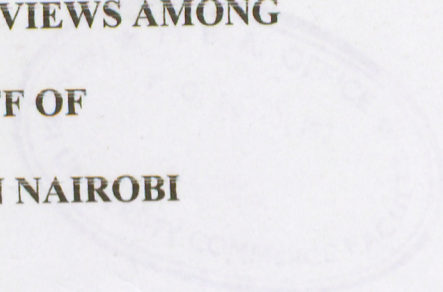


**THE PERCEPTION OF JOB PREVIEWS AMONG
MANGEMENT STAFF OF
COMMERCIAL BANKS IN NAIROBI**



THIS MANAGEMENT PROJECT IS MY OWN ORIGINAL WORK AND HAS NOT BEEN
PRESENTED FOR AWARD OF A DEGREE IN ANY OTHER UNIVERSITY

SIGNED..... *[Signature]* DATE 17-11-03

BY
SHINACHI J. ANGATIA
[Signature]

THIS MANAGEMENT PROJECT HAS BEEN SUBMITTED FOR EXAMINATION WITH
MY APPROVAL AS THE UNIVERSITY SUPERVISOR

SIGNED..... *[Signature]* DATE 17-11-03

MR GEORGE OMONDI
LECTURER

**A MANAGEMENT RESEARCH PROJECT IN PARTIAL FULFILMENT OF THE
COURSE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION (MBA) DEGREE FACULTY OF COMMERCE,
UNIVERSITY OF NAIROBI**

AUGUST 2003

DECLARATION



THIS MANGEMENT PROJECT IS MY OWN ORIGINAL WORK AND HAS NOT BEEN PRESENTED FOR AWARD OF A DEGREE IN ANY OTHER UNIVERSITY

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MR GEORGE OMONDI
LECTURER

ACKNOWLEDGEMENT

DEDICATION

I DEDICATE THIS RESEARCH PROJECT TO

MUM, DAD AND

FAMILY



ACKNOWLEDGEMENT

I thank God for the many blessings I received throughout these two years of my postgraduate studies. It is by His grace that I was able to successfully complete the course and this research project.

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THANKS A LOT AND GOD BLESS YOU

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This research was an attitude survey carried out on employees of leading commercial banks in Nairobi. The objectives of the study were to establish how job previews are perceived by management staff in these banks and to find out at what stage in the hiring process the job preview is perceived to be realistic.

Primary data was the main form of data used for this research and it was collected using structured questionnaires. The questionnaires had both open ended and closed questions that were administered to the employees in the banks. The drop and pick method was used to administer the questionnaire. The data was analysed using frequency tables, bar charts, percentages and descriptive statistics.

The findings indicate that management staff in the leading commercial banks in Nairobi look at job previews as being an integral part of the hiring process since these previews provide them with the information they needed about their jobs.

In addition the employees stated that the information given is most accurate at the probation stage of the hiring process. Thus apart from being made more informative, previews should continue to feature prominently in the hiring process.

ABSTRACT

CHAPTER ONE

This research was an attitude survey carried out on employees of leading commercial banks in Nairobi. The objectives of the study were to establish how job previews are perceived by management staff in these banks and to find out at what stage in the hiring process the job preview is perceived to be realistic.

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CHAPTER ONE

INTRODUCTION

1.1 Background

An individual's first year in an organization can be fairly confusing. There is a constant swirl of new faces, conflicting expectations, varied tasks, long hours and difficulties that result in a person becoming dissatisfied with the job and eventually quitting. Such an outcome may come about when new recruits are not given a balanced picture of the job they are considering for employment. This is a characteristic of most jobs including those in management. Thus management staff of leading banks in Nairobi have been chosen for the proposed study. In this case all non-unionised staff are considered to be in management positions. Essentially these are individuals who use conceptual skills in order to arrive at viable decisions that are aimed at achieving their organizations goals.

Wanous (1992) states that by providing job applicants with an accurate description of the job, those who accept the job will be more satisfied with it and thus are less likely to leave it voluntarily. Initial expectations of job applicants tend to be unrealistically high. Realistic Job Previews (RJPs) lower these initial job expectations so that the lower expectations are congruent with what is actually encountered on the job. The main aim of RJPs is to provide applicants with honest information about an open position to help them develop clear expectations of what it will be like to work in the job if they are hired. The RJP is added to the selection process to help the applicant to make an informed decision about his or her fit with the position. It is essential to inform applicants about both positive and negative aspects at the job so that if expectations are lowered via a RJP then it will be easier to meet these lowered expectations resulting in higher job satisfaction and commitment.

Positive aspects of a job might include training and development opportunities, interacting with interesting and influential people and the opportunity to use one's acquired skills. Negative aspects of the job may include long hours during busy seasons, frequent travel or repetitive tasks (Wagner 1995).

Recognition of the importance of job information in recent years has been heavily influenced by increasingly high hiring, training, selection and separation costs in addition to the time spent on the process. Organizational changes have gradually led employers to the realization that the most effective way of cutting down on increased turnover and enhancing employees commitment is to provide accurate Job Previews. Currently many organizations are adding Job Previewing to their selection process when you consider that they are fairly inexpensive to implement, and the benefits accrued from even small efforts are great for instance in terms of lower costs of hiring and turnover (Breugh, 1992).

Realistic expectations help the new employee adjust and survive in the new position after they are hired. Since there is no such thing as an ideal job all new employees have to accept certain job realities that they will perceive as negative. If new employees have been informed about these unpleasant aspects of a job before accepting the offer it is less likely that they will feel misled or dissatisfied. Ordinarily because applicants are given a small dose of organizational reality before starting work, they are considered to be less likely to have difficulties settling into the job since the reality of the job matches their expectations. Therefore as a result of these interventions turnover will be less likely (Wanous 1992). The effect of RJP on employee's organizational commitment is one of the least studied aspects of recruitment and selection. It is not known whether firms in Kenya undertake job previews. Of particular importance to this study is the fact that there has not been any research focusing on RJPs in the

banking sector. Most studies have tended to dwell on the effect of RJPs on employee turnover, but even these have been done outside the Kenyan context. Finnigan (1983) states that describing jobs and seeking the right people to do them are two separate activities, which may require different skills. Managers must appreciate that success will only follow after a careful matching operation. On the one hand they must be clear about the job requirements while on the other they must be equally clear about the sort of person they are looking for. Management staff have been chosen as the focal point of this study because they on average are highly qualified therefore they know what RJPs are all about, they can search for information and they can also compare what they are told with what really takes place on the ground.

1.2 Statement of the Problem

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

The accepted view is that RJPs reduce dissatisfaction and voluntary turnover (Reilly et al, 1981). It is not surprising that many organizations are adding job previews to their selection process when one considers that they are relatively inexpensive to implement and the pay off from even small efforts are great in terms of lower hiring and turnover costs (Breugh 1992; Dean and Wanous 1984).

The primary focus of RJP research has been on its effectiveness in reducing the turnover of new employees, the reasons being that turnover is a concrete behaviour that is easier to measure than job attitudes and it is a major concern of most organizations (Premack and Wanous, 1985).

However, turnover is a relatively insensitive measure of RJP effectiveness. How new employees perceive of the information they are given determines whether it is realistic or not. In addition how realistic this information is may influence an individual's commitment to an organization. It then becomes a tool to be used effectively for the mutual benefit of the organization and the individual.

The level of information given, the kind of information and the amount of information given varies from organization to organization. What does it involve and is it realistic or not? This study addresses the question: How do management staff in commercial banks perceive the preview of their jobs? No study has been carried out to show whether job previews are indeed realistic. These questions will be the focus of this study.

1.3 Objectives of the study

1. To establish how the job previews are perceived by management staff in the leading commercial banks in Nairobi.
2. To find out at what stage in the hiring process the job preview is perceived to be realistic.

1.4 Importance of the study

1. Managers – to enable them to know how to design Realistic Job Previews that address all the relevant information required by applicants for a given job.
2. Prospective job applicants - To broaden their understanding of job previews that will enable them make informed decisions with their best interests in mind.
3. Academicians/Policy makers - the findings of this study will provide an insight into the current previewing practices in organizations, which can be used to stimulate further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Employee Expectations

The purpose of a Realistic Job Preview (RJP) is to inform job candidates of the “organizational realities” of a job so that they can more accurately evaluate their own job expectations. By presenting applicants with a clear picture of the job, the organization hopes to reduce employee disenchantment or unrealistic expectations and thereby to experience less turnover and employee dissatisfaction (Mathis and Jackson, 1991).

The “met expectations” hypothesis is one of the basic psychological processes that have been hypothesized to mediate the effectiveness of RJP. Dugoni and Ilgen (1981) found that the concept of met expectations might be viewed as the discrepancy between what a person encounters on the job in the way of positive and negative experiences and what he expected to encounter. One way to counteract new employees overblown expectations is to provide them with accurate and pertinent information during the recruiting process. Gibson et al (1994) propose that people should know both the bad and the good things to expect from their jobs and their organizations. They need to be given opportunities to learn not only the benefits that they may expect but also the costs to be incurred.

If the negative aspects of a job cannot be changed, managers should be upfront with prospective jobholders about the nature of the work. Many companies are hesitant to admit the undesirable aspects of a job when trying to recruit workers for fear that nobody will take the job. Fooling someone into taking a job he or she would not otherwise be interested in however is not good for the company or the person. Wagner and Hallenbeck (1995) assert that the

ultimate result of such a strategy would be increased turnover. In addition they propose that, it would be better for a company to carry out RJPs which lower expectations and are likely to attract workers whose values will more closely match the actual job situation than to avoid doing so and lead to disenchantment and eventually quitting by the worker. According to Meglina et al, (1993) RJPs are especially important for applicants who lack work experience. When these people get on the job and begin to experience its negative aspects, they are more likely to down play them noting, "I knew the job was like this when I took it". Premack and Wanous (1985) have indicated that although RJPs have not been a hundred percent effective, there is evidence that they can reduce subsequent turnover. During the counselling process RJPs can be used to help people form sensible expectations about work place relationships.

Realistic previewing was initially developed as an employee selection and socialization technique intended to reduce turnover by acquainting prospective employees with both the positive and negative aspects of a job prior to their decision to work for an organization (Wanous 1992). Wagner and Hollenbeck (1995) state that it is now also used as an intervention for solving interpersonal problems. In a realistic previewing intervention of this type a counsellor provides employees with information that they might not otherwise have about interpersonal relations. The counsellor might talk about co-workers opinions of their boss and his or her management style or about forming informal friendships on the job or even about off-the-job activities such as company dinners or community work. In addition to the counsellor a group of co-workers is sometimes assembled to provide comments about working conditions and interpersonal relations. This kind of intervention helps employees form realistic impressions about their co-workers. Consequently it can reduce the likelihood that unreasonable expectations will undermine interpersonal relations as they develop (Op.cit).

2.2 The psychological contract

The concept of the psychological contract is a useful tool when looking at the new employees perception of a given job. Sims (1994) defines the psychological contract as the set of expectations held by the individual employee that specify what the individual and the organization expect to give to and receive from each other in the course of their work relationship. Today the work environment is full of uncertainties, which has resulted in management violating the expectations of employees. Previously the psychological contract has been predictable and known by both employees and employers alike. It lay on individual reward being determined by hierarchical structure and a socially constructed set of rules and rituals. The bargain seemed to be based on an "entitlement" culture where hard work and loyalty were given in exchange for job security, stable career progression and steady predictable rewards (Beardwell and Holden 1997). It appears that nowadays the individual employee is expected to accept risk, ambiguity and uncertainty, which have previously been borne by the organization.

RJPs have a significant role to play in the management and balancing of the general or specific psychological contracts of employees. It can act as a focal point for helping to discover employee's expectations through collective channels or individual mechanisms, while seeking to provide for the meeting of employees expectations (Sims 1994).

Rousseau (1995) argues that the relationship between individuals and their employing organizations can be looked at in terms of the psychological contract, which is the exchange that explicitly or implicitly, is negotiated when individuals join, remain with and perform in organizations. Whereas issues such as working hours, job tenure, or pay can be negotiated

explicitly, other issues such as notions of personal worth, justice and loyalty may remain implicit. The psychological contract may be predominantly implicit with the substantial elements of the employment relationship neither written down nor precisely articulated in an organization where there are close ties between individuals. Such relations are likely to have been built up gradually over time providing the basis for relatively high levels of interpersonal trust. (Peiperl et al 2000).

Kay (1995) points out that this type of "relational" contract works best when all parties recognize that they are bound into a repeated game. Lifetime employment, seniority based promotion generous pension schemes and other forms of deferred remuneration all serve this purpose. It is in this context that the traditional contract of employment has come under the most severe attack. Under, pressure to reduce costs, demonstrate 'value' from acquisitions and focus on core capabilities many employers have acted opportunistically to exploit the discretion granted by relational contracts so as to gain short-term competitive advantage. In the process, long-term trust relationships have been undermined.

Kay (1995) asserts that organizational change processes in many corporations in the 1990s have involved a deliberate attempt to move from a socially inclined means of operation to one high in the solidaristic pursuit of clearly defined, strategic intents. Therefore contracts are expected to be more explicit, specific and project related. This process of change can be understood by reference to an expectancy theory type analysis of the motivational links between effort, performance and reward (Luthans, 1992).

The increasing moves towards corporate restructuring by organizations for instance

downsizing and delayering are an attempt to do more with less by reducing labour costs and maximizing work intensity or effort. At the same time there has been an increasing emphasis upon the monitoring and measuring of performance and the linkage of reward packages to such measures. The nature of rewards has also shifted with the processes of restructuring serving to undermine two of the most significant and often implicit rewards that is job security and promotion. These have been replaced with differing mixes of intrinsic and extrinsic rewards. The intrinsic rewards now include challenge, growth and autonomy while extrinsic rewards include money and share options. Rewards are now more clearly contingent upon current measurable contribution (Peiperl et al 2000). The new employee needs to be aware of these changes and which ones a given company uses. The RJP is a very effective tool that can be used by the firm to ensure that the psychological contract with the employee is mutually understood.

2.3 The employment relationship

This can be looked at in terms of whether an employee decides to remain with the organization for an extended period or whether he decides to separate.

Separations are choices made by employers and or employees to terminate the employment relationship. Employee decisions to leave the organizations when retirement is not a major factor are known as quits. It is important to note that separations are seldom solely at the discretion of either the employee or the employer. In most cases both parties can affect the decision (Milkovich 1988). Employee turnover is the term that is commonly used to signify employee quits. Mobley (1980) views the employee's decision to quit as a function of:

- The relative attractiveness of the current employment relationship compared to alternatives.
- The perceived opportunity to obtain an attractive alternative employment relationship.

In addition the researcher states that an employees intention to quit precedes the quit decision. These intentions result from comparing the present job to perceived alternative jobs and the dissatisfaction with the current employment relationship. Intentions are also influenced by the non-work consequences of quitting, contractual constraints and the need for immediate gratification. The attractiveness of the present employment relationship and alternative employment relationship in other organizations are a function of the expected future outcomes from each, and the expectancy of keeping the current job or finding an alternative job. Attractiveness of current and alternative employment relationships as well as satisfaction also results from individual values (Bernardin & Beatty 1984). Job and labour market perceptions affect expectations about current and alternative employment relationships (Milkovich 1988). These perceptions are a function of actual aspects of the organization such as policies, practices or rewards. They are also a function of the labour market and the individual.

The employment relationship can be short lived or it can last for a lifetime, depending on an individual's organizational commitment. Wagner and Hollenbeck (1995) define organizational commitment as the degree to which people identify with the organization that employs them. Commitment implies a willingness to put forth a great deal of effort on the organizations behalf and an intention to stay with the organization for a long time. In other words, this is an attitude reflecting employees loyalty to their organization and is an on going process through which organizational participants express their concern for the organization and its continued success and well being.

2.4 Developing a realistic job preview

The RJP can be effectively developed by a close examination of the organization, its structure, work processes and the individual workers. Moskowitz (2000) contends that the RJP can be integrated into a newly developed or an already established selection process. The job analysis process, which is normally used to identify position requirements, can be used to gather information that will also work well in the RJP. The goal is to collect positive as well as negative information about the position and the organization. One can interview small groups of incumbents or administer questionnaires to identify the characteristics of the position and of the organization, which are most or least satisfying. One can also interview managers or administer questionnaires to identify those aspects of the job organization that have in the past caused people to stay or quit. It is important to collect people's feelings about the work as well as the facts.

Once the realistic job information has been collected there are many effective ways to communicate it to the candidate. Wanous (1989) asserts that choice of a means of communication depends on the nature of the open position, the organizations budget and the goals of the selection process. McEvoy and Cascio (1985) advance various methods used to communicate RJP's, for instance:

- a) **Job information line** - This is an interactive message designed to sell the company and tell about the benefits of working there. It clearly outlines the specific requirements of the job.
- b) **Job simulation** - For manufacturing companies and industries full simulation is usually very effective. Here candidates are required to participate in a full day work situation

similar to what they would be doing on the job.

- c) Films and videos - Candidates are invited to watch a video of the company including portraying a typical day in the life of an employee at the company. It includes, work facilities, washrooms, break areas the cafeteria among others.
- d) Company brochures and posters - This is where the company produces written documents that briefly tell what the company is all about. Therein may be found the vision and mission of the organization, the work force, facilities and any unique details about the firm.
- e) Verbal communication - This can take the form of what the prospective employees are told while going through the selection process or what they gather from talking to those who are already employed by the organization.
- f) Audiotapes - They can be used to communicate the company's corporate culture, policies and values. They are also used to communicate the less pleasant aspects of the job for instance a salesperson having a difficult interaction with a customer.
- g) Observations – The organization can arrange for the prospective employees to spend a day observing a current employee perform his or her tasks on the job.
- h) Websites - In the current information age most organizations have set up websites, which contain all the relevant information that a person would require to know about it.

2.5 Merits of realistic job previews

Wanous (1989) as well as McEvoy and Cascio (1985) give the following merits of Realistic

Job Previews:

- They enable the organization and the individual to reach a degree of congruence, whereby the organization satisfactorily meets the needs and values of the employee while the employee provides the organization with the required skills and abilities.
- Hiring costs are reduced when RJPs are used in the early stages of the selection process. Based on the information provided in the RJP applicants who are unwilling or unable to carry out the job requirements can select themselves out of an expensive hiring process. The sooner the RJP process is integrated, the earlier the applicants will select themselves out and the less costly this selection process will be to the organization.
- RJPs improve satisfaction by increasing the new employees ability to cope with the job demands. This is because they are given prior information about the problems they are likely to encounter on the job hence they may pre-rehearse methods of coping.
- RJPs offer the organization a good opportunity to market itself to potential applicants especially high calibre employees. This type of employee looks for more than just an attractive salary. The RJP provides a vehicle to communicate exactly what an organization has to offer in terms of company reputation, advancement potential, and learning opportunities besides the benefits package.

2.6 The downside of RJPs

Wanous (1989) contends that RJPs are not appropriate for all types of jobs. They seem to work best in the following situations.

- When the selection ratio is low, that is when only a few applicants are hired.
- When they are used with entry-level positions. This is because of the fact that those who are coming into the organization from outside tend to have more inflated expectations than those who make changes internally.
- When unemployment is low since job candidates are more likely to have alternative jobs to choose from.

2.7 Perception

Harrison (1993) contends that the perceived quality of service which is the outcome of evaluating prior expectations vis-à-vis perceived performance, must of necessity involve elements of satisfaction or dissatisfaction as is the case with perceived quality of goods. The disconfirmation paradigm is a concept that forms “a plausible basis of explaining and predicting satisfactions”(Luthans 1992). When people are satisfied or dissatisfied there is always a prior opinion that is implied that was either met or not met. Such a prior opinion may have been in the form of expectation and such expectation was either equalled by the perceived performance, it fell short of such performance or it exceeded it (Mobley, 1980). Where expectations equal perceived performance then confirmation of that performance is said to have taken place. Where the expectations fell short of what was actually perceived then there occurred disconfirmation of the expectations that is positive disconfirmation. (Sims, 1994). Naturally, positive disconfirmation results in satisfaction and negative disconfirmation in dissatisfaction. Sometimes a person may be indifferent towards a given job, product or service if its quality falls within an acceptable range from the set norm or expectation.

Rousseau (1995) is of the view that an individual's perception of a given job is often said to be a function of that person's environment, and frame of reference that is his or her beliefs, attitudes, value system and cultural frame of reference. This frame of reference is usually based on past experience, which of course, implies that it is based on his selectivity, as the human perception process is selective and one sees or observes what he or she subconsciously wants to observe. Therefore one will see what he or she likes about a particular situation.

2.8 Bank Management

Sinkey (1992) contends that historically a bank has been viewed as a place where money and other valuables are kept safely. Nowadays money is not just kept in the vault but it is looked at as a portfolio of earning assets. This means that depositor's savings are not only stored for safe keeping but they are put into financial assets representing claims on the earnings of households, business firms and governments. This process enables the bank to generate profits for its shareholders after expenses and taxes have been deducted. In addition banks facilitate transactions by providing customers with means of exchange. The usual means of payment include but are not limited to cash, cheques, bills of exchange and credit cards. Similarly in the process of providing safekeeping and transactions functions banks act as information processors by collecting, analysing, storing, retrieving, updating and monitoring information about the customers especially their borrowers (op.cit). In order to generate a profit and satisfy the shareholder the banks management must carryout all these functions efficiently and effectively.

This study intends to examine the perception of management staff whose primary task it is to ensure the smooth and efficient running of banks. Monappa and Saiyadain (1996) are of the view that the major function of a manager is to make viable decisions. He must select a course of action from several available alternatives. In essence the purpose is to integrate individual

and organizational efforts towards achieving a defined mission.

RESEARCH METHODOLOGY

The manager is expected to be a person who is properly developed in terms of basic intellectual abilities and predispositions necessary to carry out the task effectively. Since one aims at achieving the organizations goals through the employees, the manager should be considerate towards them. He needs to be fair and objective in treatment of the employees. Due to the fact that the organization exists in a dynamic environment the manager needs to be flexible and adaptive to change. The manager must have conceptual skills of planning, assimilating visualizing and evaluating information to enable him to make good decisions. At the same time it is important for him to communicate well in addition to having technical skills, which are useful for effective performance.

Kandola et al (2001) state that over the past few years the structure of organizations has changed dramatically such that where once they were hierarchical, with many layers of management they are now much more flat in structure. The corporate aim is to create an organization that is lean, fit and able to succeed in a globalized and highly competitive market. According to Kandola et al, the impact on employees, and especially managers has been dramatic. It is an everyday observation from managers that workloads have greatly increased and that to survive they have to resort to taking work home and working at weekends. This leads us to question whether the managers were given a preview of their jobs by the organizations and if so whether the previews resemble what they are currently doing on the job.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research uses a cross-sectional survey to explore the perception of job previews among management staff in commercial banks in Nairobi. This kind of research method is often used to study the general conditions of people and organizations. It investigates the behaviors and opinions of people usually through questioning them.

3.2 The Population

The study population is made up of 2200 management level employees working in the major commercial banks operating in Nairobi. The banks of interest are the 9 leading in terms of deposits (see table 1). The respondents will be those in management positions in the banks because these individuals are deemed to be highly knowledgeable and are thus expected to be familiar with the process and content of job previewing

Table 1: Banks in the study

Number	Bank	Total Deposits
1	Barclays Bank	56,801,000,000
2	Kenya Commercial Bank	50,378,000,000
3	Stan chart Bank	45,222,000,000
4	Citibank	22,262,000,000
5	National Bank	19,818,000,000
6	Co-operative Bank	18,673,090,000
7	Commercial Bank of Africa	13,946,000,000
8	NIC Bank	5,571,000,000
9	CFC Bank	5,510,000,000

Source: Market Intelligence- Banking Survey 2002

3.3 The Sample

The sample for the study will consist of 100 management level staff in the leading commercial banks in Nairobi. These individuals will be selected using the proportionate stratified sampling technique (Table 2). Roscoe (1975) proposes a rule of thumb that a sample of 30-500 is usually appropriate for most studies.

Table 2: Sample

Number	Bank	No. of Management staff	No. of sampled
1	Barclays Bank	400	18
2	Kenya Commercial Bank	650	31
3	Stanchart Bank	360	14
4	Citibank	40	3
5	National Bank	300	12
6	Co-operative Bank	350	14
7	Commercial Bank of Africa	50	4
8	NIC Bank	30	2
9	CFC Bank	20	2
	Total	2200	100

Source: Research Data

3.4 Data collection

A semi-structured questionnaire will be used to collect the data. The questionnaire will comprise of both open and closed ended questions. Part A is used to collect information on the company and employee profile. Part B is composed of questions addressing the objectives of the study. The drop and pick later method will be used to administer the questionnaires.

3.5 Data Analysis

CHAPTER FOUR

The data collected shall be edited for accuracy, uniformity, consistency and completeness and then arranged to enable coding and tabulation before statistical analysis (Cooper and Emory 1995). The data will be analyzed by use of descriptive statistics. These include tables, charts and percentages to represent the response rate and information on other variables considered in the study. There after factor analysis will be carried out to measure the various levels of agreement or otherwise

4.1 Response rate

The effective response rate to the questionnaires was 70.3% as described below.

Table 3: Response rate

Name of Bank	Expected Response	Actual Response	Spilled Questionnaire	Actual Response
Barclays Bank	15	13	-	13
Kenya Commercial Bank	31	20	1	18
Sim chart Bank	14	5	-	5
Chibank	3	1	-	1
National Bank	12	12	-	12
Co-operative Bank	14	7	1	6
Commercial Bank of Africa	1	3	-	3
NIC Bank	2	-	-	-
CFC Bank	2	2	-	2
Total	100	67	1	60

Source: Research Data

As shown in table 3 above 67 out of 95 questionnaires were received back from 7 banks. This represented a response rate of 70.3%. The sample target was 100 managers spread across 9 banks, however only 67 managers in the 7 banks responded.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

This chapter documents and presents the findings on the specific issues that were raised in the objectives of the study. The results are presented by use of frequency tables, bar charts and percentages.

4.1 Response rate

The effective response rate to the questionnaires was 70.5% as described below.

Table 3: Response rate

Name of Bank	Expected Response	Actual Response	Spoiled Questionnaires	Actual Response
Barclays Bank	18	18	-	18
Kenya Commercial Bank	31	20	2	18
Stan chart Bank	14	5	4	1
Citibank	3	-	-	-
National Bank	12	12	-	12
Co-operative Bank	14	7	1	6
Commercial Bank of Africa	4	3	-	3
NIC Bank	2	-	-	-
CFC Bank	2	2	-	2
Total	100	67	7	60

Source: Research Data

As shown in table 3 above 67 out of 95 questionnaires were received back from 7 banks. This represented a response rate of 70.5%. The sample target was 100 managers spread across 9 banks, however only 67 managers in the 7 banks responded.

Two of the banks namely Citibank and NIC Bank, which were initially included in the sample were left out of the study due to lack of co-operation from the respective management. Nevertheless 70.5% response rate is still quite representative and will give an invaluable insight into the perception of job previews among management staff of commercial banks. The illustrations below give a brief summary of the respondent's profiles.

Table 4: Gender of the respondents

Gender	Frequency	Percent
Male	26	43.4
Female	34	56.6
Total	60	100

Source: Research Data

Table 5: Respondents academic qualifications

Academic Qualification	Frequency	Percent
Diploma	28	46.7
Degree	32	53.4
Total	60	100

Source: Research Data

Bar chart (a) Distribution of respondents by age

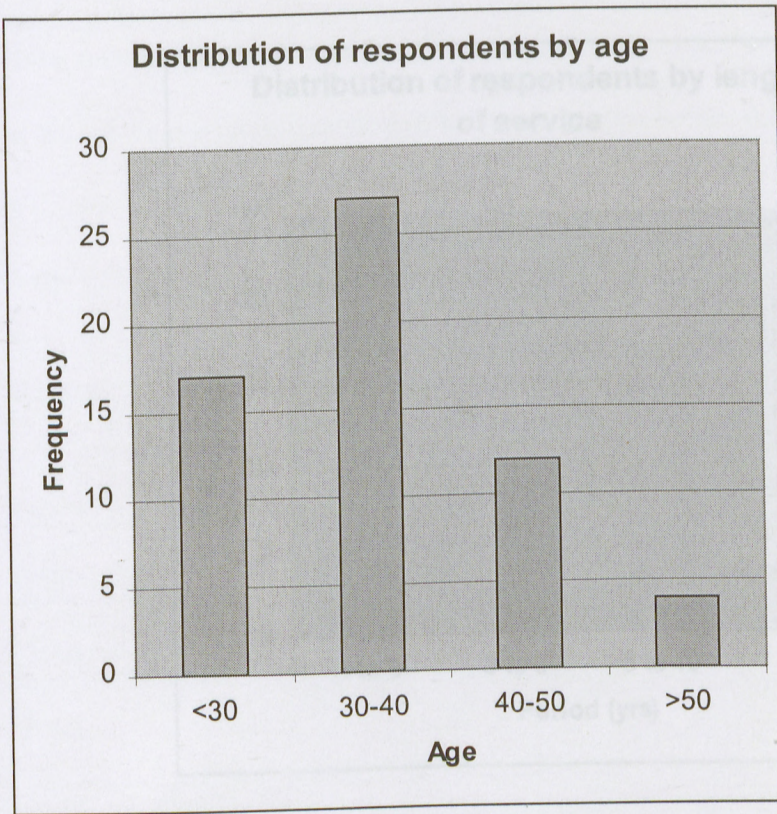


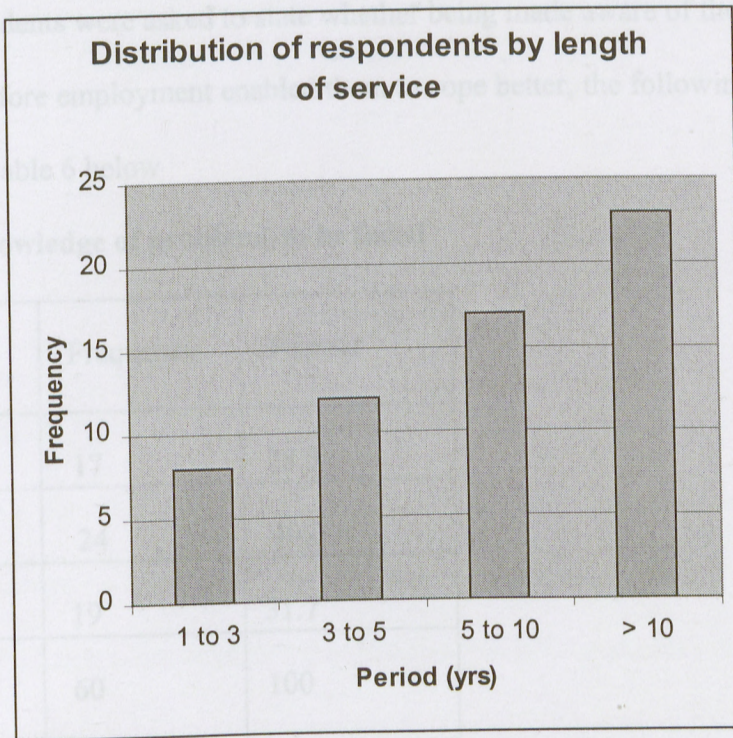
Table 4 shows that 43.4% of the respondents were male and 56.6% female

while table 5 shows that in terms of academic qualifications, most of the respondents that is 32 out of 60 or 53.4% were degree holders as opposed to 28 who were diploma holders.

Bar chart (a) shows that majority of the respondents were aged between 30-40 years (45.1%).

These were 27 or 45% of the respondents. Those under 30 were 17 (28.3%), between 40 and 50 there were 12 (20%) and those above 50 were 4 (6.7%).

Bar chart (b): Distribution of respondents by length of service



Bar chart (b) shows that most of the respondents, 38.4%, have been with their current employer for more than 10 years. 28.3%, 20% and 13.3% of the respondents had been with their current employer for 5 to 10 years, 3 to 5 years and 1 to 3 years respectively.

In terms of firm ownership four of the banks were locally owned hence 38 out of the 60 respondents or 63.4% of those in the study were employed in these firms. Three of the firms from which the rest of the respondents came had part local and foreign ownership. In addition all the firms surveyed were quoted on the Nairobi Stock Exchange (NSE) thus they were all Public Limited Companies.

4.2 Perception of job previews

When respondents were asked to state whether being made aware of the problems to be faced on the job before employment enabled them to cope better, the following results were obtained as shown in table 6 below

Table 6: Knowledge of problems to be faced

Response	Frequency	Percent
Agree	17	28.3
Indifferent	24	40.0
Disagree	19	31.7
Total	60	100

Source: Research Data

As shown in table 6 above 24 out of 60 respondents (40%) were indifferent about coping with problems on the job even when they had been told about the problems earlier. This was followed by those who disagree (31.7%) and lastly those who agree (28.3%). Probably the type of information given may have played a role in the respondent's perception.

Table 7: Accuracy of information

Level	Frequency	Percent
Accurate	33	55.1
Indifferent	17	28.3
Inaccurate	10	16.7
Total	60	100

Source: Research Data

Table 8: Information about the job

Amount	Frequency	Percent
Adequate	14	23.3
Indifferent	24	40.0
Inaccurate	22	36.7
Total	60	100

Source: Research Data

Tables 7 and 8 above show the respondents perception in terms of the accuracy and the amount of information given to them by their employers before they got their jobs. To a large extent that is 55.1% of these organisations gave the prospective employees accurate information. On the other hand 28.3% of the respondents were not sure whether the information they were given was accurate or not while 16.7% of the respondents are certain they were not given the correct information about their jobs.

In table 8 it can be seen that most banks do not give all the information about the jobs they offer to prospective employees. Only 23.3% of the respondents are in agreement that they were given all the information about the job they were to do. 40% of the respondents are indifferent, while 36.7% feel they were not given all the information about their jobs.

Although the respondents had not been given all the information about the jobs they took, they cited accuracy as the most influential factor. This may have contributed to their satisfaction on the job in relation to the information given as depicted in table 9 below.

Table 9: The job in relation to information given

Response	Frequency	Percent
Satisfied	42	70.1
Indifferent	16	26.7
Dissatisfied	2	3.3
Total	60	100

Source: Research Data

Thus when comparing the actual job in terms of the information given 70.1% of the respondents were satisfied, 26.7 were indifferent and 3.3% were dissatisfied thus confirming that accuracy of the information they received was an important factor.

Table 10: Comparison at entry on the job

Statement	Exactly the same		Almost the same		Far from the same	
	F	%	F	%	F	%
i) Describing a typical day on the job	11	18.3	33	55.1	16	26.7
ii) The organisations visions and values	3	5.0	35	58.3	22	36.7
iii) Aspects of the job that have been difficult for others	13	21.7	45	75.1	2	3.3
iv) Aspects of the job that have been rewarding for others	35	58.4	23	38.4	2	3.3
v) Opportunities for advancement and professional development	26	43.4	28	46.7	6	10.0
vi) Unique requirements such as travel, shift work, overtime or physical demands	5	8.3	18	29.0	37	61.7
vii) Pending reorganisations and layoffs	4	6.6	12	20.0	44	73.4
viii) Steps in the selection process	23	38.4	31	51.7	6	10.0
ix) Organisational culture and politics	10	16.7	33	55.1	17	28.3
Mean Score	14	23.3	29	48.4	17	28.3

F-Frequency %-Percentage

Source: Research Data

From the above analysis it is evident that the information given to an applicant on entry to the

organisation is important. It can also be discerned from the table that 43 out of 60 respondents 71.7% are in agreement that they were given accurate information about the job they are doing. On average each of the statements scored a response rate of 63% and above in terms of whether the information given was exactly or almost the same as the actual job experience. Nevertheless a discrepancy is noted in statements vi) and vii). The survey indicates that what they were told about unique requirements such as travel, shift work, overtime or physical demands as well as pending reorganisations and layoffs is far from what they have experienced on the job.

Having gotten the respondents view on their perception before and after they got their jobs, the study went further to find out if they would still choose their current jobs. Table 11 below gives an insight into their views.

Table 11: Choice of job

Response	Frequency	Percent
Yes	31	51.7
No	29	48.4
Total	60	100

Source: Research Data

The table above indicates that 51.7% of the respondents would still choose the same job in the bank in spite of what they know about their present employer. They cited various reasons for this;

- Being comfortable with the current job
- The job is challenging
- Lack of alternatives
- Need for experience
- Openings for career development

Table 13: Having an alternative job

On the other hand 48.4% of the respondents would not choose the same job the reasons being;

- Heavy workload, extreme demands
- Increased reduction of staff
- Low motivation stressful conditions
- Monotonous, routine work
- It does not meet their expectations

The study found that having prior information about the job that the respondents were applying for actually contributed towards their decision to select the job. This is shown in table 12 below

Table 12: Role of information in job selection

Response	Frequency	Percent
Important	35	58.4
Undecided	25	41.7
Total	60	100

Source: Research Data

As shown in the table above, prior knowledge of the requirements of the job being applied for by the respondents was a crucial factor in job selection. The results of the study show that 58.4% of the respondents selected the job on the basis of the information they were given. However 41.7% of the respondents were undecided as to whether prior information about the job was important or not. This is a fairly high number of respondents and the researcher wanted to find out why. Thus the study went on to investigate if this could be tied to whether the respondents had an alternative job or not at the time of application.

Table 13: Having an alternative job

Availability	Frequency	Percent
Yes	39	65
No	21	35
Total	60	100

Source: Research Data

It is interesting to note that 35% of the respondents had no alternative form of employment at the time of application. This may be the reason why quite a good number of the respondents, which is 25 out of 60 or 41.7%, were undecided on the role of information in their job selection. The respondents seem to have put greater premium on getting a job than on the information that would have been considered in choice of the job. Understandably since some of these respondents did not have a job they simply took what was available.

The respondents were also asked to state their views about the organisation they work for.

Table 14 below shows the results

Table 14: Views on the organisation in relation to the job

Statement	Agree		Disagree	
	F	%	F	%
a) I find that my values and this organisations values are very similar	53	88.5	7	11.6
b) I am proud to tell others that I work for this organisation	57	95.1	3	5.0
c) I would just as well be working for a different organisation as long as the type of work was similar	26	43.4	34	56.7
d) This organisation really inspires the very best in me in terms of job performance	47	78.4	13	21.7
e) It would take very little to change my present circumstances to cause me to leave this organisation	20	33.4	40	66.8
f) I am extremely glad that I chose this organisation to work for, over others I was considering at the time I joined	38	63.4	22	36.7
Mean Score	40	66.8	20	33.4

F-Frequency %-Percentage

Source: Research Data

The mean score show that the respondents who agree with the statements about the organisations that they work for are 66.8% while those who disagree are 33.4%. Four of the statements that is a) b) d) and f) express views that are in favour of working with the organisation. To each of these statements the respondents scored a response rate of 78% and above. Statement c) and e) are against working in the organisation. The research found that in both cases over 55% of the respondents disagreed with the negative views.

4.3 The stage in the hiring process where the preview is realistic

One of the major objectives of this study was to find out the stage in the hiring process at which the information given to prospective employees is realistic.

The hiring process usually starts at the point where the applicant receives the initial information about the availability of a job.

Table 15: Information on job availability

Source	Frequency	Percent
Print	26	43.4
Word of mouth	18	30.0
Notices	8	13.3
Applications	8	13.3
Total	60	100

Source: Research Data

As demonstrated in the table above 43.4% of the respondents stated that they learnt about the job they were hired for from the print medium. Surprisingly word of mouth with 30% was the second highest medium from which the respondents received information about the job while notices and applications tied at 13.3% each. When asked to state what kind of information they received from the medium the most common responses included vacancy, qualifications, type of job and the requirements.

According to the results of the survey all the respondents attended interviews, which they cited as being accurate when compared with the actual job experience.

Table 16: Whether tests were taken

Responses	Frequency	Percent
Yes	42	70
No	18	30
Total	60	100

Source: Research Data

In table 16 above 70% of the respondents took some tests before becoming employees while

30% did not. This indicates that some of the banks considered interviews to be sufficient in the employment of new management staff. Of those who sat for tests the oral and written tests were the most commonly done.

Table 17: Where induction was done

Response	Frequency	Percent
Yes	45	75
No	15	25
Total	60	100

Source: Research Data

Table 18: Where prestart training was done

Response	Frequency	Percent
Yes	43	71.8
No	17	28.3
Total	60	100

Source: Research Data

The tables 17 and 18 above depict the study group's responses in terms of whether or not induction and prestart training were carried out on them before employment. The results show that 75% of the respondents acceded to having undergone an induction into the organisation while 25% did not go through the process.

Table 18 shows that 71.8% of the respondents went through prestart training and 28.3% did not. From these results we can deduce that in general majority of the newly employed management staff in commercial banks go through some form of orientation into their jobs.

Table 19: Methods of job preview

Method	Used		Somewhat used		Not used	
	F	%	F	%	F	%
i) Job information line	22	36.7	16	26.7	22	36.7
ii) Job simulation	30	50.1	22	36.7	8	13.3
iii) Films and videos	0	0	26	43.4	34	56.7
iv) Company brochures and posters	60	100	0	0	0	0
v) Verbal communication	60	100	0	0	0	0
vi) Audio tapes	0	0	10	16.7	50	83.5
vii) Observation	60	100	0	0	0	0
viii) Websites	12	20.0	8	13.3	40	66.8

F-Frequency %-Percentage

Source: Research Data

Table 19 above is a summary of the most common methods of providing job applicants with information. According to the results, the most popular methods of providing information were; through the company literature in form of brochures and posters, through verbal communication and through observation. Films videos and audiotapes were rarely used. This could be attributed to the cost element since these methods require finance to purchase and maintain. The commercial banks could make greater use of the job information line and job simulation. These were rated at 36.7% and 50.1% usage respectively. The findings on use of websites show that 66.8% of the respondents did not encounter them while 33.3% cited some usage. This is probably due to the fact that company websites are still new phenomena to many firms in previewing.

The study also found that 56.7% of the respondents thought that the job preview was most accurate at the probation stage of the hiring process. The induction stage of the hiring process was rated second with 25% of the respondents citing it as most accurate compared with the actual job, while 13.3% thought the recruitment stage was most accurate.

An interesting finding of the study is that whereas all the respondents attended an interview before being employed and cited it as being accurate, when compared with the probation stage only 5% thought it was better. These results are summarised in table 20 below.

Table 20: Accuracy of the hiring stages

Stage	Frequency	Percent
Recruitment	8	13.3
Interview	3	5.0
Induction	15	25.0
Probation	34	56.7
Total	60	100

Source: Research Data

CHAPTER FIVE

SUMMARY, DISCUSSION AND CONCLUSION

5.1 Summary and discussion

This study sought to achieve two main objectives. The first was to establish how job previews are perceived by management staff in the leading commercial banks in Nairobi and the second was to find out at what stage in the hiring process the job preview is perceived to be realistic.

The results of the study confirm that all the firms in the study do carry out job previews before employing new applicants. The information given to the prospective employees starts from the point of advertising for a vacancy up to and including the time one settles into the job.

The study showed that being made aware of the problems to be faced on the job did not necessarily enable the respondents to cope better when they were employed. Adjusting to difficulties may depend on a variety of factors such as the type of information given to the respondents, its accuracy, changes in the environment and the individual's gender, age or qualifications among other factors.

The research found that to a large extent these organisations gave the prospective employees accurate information about their jobs to be. However most of those surveyed were in agreement that the banks did not give all the information about the jobs that they were being hired for. Surprisingly the respondents were satisfied with the information they had been given only because it was accurate.

The survey indicates that since the banking industry is dynamic, environmental changes may have contributed to the discrepancy between what the respondents were told before being hired and what they found out on the job. In the last decade there have been a number of changes in the industry the most influential being reorganisations and the resultant layoffs.

These factors may have had a tremendous contribution towards the marked changes in the employees work as opposed to the information they had been given earlier. The small difference in number between those who would choose the same job now after getting inside information and those who would not, can be attributed to the factors mentioned above.

It is important that a job applicant gets prior information about the job one is applying for. The respondents cited this as a vital factor in job selection. They used this as a basis for choosing a job but only if they had another option to choose. The study found that when a person does not have an alternative job, the value of information about it diminishes greatly. Such a person would simply go for whatever job was available irrespective of the information given.

According to the results of the study the print media is the most popular means of conveying information about availability of jobs. Coming a close second is by word of mouth. It seems that those in the firms where there are vacancies pass along the information to their contacts thus enabling them to apply for the jobs.

All the respondents went through interviews before they were hired. Similarly majority of them took oral or written tests. In addition they went through induction and a prestart training process. It is therefore in order to state that most firms in the banking industry carry out an orientation programme before employing new applicants.

In terms of providing job applicants with information, the most commonly used methods were company literature, verbally and through observation. The study found that the probation stage of the hiring process had the most accurate information when they compared it with the job itself. This may be due to the fact that it is only during the probation that an individual is able to get hands on experience of the job. One can then meaningfully compare this experience with the prior information received.

5.2 Conclusions

It can be concluded that management staff in the leading commercial banks in Nairobi look at job previews as an integral part of the hiring process. Most of those studied agreed that they were provided with sufficient information about the jobs they intended to apply for.

In addition the employees stated that the information given is most accurate at the probation stage of the hiring process. Therefore the commercial banks should endeavour to equip their prospective staff with all the relevant information they require in the selection of the jobs for effective performance when they are hired.

Thus job previews should continue to be a part of the hiring process and they need to be enhanced on an ongoing basis.

5.3 Limitations of the study

The study was confined to management staff of organisations that were based in Nairobi. Most of the respondents were very busy people such that they required constant reminders so as to complete the questionnaires. There were occasions when the respondent misplaced the first set of questionnaires and these had to be replaced thus contributing to an increase in financial costs and time.

Though the response rate was not 100% because of spoilage and non-availability of some respondents, the data collected was considered sufficient and a fair representative of the population for the purpose and scope of the research.

This study was undertaken within a fixed duration and it was self sponsored, hence it was subject to the financial constraints that are attendant in self-sponsorship.

The study may also carry some of the weaknesses inherent in using questionnaires as a technique for data collection. There is a possibility of misinterpretation of items by respondents as well as answers to the questions reflecting an ideal situation rather than reality.

5.4 Recommendations

Employees need to be provided with all the information before selecting a particular job.

The information given to the employees should be as accurate as possible. Organisations need to provide the job applicants with both positive and negative aspects of the job in question.

Prospective employees should be given the relevant information at the earliest possible opportunity in the hiring process to enable them to make an informed choice. This will save time and money for both the organisation and the individual to avoid taking a job only to resign after a short while.

5.5 Suggestions for further research

The following are possible areas for future research;

1. This study concentrated on the perception of job previews by management staff in the banking industry. It is therefore suggested that future research be directed towards surveying staff at lower levels or in other sectors.
2. Future studies need to find out the effect of job previews on other variables that previewing may have an impact on such as on organisational commitment and reduced employee stress.

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APPENDICES

APPENDIX 1A

LETTER TO RESPONDENTS

UNIVERSITY OF NAIROBI
FACULTY OF COMMERCE
P.O. BOX 30197
NAIROBI

Dear Sir/Madam,

**RE: A SURVEY OF THE PERCEPTION OF JOB PREVIEWS AMONG
MANAGEMENT STAFF OF COMMERCIAL BANKS IN NAIROBI**

I am a student at the University of Nairobi, Pursuing a Master of Business Administration (MBA) Degree. This research is part of the course requirements. You have been carefully selected to take part in this survey. Kindly spare some time to fill the attached questionnaire as accurately as possible. The information being sought is purely for academic purposes and all responses are strictly confidential. A copy of the research report will be availed to you upon request.

Thank you for your co-operation.

Yours faithfully,

JAMES ANGATIA
MBA STUDENT

APPENDIX IB

QUESTIONNAIRE

Please tick the appropriate response.

PART A

ORGANISATION PROFILE:

1. a) Name of organization
- b) Years of operation in Kenya

2. Ownership of the organization
 - a) Locally owned []
 - b) Foreign owned ()
 - c) Part local and foreign []
 - d) Specify others

3. The bank is a
 - a) Private Limited Company []
 - b) Public Limited Company []

EMPLOYEE PROFILE:

4. Gender Male [] Female []

5. What is your highest academic qualification
 - a) Certificate []
 - b) Diploma []
 - c) Degree []
 - e) Professional qualifications if any e.g. CPA (K), ACIB etc,
.....

6. Age bracket

- a) Below 30 years ()
- b) 30- 40 years ()
- b) 40- 50 years ()
- c) Above 50 years ()

7. Department

- a) Finance []
- b) Technical []
- c) HR/Administration []
- d) Marketing []
- d) Specify others

8. To which job category do you belong in the company?

- a) Senior management []
- b) Middle level management []
- c) Management trainee []

9. Is this your first employer?

- a) Yes ()
- b) No ()

If No in which industry would you place your previous employer?

- a) Government ()
- b) Quasi government ()
- c) Private sectors ()
- d) Specify others.....

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

- 1 - 3 years []
- 3 - 5 years []
- 5 - 10 years []
- More than 10 years []

PART B

1. Was there an alternative job you would have taken in place of the job in the bank?

Yes [] No []

2. From what media (um) did you learn about the job that you were hired for in the Bank.

a) Print []

b) Television []

c) Word of mouth []

d) Notices []

e) Others please specify

3. What information about the job did you obtain from the medium?

4. Did you attend any interview(s)?

Yes [] No []

How would you rate the interview in terms of accuracy?

Very Accurate	Accurate	Fairly accurate	Inaccurate	Totally inaccurate
[] 5	[] 4	[] 3	[] 2	[] 1

5. Did you take any tests?

Yes [] No []

Describe the test(s)

6. Prior to becoming an employee of the bank did you go through an induction process?

Yes [] No []

If yes give details

7. Before embarking in your job did you undergo prestart training?

Yes [] No []

If yes give details

8. At which of the following stage of the hiring process do you think the job preview was most accurate compared with what you are actually experiencing on the job.

a) Recruitment []

b) Interview []

c) Induction []

d) Probation []

9. Indicate with a tick, whether the following methods of job preview are used in the Bank.

		Used	Somewhat used	Not used
i)	Job information line	[]	[]	[]
ii)	Job simulation	[]	[]	[]
iii)	Films and videos	[]	[]	[]
iv)	Company Brochures and posters	[]	[]	[]
v)	Verbal communication	[]	[]	[]
vi)	Audio tapes	[]	[]	[]
vii)	Observation	[]	[]	[]
vii)	Websites	[]	[]	[]
viii)	Others (please specify).....			

10. If I were made aware of the problems to be faced on the job I would have been able to cope better on the job.

Strongly Agree [] 5 Agree [] 4 Indifferent [] 3 Disagree [] 2 Strongly Disagree [] 1

11. Rate the information that you were given on entry to the organization as compared with what you actually experienced on the job.

Statement		Exactly the same	Almost the same	Far from the same
i)	Describing a typical day on the job	[]	[]	[]
ii)	The organizations visions and values	[]	[]	[]
iii)	Aspects of the job that have been difficult for others.	[]	[]	[]
iv)	Aspect of the job that have been rewarding for others.	[]	[]	[]
v)	Opportunities for advancement and professional development.	[]	[]	[]
vi)	Unique requirements such as travel shift work, overtime or physical demands.	[]	[]	[]
vii)	Pending reorganizations and layoffs	[]	[]	[]
vii)	Steps in the selection process	[]	[]	[]
viii)	Organizational culture and politics	[]	[]	[]

12. Describe your job in relation to what you were told about it before being employed.

- Totally satisfied 5 []
- Satisfied 4 []
- About the same 3 []
- Dissatisfied 2 []
- Totally dissatisfied 1 []

13. If you were to be given a chance to choose a job now, given what you know about your present employer, would you choose the same job in the Bank?

Yes [] No []

Why/why not -----

14. The following are statements about the organization you work for. Please indicate whether you agree or disagree,

	Statement	Agree	Disagree
a)	I find that my values and this organizations values are very similar	[]	[]
b)	I am proud to tell others that I work for this organization	[]	[]
c)	I could just as well be working for a different organization as long as the type of work was similar	[]	[]
d)	This organization really inspires the very best in me in terms of job performance.	[]	[]
e)	It would take very little to change my present circumstances to cause me to leave this organization.	[]	[]
f)	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	[]	[]

15. Having prior information about the job you were applying for enabled you to make a decision to select the job.

Strongly Agree [] 5 Agree [] 4 Indifferent [] 3 Disagree [] 2 Strongly Disagree [] 1

16. Which of the following best describes your organizations job previews relative to other organizations that you are aware of:

Very good 5 []
 Above average 4 []
 Average 3 []
 Below average 2 []
 Poor 1 []

17. I was given accurate information about the job I took.

Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
[] 5	[] 4	[] 3	[] 2	[] 1

18. I was given all information about the job I took.

Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
[] 5	[] 4	[] 3	[] 2	[] 1

19. How satisfied are you with your job?

Totally satisfied	5[]
Satisfied	4[]
About the same	3[]
Dissatisfied	2[]
Totally dissatisfied	1[]