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Realistic Job Preview: The Missing Link

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Abstract

The aim of the study was to find out the impact of realistic job preview on the organizational citizenship behavior of employees working in higher education sector. The provision of realistic job preview has been a missing link in the education sector as the job in education sector specifically at higher level is not less than a challenging job. The population of the study were the faculty members employed in higher education sector. 400 questionnaires were distributed wherein 307 properly filled questionnaires were received back and were used for analysis of the study. The data was collected using simple random sampling technique. The results of the study showed that the five facets of Realistic job preview i.e Depth of information, Relevance of information, Volume of information, accuracy of information and credibility of information were found to have significant affect on organizational citizenship behavior.

Key words:*Realistic Job Preview, Volume of Information, Depth of Information, Relevance of Information, Accuracy of Information, Credibility of Information, Organizational Citizenship Behavior.*

Introduction

The historical perspective of organization serves as evidence that substantial information needed to be provided related to the nature of task needed to be performed. The provision of information may have helped out individuals to enable them successfully to get prepared for both the responsibility to be performed and the organization. The exchange of information being provided may help in finding a good fit between the employee and organization. The concept of provision of such information in relation to the task to be performed at the workplace is called Realistic Job Preview (RJP). RJP serves as a tool in the preliminary stages of personnel selection thereby provide the prospetive applicant with the information with respect to the (Premack&Wanous, 1985; Rynes, 1991; Wanous, 1992). RJP, a technique presenting the job incumbent with "realistic" view of the expectation of an employee in the organization.Wanous (1980) argued that all information pertinent to the job with no distortion thereby covering both negative

and positive aspects (Wanous, 1980 and Ganazach at al., 2002).Reviewing literature of human resource, employee recruitment serve as a central perspective (Breaugh and Starke, 2000; Breaugh et al. 2008). Several studies have identified many aspects of RJP.

According to Rynes (1991), during the interview, recruiters do not share RJPs.. It's unclear what kind of "realistic" information is supplied (in lab research or in the field). (Breaugh& Billing, 1988). Barber and Roehling (1993) advocated that applicants are eager to have more handful information related to job than information they receive in common. The provision of anaccurate RJP combined with opportunities can help potential employees choosing of not going ahead in the job may reduceemployee's turnover and increase the workplace behavior of an employee. In workplace, the pertinent behavior that may be shown by employees is the Citizenship behavior as it is termed as Organizational Citizenship behavior (OCB). OCB means favorable actions of employees not formally part of job description of employees. Organ (1988, p.4), defines OCB as "discretionary behavior of individual that is not explicitly recognised by the formal compensation system, but which in the aggregate contributes to the efficient and effective operation of the organization.". OCB is not necessarily required from employees but if exhibited may add to effectiveness of the organization. The perception of employees regarding organization's care along with valuing the contribution of services leads to employee's positive behavior (Rhoades &Eisenberger, 2002). Hermawati (2014) highlighted OCB as an important factor for Organization. The involvement of OCB in work affects employee's performance. OCB and employee's performance are positively related to each other (Biswass&Varma, 2006). OCB is voluntary rather than a compulsive behavior. OCB is a form of action in which an employee rises above and beyond the assigned responsibilities; hence improve the ability of an employee freeing time and resources for the tasks to be carried out.

Objectives of the Study

- To study the effect of Volume of information on organizational citizenship behavior.
- To examine the effect of Relevance of information on organizational citizenship behavior.
- To measure the effect of Depth of information on organizational citizenship behavior.
- To explore the effect of Accuracy of information on organizational citizenship behavior.
- To examine the effect of Credibility of information on organizational citizenship behavior.

Literature Review

Organizational Citizenship Behavior

In the workplace employees sometimes opt for the tasks that do not come within the jurisdiction of the job descriptions. Since organization have complex working environment so the employee may face some sort of under deliver promise from management which my lead to employees behaviorally de-motivated. Considering such state of mind set by the employees, a kind of behaviors that the employee may forfeit going through mood that is depressive is Organizational Citizenship Behavior (OCB).

Organizational citizenship being a global concept that contain all positive organization wide relevant behavior of individual members of an organization (Graham, 1991). The study of Kaur and Mittal (2018) found a positive association between OCB and Behavioral Outcomes. Task may not be given importance being of discretionary nature (Chiu & Tsai, 2006; Kiazad et al., 2014). The extra-role nature of OCB has termed it as important performance behavior contributing to the overall effectiveness of organization (organ, 1988). Due to its discretionary nature an employee may withdraw helping behavior when supposed appropriate (Chen, Tsui&Zhong, 2008). The main trait identified through literature is its nature

of extra role behavior (Barkworth, 2004). Citizenship behavior are also Positive organization behavior (Hoffman et al., 2007, Nimran, 2011). According to Fox et al. (2011) OCB can be considered as a performance that ties psychological and social workplace environment where task performance is operationalized. OCB was found to have positive association with work environment (Lee & Ha-Brooshire, 2017). OCB enriches positive workplace context (Donia et al., 2016**).** Employees exhibiting citizenship behavior found to have strong roots with organization shown from their behaviors (Becton et al., 2017). OCB is positively associated with effectiveness of organization (Lee & Ha-Brooshire, 2018).

Realistic Job Preview

Wanous (1977) first coined the term Realistic Job Preview, which further referred to making it easy for new inductees entering the workplaces that would affect their job performance positively. Organizational entry was discussed from two dimensions i.e. (i). Matching qualification of candidate with job requirements and (ii) Organizational culture and needs of candidates (Wanous, 1980). The first matching perspective may lead to performance while 2nd match is negatively associated with employee turnover. Any mismatch found may lead to negative behaviors of employee. RJP was practically applied at higher education level (Fox &Krausz, 1982). Realistic information needed to be provides has more significant the performance aspect of potential employee (Philips, 1998). RJP more likely may improve individual fitness in the workplace (Breaugh, 1988). According to Miceli (1983) Realistic information may have its usefulness (Breaugh, 1983). Realistic information tends to serve as a positive force for organizational attraction (Bretz& Judge, 1998). According to Rousseau (1995) RJP may help fulfill expectations of employees and more likely will not lead to psychological contract breach. Tate (1994**)** argued that provisions of RJP help out accomplishing two goal of organization simultaneously i.e. (i) realistic information provided to a potential job candidate may enable him to opt out if there is a mismatch between him and job offer. (ii). Organization may succeed in getting a satisfied and stable employee for a longer period of time.

RJP significantly predicts job performance of en employee (Pitt &Ramaseshan, 1995). A meta-analysis study of Meglino et al. (2000)highlighted that exposure of employee to RJP moderately affects their performance. RJP was found to have modest positive effect (Ryness& Cable, 2003; Saks, 2005).Buckley, et al. (1998**)** RJPs as Expectation Lowering Procedure (ELPs) serve as an alternative in order to identify a closer alignment between actual and expected experiences of a candidateMediating Role of Internal Marketing **(**Morse &Popovich (2009).RJPs and job attitudes were found to have significantly related(Carraher, 2011).RJP can be utilized to lower expectation of the job candidates and better way could be matching expectations with reality, particularly in technical jobs (Cunningham, 2015). This goal is directly related to lower turnover whereas indirectly related to increased job satisfaction and improved performance (Haden, 2012).Initially, RJP developed as an alternative to the "seduction" style of recruiting, which involves solely providing positive information about the position to candidates. (Baur et al., 2014). RJP aids candidates in their “vigilant information processing” (VIP) for decision-making, which refers to a step-by-step process in decision- making resulting in effective decisions (Rai, 2016). The literature provides essential strategies for employers to follow in order to successfully implement an RJP, including: a) using an employee's perspective or word-of-mouth (Liu et al., 2018).

Realistic Job Preview and OCB

In order to enhance retention an approach termed as Realistic Job Preview (RJP) is used by some organizations, thereby educating them with the more appropriate picture of the workplace responsibility that may be pushing them towards going an extra mile on the job behavior. According to the study of (Steers, 1996) RJP was found to have direct effect on organizational citizenship behavior. Employees

exhibiting citizenship behavior after getting a realistic view of the job results in reducing voluntary turnover (Brockbank& Ulrich, 2003). Realistic job preview also allows an employee to show voluntary behavior (Earnest, Allen &Landies, 2011) that is acceptable in the organizational culture. O'Neal (2005) stated that realistic Job preview serves being a significant predictor of Citizenship Behavior. RJP significantly related to Organizational Citizenship Behavior (Olendo&Muindi, 2017). Bennett and Robinson (2000) showed a positive relationship between organizational citizenship behavior and realistic job preview.

Hypotheses

H_1: Volume of information has significant effect on organizational citizenship behavior.
H_2: Relevance of information has significant effect on organizational citizenship behavior.
H_3: Depth of information has significant effect on organizational citizenship behavior.
H_4: Accuracy of information has significant effect on organizational citizenship behavior.
H_5: Credibility of information has significant effect on organizational citizenship behavior.

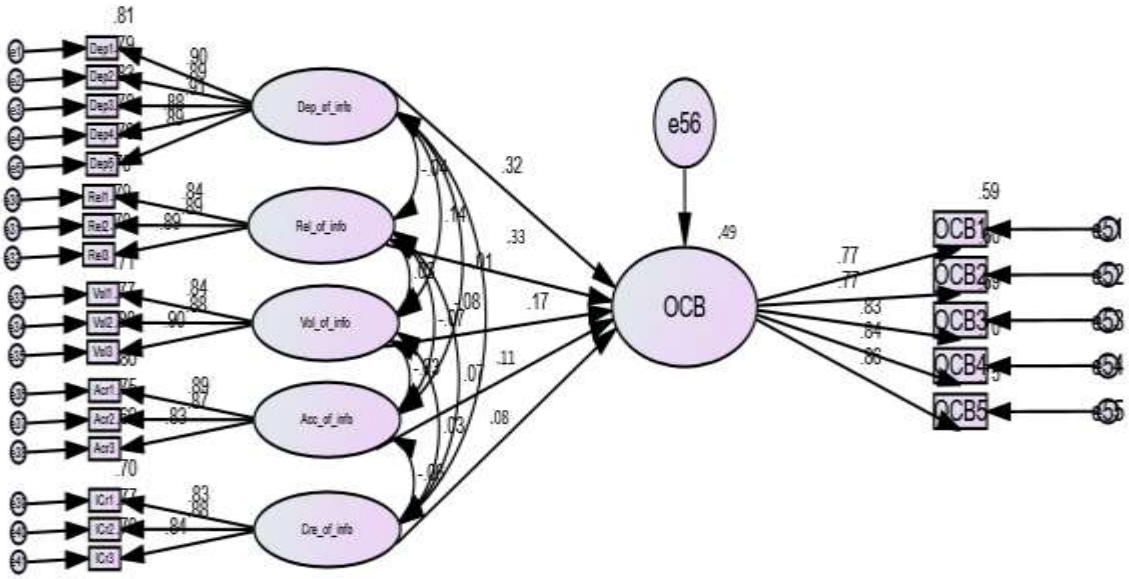

Figure 1: Conceptual Framework

Methodology

Scales

An adopted scale was used in order to specify items for the measures Realistic Job preview (Ramaseshan, 1997) facets, Volume of Information, Relevance of Information, Depth of Information, Accuracy of Information and Credibility of Information. Organizational Citizenship Behavior (Podsakoff et al., 1990 ; William and Andreson, 1990) scale was used for measuring. Internal marketing scale (Iliopoulos and Priporas, 2011) was used for measuring internal marketng. A five point likert scale ranging from 1-Strongly Disagree to 5-Strongly Agree with the exception of demographic details of the respondents.

Data Collection Procedure

A self administered questionnaire was to collect data. 400 questionnaires were distributed and 307 were received back. The analysis of results is based on 307 questionnaires. There were 78.9% male respondents and 21.1% were female respondents.

Data Analysis Process

The approach used for analyzing collected data two step proposed by Anderson and Gerbing's (1988). First Confirmatory Factor Analysis (CFA) was performed while in the second step the structural equation modeling (SEM) was performed.

Measurement Model: Overall

Table 1: CFA of Measurement Model

Construct	Items	Factor Loading	AVE	CR	Cronbach's Alpha
Depth of Information	Dep1	0.901	0.799	0.952	.950
	Dep2	0.889			
	Dep3	0.912			
	Dep4	0.881			
	Dep5	0.886			
Relevance of Information	Rel1	0.835	0.759	0.904	.904
	Rel2	0.888			
	Rel3	0.889			
Volume of Information	Vol1	0.843	0.760	0.905	.904
	Vol2	0.876			
	Vol3	0.896			
Accuracy of Information	Acr1	0.893	0.746	0.898	.897
	Acr2	0.868			
	Acr3	0.829			
Credibility of Information	ICr1	0.834	0.722	0.886	.866
	ICr2	0.882			
	ICr3	0.835			
Organizational Citizenship behavior	OCB1	0.766	0.664	0.908	.907
	OCB2	0.773			
	OCB3	0.901			
	OCB4	0.889			
	OCB5	0.912			

For the sake of evaluating measuring quality firstly, a measurement model was developed and CFA was performed in determining the items' internal consistency of latent variable ascertains construct validity and used maximum likelihood method. The results of the study shows that an adequate fit (X^2 = 99.201, df = 194 , p <.05 ,X2/df = 2.058 , RMSEA = 0.050 , CFI=0.969 , IFI = 0.969, TLI= 0.963). The table shows significant values of standardize loading i.e p<.01. Result shows that measurement model was an adequate fit thereby showing measures' unidimensionality (Hattie, 1985).For realistic job preview AVE was calculated and the values are, Dep_of_Info=.799, Rel_of_Info = .759, Vol_of_info=.760, Acc_of_info=.746 and Cred_of_info=.722 . The AVE value for OCB calculated was 0.664. The convergent

validity for Realistic job preview was calculated. All values were above 0.50 (Foenell and Larcker, 1981).The estimated values of composite reliability values for RJP are as, Dep_of_Info=.952, Rel_of_Info = .904, Vol_of_info=.905, Acc_of_info=.898 and Cred_of_info=.886 while for OCB the calculated value is .908 thereby showing a satisfactory values.

Table 2: Discriminant validity analysis based on Fornell-Larcker criterion

	Cre_of_info	Dep_of_info	Rel_of_info	Vol_of_info	Acc_of_info	OCB
Cre_of_info	**0.850**					
Dep_of_info	-0.078	**0.894**				
Rel_of_info	0.066	-0.043	**0.871**			
Vol_of_info	0.029	0.143	0.028	**0.872**		
Acc_of_info	-0.060	-0.008	-0.070	-0.034	**0.864**	
OCB	-0.042	0.352	-0.031	0.219	-0.076	**0.815**

Cre_of_info= Credibility of Information, Dep_of_info=Depth of Information, Rel-of-infor=Relevance of Information, Vol_of_info=Volume of information, Acc_of_info=Accuracy of Information, OCB=Organizational Citizenship Behavior

Table 3: Results of Structural Model

	Hypothesis	**Beta Weight**	**S. Error**	**t-value**	**p-value**	**comments**
H_1	Depth of Info -> OCB	0.324	0.0361	6.248	0.000	Supported
H_2	Relevance of Info -> OCB	0.325	0.087	5.315	0.000	Supported
H_3	Volume of Info -> OCB	0.173	0.050	3.344	0.000	Supported
H_4	Accuracy of Info -> OCB	0.113	0.046	2.470	0.014	Supported
H_5	Credibility of Info -> OCB	0.086	0.037	2.360	0.018	Supported

In order to achieve objectives of the study, SEM was calculated with maximum likelihood estimation method. Result of the study showed an adequate fit (X2 =1392.432 ,df = 864 , p<.05 ,X2/df =1.646 , RMSEA = .041 , CFI=.950 , IFI = .950, TLI=.944).

The proposed structural model was calculated adopting systematic assessment of indices, like beta weights between the variables (Hair et al., 2016). The above table 3 shows Results of the study, where the hypothesized model was calculated using bootstrapping with 5,000 sub-samples. Al 5 hypotheses were supported. Out of 5 relationship tested 3 were found to be significant at p<.001, 2 were found to be significant at p<.05. Depth of Information was found to have significant effect on Organizational Citizenship Behavior (β=0.324, P <0.01), H_1 was accepted, Relevance of information had significant effect on OCB (β=0.325, P <0.01), Volume of Information was found to have significant effect on OCB (β=0.173, P <0.01), Accuracy of Information had significant effect on OCB (β=0.113, P <0.05) and Credibility of Information as found to have significant effect on OCB (β=0.086, P <0.05). Hence H_2, H_3, H_4 and H_5 were supported respectively.

Conclusion and Discussion

The study was aimed to examining the effect of realistic job preview on organizational citizenship behavior. Realistic job preview was measured with five facets i.e Depth of information, Volume of information, Relevance of information, accuracy of information and credibility of information. The study

was conducted in higher education institutions in Khyber pakhtoonkhwah, Pakistan, The teaching faculty were the respondents of the questionnaire floated for proving appropriate responses to the questions asked with respect to the results of the study showed that all five facets of Realistic Job Preview were found to have significant effect on organizational citizenship behavior. The results of the study were found similar with the results of (Brockbank& Ulrich, 2003). Realistic job review was also found to have a significant effect on organization citizenship behavior (Earnest, Allen &Landies, 2011). Furthermore the results of the study were found similar to the study of (Olendo&Muindi, 2017).

Practical Implication of the Study

The results of the study have provided useful insights regarding managerial implication who may stress on promoting the organizational citizenship behavior inside the workplace for better prosperity and growth of the organization. The appropriate provision of Realistic information of the job to the job incumbent may also be practiced and provided to give a clear insight of the job incumbent that may enable him/her as well as the organization to have a good fit in the workplace.

Directions for Future Study

Though the study was conducted with the realistic job review dimension for organizational citizenship behavior with respect to the employees' behavior at the workplace still key variables that may have direct relevance with organizational citizenship behavior were not considered for the study. The future studies with respect to organizational citizenship behavior may consider a comparative aspect of the same study for public and private sector institutions. Another variable named counterproductive work behavior may be added along with the organizational citizenship behaviors and the effect of realistic job preview may be checked.

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