that allows workers to be supported by an accessible supervisor who provides timely feedback on organization activities as well as congenial team members. Similarly, provision of flexible benefits, such as child-care and exercise facilities to employees as well as the use of the up-to-date technology is found to increase employee job satisfaction. Offering of a reasonable basic pay and benefits that

commensurate with working skills, salaries that matches other players in the industry enhance employee job satisfaction level.

2.5 Effect of Realistic Job Preview on Employee Satisfaction

Bhattacharyya (2012) explain that during recruitment, relevant job information and specification is provided attracting a pool of applicants whom they review specifications and apply for the job if they meet all the specifications provided. Provision of this information to a potential employee is regarded as very important so that the qualified candidate will be aware of what is expected from him/her to avoid disparity between individual performance and organizational target. This is because even employees who have more qualification than expected may experience less job satisfaction and this implies that there is need for appropriate matching of skills and job description and specification. Jacob and Mikkel (2010) note that advertised jobs will detailed information that shows high level of expectation is likely to attract the attention of applicants with high skills because they are certain that the job expectation will be met minimizing the volume of applications from less qualified candidates. Consequently, job discontent can be experienced if organizations or recruiting agencies provide more detailed information that will reduce the number of job applications due to perceived potential mismatch between job expectations and ability of the applicant.

Wan and Abdullah, (2013) conducted an investigation to establish the nature of relationships between, employee performance, job satisfaction and non-monetary incentives among the Malaysian manufacturing firms. They argue that organizational management have the capacity of indirectly influencing performance through creation of ample working environment enhancing efficiency of service delivery thereby facilitating employee engagement and organizational commitment in progressively achieving organizational objectives and spearheading towards completion of projects. Similarly, they contend that

employee job satisfaction is enhanced through development of an organizational culture that is perceived to have significant relationship with satisfaction of employees, staff turnover, financial performance and customer satisfaction. In the same way, Blanchard and Witts (2009) asserts that the desire to work and achieve better is weakened by unrecognition of individual achievement and suggests that preparation of an employee at the interviewing stage on what to expect helps to influences employee job satisfaction.

Khattak, Rehman and Rehman (2014) investigated the efficiency of realistic job preview in recruitment in pharmaceutical industry in Pakistan. The study findings reinforced the position that RJP increases attitude, job performance, commitment and employees' job satisfaction. This was attributed to the RJP having the capacity to enhance job clarity to potential candidates and has the capacity to attract skills and experience. Phillips (1998) opines that orientation of new employees has a positive influence on attitude and performance. Job definition is a good management tool. Further, the study reinforced the finding by Phillips (1998) that RJP leads to increased performance and employee commitment to a job which are all associated with improved employee satisfaction. Okwatch (2016) investigated the relationship between employees' intention to exit and realistic job preview a case of department of justice and the attorney general's office. The findings suggest that realistic job preview is important in the management of new employees in organizations as it enables them to match their needs with what they might encounter on the job. Further, RJP was found prepares new employees on what to expect from an organization, explains the requirements of the new job which reduces the intention of employees to exit an organization and absenteeism. Further, realistic job preview serve to discourage employees who will be less likely to survive on the job from accepting job offers by providing an honest description. The study found out that oral and written RJP which focuses on organizational information

presented early, and detailed job-specific information ensures that the job seekers have thorough knowledge regarding the organization before accepting the job offer, a position that was reinforced by Khattak et al (2014).

Nthenge (2016) tried to explain the impact of realistic job preview on retention of employees in Kenya at the Regulatory Authority of Sacco Societies. The results indicate that RJPs increase the likelihood that employees recruited will meet the requirements of the organization's workforce and community. However, RJPs have been shown to help applicants to respond to their needs and function as a form of communication whilst communicating the underlying meta-message of trustworthiness, integrity and caring. The study suggested a combination of 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. This finding is in line with that suggested by Gilmartin et al (2013).

Kajuju (2015) investigated the perception of employee relationship between realistic job preview and employee turnover commercial banks in Kenya. The research findings suggest RJP enables new employees to be cognizant of what the potential job entails and the management expectations, a position that Bhattacharyya (2012) found results in greater commitment by the potential employee since they get exposed to both negative and positive characteristics of the job. This was further found to result in reduced employee turnover, hiring and training costs. Further, the study established that RJP 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 and thus creating greater job satisfaction and lowering turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology used for the whole research procedure is discussed in this chapter. It discusses research design, study population and data collection procedures and analysis of data.

3.2 Research Design

This study used a descriptive cross sectional survey design. According to McBurney and White (2009), descriptive research design describes the state of affairs as they appear on the ground. The design identifies every phenomenon in relation to what, when, who and how it appears in the study (Sekaran & Bougie, 2009). Descriptive research design also enhances validity, reliability and generalizability of the research findings and involves quantitative and qualitative collection and analysis of data.

3.3 Population of Study

The population of this study was 43 Civil Society Organizations operating in Kenya and registered with National Council of NGO Board (Appendix II). These civil societies should have filed their annual returns with the NGO regulating board in the last 5 years. Since the population of the active civil societies are small, the research was a census.

3.4 Data Collection

The study collected primary data from the human resource managers in the Civil Society Organizations (GCSO) in Kenya. These target respondents were deemed to be versed with realistic job preview practices in the organizations and how it influences employee

satisfaction. The questionnaire was made up of three sections. Section A covered the organization and respondents demographic information while section B covered the realistic job preview. Section C linked the realistic job preview and employee satisfaction. The researcher booked an appointment with the civil society organizations management team. While in the regular meetings, the researcher seek to elaborate more concerning the research objective, a move that is aimed at reducing the objection from the target respondents and also enhance researcher's confidence.

3.5 Data Analysis

Data analysis applies to all statistical methods that evaluate several observations on each topic or entity to be studied simultaneously (Straub & Gefen 2005). Descriptive statistics were used to analyze the data. Descriptive statistics are used to decide how the data sets are to be expressed in a mean, ratio or rate in order to describe the answers as a good way to present study results. The results were presented at the tables. However, the analysis employed multiple regressions with inferential statistics.

The regression equation is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where Y = Job satisfaction

β_0 - Constant value,

X1 - Job description Information

X2 - Job reward information

X3 - Promotion system information

X4 - Training and development

ε - Error Term

The researcher used F-test in order to establish the relevance of the regression, while the R^2 , determining the variance of Y, was explained by X This was achieved with 95 per cent confidence and was carried out to determine the direction and the relation between the realistic job preview and employee job satisfaction.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The main objective of this study was to establish the relationship between realistic job preview and job satisfaction among Civil Society Organizations in Nairobi, Kenya. Analysis of descriptive statistics is presented in percentage, mean and standard deviations. In addition, analysis of variance was done to determine the significance of the model and to obtain the coefficients that will help determine the relationship between the dependent and independent variables.

4.2 Response Rate

In the present study, the target population comprised of 43 Civil Society Organizations operating in Kenya and registered with National Council of NGO Board. In each civil society organization, the researcher distributed one questionnaire. Out of the 43 questionnaires distributed, a total of 41 questionnaires were duly filled which is a representation of 95%. Consequently, the response rate was considered suitable for drawing conclusions on the basis of the analysis. According to Mugenda & Mugenda (2003), a rate of 50 percent is sufficient, 60 percent is good and 70 percent very good. Likewise, Bailey (2000) stated that a response rate of 50% would be considered adequate, with a response rate of more than 70% being very good. With respect to the above guidelines, 95% is a very good response level.

4.3 General information and Bio Data

The general information and bio data considered in the study comprised of the respondent's highest academic qualification and the level of management. In addition, the respondents were asked to indicate the number of years in which their respective civil society organization

have been in operation as well as the number of employees within the organization. The level of education provides the nature and quality of responses of the respondents involved in the study. The study aimed at collecting data from highly qualified respondents since they are more enlightened on the study topic and also they are believed to give independent responses.

4.3.1 Education level

The level of education help understand whether the respondents are knowledgeable and can answer the questions in the study instrument without manipulation. The respondents were asked to indicate the highest level of education attained. The responses are summarized in Table 4.1.

Table 4. 1 Education Level

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Tertiary college	14	34.1	34.1	34.1
Post graduate	6	14.6	14.6	48.8
Undergraduate	21	51.2	51.2	100.0
Total	41	100.0	100.0	

Source: Research Data (2019)

From the descriptive statistics shown in Table 4.1, more than half of the respondents had at least undergraduate level of education. In addition, the respondents with tertiary college certificate where more than a quarter while those with post graduate qualifications were less than a quarter of the entire population. This implies therefore that the respondents were knowledgeable and that they had had the necessary competence to understand the questionnaire items hence giving quality responses as expected.

4.3.2 Management Level

Understanding management level of the respondents is key to the researcher since it tells whether the respondents are involved in key decision making in the organizations and particularly the topic of interest. As a result, the summary of respondent's level of management is presented in Table 4.2.

Table 4.2: Management Level

Management level	Frequency	Percent	Cumulative Percent
Lower level	14	34.1	34.1
Middle level	20	48.8	82.9
Top level	7	17.1	100.0
Total	41	100.0	

Source: Research Data (2019)

In addition, the respondents were asked to indicate the level of management in which they hold in their respective organizations. As a result, nearly have of the respondents informed this study that they hold middle level of management while more than a quarter indicated that they hold lower level of management. Similarly, those in top level of management were one fifty of the total respondents. The findings suggests that the respondents were aware of realistic job preview measures in the organization since decision making is mostly done by employees in top, supervisory and middle level management capacities.

4.3.3 Years in Operation

The organization's level of experience in the industry and how often it has been involved in the area of interest that the researcher is investigating is determined by the number of years it

has been in operation. With this regard, civil society organizations years in operation distribution are displayed in Table 4.3.

Table 4. 3 Years in Operation

Years in operation	Frequency	Percent	Cumulative Percent
Less than 5 years	8	19.5	19.5
5-10 years	19	46.3	65.9
11-15 years	9	22.0	87.8
Over 15 years	5	12.2	100.0
Total	41	100.0	

Source: Research Data (2019)

On the question of the number of years that the civil society organization has been in operation, the study found out that nearly half (48%) of registered civil society organization in Kenya have been operating for a period five to ten years whereas nearly a quarter have been in active operation for a known period of 11-15 years. A small number of civil society organizations have been operating in Kenya for less than five years while a few others have been operating for more than 15 years. This imply that majority of organizations have encountered more years in operations hence must have employed job preview strategies for longer period of time

4.3.4 Number of Employees

One of the measures of organizational size is through the total number of employees in the organization. The study aimed to establish the size of civil society organizations through number of employees available in these organizations and the results are presented in Table 4.4.

Table 4. 4: Number of Employees

Employees	Frequency	Percent	Cumulative Percent
Less than 50	1	2.4	2.4
50-100	20	48.8	51.2
101-200	16	39.0	90.2
Over 200	4	9.8	100.0
Total	41	100.0	

Source: Research Data (2019)

The study also sought to find out the number of employees in each civil society organization. Consequently, the study found that nearly half of the civil society organization have fifty to hundred employees while more than a quarter have between 101-200 employees. The study also established that less than a quarter of the civil society organizations in Kenya have more than 200 employees.

4.4 Realistic Job Preview Dimensions

This section of the questionnaire sought to find out whether the statements on realistic job preview dimensions varies with the situation in the organization. The range was from 1 to 5 in which 1 no extent while 5 represented Very great extent. The scores that was greater than 4.5 represented respondents' strong agreement with the statements on realistic job preview dimension while those responses which were $3.5 > M < 4.5$ = Agree, $2.5 > M < 3.5$ = Neutral, $1.5 > M < 2.5$ = disagree and < 1.5 implied strong disagree. A standard deviation that was greater than 1 represented a high respondent's variation with the statements.

4.4.1 Job Description Information

Based on job description information, the study prepared the following statements and the respondents were asked to indicate on Likert scale whether they are in agreement with or disagree. The findings are presented in Table 4.5.

Table 4. 5 Job Description Information

Statements	N	Mean	Std. Deviation
The relationship of the position and both internal and external stakeholders is specified during the interview	41	4.07	.905
The employee abilities required of the job is specified at the outset	41	4.00	.894
The level of experience expected of a position is clearly spelt in a job description	41	3.95	.740
The organization specifies the personal authority of the position during the interview process	41	3.88	1.029
The job description information contains both positive and negative responsibilities expected from the position	41	3.83	.972
The responsibilities of the position is specified during the interview process	41	3.49	1.121
Overall Mean		3.87	

From the findings, the respondents strongly agreed that based on job description information as a dimension of RJP, The relationship of the position and both internal and external stakeholders is specified during the interview (M=4.07) and at the same time employee abilities required of the job is specified at the outset (M=4.00). In addition, the respondents agreed that level of experience expected of a position is clearly spelt in a job description (M=3.95) while the organization specifies the personal authority of the position during the interview process (M=3.88). The high standard deviations in some statements imply that there was high variance in respondents' perception on the statements. The analysis above

implies that Civil society organizations in Kenya provide adequate job description information in their job preview sessions that include the existing relationship with both internal and external stakeholders. Similarly, the required abilities of the job applicants to effectively perform the duties ahead are well spelt out during the interview process. However, to a moderate extent, the findings reveals that the civil society organizations reveal the adequate responsibilities of the positions during the interview process.

4.4.2 Job Reward Information

The second dimension of RJP is the job reward information. The present study established statements that were used to gauge the extent at which civil society organizations have implemented measures that enhances RJP with regard to job reward information. The findings on the job reward information are presented in Table 4.6.

Table 4.6: Job Reward Information

Statement	N	Mean	Std. Deviation
The flexible schedule promotion associated with the position is shared with new employees	41	3.95	.835
The non-monetary benefits that come with the position is clearly spelt	41	3.90	1.091
The organizational culture associated with employee compensation is shared with the potential employee	41	3.49	1.028
The monetary benefits that come with the position is clearly spelt during the interview	41	3.24	.799
For unionisable employees, the existing trade union agreements is shared with all the employees	41	3.22	.822
Overall Mean		3.56	

Source: Research Data (2019)

The results in Table 4.6 suggests that the civil society organization job reward organization As a result of the study findings, the study found that flexible schedule promotion associated with the position is shared with new employees (M=3.95) and that non-monetary benefits that come with the position is clearly spelt (M=3.90). Additionally, the respondents agreed that organizational culture associated with employee compensation is shared with the potential employee (M=3.49). The respondents were in agreement in majority of statements. As a result of 3.56 overall mean in Table 4.6, it imply that the respondents were fairly in agreement with the statements regarding job reward information especially flexible schedule promotion and non-monetary benefits that are clearly indicated during recruitment. From the analysis, it is evident that CSOs provide realistic job previews in relation to rewards, especially in relation to flexibility of the work schedules, organization culture and non-monetary benefits. However, RJP to a low extent provide information on trade union agreements.

4.4.3 Promotion System Information

Organization promotion system is concerned with provision of information relating to employee future career progression and how they will move up the hierarchical ladder. The results on the civil organization promotion system are provided Table 4.7.

Table 4. 7: Promotion System Information

Statements	N	Mean	Std. Deviation
The guarantees available for future career growth is clearly stated during the interview	41	4.05	.973
The opportunities for potential growth of the employees is made known during recruitment	41	4.00	.894
The employee rank promotion is made known to an employee	41	3.88	.781
The employee career opportunities available in the organization is stated during the interview	41	3.78	.759
The extend of the job security is clearly stated during the recruitment process	41	3.34	1.196
Overall Mean		3.81	

Source: Research Data (2019)

Based on promotion system information, the study established that guarantees available for future career growth is clearly stated during the interview (M=4.05) and that opportunities for potential growth of the employees is made known during recruitment (M=4.00) whereas employee rank promotion is made known to an employee (M=3.88). In addition, the study established that employee career opportunities available in the organization is stated during the interview (M=3.78). The low standard deviations imply that the respondents agreed in majority of the statements. From the findings, it is evident that CSOs provide RJB in relation to promotion system information. This is especially so in relation to future career growth, opportunities for potential growth and employee rank promotion. However, to a low extent, the CSOs realistic job previews does not spelt out clear employee job security and career opportunities available in the organization.

4.4.4 Training and Development Information

The present study also considered training and development information as a dimension that will help comprehend further the effect of RJP on job satisfaction. The study findings are presented in Table 4.8.

Table 4.8: Training and Development Information

Statements	N	Mean	Std. Deviation
The organization organizes training for employees to be able to perform different duties	41	4.24	.767
The organization training has enabled me gain experience for my job	41	3.95	.740
Increased level of responsibilities in the organization is aimed at preparing me for greater position in future	41	3.85	1.085
Job rotation is practiced in the organization	41	3.56	1.050
The organization facilitates the off-the job training programs	41	3.37	.829
Talent management is part of the employee development process in the organization	41	3.02	.908
Overall Mean		3.67	

Source: Research Data (2019)

From the findings in Table 4.8, civil society organizations organizes training for employees to be able to perform different duties (M=4.24) in that majority of the respondents agreed that organization training has enabled them gain experience for their job (M=3.95). In addition, increased level of responsibilities in the organization is aimed at preparing employees for greater position in future (M=3.85). In general, there was a public consensus that talent management is part of the employee development process in the organizations (M=3.02). The overall mean of the study was found to be 3.67. It is therefore evident that the statements on

training and development were significant on respondents' perspective. The average mean imply that there was agreement among the respondents on the statements provided.

From the analysis, it is evident that civil society organizations provide RJP in relation to employee training and development information. In particular, the information provided includes the training organized by the organization to its employees, responsibilities and the experience availed to staff. At the same time, the findings reveal that to a low extent, CSOs provided low talent management process and off-job training programs.

4.5 Job Satisfaction

As the dependent variable of the study, job satisfaction was looked at in four different perspectives; compensation, promotion, work environment and supervision. The results on different dimensions of job satisfaction are provided below.

4.5.1 Compensation

The first dimension of job satisfaction investigated was employee compensation. The results are provided in Table 4.9.

Table 4. 9: Compensation

Statements	N	Mean	Std. Deviation
I am happy with the work responsibilities	41	4.05	.973
I am adequately compensated for the work I perform	41	3.90	.831
My pay and benefits commensurate with my skills and experience	41	3.88	.812
Even if my present remuneration is not adjusted upwards, i have no intention of leaving my present job	41	3.41	1.117
Average		3.81	

Source: Research Data (2019)

From the findings, the study established that employees in civil society organizations are happy with the work responsibilities (M=4.05) in that they are adequately compensated for the work they do (M=3.90). In addition, the study findings shows that as far as compensation is concerned, employees' pay and benefits commensurate with their skills and experience (M=3.88) and that even if their present remuneration is not adjusted upwards, they have no intention of leaving their present job (M=3.41). The results in regard to employee compensation suggest that the employees in the CSOs to a large extent are happy with the responsibilities assigned and feel adequately compensated. Similarly, to a moderate extent, they feel that they might leave the organization if the present salary is not adjusted upwards.

4.5.2: Promotion

Table 4. 10: Promotion

Statements	N	Mean	Std. Deviation
I am satisfied with the present performance appraisal policy of the organization	41	4.27	.672
Promotion in the organization is based fair and predictable process	41	3.98	.880
I am satisfied with ranking and promotion system in the organization	41	3.95	.893
I feel I will be promoted fairly when i deliver on my work	41	3.85	.760
Average		4.01	

On promotion of employees, it was discovered that majority of employees agreed that they are satisfied with the present performance appraisal policy of their organizations (M=4.27) since promotion in the organization is based on fair and predictable process (M=3.98). Additionally, the study found that employees in majority of civil society organizations in Kenya are satisfied with ranking and promotion system in the organization (M=3.95) as a result of the perception that they will be promoted based on the work delivered (M=3.85).

The low average means of 4.01 and low standard deviations imply that the respondents were in agreement with the statements.

The findings suggest that that the CSOs employees are satisfied especially in regard to the present performance appraisal policy, predictable and fair promotion and the employee ranking system. Similarly the employees agreed that they will fairly be promoted when they deliver.

4.5.3 Work Environment

Table 4. 11: Work Environment

Statements	N	Mean	Std. Deviation
There is a stable and secure work environment	41	4.07	.959
There exist training and other professional growth opportunities	41	3.66	1.039
I am satisfied with the leave pay in the organization	41	3.49	1.186
There exist opportunities to use once talent in the organization	41	3.41	1.204
Average		3.66	

With respect to work environment, it was found that civil society organizations have stable and secure work environment (M=4.07) and that at the work environment, there exist training and other professional growth opportunities (M=3.66) thus increasing employee job satisfaction. Furthermore, the study found that in civil society organizations, employees have significant job satisfaction as a result of satisfaction in the leave pay they get from their respective organizations (M =3.49). It is evident from the study findings that the CSOs have adopted a good work environment as manifested a secure and stable work place as well as implementation of training and professional growth opportunities.

4.5.4 Supervision

Table 4. 12: Supervision

Statements	N	Mean	Std. Deviation
I am happy with the work responsibilities in the organization	41	4.05	.893
I am satisfied with the existing relationship with my immediate supervisors	41	4.02	.987
I am happy with the job rotation schedule put in place by the supervisor	41	3.78	.725
Average		3.95	

Supervision as a construct of job satisfaction was justified by statements in table 4.12 above.

As a result, the study established that employees are happy with the work responsibilities given by supervisors in the organization (M=4.05) and that they are satisfied with the existing relationship with their immediate supervisors (M=4.02). In addition, the findings show that employees are happy with the job rotation schedule put in place by the supervisor (M=3.78). From the average mean of 3.95 and low standard deviation values seen in Table 4.12, the indication here is that RJP has influenced job satisfaction as far as supervision is concerned. The analysis above reveals that the CSOs have incorporated different supervision practices with work responsibilities that are considered good by employees.

4.6 Regression Analysis

A multiple regression analysis has been used to establish the relationship between realistic work predictions and job satisfaction among civil society groups in Nairobi, Kenya. SPSS V 21.0 was used for data analysis. The determination coefficient tests to what extent differences in the independent variables justify fluctuations in the outcomes variable or variance proportion in the result variable as defined in all explanatory variables.

4.6.1 Model Summary

Table 4.10 demonstrates the model summary of regression results where, adjusted R square, R square, and standard error of estimate are presented.

Table 4. 13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 ^a	.507	.453	.877

a. Predictors: (Constant), Training development, Job description, Job reward, Promotion system

Table 4.10 above shows model summary of regressed study variables. The correlation coefficient (R) value represents the degree and strength of association between predictor variable and the outcome variable. In this model therefore the coefficient of correlation is 0.712 which indicates a positive correlation between RJP and job satisfaction. The R squared is the determination function which shows the extent of the overall variance in the parameter based. From the above, R squared statistics show the good fit of the model, indicating the estimation of the actual data points by the regression model. This model has an R square of 0,507 which indicates that the model fits the actual information. The determination coefficient of 0.507 imply that the changes in realistic job preview represent 50.7 percent of the variance of outcome variable (jobs satisfaction).

4.6.2 ANOVA

Analysis of variance was used to determine the significance of the model. Low F statistic value indicate low variance in the data values. The significance level less that 0.05 imply that the model is significant to predict the outcome variable.

Table 4. 14 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.542	4	7.135	9.273	.000 ^a
	Residual	27.702	36	.770		
	Total	56.244	40			

a. Predictors: (Constant), Training and development, Job description, Job reward, Promotion system

b. Dependent Variable: Job satisfaction

The significance value of the model was found to be 0.000 which is less than 0.05. This therefore suggest that the model is statistically significant and that job satisfaction was statistically predicted by realistic job preview. Thus, the results show that there is a positive relationship between realistic job preview and job satisfaction among the employees of civil society organizations in Kenya.

4.6.3 Regression Coefficients

Table 4. 15: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.425	1.268		2.702	.010
Job description	-.250	.155	-.205	-1.614	.115
Job reward	.518	.186	.332	2.782	.009
Promotion system	.951	.173	.706	5.485	.000
Training development	.166	.210	.094	.792	.434

a. Dependent Variable: Job satisfaction

The resultant regression model will be,

$$Y=3.425 + .518X_2 +.951X_3$$

The above regression equation shows that holding job reward and promotion system constant employee job satisfaction will be 3.425 higher. However, a unit increase in the RJP job reward will result in an increase in employee job satisfaction by 0.518 units while a unit increase in the RJP promotion practice will increase employee job satisfaction by 0.951 units. However, the findings on the regression implies that job description and training and development information is not significant on employee job satisfaction level.

4.7 Discussion of the Research Findings

The main objective of study was to establish the relationship between realistic job preview and job satisfaction among Civil Society Organizations in Nairobi, Kenya. The study adopted four RJP dimensions, namely; job description, job reward, promotion system and Furthermore, the study adopted four realistic job preview dimensions with aim of achieving the study objective. These constructs were; job description, job reward, promotion system and training and development. From the study findings, with regard to job description, the study found a negative relationship between job description and job satisfaction. This can be attributed to the fact that a job seeker can be excited by the description but when it comes to the real employment, what the employee is expected to do may vary significantly with what was in the job description. Consequently, the employee may not perform as expected hence resulting to job dissatisfaction.

Secondly, the study established a positive relationship between job reward and job satisfaction. As a result, the study attributes this to the hard work that employees subject themselves knowing that good work results to reward and other motivational benefits hence job satisfaction. Consequently, there will be effectiveness in job performance due to job

satisfaction. The findings are consistent with Lawler, (2003) who suggested that a carefully designed reward system enhances job satisfaction and as a result improve organization's effectiveness and productivity and in today's competitive environment, there is need to meet the demands of a more diverse workforce making organizations to focus on the total compensation package for employees.

Thirdly, the study also established that promotion system information have a positive relationship with job satisfaction. With this regard, promotion among employees encourages hard work and improved performance since employees are committed to their respective responsibilities. This finding is consistent with Noe, et al., (2014) that promotion system information is concerned with the provision of information on the opportunity available to develop and to encourage employees to put more effort or be more eager to do a job within the organization or company with the aim of gaining promotion. Promotion system in an organization should be based on merit and performance. However, irregular and inconsistent promotion system will result to negative employee feedback and dissatisfaction. This finding reflects that of Dugguh & Dennis, (2014) that lack of an efficient promotion process in an organization will result in unfavourable employee behaviour such as employee dissatisfaction, complaints, lack of morale, declining labor discipline, and high rate of turn over.

Learning and growth is critical in increasing employee satisfaction, according to the study findings. The study found that knowledge regarding training and development increases workplace aspirations, experience and ability to work more effectively as a consequence of job engagement and satisfaction. The results align with Kaya and Ceylan (2014), who established that if details in the recruitment process, in terms of career preparation, promotions and incentives are given, worker satisfaction demands would be fulfilled.

In summary, the present study established that realistic job preview have positive impact on employee job satisfaction in civil society organizations in Kenya particularly in four areas. Firstly, more than 50% of the respondents agreed that with regard to compensation, their pay and benefits commensurate with their skills and experience obtained from training and development as a dimension of RJP. Secondly, with respect to promotion of employees, the study established that promotion system information provided during job description reflects what organizations are doing hence employees agreed that promotion in the organization is based on a fair and predictable process thus enhancing the level of job satisfaction. The third aspect of job satisfaction is work environment in that the findings suggest that there exist training and other professional growth opportunities in the organizations and fourthly is the impact that RJP has on supervision of employees. The findings reveal that employees are satisfied with the existing relationship with their immediate supervisors.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section discusses the findings of the main study, the implications derived from the observations and policy implications. The conclusions and recommendations were drawn to meet research goals which was to establish the relationship between realistic job preview and job satisfaction among Civil Society Organizations in Nairobi, Kenya

5.2 Summary

On the respondents and organizational demographics, the study found that civil society organizations have employed qualified employees since nearly 50% of employees have undergraduate degree certification. Based on the level of management, the established that the structure of employees and level of management in the organizations follows the standard norm in that top management is occupied by few individuals while the lower management is occupied by large number of employees. However, the study findings established that majority of the actual respondents were from the middle level management hence they understand better what RJP concerns as well as employees feedback with regard to job satisfaction. In addition, the study established that more than 50% of the civil society organizations in Kenya have been in operation for a period of more than ten years and have more than one hundred employees.

The study further found that realistic job preview has a positive impact on job satisfaction among employees on civil society organizations in Kenya. Based on the constructs of realistic job preview, the study found that job rewards information (M=3.87), promotion system (M=3.56) information and training (M=3.81) and development information (M=3.67) have a

positive impact on job satisfaction. Based on compensation and job rewards, the study found that the organizational culture associated with employee compensation is shared with the potential employee hence reducing chances of experiencing unmet expectations from employees. In addition, the study also found that employee career opportunities and development including promotion system available in the organization are stated during the interview. Furthermore, the findings show that civil society organizations have a training program for employees to be able to perform different duties. Among the job preview dimensions, job rewards had the highest mean implying that the respondents strongly agreed with the statements.

The goal of the study was also to establish the connection between realistic job preview and employee job satisfaction among the civil society organizations in Kenya. To this end, an evaluation of linear regression was carried out with a determination coefficient of 0.211 R-square obtained, suggesting that realistic job preview explain 50.7 percent of changes in the job satisfaction. This also means that 49.3 percent of changes in job satisfaction are attributed to other factors that are not included in the model. The model was significant as the p-value of 0.000 was less than 0.05. Among the realistic job preview dimensions, promotion system had the greatest impact on job satisfaction with coefficient of 0.951.

5.3 Conclusion

Increasing the productivity of a business and capitalizing on recruitment efforts becomes increasingly important as unemployment rates escalate and more people are looking for work. Since a career overview is the first way in which potential candidates get their views on the work and the organization, it is important to make sure these first impressions are positive. The study showed the useful results of RJPs in the recruitment, therefore CSOs should

consider improving their realistic job preview programs, since the study found that effective RJPs have a positive impact on the level of employee satisfaction in working environment.

The most powerful tactic for employee retention in the current business environment is through development of realistic job previews. The findings showed that RJPs enable civil society workers to know what is required from them, while making additional effort to ensure the organization reaches its goals. By using RJPs for recruitment efforts, the company is likely to reduce the number of lower-quality candidates, minimize unreasonable work requirements and hire people with a strong personal match. This is likely to produce meaningful long-term outcomes both for the company and for the employee.

Employee compensation was well used, the suggestions of workers were used very often constructively, motivating them to work with pleasure, and supervisors ensuring that their decisions were not only reasonable but also seen as acceptable by their staff to increase their job satisfaction. Training and development in civil society organizations 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 civil society organizations were influenced by realistic job previews based on employee job satisfaction. It is recommended that other organizations including government institutions need to find out whether it has positive influence on employee job satisfaction. The RJPs was found to be influencing employee job satisfaction. Therefore, it is recommended that organization need to adopt realistic job previews to make employees satisfied with their jobs. However, the RJPs enable the civil society organizations to increase

the number of employees. Further the study showed that civil society organizations poses good compensation on employees. This shows organization should practice the same in order to improve job satisfaction and organization performance.

The study found out that employee compensation affects job satisfaction 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's such that every employee is exposed to the same routine.

5.5 Limitations of the Study

The respondents might have been hesitant to give some information to the researcher, which they regard as confidential in nature. In addition, the research was conducted among civil society organizations and whether its findings is in agreement with that of other industries will be able to be verified on the basis of other studies. Therefore, it will be necessary to test the study findings on different sectors of economy.

The other limitation to the study is that limited variables were considered and it is possible that there are other factors that define a realistic job preview and job satisfaction among the civil society organizations in Kenya.

Additionally, the study was limited to cross-section design. Since the economy and market demand keep changing, a time series study might be better than cross section.

5.6 Suggestion for Further Research

The study was undertaken on the influence of realistic job previews on employee job satisfaction at the civil society organizations, which are non-governmental organizations, It is recommended that future research studies can examine how realistic job previews influences employee job satisfaction in profit centered organizations and a larger sample size can be considered.

In addition, to avoid more doubts on the responses as witnessed in the present study, future studies should concentrate on secondary data. More so, further studies should be done for lengthy period of time in order to observe whether there are periodic changes with employee job satisfaction.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Musa M. Otido

P.O Box 19342 -0010

Nairobi.

Dear Respondent,

REQUEST TO FILL THE QUESTIONNAIRE FOR RESEARCH PURPOSE

This is to request you to kindly fill in the attached questionnaire for research purpose.

The research focuses on the influence the realistic job preview on employee satisfaction of civil society organizations in Nairobi, Kenya. The information sought from you will be treated with utmost confidentiality, and results of this study will be available for your use/reference.

I am looking forward to your cooperation.

With kind regards,

.....

Musa M. Otido

APPENDIX II: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION AND BIO DATA

1. Name of the Civil Society organization (Optional).....
2. What is your highest level of education qualification?

a) Secondary ()	b) Tertiary College ()
c) Post Graduate ()	d) Secondary ()
3. For how long has your organization been in operation?

a) Less than five years ()	b) 5-10 years ()
c) 10 – 15 years ()	d) Over 15 years ()
4. At what level of management are you?

a) Lower Level ()	b) Middle level ()
c) Top Level ()	d) Others (Specify) ()
5. How many employees are there in your organization?

a) Less than 50 ()	b) 50 – 100 ()
c) 100 - 200 ()	d) Over 200 employees ()

Section B: Realistic Job Preview Dimensions

6. Below are realistic job preview dimensions. Please indicate how the following dimensions apply in your organization. Key:

5 - Very great extent 4 - Great extent 3 - Moderate extent 2 - Little extent
1 - No extent

a) Job Description Information

	Statement	5	4	3	2	1
1	The organization specifies the personal authority of the position during the interview process					
2	The relationship of the position and both internal and external stakeholders is specified during the interview					

3	The responsibilities of the position is specified during the interview process					
4	The job description information contains both positive and negative responsibilities expected from the position					
5	The employee abilities required of the job is specified at the outset					
6	The level of experience expected of a position is clearly spelt in a job description					

What other job description is provided by the organization during the interview in your organization

b) Job Reward Information

	Statement	5	4	3	2	1
1	The monetary benefits that come with the position is clearly spelt during the interview					
2	The non-monetary benefits that come with the position is clearly spelt					
3	The organizational culture associated with employee compensation is shared with the potential employee					
4	For unionisable employees, the existing trade union agreements is shared with all the employees					
5	The flexible schedule promotion associated with the position is shared with new employees					

c) Promotion System Information

	Statement	5	4	3	2	1
1	The employee career opportunities available in the organization is stated during the interview					
2	The extend of the job security is clearly stated during the recruitment process					
3	The guarantees available for future career growth is clearly stated during the interview					
4	The employee rank promotion is made known to an employee					

5	The opportunities for potential growth of the employees is made known during recruitment					
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What other promotion system information is provided during the recruitment process

.....

d) Training and Development Information

	Statement	5	4	3	2	1
1	The organization organizes training for employees to be able to perform different duties					
2	The organization training has enabled me gain experience for my job					
3	Talent management is part of the employee development process in the organization					
4	Increased level of responsibilities in the organization is aimed at preparing me for greater position in future					
5	Job rotation is practiced in the organization					
6	The organization facilitates the off-the job training programmes					

What other training and development information is used by your organization

.....

Section C: Job Satisfaction

7. Below are statements that describe various organization elements of job satisfaction. Please indicate your degree of agreement with the following statements. (Please mark your answer with an (X) using the scale 1-5, where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

Statement	5	4	3	2	1
Compensation					
I am adequately compensated for the work I perform					
My pay and benefits commensurate with my skills and experience					

Even if my present remuneration is not adjusted upwards, i have no intention of leaving my present job					
I am happy with the work responsibilities					
Promotion					
I feel I will be promoted fairly when i deliver on my work					
Promotion in the organization is based fair and predictable process					
I am satisfied with the present performance appraisal policy of the organization					
I am satisfied with ranking and promotion system in the organization					
Work Environment					
There exist training and other professional growth opportunities					
There exist opportunities to use once talent in the organization					
There is a stable and secure work environment					
I am satisfied with the leave pay in the organization					
Supervision					
I am satisfied with the existing relationship with my immediate supervisors					
I am happy with the job rotation schedule put in place by the supervisor					
I am happy with the work responsibilities in the organization					

How else are does your employment satisfy you

.....

THANK YOU SO MUCH FOR YOUR TIME

APPENDIX III:LIST OF AND CIVIL SOCIETY ORGANIZATIONS IN NAIROBI, KENYA

1. Institute of Economic Affairs
2. Transparency International
3. Centre for Minority Rights Development
4. International Commission of Jurists (ICJ-KENYA)
5. Institute of Economic Development
6. United Disabled Persons of Kenya
7. Constitution and Reform Education Consortium
8. National Muslim Civic Education Consortium
9. National Council of Churches of Kenya
10. Kenya Muslim Youth Alliance
11. Uraia Trust
12. International Foundation for Electoral System (IFES)
13. National Democratic Institute (NDI)
14. Plan International
15. International Rescue Committee
16. Evangelical Alliance of Kenya
17. Kenya Human Rights Commission
18. Kenya Red Cross
19. Elizabeth Glaser Pediatric AIDS foundation
20. FIDA Kenya
21. AkibaUhaki
22. Centre for Economic
23. Aga Khan Foundation
24. FAWE – Forum For African Women Educationalist

25. ACT (Act Change Transform)
26. Action Aid
27. Action Aid Kenya
28. Society for International Development
29. Undugu Society Of Kenya
30. Carolina For Kibera Foundation
31. Film Aid Kenya
32. Human Rights Watch
33. Islamic relief kenya
34. Liverpool VCT,Care and Treatment
35. Tear Fund
36. The Youth Agenda
37. International Committee of the Red Cross
38. World Vision Kenya
39. CARE Kenya
40. MERCY CORPS
41. Save The Children
42. Amnesty International
43. Oxfam