

**INFLUENCE OF REALISTIC JOB PREVIEW ON EMPLOYEE TURNOVER  
AMONG CHILD PROTECTION NON-GOVERNMENTAL  
ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA**

**ISABEL RAJULA**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF  
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER  
OF BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND  
MANAGEMENT SCIENCE, UNIVERSITY OF NAIROBI**

**DECEMBER 2021**

## DECLARATION

I, Isabel Rajula, declare that this is my original work and has not been submitted to any other university or college for any form of award or credit.

Signed: \_\_\_\_\_  \_\_\_\_\_ Date: 6<sup>th</sup> December 2021\_\_\_\_\_

**Isabel Rajula**  
**D61/84436/2016**

This research project has been presented for examination with my approval as the university appointed supervisor.

  
Signed: \_\_\_\_\_ Date: 7<sup>th</sup> December 2021

Professor Peter O. K'Obonyo  
Department of Business Administration,  
School of Business and Management Sciences, University of Nairobi (UoN) Kenya

## **ACKNOWLEDGEMENT**

I acknowledge the advice and appropriate guidance from all those who supported me to realize this project. First, I thank my family for the moral and financial support they accorded me to stay focused to the end, particularly my mother. My special thanks to my supervisor, Professor Peter K'Obonyo for the appropriate guidance, support and supervision he has provided me while drafting this project and ensuring that it is well prepared and presented, despite his pressing schedule.

Above all, I thank God for good health and protection.

## ABSTRACT

Employee turnover is a challenge to most organisations as employees often exit their jobs because of dissatisfaction, absenteeism, a lack of commitment, and non-productivity. Most job applicants lack detailed understanding regarding jobs for they are applying. This makes them develop expectations and perceptions concerning the job which are inaccurate. Performance of newly hired employees is compromised when their expectations are not met, which make them exit their jobs. The outcome may arise because of the failure to give the new recruits the correct picture of the job they are about to occupy. A realistic job preview is an approach that may be used in addressing the problem. The objective of the study was to determine the influence of realistic job preview on employee turnover among the Child Protection Non-Governmental Organisations (NGOs) in Nairobi County, Kenya. The assessment used descriptive survey research design. The population of the study was the 792 employees working in the child protection NGOs in Nairobi City County, Kenya. Cochran (1977) modified formula for calculating sample sizes for smaller populations was used to determine the sample size of 258 employees. The study used primary data that were collected through self-administered questionnaires and document review form to collect data on employee turnover. The data was analysed using descriptive statistics of mean, standard deviation, and percentages as well as inferential statistics involving multiple regression analysis. It was found that realistic job preview is an effective instrument in reducing employee turnover among the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya. It is recommended that the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya should adopt specific source of message that is most effective in reducing employee turnover in their organisations, which is to enable the NGOs to cut on costs associated with recruitment, selection, and placement. It will also help to lower the levels of dissatisfaction among

## TABLE OF CONTENTS

DECLARATION .....	ii
ACKNOWLEDGEMENT .....	iii
ABSTRACT.....	iv
LIST OF TABLES .....	vii
LIST OF FIGURES .....	viii
LIST OF ACRONYMS AND ABBREVIATIONS .....	ix
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Realistic Job Preview .....	3
1.1.2 Employee Turnover .....	5
1.1.3 Non-Governmental Organisations in Nairobi County, Kenya.....	5
1.2 Research Problem .....	7
1.3 Research Objective .....	10
1.4 Value of the Study .....	10
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>12</b>
2.1 Introduction.....	12
2.2 Theoretical Foundation .....	12
2.2.1 Expectancy Theory .....	12
2.2.2 Social Exchange Theory .....	13
2.3 Realistic Job Preview and Employee Turnover .....	14
2.3.1 Source of Message and Employee Turnover .....	16
2.3.2 Medium of Communication and Employee Turnover .....	17
2.3.3 Message Content and Employee Turnover .....	19
2.3.4 Individual Attributes of job applicants and Employee Turnover.....	20
2.4 Summary of Literature Review and Research Gaps .....	21
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>23</b>
3.1 Introduction.....	23
3.2 Research Design.....	23
3.3 The Target Population.....	23
3.4 Sampling .....	24
3.5. Data Collection .....	24
3.6 Data Analysis .....	25

<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS, AND DISCUSSIONS.....</b>	<b>26</b>
4.1 Introduction.....	26
4.2 Response Rate and Reliability Results .....	26
4.3 Respondents’ Bio-data.....	27
4.4 Descriptive Statistics.....	27
4.4.1 Source of Message .....	28
4.4.2 Medium of Communication.....	29
4.4.3 Message Content.....	31
4.4.4 Individual Attributes of Job Applicants.....	32
4.5 Inferential statistics .....	33
4.5.1 Regression model summary.....	33
4.6 Discussion of Findings.....	36
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS, LIMITATIONS AND</b>	
<b>RECOMMENDATIONS.....</b>	<b>38</b>
5.1 Introduction.....	38
5.2 Summary of Findings.....	38
5.3 Conclusions.....	41
5.4 Limitations of the Study.....	42
5.5 Recommendations for Policy and Practice .....	43
5.6 Suggestions for further Research .....	44
APPENDICES .....	51
Appendix I: Questionnaire for Employees (Human Resources Officers excluded) .....	51
Appendix III: List of Child Protection NGOs in Nairobi City County-Kenya.....	54

## LIST OF TABLES

Table 4.1 Descriptive statistics for source of message.....	29
Table 4.2 Descriptive statistics for medium of communication .....	31
Table 4.3 Message content.....	32
Table 4.4 Individual attributes of job applicants .....	33
Table 4.5 Model summary .....	34
Table 4.6 Presentation of ANOVA.....	35
Table 4.7 Regression co-efficients.....	36

## LIST OF FIGURES

Figure 4.1 Response Rate .....	27
--------------------------------	----

## **LIST OF ACRONYMS AND ABBREVIATIONS**

HR: Human resources

HRM: Human Resources Management

NGOs: Non-Governmental Organisations

RJP: Realistic Job Preview

SPSS: Statistical Packages for Social Sciences

UoN: University of Nairobi

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Modern organisations see employees as the most important drivers of organisations' competitive advantage, implying that organisations depend on people for their success (Bogdanowicz & Bailey, 2021). When employees' rate of exit is high, organisations find it difficult to deliver their mandate. The labour market is becoming increasingly global as many qualified and experts enjoy free mobility in search of employment in other countries (Dean, 2021). Attracting qualified people to fill vacant positions and deliver results that steer their organisations towards meeting their goals is something that majority of organisations yearn to attain (Highhouse & Hoffman, 2021). Attracting the best qualified individuals to join organisations should not be seen as the sole objective that organisations need to fulfil but retaining them for as long as necessary is equally important.

Realistic job preview (RJP) is crucial for reduction of turnover among employees, particularly in the first year of employment. Susko and Breugh (2021) conducted a study on the role of RJP on employee selection and turnover. They found that four prospective employees who were given RJP did not take up the work given while eleven took up the job. All the thirteen employees who did not participate in RJP accepted the work given. The prospective employees who were given the RJP and accepted the job offer show that the positive information played a major role in their decision for they view the organization as open and transparent by not hiding any information and increased their

satisfaction with the organization. This ultimately decreased turnover as they were prepared for challenges of work demand.

The study was guided expectancy and social exchange theories. Expectancy theory which posits that a person's strength to act in a particular way is highly depended on the level of strength of anticipation that the action appears to be proceeded by a certain outcome as well as the attractiveness of the outcome (Robby, 2021). Meeting the expectation of employees makes them enjoy more job satisfaction that ultimately reduces voluntary turnover among them. Met expectations are often cited as a major psychological variable in studies regarding the effectiveness of various recruitment sources (Popovich & Wanous, 2021). Expectancy theory also hypothesises that employees' future work behaviour relies on their expectations, attractiveness of a job, and possibility of being rewarded (Taylor, 2021).

Social exchange theory on the other hand gives a synopsis of some of the reasons that motivate employees to remain committed to their current workplace. Reasons for employee engagement can be categorised into socio-emotional exchange as well as economical part (Premack & Davis, 2021).

Child Protection Non-Governmental Organisations (NGOs) in Kenya focus on child rights through advocacy, artwork, as well as research. The goals of the Child Protection Non-Governmental Organisations are to ensure that children are recognised as individuals with human rights, seek justice for any form of violations of children's rights, collective protection, and defences of children. However, the rate of employee turnover is high among these organisations as the National Council of NGOs (2021) reported a high

employee turnover of 26%, and since a realistic job preview (RJP) is expected to cut cases of employee turnover, it is important to study the influence of employee turnover among Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya.

### **1.1.1 Realistic Job Preview**

Realistic job preview (RJP) comprises the presentation of favourable and unfavourable information concerning a particular job to prospective employees. RJP is a tool that is utilised to expose applicants or recent recruits to all the requirements of the new job, contrary to the interview process that focuses mainly at selling one to win a specific position (Irving & Coleman, 2021). It is an approach, which provides room to candidates to learn both positive and negative information about an organisation and a job they are intending to join (Rynes, 2010). The approach does not only focus on positive attributes by rather providing recruits with a balanced view regarding a job, which comprises exposure to aspects of the job that may be deemed objectionable (Breugh & Billings, 2012). Most applicants accept positive information for positions they apply for.

The tool can be utilised to introduce undesirable job aspects and thereby reducing unrealistic expectations. The focus of RJP is geared towards raising the level of job satisfaction and lowering the turnover of new recruits (Chaminade, 2013). Human resource management experts contend that employers utilise RJP since it leads to higher job satisfaction among employees and reduces their turnover. Highlighting both positive and negative information is crucial because it enables recruits to have the opportunity of matching their needs with what they expect to encounter as they assume their jobs.

Realistic job preview varies according to timing, format as well as the magnitude of negative information availed (Breugh & Billings, 2008). Some realistic job previews are availed when candidates make the first contact with organisations whereas some after the extension of the offer while others after the commencement of the job. The magnitude of negative information availed may vary considerably (from medium to high) (Dessler, 2009). Realistic job previews provide potential employees with accurate job description (JD), in a way that recruits entering the organisation are less likely to exit voluntarily. In this regard, applicants are presented with some piece of reality regarding the organisation during hiring so that the first expectation of candidates is reduced and thereby minimising turnover.

Realistic job preview approach offers the candidate a more comprehensive picture of the employment, thus providing room for candidates to make well-informed decisions concerning whether an applicant needs the job, or the candidate is suitable for specific job requirements of the position to filled (Gustafson, 2012). Studies completed on realistic job preview have identified several aspects of the RJPs that influence job performance and employee turnover (Ilgen & Seely, 2014; Rynes, 2010; Premack & Davis, 2010). Source of information, medium communication is applied, message content, and audience characteristic have been found as important determinants of RJPs that influence employee turnover in organisations.

### **1.1.2 Employee Turnover**

Employee turnover can be defined as voluntary exit of employee from organisation. Employee turnover is a proportion of employees exiting an organisation in specific period before the expected end of their contract (Rynes, 2010). Employee turnover is also termed as the rate of exit of employees working in a particular organisation in a specific period.

Employee turnover is seen as the net outcome of the exit of some staff as well as the entrance of others to the organisation (Hyttter, 2008). Employee turnover can be in form of voluntary or involuntary. Voluntary turnover is the termination initiated by staff whereas involuntary turnover is understood as one in which the employee has no control. Involuntary termination can occur because of death, long term illness, employer-initiated termination or migrating to a foreign country (Mendez & Stander, 2011). Turnover is the probability of employees exiting an organisation.

Several terms have been applied to refer to employee turnover, including quit, exit, and attrition (Maslach, Schaufelli & Leiter, 2011). Several factors, including lack of realistic job preview (RJP), are blamed for employee turnover. These factors need to be addressed to tackle the problem of high employee turnover in organisations.

### **1.1.3 Non-Governmental Organisations in Nairobi County, Kenya**

A non-legislative association (NGO) is characterized as any non-benefit, willful residents' gathering that is coordinated on a nearby, public, or global level (Premack & Davis,

2010). Several local, national as well as international NGOs are operating in Kenya. They have assisted in addressing human development needs. They have also championed the fight for human rights, social justice, freedom, and equity (NGO Bureau, 2017). They help in the implementation of goals highlighted in the Millennium Development Compact plan of action to eradicate human poverty, targeting areas of sustainable growth by focusing on health, government, infrastructure, education, and access to market. There are currently 329 NGOs operating in Nairobi City County, as per Nairobi City County CIDP, 2018/2022. Of these NGOs, 30 of them are dealing in child protection in Nairobi City County in 2021 (The National Council of NGOs, 2021).

The mission of most successful NGOs is in the mobilisation of resources to support the marginalised communities. The realisation of NGOs' goals is highly dependent on adequate and reliable workforce committed in their tasks. Nevertheless, most of these NGOs in Kenya often face the challenge of staff exit as they provide jobs on short-term contracts.

Non-governmental organisations operating in Kenya, irrespective of their sector, type, and size, often experience issues of human challenges in one way or another. Organisations attract, recruit, and retain talented workforce tend to outperform the ones that do not because talents are valuable, rare, and difficult to substitute (Cacioppo & Berntson, 2014). High rate of turnover among expertise in NGOs has increasingly negative effect on hiring, training, and service delivery. Filling a vacancy in an NGO has lowered chances of getting qualified applicants, putting extra cost for training new recruits and their development, and higher chances of service disruptions (Buda &

Charnov, 2013). Employee turnover caused by a lack of effective realistic job preview derails the success of most of NGOs, specifically in the developing countries such as Kenya.

In most NGOs in Kenya, there is a prevalence of employee turnover, which render these organisations less effective in their service delivery (Kibet, 2015). The National Council of NGOs Report (2015), while reacting to the governments' statement to shut down most NGOs on accusation of financial terrorism, it was reported that the operations of NGOs were derailed by high employee turnover of 26%. Asante African Foundation had employee turnover of 12%, PATH organisation was reported to have employee turnover of 15%, and Jhpiego was reported to have a turnover of 28%, which the National Council of NGOs Report (2015) cited as above the average turnover rate. The high rate of turnover has forced most NGOs in Nairobi County, Kenya to occasionally advertise most job vacancies.

## **1.2 Research Problem**

Employees of an organisation constitute crucial resource that guides it in the realisation of its set objectives. Organisations are increasingly interested in developing a committed workforce as a way of reducing employee turnover (Kaulisch & Enders, 2010). Louis (2011) reported that most job seekers do not know much about jobs they are applying. As a result, they tend to develop some perceptions or expectations about jobs that are inaccurate. In this regard, the expectations of newly hired employees are not met, thus leading to poor performance and eventually quitting the job. Such outcomes are often

experienced when employees are not presented with the correct picture of the job they are seeking. The challenge can be addressed by the realistic job preview (RJP).

A report by Kibet (2015) shows that many NGOs in Kenya, particularly Child Protection Non-Governmental Organisations experience a high rate of employee turnover. Similar sentiments have been cited by The National Council of NGOs Report (2015) that a high turnover of 26% has hampered the operations of most NGOs in Kenya. Citing examples from some NGOs in Nairobi County, Asante African Foundation had employee turnover of 12%, PATH 15%, and Jhpiego 28% (The National Council of NGOs Report, 2015). Employees quit their positions to look for jobs elsewhere, citing a lack of presentation of a realistic job preview (RJP) while applying for jobs.

Past studies completed to ascertain the influence of realistic job preview (RJP) on employee turnover in Kenya, nonetheless there is scanty empirical evidence on the influence of RJP on employee turnover in non-governmental organisations (NGOs). The current study seeks to fill this gap by examining the influence of realistic job preview on employee turnover among NGOs focusing on child protection in Nairobi County, Kenya. Studies completed on realistic job preview (RJP) comprise Breugh (2013) assessment of the outcome of RJP on job acceptance as well as ascertain recruits' opportunities for alternative job. The findings of the study show that RJP can only be effective when recruits feel free to reject jobs that they perceive not to be meeting their expectations. Rynes and Barber (2010) completed a study in 54 companies and established that realistic job previews are crucial source of job satisfaction, thus leading to lower turnover rates and help employees improve their performance by stepping up role clarity.

Ilgem and Seely (2014) conducted a study on perception of employees of the association between RJP and employee turnover in commercial banks in Kenya. The findings of their study established that RJP enable commercial banks to hire candidates who can cope with unpleasant demands or circumstances of new jobs since it creates honesty as well as openness in the commercial bank thus developing job satisfaction as well as reducing employee turnover (Ilgem & Seely, 2014). Mungathia (2015) explored on representative impression of the connection between practical work see and worker turnover in Kenyan business banks. The review set up that sensible work see empowered the business banks select representatives who could adapt to upsetting position conditions and requests of the new position as it makes receptiveness and genuineness inside the bank, and in this way making more noteworthy work fulfillment and diminishing turnover.

Kamau (2013) studied the relationship between realistic job preview and employee job satisfaction among management employees of commercial banks in Kenya. It was found that the bank management employees were dissatisfied with their recognition at work, supervisors' guidance and direction, training and expected level of work performance.

Chege (2014) researched on the effects of job satisfaction on job turnover among teachers in Kiganjo location, Gatundu district. The study found that there was a positive relationship between job satisfaction and job turnover. It is evident that few studies have been carried out on realistic job previews (RJPs), particularly in Kenya. This study addressed the question: what is the influence of realistic job preview on employee turnover among child protection Non-Governmental Organisations (NGOs) in Nairobi County, Kenya?

### **1.3 Research Objective**

The objective of this study was to examine the influence of realistic job preview on employee turnover among the Child Protection Non-Governmental Organisations (NGOs) in Nairobi County, Kenya.

### **1.4 Value of the Study**

The researcher expects this study to add value as well as theoretical field by examining effect of realistic job preview on employee turnover among Non-Governmental (NGOs) in Kenya. The study also added value to theoretical field concerning empirical evidence to guide other researchers to complete other studies. The findings of the study has further build the stock of theoretical as well as empirical knowledge in Kenyan context and provide the foundation for further research.

Non-Governmental Organisations (NGOs) may find the study findings to make informed decision concerning the suitability of realistic job preview as a hiring method to attract the most talented and skilled employees and retain them in their organisations. NGOs may further utilise the study findings to gain insight regarding the relevance of realistic job preview since it results in retention of employees for significant period and put emphasise on the job leading to better job performance by lowering staff exit.

The findings of this study is of value to human resource management specialists intending to adopt and implement realistic job preview in their selection, recruitment as well as staffing practices to maximise the potential gains of the RJP approach. They findings may also be replicated in other sectors of the economy. The research findings

further contribute to the existing body of literature on realistic job preview to developing economies such as Kenya. The assessment findings on a realistic job preview will further improve candidate experience, self-selection, more committed to the NGOs, higher job satisfaction, and consequently reduced employee turnover. The study will provide data on RJP and employee turnover to help in lecturing.

Scholars may acquire more knowledge on the four dimensions of RJPs, including source of message, medium of communication applied, message content, and characteristics of job applicant and how they influence employee turnover. The assessment findings will enable scholars to prove the expectancy and social change theories and use the study to provide a basis for a further research on variables excluded in this analysis. The results also increase theoretical and empirical knowledge, particularly in Kenya's context as well as a basis for further research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The chapter presents review of literature on realistic job preview (RJP) based on the objective of this research. The assessment was guided by expectancy and social exchange theories, dimensions of realistic job preview, as well as empirical literature on RJP and employee turnover and Non-Governmental Organisations (NGOs).

### **2.2 Theoretical Foundation**

The study was guided by expectancy and social change theories.

#### **2.2.1 Expectancy Theory**

Expectancy theory posits that employee in an organisation are likely to exit when their expectation are never met. The theory emphasises that workers' expectations are to be met by their employers (Moncraz, 2012). By fulfilling the expectations of employees, organisations stand the opportunity of making their employees committed and thereby lowering attrition once the organisations have fulfilled their employees' needs.

Workers' expectations within the organisation justify the need to need to hire employees internally because they understand the organisation better as well as its employees, thus realistic expectations ensure that perceiving the organisation in negative way never occurs (Taylor, 2014). Expectancy theory asserts that the future behaviour of employees in the organisation highly depends on the amount of compensation the employer offers as well as future benefits they anticipate to receive. When expectations of employees are

met during the interview process then the organisation is guaranteed that their newly hired employees will work extra hard to fulfil strategic goals (Saks & Cronshaw, 2010). Expectancy theory re-affirms that staff are motivated as well as committed to work in an environmental because of perception that there is association between their job and remuneration they receive.

### **2.2.2 Social Exchange Theory**

Developed by George Homans, social exchange theory asserts that employees of an organisation often interact and need the assistance of other colleagues as they go about their duties. It therefore implies that relationships among employees grow gradually over a period to the extent of influencing commitment (Robby, 2010). In this regard, repayment of workforce to their organisation is actualised through their interaction as well as commitment. Employees are often ready to relate and interact with others to a limited extent, specifically when the perceived benefits that they receive from others seem to be good. Variation of employee performance of their work is deemed difficult because performance appraisal is used as a reward of their exemplary performance and helps them make crucial decisions (Robbins, 2008). Employees are therefore ready to scale up their level of commitment as well as interaction, specifically when their organisation is compensating them well on their jobs.

Social exchange theory presents a synopsis of some of the reasons that drive employees to remain committed to their current workplace. Reasons for employee engagement can be categorised into socio-emotional exchange as well as economical part (Premack &

Davis, 2010). Employees often feel motivated to work extra hard and show greater engagement when they receive greater rewards from their workplace.

### **2.3 Realistic Job Preview and Employee Turnover**

Realistic job preview (RJP) is developed to prevent new recruits from dissatisfaction and reduce potential employee turnover. However, there is a lack of well-established tradition of choosing specific measures for the analysis of realistic job preview-employee turnover relationship. In this assessment, the selection of these measures is based on the availability of information as well as their appropriateness for the specific study questions. For this investigation, realistic job preview is analysed into four dimensions, including source of message, medium of communication applied, message content, and characteristics of job applicants, which often influence employee turnover.

The main assumption regarding the application of RJP among employers is that realistic job preview leads to greater satisfaction among potential employees and ultimately reducing staff turnover. A study done by Breugh (2013) found that RJP was utilised as a tool to reduce the level of stress among new recruits. Recruiters can also apply RJP to enhance employee coping ability at their new workplaces. The researcher also found that realistic job preview has a strong positive relationship with job satisfaction among newly employed staff, eventually resulting in reduced employee turnover.

A study conducted by Baruch and Hall (2012) established that realistic job previews (RJP) were only effective when done in a trustworthy way; otherwise, it could result in high dissatisfaction among employees as they are likely to find information previously

presented to them to be untrue and untrustworthy. The researchers observed that participants presented with realistic job previews experienced lower staff turnover compared to their counterparts who were not presented with the RJPs.

A study conducted by Hom *et al.*, (2009) found that a group provided with a realistic job preview (RJP) experienced reduced turnover compared to the one that was not presented with realistic job preview. The study established that the turnover for the group that received the RJP was 2.5 times lower than the control group. Ilgen and Seely (2014) confirmed that the control group experienced a higher turnover (twice) compared to the grouped presented with the realistic job preview. Both studies concurred that a large reduction of turnover is experienced among the group presented with the RJP compared to the control group. It can therefore be deduced from these studies that significant reduction of employee turnover is evident among groups presented with RJPs before they assumed their new jobs in organisations.

Fisher and Hartel (2013) engaged applicants for bank teller jobs in the study. Respondents were presented with RJP in the form of brochures while the control group was not presented with the RJP. Participants in the control group experienced more than two times the turnover compared to their counterparts that received the RJP. It can therefore be noted that realistic job preview reduces the expectations of new employees so that they do not become dissatisfied when exceedingly high expectations are not fulfilled. Since realistic job preview brings bigger alignment between reality and expectation, they have substantial influence on the lowering early turnover.

Earnest, Allen, and Landis (2011) studied the mechanisms linking realistic job previews (RJP) with turnover and identified that turnover within the first five years was 14.8% for the group presented with RJP and 34.7% for the control group. The study reported that RJP had a positive influence on employee turnover. Early turnover rates were linked to unknowns or misunderstandings experienced by applicants.

Popovich and Wanous (2011) examined three psychological processes that underline the application of RJP. The study findings hypothesized to lower turnover by reducing expectations while increasing job satisfaction. This goes hand in hand with improving the ability to cope with unpleasant job conditions as well as the development of a perceptual set of honesty and transparency within the organisation.

### **2.3.1 Source of Message and Employee Turnover**

The source from which information is derived is a crucial attribute in presenting realistic job preview. Studies ascertain that recruiting information needs to be presented from a source which deemed credible, reliable, and authentic since these crucial aspects can significantly change applicant's attitudes towards a job they applied for and the entire organisation (Dean, 2010). Trustworthiness and expertise of information source also result in believability of a recruiting message. When candidates are presented with a realistic job preview, they tend to see their recruiter to be credible, knowledgeable, and trustworthy compared to recruiters who only present general information regarding a job in a verbal format during interview.

According to Saks and Cronshaw (2010), candidates who received verbal realistic job preview from their interviewers demonstrated positive impression regarding their interviewers and the organisations' trustworthiness compared to the ones in the control groups as well as the written realistic job preview group. A study completed by Irving and Coleman (2012) established that most participants selected the realistic job preview position, irrespective of the preview source, among the findings of the study contradict previous research completed on realistic job preview, is that jobs previewed in negative perspective lead to low rates of job acceptance among applicants. Further, Tran *et al.*, (2020) found a positive role of RJP on teacher recruitment and their retention. The assessment relied on various common themes to design a sample web-based RJP content to demonstrate the results.

### **2.3.2 Medium of Communication and Employee Turnover**

The medium of communication utilised to present realistic job preview has potential influence of the level of applicants' perception regarding a job and organisation. Various media of communication have been applied to present realistic job previews such as work sample simulation, job visit, verbal presentations, video records, films, and booklets among others. A study completed by Delery and Doty (2011) established that video-taped and live forms of communications have proved to be more effective in persuading applicants compared to audio forms since potential employees can see the way the job is performed and have a glimpse of their prospective employers' expectations concerning the job performance once they agree to take the position. It can therefore be deduced from the study finding that audio forms have proven to be better than written messages.

Delery and Doty (2011) observed that the type of communication medium used in presenting realistic job preview has a positive association between realistic job preview and job performance and employee turnover. The researchers established that realistic job preview that was presented in audio-visual form had a positive relationship with job performance and employee turnover whereas RJPs in written form have negative relationship with job performance and employee turnover. It can be deduced from the study finding that realistic job preview is perceived as a persuasive form of communication to attract potential employees and retain them longer in the organisation and that video-taped live messages prove to be more persuasive compared to written messages. Though not specifically touching on employee turnover, Latheef, Robinson, and Smith (2021) also found a strong evidence for the application of RJP video to improve students' readiness for online learning.

A study done by Philips (2008) identified that only oral realistic job preview had positive relationship with job satisfaction and the willingness of employees to stay longer in an organisation. Oral RJPs demonstrated the strongest positive association with turnover reduction while written RJPs trailed second. Video-taped realistic job preview showed the strongest positive link with performance. Written realistic job previews showed a weak positive relationship with employee turnover reduction and attrition evident from the process of recruitment (Dessler, 2009). It can be deduced from this finding that face-to-face communication provides potential opportunity of active information processing.

### **2.3.3 Message Content and Employee Turnover**

The presentation of message content in the realistic job preview has gained significant consideration since candidates while making decision regarding a job to take potentially apply this information. A study conducted by Buda and Charnov (2013) asserts that designing effective realistic job preview should entail descriptive materials such as hours of work, average duration to gain promotion, and beginning salary, as they significantly influence potential employees' interest to take up a job and to stay longer in the organisation. The researchers ascertained that negative information contained in the RJPs often gain more attraction as well as scrutiny from candidates compared to positive information. A study done by Cacioppo and Berntson (2014) confirmed that the effect of the negativity bias is attributed to behavioural and attitudinal expressions, which are significantly affected by negative inputs compared to positive inputs, thus leading to stronger negative outcomes.

According to Fisher (2009), focus must be directed towards the content of information given during RJPs to avoid providing wrong impression to the recruits. It therefore implies that recruiters should neither put too much emphasis on the positive aspects of a job nor the negative ones. The researcher observed that positive information tends to raise perceived expertise as well as trust concerning the source of information. The assessment is further supported by Bilal and Bashir (2016) whose findings indicate a significant positive association between the realistic information given to employees during their recruitment as well as job satisfaction.

A study conducted by Earnest *et al.* (2011) revealed that negative information outlined in the realistic job preview performs a crucial role in candidates' perception of a job. The researchers identified significant negative information presented as well as candidates' attraction to a particular job. When information that is more negative is incorporated in the RJPs, a small percentage of candidates perceive the job offer as an attractive one. However, the researchers found that jobs that included a bit of negative information tend to attract highly qualified applicants. It can be interpreted from the finding that it is imperative to add some negative content to a job preview as a way of attracting highly qualified applicants. Nevertheless, too much negative message content incorporated in the job preview can prevent highly qualified candidates from being attracted to the job.

#### **2.3.4 Individual Attributes of job applicants and Employee Turnover**

Characteristic of job applicants' component of realistic job preview has gained little research attention. The component incorporates the assessment of individual attributes such as psychological, mental, and emotional aspects, which are deemed crucial in applicants' ability to process information contained in the realistic job preview (Chaminade, 2013). The success of realistic job preview can be contingent upon applicants' interpretation of availed information. The motivation to incorporate of job applicants as one of the determinants of RJPs rests on the premise that the realistic job preview can be contingent depending on how potential employees interpret information presented.

Popovich and Wanous (2011) suggested that realistic job preview is crucial because it informs applicants about the specifics of the job and realities they are going to face while working in their new organisations. The researcher observed that potential employees' expectations and unrealistic anticipations are moderated and eliminated respectively when they are properly informed during the interview process. It can therefore be deduced from the finding that realistic expectations are imperative because they assist new recruits to adjust in their new jobs.

Wine, Osborne, and Newcomb (2020) confirmed that human behaviour attributes significantly influence turnover and organisations negatively because of loss of expertise as well as the required expenses for replacement. However, Enander and Cardoso (2020) found an opposing link between employee retention and turnover. The results showed that employee behaviour is closely linked to customer satisfaction.

#### **2.4 Summary of Literature Review and Research Gaps**

The review of literature established that dimensions of realistic job preview, including source of message, medium of communication applied, message content, and audience characteristics influence employee turnover as found by Wine, Osborne, and Newcomb (2020); Trn *et al.*, 2020; Latheef, Robinson & Smith, 2021). A number of gaps were identified from the literature. Most of the literature on realistic job preview and employee turnover did not touch on the context of non-profit organisations. Limited studies reviewed on RJPs and employee retention was on the NGOs in Kenya. Human Resource Management (HRM) practitioners contend that employee turnover has become a big

concern to most humanitarian agencies, yet only a handful studies have been completed in this area on the effects of RJPs on staff turnover (Earnest, Allen & Landis, 2011; Enander & Cardoso, 2020).

Studies with in-depth examination of the influence of realistic job preview on turnover among employees in the non-profit making sector were done in the Western context (Bilal & Bashir, 2016; Ernest *et al.*, 2011; Baruch and Hall, 2012; Fisher, 2009). No similar studies have been done on the same in Nairobi County of Kenya. The current study intends to fill this gap by specifically narrowing the focus to non-governmental organisations that deal with child protection within the Kenyan context.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This represents the research techniques used throughout the whole study. Its primary focus is the study's design, followed by methods for data analysis, and finally the data collecting and presentation tactics that was used as a part of this study.

### **3.2 Research Design**

Research design is a field of academic study dedicated to identifying study methodology (Kothari, 2014). According to Ghauri & Gronhaug, 2005, research design entails devising a specific strategy or a specific data collection structure, as well as subsequent statistical analysis, which includes the research strategy and the researcher's primary objectives. Cross-sectional design was used for this study. Cross-sectional studies provide data for possible linkages in order to collect basic data that will aid future study (Cherry, 2019). Descriptive study focuses on setting the rules of the game are and therefore assists in determining the prevailing state of a phenomenon under research (Cooper & Schindler, 2003).

### **3.3 The Target Population**

The study targeted all the 792 employees working in the child protection NGOs in Nairobi City County (Nairobi City County CIDP, 2018/2022). There are 30 NGOs dealing in child protection in Nairobi City County in 2021 (The National Council of NGOs, 2021). These were the target population of the study. The greater part of these associations intercede in the social area predominantly in the casual settlements. These NGOs additionally contribute extensively towards local area strengthening, bringing

issues to light with regards to basic liberties, shielding the defenseless from shameful acts and metro instruction

### **3.4 Sampling**

The Cochran (1977) modified formula for calculating sample sizes for smaller populations was used to determine the sample size for the study. The following formula has been applied in calculating the sample size.

The formula is;

$$nf = n / (1 + n/N)$$

Where:

nf= the desired sample size; n= the sample size when the target population is less than 10,000 (384 considered as a constant value); N = The estimate of the population size (792 in the case of the current study).

Therefore, by applying the formula;  $nf = 384 / (1 + 384/792)$

$$nf = 258.62$$

The formula was used to obtain the desired sample size of 258 employees.

### **3.5. Data Collection**

Primary data were collected on realistic job preview (RJP) while secondary data comprised information on employee turnover, which were obtained from published documents (annual reports covering 2016 and 2020). Primary data were collected using questionnaires administered to employees other than human resources officers. This data collection tool is preferred because of the need to collect data from many respondents within a short time. It is also convenient for collecting a large amount of data. A five-point Likert type scale was used, where 1 is the lowest and 5 is the highest.

The questionnaire consisted of three parts. Part A focused on demographic data; Part B addressed realistic job preview (RJP). Part C was secondary data collection form on employee turnover to be filled by human resources officers. The researcher visited the NGOs to drop the questionnaire that were collected after a maximum of 14 days.

### **3.6 Data Analysis**

After collecting data, the questionnaires were revised for uniformity. Any anomalies were removed by editing, tabulating, and coding to find all the questionable information and numeric data for future study. Descriptive statistic was used to examine data that includes central trend (mean) measurements and dispersion measure (variance and standard deviations). The results were then presented using graphs and tables. The multiple linear regressions model below was used to establish the relationship between the variables:

$$Y = \beta_0 + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + \varepsilon$$

Where: Y = employee turnover measured in numbers;

$\beta_0$  = constant;

$X_1$  = source of message,

$X_2$  = medium of communication applied

$X_3$  = message content,

$X_4$  = individual attributes of job applicant

$\beta_1, \beta_2, \beta_3, \beta_4$  = Coefficients of RJP

$\varepsilon$  = error term

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS, AND DISCUSSIONS**

### **4.1 Introduction**

This chapter includes statistical analyses and discussions of the research findings the influence of realistic job preview on employee turnover among Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya.

### **4.2 Response Rate and Reliability Results**

From a total of 258 surveys that were submitted, 234 were returned for data processing representing 80% response rate. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Babbie (2010) likewise considers a return rate of 60% to be good, and a return rate of seventy to be outstanding. The findings were sufficient for data analysis. The researcher proceeded with analyses of data having adequate response rate.

The data collection tool was reliable generating an alpha ( $\alpha$ ) within the range of  $0.7 \leq \alpha < 0.9$  shows good internal consistency of the data collection instrument. On the other hand, the secondary data were gathered using the document review form from 29 Child Protection Non-Governmental Organisations (NGOs) in Nairobi County, Kenya since one NGO had ceased operation, namely Festus Molenje Memorial Children and Youth Foundation.

### **4.3 Respondents' Bio-data**

The demographic characteristics of the respondents covered name of the NGO, length of service, sector engaged, and number of employees in their Child Protection Non-Governmental Organisations (NGOs) in Nairobi County, Kenya. Majority of the employees interviewed 78 (33.3%) were drawn from Touch a Life International. One hundred and seventy four (74.4 percent) respondents had served in their respective NGOs for five years and above, implying that they had adequate information regarding realistic job preview and employee turnover in their respective organisations.

Among the 234 successful respondents, 197 (84.2 percent) employees were from child protection units or programmes. None of the 29 NGOs' had less than five employees.

### **4.4 Descriptive Statistics**

Descriptive statistics were used to analyse the responses obtained from the surveyed employees of the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya. This involved the use of mean and standard deviation to analyse forms of realistic job preview, including source of message, medium of communication, message content, and individual attributes of job applicants.

The main objective of realistic job preview (RJP) has been to increase job satisfaction as well as lowering turnover among new employees who have just been hired. This underscores the justification for this study which is to understand the extent to which RJP is applicable in the Child Protection Non-Governmental Organisations (NGOs). The findings showed that RJP is administered by the human resources officers, as cited by the

respondents. Further, the results revealed that RJP is administered at the hiring stage as indicated by 85 percent respondents while 15 percent had the view that RJP is administered at the interview stage. The respondents' scores above 3.0 depicted a high level of RJP application to their organisation while a score below 3.0 represented a low level.

#### 4.4.1 Source of Message

Realistic job preview presents the applicant with a detailed overview of a job, thus enabling the candidate to make well-informed decision concerning whether they really want a job or are suitable for the required position. The source of message plays a crucial role in job seeking. The results were presented in Table 4.1.

**Table 4.1:** *Descriptive statistics for source of message*

Statement	N	Mean	S. Deviation
RJP is presented as published document to each job seeker.	234	4.12	0.44
RJP is often presented in audio-visual.	234	2.79	1.83
RJP is almost always orally presented to job seekers.	234	3.88	0.86

*Source:* Author (2021)

The respondents as shown in Table 4.1 confirmed that RJP is presented as published document to each job seeker, as shown by a great extent at a mean of  $4.12 \pm 0.44$ . This implies that realistic job preview presented to candidates is often in the form of written and published documents. Similarly, Dean (2010) emphasised that recruiting information

needs to be presented from a source which deemed credible, reliable, and authentic since these crucial aspects can significantly change applicant's attitudes towards a job they applied for and the entire organisation. Trustworthiness and expertise of information source also result in believability of a recruiting message. When candidates are presented with a realistic job preview, they tend to see their recruiter to be credible, knowledgeable, and trustworthy compared to recruiters who only present general information regarding a job in a verbal format during interview.

The surveyed respondents agreed that RJP is often presented in audio-visual, but this applies to their organisation at a low extent, as indicated by a low mean of  $2.79 \pm 1.83$ . This implies that audio-visual is not a major source of realistic job preview presented to candidates. Further, the assessment found that to a moderate extent, RJP is almost always orally presented to job seekers, as indicated by a moderate mean of  $3.88 \pm 0.86$ . The result is pertinent to Saks and Cronshaw's (2010) findings that candidates who received verbal realistic job preview from their interviewers' demonstrated positive impression regarding their interviewers and the organisations' trustworthiness compared to the ones in the control groups as well as the written realistic job preview group.

#### **4.4.2 Medium of Communication**

The analysis investigated medium of communication as a form of RJP. Table 4.2 presents the results obtained from the survey.

**Table 4.2:** *Descriptive statistics for Medium of Communication*

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>S. Deviation</b>
Visits to sites by job applicants is used frequently	234	1.92	1.33
A combination of two or more techniques is often used	234	2.28	0.87
Circulars are often used to communicate RJP to job applicants	234	3.84	1.12
Schemes of service are often used to communicate RJP to job applicants	234	4.51	0.26
Live or videotape is often used to convey RJP	234	1.42	0.09

*Source:* Author (2021)

The surveyed respondents confirmed the statement that visits to sites by job applicants is used frequently applies to their organisations to a very low extent, as depicted by a low mean of  $1.92 \pm 1.33$ . Further, the result showed that a combination of two or more techniques is often used as medium of communicating RJP, applies to the respondents' NGOs to a low extent, as exhibited by a low mean of  $2.28 \pm 0.87$ . However, the respondents' statement showed that circulars are often used to communicate RJP to job applicants to a moderate extent, as indicated by a moderate mean of  $3.84 \pm 1.12$ . The medium of communication utilised to present realistic job preview has potential influence of the level of applicants' perception regarding a job and organisation. According to Delery and Doty (2011), various media of communication have been applied to present

realistic job previews such as work sample simulation, job visit, verbal presentations, video records, films, and booklets among others.

The respondents cited the statement that schemes of service are often used to communicate RJP to job applicants applies to their NGO to a great extent, as shown by a high mean of  $4.51 \pm 0.26$ . However, a divergent opinion of the respondents showed the statement that live or videotape is often used to convey RJP applies to the Child Protection Non-Governmental Organisations (NGOs) to a very low extent, as indicated by a low mean of  $1.42 \pm 0.09$ . However, the results disagree with the findings by Delery and Doty (2011) that video-taped and live forms of communications have proved to be more effective in persuading applicants compared to audio forms since potential employees can see the way the job is performed and have a glimpse of their prospective employers' expectations concerning the job performance once they agree to take the position.

#### **4.4.3 Message Content**

The assessment examined message content as a form of RJP among the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya. Table 4.3 presents the findings.

**Table 4.3:** *Message Content*

Statement	N	Mean	S. Deviation
RJP contains both positive and negative information about the job.	234	3.17	0.69

Source: Author (2021)

The surveyed respondents were of the opinion the statement that RJP contains both positive and negative information about the job applies to their NGOs to a moderate extent. This is indicated by a moderate mean of  $3.17 \pm 0.69$ . This implies that since RJP has both the positive and negative information, a proper balance should be maintained. The findings confirm the suggestion by Fisher (2009) that attention should be directed towards the content of information given during RJPs to avoid providing wrong impression to the recruits. It therefore implies that recruiters should neither put too much emphasis on the positive aspects of a job nor the negative ones.

#### 4.4.4 Individual Attributes of Job Applicants

The analysis examined the aspect of individual attributes of candidates. Individual attributes such as psychological, mental, and emotional aspects are important in ascertaining applicants' ability to process information contained in the realistic job preview.

**Table 4.4:** *Individual attributes of Job Applicants*

Statement	N	Mean	S. Deviation
Judgemental RJP is discouraged	234	4.63	0.19

Source: Author (2021)

The respondents were of the opinion the statement that judgemental RJP is discouraged applies to their NGOs to a high extent. This is demonstrated by a high mean of  $4.63 \pm 0.19$ . Similarly, Popovich and Wanous (2011) suggested that realistic job preview is crucial because it informs applicants about the specifics of the job and realities they are going to face while working in their new organisations. According to Wine, Osborne, and Newcomb (2020) human behaviour attributes significantly influence turnover and organisations negatively because of loss of expertise as well as the required expenses for replacement. On the contrary, Enander and Cardoso (2020) found a negative association between employee retention and turnover. The results showed that employee behaviour is closely linked to customer satisfaction.

#### **4.5 Realistic Job Preview and Employee Turnover**

Regression analyses were used to ascertain how employee turnover  $y$  is supported by realistic job preview by utilizing the determination coefficient ( $r^2$ ) and also to forecast the connection among variables by use of  $\beta$  coefficient.

##### **4.5.1 Regression model summary**

Analysis of Multiple regressions was conducted to highlight effects of predictor variables on dependent variables. Table 4.5 indicates the model summary.

**Table 4.5:** *Model summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 <sup>a</sup>	.5198	.4679	.128

**Source:** *Author (2021)*

The findings shown in table 4.5 indicate that the predictors in the model present a strong positive correlation (R= 0.721) with employee performance. The coefficient of determination ( $r^2$ ) from the table is 0.5198. It implies that the independent variables of jointly explain 51.98 percent of the variance. The remaining 48.02 percent are explainable by other indicators, which have been left out from the assessment.

**Table 4.6:** *Presentation of ANOVA*

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	131.096	2	65.548	126.16	.002 <sup>b</sup>
Residual	57.203	231	.247		
Total	188.299	233			

**Source:** *Author (2021)*

- a. Dependent variable: employee turnover
- b. Predictors: (Constant), source of message, medium of communication, message content, and individual attributes of job applicants.

ANOVA results presented in table 4.6 shows F-statistic of 126.16 with a corresponding p-value of 0.002. The findings imply that the effect of realistic job preview on employee turnover is significant as  $P < 0.05$ . Hence, the null hypothesis that realistic job preview has no effect on employee turnover was rejected

**Table 4.7: Regression coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	1.203	.527		1.057	.002
Sources of message	.392	.029	.387	3.762	.001
Medium of communication	.312	.041	.309	3.148	.002
Message content	.287	.059	.268	2.973	.001
Individual attributes of job applicants	.198	.047	.156	3.095	.003

a. Dependent variable: employee turnover

**Source:** *Author (2021)*

The findings of the regression analysis presented in table 4.7 were guided by the following model:

$$Y = 1.203 + 0.392X_1 + 0.312X_2 + 0.287X_3 + 0.198X_4 + e$$

Meaning;

Where: Y = employee turnover measured in numbers;

$\beta_0$  = constant;

$X_1$  = source of message,

$X_2$  = medium of communication applied

$X_3$  = message content,

$X_4$  = individual attributes of job applicant

$\beta_1, \beta_2, \beta_3, \beta_4$  = Coefficients of RJP

$\epsilon$  = error term

Based on the regression results shown in table 4.7 considering all the variables of forms of realistic job preview at a constant zero, the employee turnover would be 1.203.

Maintaining other variables at a constant, a unit increase in sources of message would result in 0.392 increase in employee turnover. Further, a unit increase in medium of communication would result in 0.312 increases in employee turnover; unit increase message content would lead to 0.287 increase in employee turnover, and a unit increase in individual attribute of job applicant would lead to 0.198 increase in employee turnover. The analysis also identified that at 95 percent confidence level, sources of message (p-value = 0.001), medium of communication (p-value = 0.002), message content (p-value = 0.001), and individual attributes of job applicant (p-value = 0.003) were significant for the regression model.

#### **4.6 Discussion of Findings**

Empirical investigations by Irving and Coleman (2012) established that most participants selected the realistic job preview position, irrespective of the preview source, is that jobs previewed in negative perspective lead to low rates of job acceptance among applicants. Tran *et al.*, (2020) found a positive role of RJP on teacher recruitment and their retention. The assessment relied on various common themes to design a sample web-based RJP content to demonstrate the results. This is supported by Earnest *et al.* (2011) revealed that negative information outlined in the realistic job preview performs a crucial role in candidates' perception of a job. This is in line with social exchange theory which presents a synopsis of some of the reasons that drive employees to remain committed to their current workplace (Premack & Davis, 2010).

Similarly, Philips (2008) identified that only oral realistic job preview had positive relationship with job satisfaction and the willingness of employees to stay longer in an

organisation. On the contrary, Cacioppo and Berntson (2014) confirmed that the effect of the negativity bias is attributed to behavioural and attitudinal expressions, which are significantly affected by negative inputs compared to positive inputs, thus leading to stronger negative outcomes. This confirms Expectancy theory asserts that the future behaviour of employees in the organisation highly depends on the amount of compensation the employer offers as well as future benefits they anticipate to receive (Taylor, 2014). Wine, Osborne, and Newcomb (2020) confirmed that human behaviour attributes significantly influence turnover and organisations negatively because of loss of expertise as well as the required expenses for replacement. Nonetheless, Enander and Cardoso (2020) found an opposing link between employee retention and turnover. The results showed that employee behaviour is closely linked to customer satisfaction.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a summary of the findings, conclusions, recommendations and limitations of the study and suggestions made by the researcher. This is done in accordance with the study's objective.

### **5.2 Summary**

Recently the growing importance of job information has been greatly impacted by escalating hiring of job applicants, selection, training, separation of costs, as well as time spent on the process. Changes within organisations have made employers realise the most effective way of reducing increased employee turnover as well as promoting employee commitment through the provision of accurate realistic job previews to candidates. The assessment established that realistic job preview (RJP) plays a crucial role in the management of new employees in the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya. The reason for this is that RJP enables job applicants to know what to expect from their employers, reduces employee turnover, as well as requirements of the new job. Consequently, this leads to a low employee turnover as well as absenteeism.

Realistic job preview discourages employees who are unlikely to survive on the job from accepting the offer by giving honest description of working in the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya. Organisations are

currently moving away from selecting job applicants to fill open positions. The process of hiring candidates is a two-way decision in which candidates and organisations engage in the process of selecting each other. RJP is applied by the Child Protection Non-Governmental Organisations (NGOs) to promote a healthy exchange between candidates and organisations.

The form of presenting RJP to job applicants is important for the achievement of the desired objective. Based on the descriptive findings, the analysis found that majority of the Child Protection Non-Governmental Organisations (NGOs) present their job applicants with written and published RJP. Further, a significant number of respondents agreed that RJP is almost always orally presented to job seekers. This implies that RJP presented in published document and orally are based on NGOs information presented to new recruits early and on comprehensive as well as job-specific information. This ensures that job applicants receive detailed knowledge and understanding regarding the NGO before the acceptance of job offer. However, the assessment did not touch on the specific source of message that is most effective in reducing employee turnover in these NGOs.

The analysis established from most of the surveyed respondents that circulars and schemes of service are often used to communicate RJP to job applicants in the NGOs. Proper use of medium of communication during the recruitment process does not only motivate new employees to maintain productivity in their assigned tasks as well as enhance their commitment towards the NGO but also promote their job security by lateral and upward career growth. Hence, medium of communication was found to be a

critical form of RJP among these organisations.

Further findings revealed that message content of the RJP contains both positive and negative information about the job. This implies that a favourable opportunity prevails for the potential employees as well as higher probability of accepting a particular job offer. The analysis also found that judgemental RJP is discouraged among these NGOs. However, the analysis did not indicate the stage at which the NGOs present the positive and negative information to job applicants or new employees.

Based on the inferential statistical analysis, the ANOVA results presented in table 4.6 shows F-statistic of 126.16 with a corresponding p-value of 0.002. The findings imply that the effect of realistic job preview on employee turnover is significant as  $P < 0.05$ . Hence, the null hypothesis that realistic job preview has no effect on employee turnover was rejected. Further, regression results showed that a unit crease in sources of message would result in 0.392 increase in employee turnover. Further, a unit increase in medium of communication would result in 0.312 increases in employee turnover; unit increase message content would lead to 0.287 increase in employee turnover, and a unit increase in individual attribute of job applicant would lead to 0.198 increase in employee turnover when other variables are held constant. The analysis also identified that at 95 percent confidence level, sources of message (p-value = 0.001), medium of communication (p-value = 0.002), message content (p-value = 0.001), and individual attributes of job applicant (p-value = 0.003) were significant for the regression model.

### **5.3 Conclusion**

Based on study findings, realistic job preview is an effective instrument in reducing employee turnover among the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya. When RJP is effectively applied, most of these NGOs are likely to have more committed employees who are not willing to exit. This will in turn help them cut down on costs associated with hiring, selection, as well as placement process.

Regarding source of message, the study concluded that RJP is not always presented in audio-visual to candidates. This has denied potential employees of these NGOs from accessing digital information. There is a lot of trending information during this digital era, which NGOs can incorporate in the RJP and avail to candidates in the form of pictures and sound.

The assessment concluded that circulars and schemes of services are the preferred medium of communicating RJP to job applicants among these NGOs. However, live and videotape are rarely utilised. This leaves out a significant number of potential employees who would prefer to seek information from these media. A pool of productive and potentially committed applicants may be locked out from presenting their expectations. The consequence would therefore be dissatisfaction, inefficiency, and exit from the organisation.

The study concludes that the NGOs present RJP with both positive and negative

information about the job to their employees. The NGOs maintain the balance between the good and bad impressions about their organisations as relayed in the message content. However, it is not clear whether this is done at the recruitment, selection, or the placement stage. Further, the assessment concludes that these organisations strive to discourage judgemental RJP as a way of discouraging lower quality job applicants and employee turnover.

#### **5.4 Limitations of the Study**

The scope of the study was only limited to the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya, while leaving out other sectors of NGOs. This places constraints on the generalizability of the findings to other NGO sectors or organisations. Further, the sample selection might limit the generalization of findings to the entire population. The specific and narrow focus implies that the findings are limited to the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya, which may fail to translate to other sectors, counties as well as national contexts.

The assessment was also limited to factors of COVID-19 pandemic, which made it difficult to administer questionnaires one-on-one. Some employees had either been declared redundant or forced to work at home by their respective NGOs. This derailed the attainment of 100 percent response rate. More respondents would be important to raise the representation and to enable better checking of consistency provided. Despite the limitations identified, the results of this study are important for policy and practice.

## **5.5 Recommendations for Policy and Practice**

As per the findings of this assessment, it is recommended that the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya should adopt specific source of message that is most effective in reducing employee turnover in their organisations. This will enable the NGOs to cut on costs associated with recruitment, selection, and placement. Consequently, this will lower the levels of dissatisfaction among employees, inefficiency, and turnover.

The NGOs should present positive and negative information to job applicants or new employees at the recruitment stage. This will enable the candidates or potential employees to make well-informed decisions before they decide to take up the job. When emphasis is placed on the positive information alone, job applicants may be misled into taking up positions, which they will regret, remain unproductive, and finally exit the organisation.

NGO boards should borrow these assessment findings to provide answers to the problem of job applicants' expectations and perceptions. The ramifications of the investigation is the data given to candidates doesn't need to be accurate without fail. Regardless, specialists ought to consider that the inability to illuminate candidates for key positions concerning a task, chief, association, and group in which they will play out their allocated errands might prompt disappointment, unapproved truancy, and ultimately turnover. The recognizable proof of representatives' very own objectives as a determinant of the connection between reasonable work sneak peaks, assumptions, just

as execution, may empower experts plan powerful methods for using RJPs to bring down worker turnover, increment fulfillment, while keeping up with their efficiency to the helpful levels.

The NGOs should also incorporate more use of multi-media, comprising video and live presentations in their RJPs. Further, the analysis result adds continuous development of expectancy and social change theories. It also explains how RJPs can lead to positive NGOs outcomes such as increased employee satisfaction, reduced absenteeism, decreased turnover, and productivity.

### **5.6 Suggestions for further Research**

The study was conducted in the Child Protection Non-Governmental Organisations (NGOs) in Nairobi City County, Kenya similar assessment should be done in other NGO sectors in the county to determine and compare the extent of effect of RJP on employee turnover.

## REFERENCES

- Bilal, S., & Bashir, A. (2016). Effects of the realistic job previews on employees job satisfaction and met expectations. *International Journal of Business and Management, 11*(4), 219-227.
- Bogdanowicz, S. B. & Bailey, M. S. (2012). The impact of task preview information as a function of recipient self-efficacy. *Journal of Vocational Behavior, 35*, 17-29.
- Breaugh, A. J., & Billings, S. R. (2012). The Realistic Job Preview: Five Key Elements and Their Importance for Research and Practice. *Journal of Business and Psychology, 2*(4), 291-305
- Breaugh, J.A. & Billings, R.S. (2008). The realistic job preview: Five key elements and their importance for research and practice, *Journal of Applied Psychology, 83*(2), 330–337.
- Buda, R., & Charnov, B. H. (2013). Message Processing in the Realistic Recruitment Practices. *Journal of Managerial, 15*(1), 302-316.
- Cacioppo, J. T., & Berntson, G. G. (2014). Relationship between attitudes and evaluative space: A critical review, with emphasis on the separability of positive and negative substrates. *Psychological Bulletin, 115*, 401-423.
- Chaminade, W. F. (2013) Motivational cultural intelligence, Realistic Job Preview, realistic living conditions preview, and cross-cultural adjustment, *Journal of Business and Psychology, 19* (1):125-37.
- Chege, J. K (2014). *The effects of job satisfaction on job turnover*. MBA project University of Nairobi.

- Cochran, W. G. (1977). *Sampling techniques* (3rd edition.). New York: John Wiley & Sons.
- Creswell, J. W. (2014). *Research design: Qualitative and quantitative approaches*. Thousand Oaks, CA: SAGE Publications.
- Dean, C. (2010). Employee turnover: a study of private clubs in the USA. *International Journal of Contemporary Hospitality Management*, 14(3):106-113.
- Delery, J.S. & Doty, T.G. (2011). The impact of realistic job previews and perceptions of training on sales force performance and continuance commitment: A longitudinal test. *Journal of Personal Selling & Sales Management*, 23(2), 125–138.
- Dessler, G. (2009) Human Resource Management, 8th ed., Prentice-Hall, Englewood Cliffs, NJ. Employee Recruiting. *Public Personnel Management*, 26, 413-422.
- Earnest, D.R., Allen, D.G. & Landis, R.S. (2011). Mechanisms linking realistic job previews with turnover: A meta-analytic path analysis, *Personnel Psychology*, 64(4), 865–897.
- Enander, A., & Cardoso, J. (2020). How is employee turnover related to employee retention? A systematic review on two sets of meta-analyses. <http://lup.lub.lu.se/student-papers/record/9022943>
- Fisher, R., & Hartel, B. H. (2013). Message processing in realistic recruitment practices. *Journal of Managerial Issues*, 15, 302-316.
- Fisher, T., Ashford, S., Walsh, J., & Mowday, R. (2009). Commitment propensity, organizational commitment, and voluntary turnover: A longitudinal study of organizational entry processes. *Journal of Management*, 18(1), 15-32.

- Gordon J P., & Meredith, H. P. (2011) Creating and using a model to monitor Managerial talent. *Business horizons journal*.
- Gustafson, C. (2012). Employee turnover: a study of private clubs in the USA. *International Journal of Contemporary Hospitality Management*, 14(3):106-113.
- Highhouse, S. & Hoffman, J. R. (2011). Organizational attraction and job choice. In C. L.Cooper& I. T. Robertson (eds.) *International Review of Industrial and Organizational Psychology*, 16, 37-64.
- Hom, P. W., Griffeth, R. W., Palich, L. E., & Bracker, J. S. (2009). Revisiting met expectations as a reason why realistic job previews work. *Personnel Psychology*, 52, 97-112
- Hytter, A. (2008). Retention strategies in France and Sweden, *The Irish Journal of Management*, 28(1), 59-79.
- Ilggen, D. R. & Seely, W. (2014). Realistic expectations as an aid in reducing voluntary resignations. *Journal of Applied Psychology*, 59, 452-455.
- Irving, P. G., & Coleman, D. F. (2012). The influence of source credibility attributions on expectancy theory predictions of organizational choice. *Canadian Journal of Behavioral Science*, 29, 122-131.
- Kasomo, D. (2006). *Research Methods in Humanities and Education*. Njoro; Egerton University Press.
- Kaulisch, M., & Enders, J. (2010). Careers in overlapping institutional contexts. *Journal of Career Development International*, 10 (2): 130-44

- Kibet, J. (2015). Rethinking and Managing Non-Profit Organisations in *Africa in Management of Organisations in Africa: A Handbook and Reference*, edited by Waiguchu, J, Tiagha, E & Mwaura, M. London: Quorum Books.
- Latheef, Z. I., Robinson, R., & Smith, S. (2021). Realistic Job Preview as an Alternative Tool to Improve Student Readiness for Online Learning. *Online Learning*, 25(2), 208-232
- Louis, M. R. (2011). Good communication that blocks learning. *Harvard Business Review*, 77-85.
- Maslach, C., Schaufelli, W.B. & Leiter, M.P. (2011). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- Mendez, T. M., & Stander, K. (2011) Positive Organization. The role of leader Behaviour in work engagement and Retention. *South African Journal of Industrial Psychology*, (37)1.
- Moncraz, G. T. (2012). The changing signs in the relationships among self-efficacy, personal goals, and performance. *Journal of Applied Psychology*, 86(4), 605-620.
- Mugenda, O. (2002). *Research Methods*. Nairobi: Acts Press Publishers.
- Nairobi County Government (2018). *Nairobi City County Integrated Development Plan (CIDP) 2018-2022*. Retrieved from <https://cog.go.ke/media-multimedia/reportss/category/106-county-integrated-development-plans-2018-2022?download=325:nairobi-county-integrated-development-plan-2018-2022>
- NGO Bureau (2017). *NGO Board strategic plan 2014/17*. Retrieved from [http://www.ngobureau.or.ke/wp-content/uploads/2015/04/NGO\\_Board-Strategic\\_Plan-2014-2017.pdf](http://www.ngobureau.or.ke/wp-content/uploads/2015/04/NGO_Board-Strategic_Plan-2014-2017.pdf)

- Orodho, A. J. (2012). *Essential of educational and social sciences research methods*.  
Nairobi: Malosa Publishers
- Popovich, P., & Wanous, P. J. (2011) The Realistic Job Preview as a Persuasive  
Communication. *Academy of Management Review*, 7(4), 50-578
- Premack, S. L., & Davis, K. S. (2010). The effects of met expectations on newcomer  
attitudes and behaviors: A review and meta-analysis. *Journal of Applied  
Psychology*, 77(3), 288-297.
- Robbins, S.P. (2008). The Truth about Managing People. *Journal of Business and  
Psychology*, 19, (1): 125-137.
- Robby, D. (2010). Realistic Job Previews and the Adjustment of New Employees.  
*Academy of Management Journal*, 24(3), 579-591
- Rynes, S.L. (2010). The influence of corporate image and specificity of candidate  
Qualifications on response to recruitment advertisement. *Journal of  
Management*, 8(1), 105-112.
- Saks M. A., & Cronshaw, F. S. (2010). A Process investigation of realistic job previews:  
Mediating variables and channels of communication. *Journal of Organizational  
Behavior*, 11(3), 221-236.
- Suszko, M. K., & Breaugh, J. A. (2006). The effects of realistic job previews  
on applicant self-selection and turnover, satisfaction, and coping  
ability. *Journal of Management*, 12: 512-523
- Taylor, H. C. (2014). The relationship of validity coefficients to the practical  
effectiveness of tests in selection. *Journal of Applied Psychology* 23, 565- 578.
- The National Council of NGOs Report, 2021.

- Tran, H., Hardie, S., Gause, S., Moyi, P., & Ylimaki, R. (2020). Leveraging the Perspectives of Rural Educators to Develop Realistic Job Previews for Rural Teacher Recruitment and Retention. *Rural Educator, 41*(2), 31-46
- Wine, B., Osborne, M. R., & Newcomb, E. T. (2020). On turnover in human services. *Behavior Analysis in Practice, 13*(2), 492-501

## APPENDICES

### Appendix I: Questionnaire for Employees (Human Resources Officers excluded)

#### PART A: DEMOGRAPHIC DATA

1. State the name of your NGO.....
2. State your length of service (in years) .....
3. State sector involved.....
4. Number of employees in your NGO.....

#### PART B: REALISTIC JOB PREVIEW (RJP)

5. Who administers RJP to job applicants in your NGO?.....
6. At what stage in the employment process is RJP administered to job applicants in your NGO?.....
7. To what extent does each of the following statements on realistic job preview (RJP) apply to your organisation? Use 1: Very low extent, 2: Low extent, 3: Moderate extent, 4: Great extent, 5: Very great extent

	Statement	1	2	3	4	5
i.	RJP is presented as published document to each job seeker					
ii.	RJP is often presented in audio-visual					

iii.	RJP is almost always orally presented to job seekers					
iv.	Visits to sites by job applicants is used frequently					
v.	A combination of the above two or more techniques is often used					
vi.	Circulars are often used to communicate RJP to job applicants					
vii.	Schemes of service are often used to communicate RJP to job applicants					
viii.	Live or videotape is often used to convey RJP					
ix.	RJP contains data					
x.	Judgemental RJP is discouraged					

**PART C: DOCUMENT REVIEW FORM for Human Resources Officers.**

8. The following data collection form was used to gather turnover data for the records of each NGO participating in the study.

<b>Employee Turnover</b>					
<b>NGO/Year</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>



--	--	--	--	--	--

**Thank you for your patience and time!**

### **Appendix III: List of Child Protection NGOs in Nairobi City County-Kenya**

1	ACTION FOR CHILDREN IN CONFLICT UK IN KENYA
2	ANPPCAN – Kenya African Network for the Prevention and Protection against Child Abuse and Network
3	CARING FOR KENYA’S KIDS
4	CHILD REFUGE CENTRES INTERNATIONAL
5	CHILDSLIFE INTERNATIONAL
6	CHOSEN CHILDREN INTERNATIONAL
7	CHOSEN CHILDREN OF PROMISE
8	FESTUS MOLENJE MEMORIAL CHILDREN AND YOUTH FOUNDATION
9	FREDDY JANAM AFRICA FOUNDATION
10	FREE THE CHILDREN
11	GIRLS LEADING OUR WORLD INITIATIVE
12	HELP A CHILD AFRICA
13	INTERNATIONAL CHILD SUPPORT
14	JITEGEMEE CHILDREN PROGRAM
15	KENYA ALLIANCE FOR ADVANCEMENT OF CHILDREN

16	MACHEO CHILDREN'S CENTRE
17	MAGNA CHILDREN AT RISK
18	MARGARET OKARI CHILDREN'S FOUNDATION
19	MUSLIM EDUCATION AND WELFARE ASSOCIATION
20	PLAN INTERNATIONAL KENYA
21	SAVE THE CHILDREN FUND (UK)
22	TEACH A CHILD AFRICA-KENYA CHAPTER
23	THE SALMINIS HOME FOR THE ORPHANS IN KENYA
24	TO LOVE CHILDREN EDUCATIONAL FOUNDATION INTERNATIONAL - KENYA
25	TOUCH A LIFE INTERNATIONAL
26	UPENDO CHILDREN'S DEVELOPMENT ORGANIZATION
27	VISION AFRICA GIVE A CHILD A FUTURE
28	WATOTO EDUCATION INITIATIVE
29	WORLD VISION KENYA
30	ZUIA MTOTO ASIPOTEE

**Source:** The National Council of NGOs (2021)