

**JOB CHARACTERISTICS AND PERFORMANCE OF EMPLOYEES
AMONG PRIVATE EQUITY FIRMS IN NAIROBI CITY COUNTY,
KENYA**

BY

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DECLARATION

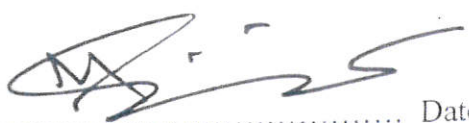
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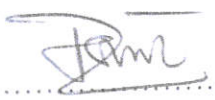
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DEDICATION

I dedicate this work to my parents Mr. and Mrs. Ngari, my siblings Georgina, Victor, Phoebe and Agnes for their encouragement and support during the study period.

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OPERATIONAL DEFINITION OF TERMS

- Autonomy:** This is the rate at which a job offers freedom of choice, independence to the worker in being able to plan their work and determine the processes required to do the piece of work.
- Burnout:** It is a disorder or stress reaction that is usually indicated by employees being exhausted due to work overload, fatigue, anxiety, lack of sleep, depression and inconsistent performance.
- Employee Performance:** For the purpose of this study, it is the attainment of set objectives of the job assigned to workers within a specified period of time.
- Feedback:** It is when employees receive direct or indirect information about the effectiveness of their work performance
- Motivation:** This is a process which begins with a particular need, which activates human behavior or motive that aims at achieving a particular goal. To understand the process of motivation, one must understand the relationship between drives, needs and incentives.
- Private Equity Firm:** It is a firm that comprises of a group or groups of investors who use capital that has been pooled from various areas including endowments, pension funds, insurance companies and wealthy individuals, all aimed at investing in businesses.

- Skill Variety:** It is experienced where a particular job needs varying activities in order to be complete and involves using different talents, skills and abilities of the workers.
- Task Identity:** It is how a particular job should be completed as a whole piece from the beginning to the end with some outcome that can be seen.
- Task Significance:** It is the manner in which various tasks that are integral parts of a job are relevant to the company and have a direct effect on the job and livelihood of colleagues at work and those without the company.

ABBREVIATION AND ACRONYMS

DV:	Dependent Variable
ERI:	Effort Reward Imbalance
EVCA:	European Venture Capital Association
FMCG:	Fast Moving Consumer Goods
HRD:	Human Resource Development
HRM:	Human Resource Management
IV:	Independent Variable
JCM:	Job Characteristics Model
JDC:	Job Demand Control
JDS:	Job diagnostic Survey
KMO:	Keiser-Meyer-Oklin
MPS:	Motivating Potential Score
NESC:	National Economic and Social Council
OLS:	Ordinary Lease Squares
PE:	Private Equity
ROI:	Return on Investment
SPSS:	Statistical Package for Social Sciences

ABSTRACT

Organizations are always in pursuit of finding ways to enhance their performance. One of the ways is to enhance employee performance by incorporating job characteristics that contribute to employee motivation, satisfaction and commitment of the employees. The job characteristics necessary for better performance of employees are skill variety, task identity, task significance, autonomy and feedback. The purpose of this study was to determine the effect of job characteristics on the performance of employees among Private Equity Firms in Nairobi City County in Kenya. The specific objectives of the study were to determine the effect of skill variety, task identity, task significance, autonomy and feedback on employee performance among private equity firms in Nairobi City County, Kenya. The study also sought to determine the mediating effect of employee motivation on the relationship between job characteristics and the performance of employees among private equity firms. The theories used in the study were the Job Characteristics model, Herzberg's two-factor theory and the Demand control model. The study adopted a descriptive research design and involved a census of all 210 employees in 25 different private equity firms in Nairobi City County, Kenya. Questionnaires were used for primary data collection. To ascertain the validity and reliability of the questionnaire, a pre-test was conducted on one of the private equity firms where the cut-off for Cronbach alpha was taken as a value of 0.7 and the aggregate alpha value in this study was 0.755. The quantitative data in the study was analysed using descriptive and inferential statistics. Descriptive analysis comprising the mean, frequency, percentage and standard deviation while inferential statistics was stepwise multiple regression. The Statistical Package for Social Sciences (SPSS) was used to conduct the analysis. 116 questionnaires out of the 210 distributed were used for analysis, which translates to 55% of the response rate which was adequate for the study. From the findings, variety of skills, task identity, autonomy and feedback were found to affect the performance of employees, while task significance did not significantly affect employee performance. The results also indicated partial mediation by the mediator on the independent variable. The study recommends that Job characteristics be considered in planning and evaluation of employees' jobs and performance respectively. Increased freedom in decision making and job rotation were cited as some of the ways in which the Private Equity Firms could increase employees' motivation, hence their performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Excellent operations come from Human Resource Management (HRM) systems which also are a source of financial gain for companies with the aid of job characteristics and their goals and objectives (Huselid & Becker, 2009). According to Armstrong (2006), job characteristics model is one way of designing jobs based on their characteristics. Oldham and Hackman (1976, 1980) indicated that a connection of the characteristics of a job and employees' emotional and behavioral responses consists of three critical psychological states namely experienced responsibility, knowledge of results and experienced meaningfulness. Put otherwise, employees should respond more positively to their tasks when they feel that the tasks are important, that they are responsible for their work, and that they are well aware of how they are performing.

The defined states of the mind are improved by the five important characteristics of a job which are skill variety (which involves different activities requiring different skills), task identity (which encompasses the completion of an entire and visible piece of work), task significance (which involves the impact a particular task has on other peoples' lives), autonomy (which is the freedom and pleasure in performing tasks and feedback (which encompasses the direct information from the job on the employee's efficiency and effectiveness) (Hackman & Oldham, 1976, 1980).

The behavioral responses that emanate from the job characteristics refer to the work effectiveness or quality and quantity of tasks performed. Emotional responses, which

relate to the individual, consists of the satisfaction of the job, motivation in the job and satisfaction in growth. Internal work motivation is mostly significant since it acts as a link between effective performance and self-administered emotional rewards. An employee who is internally motivated, experiences positive feelings when they perform effectively (Hackman & Oldham, 1976, 1980). Individuals who score high on the moderating variables would be better able to experience the psychological states. Further, at the second instance such individuals would have a positive response to the emotional states (Huselid & Becker, 2009).

1.1.1 Employees Performance

Performance improvement relies on HRM strategies that are successful in recruitment and selection, training, retaining an involved, dedicated and motivated personnel (Al-Ahmadi, 2009). Kaplan and Norton (2011) came up with some set of actions which were referred to as the balanced scorecard that provided a quick and in-depth way to look at personnel performance and included the process measures as well as results of the processes. The most effective way to establish employees' performance is by use of the balanced approach as opposed to a partial way of looking at the performance where the outcome is shared with the managers, team-mates, supervisors and colleagues.

This balanced approach offers the required information to match the employees' performance objectives with those of the organization. Through the act of balancing the measures used in the workers output, the performance picture is completed (Kaplan & Norton, 2011). To design an objective way of measuring job performance could be

considered for future research because it can help organizations in performance issues. With the dawn of management and management practices, HR practitioners, scholars are putting efforts to enhance the performance of staff within the company for improved performance by motivating, engaging and encouraging them. Only motivated, engaged and satisfied employees can deliver up to the ideal level of performance. During this day and age, staff are considered as human capital and each company works hard to utilize this capital for the best performance (Kahn, 2012).

According to Putterill and Rohrer (2013), the attainment of goals in the assigned tasks to workers in a given period is an indicator of employee performance. Besides the improvement of performance being a result of a properly operating firm, it also depends on the effectiveness and efficiency of the human resource strategies which are successful in selecting and retaining a dedicated and motivated workforce (Al-Ahmadi, 2009). There are various pieces of evidence for the known association between job characteristics and the performance of employees. Al-Ahmadi (2009) suggested that performance of a task was linked with its nature and this was an indication that indeed satisfaction with one's job influenced the employees' performance. The sense of job worth, feeling meaningful before others, discovering individual capabilities, and freedom in decision making positively relates to the performance of employees.

Jobs which have the best characteristics improve employees' motivation, satisfaction and dedication to work and also contributes to improvement of productivity in an organization hence eradicating some health issues while at the same time not having an impact on the morals and passion of the employees at work (Borman, 2004). Similarly,

Campion, Mumford, Morgeson and Nahrgang (2005), suggested that how work is designed has a considerable impact on employees' performance and attitude. The required attitude enables employees to complete the assignments on time, in conformity with the required standards hence the achievement of set targets.

Fried and Ferris (2002) made a conclusion that the job characteristic model has a weighty influence on employee satisfaction and the performance of the employee. Better output by staff mainly depends on the people's intent to do perform the job and offer their energy to the company to enhance their performance and better the results relating to difference individuals either directly or indirectly within the organization (Ryan, Schmit & Johnson, 2007). Different researches in the areas of psychology and organizational behavior have proposed that work performance is influenced by the characteristics of the work environment which then interacts with the workers personal characteristics (Hyatt & Prawitt, 2011).

1.1.2 Job Characteristics

The characteristics of a job comprises of all the factors of the job and are directly associated with employee attitudes and behaviors at work (Hackman & Oldham, 1976). Hackman and Oldham indicated that jobs with more challenges inspired employees thus improving their job skills and attitudes. This created a link between job characteristics and employee performance. Edgar (2006) stated that job characteristics affected employees' attitude, which, in turn, affected work outcomes and consequently job performance. According to Khan (2012), job characteristics are an important factor in meeting the difficulties experienced by the human resources departments of various

companies. Reference is made to the Hackman and Oldham's model of Job characteristics of 1975 in studying the five components as described therein.

Skill variety in the job shows the range of skills required to complete a particular piece of work that leads to the desired individual and job results. Task identity is the rate at which a piece of work must be completed as one particular piece of work from the beginning to the end with an end product that can be seen. Task significance on the other hand reflects the rate of influence of the job to the organization and livelihood of other employees within and those without the organization (Hirschfeld, Schmitt & Bedeian, 2002). Autonomy is when work provides substantial freedom, discretion and independence to the worker (Utsch, Rauch, Rothfufs & Frese, 2006). Lastly, feedback enables employees to know how they have been performing in their work and whether there is improvement or deterioration on their work. Feedback from the particular work must offer explicit information to the staff about the usefulness of their work output and also allows them to monitor their individual progress towards the organizational goals and gives back information about their work outcome (Hackman & Oldham, 1975).

The characteristics of a job affect one's attitude and contribute to engagement with the job when it is considered to have a good impact. In this way, employees feel gratified, interested and happy to perform various tasks. Scheduled work and planned tasks which are given to workers should match their capabilities and character. According to Armstrong (2006) the nature of work as agreed by many researchers is looked at as the most important factor by staff and relatively not so important by the supervisors.

Some employees endeavor to carry out various duties to improve their knowledge, capabilities and experience, but other staff perform better in specialized duties. Similarly, some may like working as a team, collaborate and communicate, while others might be more comfortable working on their own. Other employees acquire motivation through empowerment, expertise and accountability while others may join a group to serve as assistants. Having jobs and roles that have been designed appropriately is quite imperative to the improvement of the performance of workers (Huselid & Becker, 2009). The aim of the model therefore is to design jobs so that they are fulfilling to individuals and rewarding intrinsically (Hackman & Oldham, 1980).

1.1.3 Employee motivation

Employee motivation is defined by first understanding the meaning and the association between drives, needs, and incentives (Luthan, 2014). Ebrahimi, and Watchel, (2012) explained that in a system, motivation consists of these three key and intertwined elements which are drives, needs and incentives. Supervisors as well as management scholars always thought that performance of employees is unachievable with no devotion to their work. In addition, employee motivation is a psychological characteristic that stimulates the degree of employee's commitment (Adeyemo, 2015). In this study, motivation is explained by the factors that inspire human behavior in a particular direction.

According to Adeyemo (2015) there are several general expectations of motivation practices by supervisors. First, the common assumption that motivation is a good feeling and that one cannot have the good feeling about themselves if they are not

motivated. Second, employee motivation is a feature that contributes to the employee performance. Third, supervisors and scholars both make the assumption that motivation is not in adequate supply and need to be replenished from time to time. Finally, motivation is considered as avenue where supervisors may utilize the companies. If the supervisors know what motivates the staff, then they can tailor make tasks and rewards to match that which would make the staff “tick.” In this regard, the job characteristics of different assignments come to the fore and could immensely determine how employees perform. Employee motivation may also be considered as that which it takes to inspire staff to perform by gratifying or satisfying to their needs.

Employee motivation in the context of job characteristics is an aspect that looks into how jobs impact on the psychological states of employees who have been assigned different organizational tasks based on skill variety, task identity, task significance, autonomy and feedback. Supervisors think that fringe benefits, rewards in form of money including salary are always considered the most important by workers. Employee thinking is an immense limitation for supervisors to come up with a standard assumption since all employees behave, perform and achieve in various ways (Mohr & Zoghi, 2008). The psychological and physiological states enabled by the job characteristics create a level of motivation, commitment and satisfaction.

Past studies show that employee participation in processing of information, making decisions and solving problems is positively related to motivation, contentment and efficiency, satisfaction and hence good performance of employees (Pfeffer, 2014; Wagner 2014; & Verma 2013). Employees who are motivated pay great attention to

their work and make the work part of their lives. They also organizational goals as their own goals and always feel happy and satisfied whenever the goals are achieved (Rizwan, & Khan, 2011). A job that fully utilizes job characteristics leads to employee motivation, satisfaction and commitment. Outcomes of an effectively designed job that incorporates the five job characteristics are motivation, engagement, dedication and fulfilment that then leads to betterment of the employees' performance and the attainment of set goals (Choge, Chepkinyeng & Chelimo, 2014).

1.1.4 Private Equity Firms in Kenya

The European Venture Capital Association (EVCA) (2007) has defined Private Equity as the process of providing equity capital in form of money in the medium or long term to companies that are not quoted but have a high potential for growth. Private equity firms are groupings of investors who utilize the funds that have been collected from persons who are wealthy, funds such as pension and insurance, endowment among other to invest in various businesses. According the the Private Equity Annual Report (2014), PE funds make their money by undoubtedly convincing the holders of the capital to give their large portions of money and charge a certain percentage of these to generate the return on investment (ROI).

PE is defined as source of capital which has been raised out of the public equity markets in the aim of investing in companies or assets. PE funds are usually got from limited partners and then given to prospective investments by the fund managers who are known as the "General Partners". PE funds are different from investment funds because of their strategy, as they seek control the businesses they choose to put their money in.

There is also a difference in structure since they have a finite lifetime and are “closed-end” meaning they have a fixed amount of shares (EVCA, 2007).

Over two decades ago, PE is increasingly becoming an important source of capital in the world's financial structure. Organizations which are owned by PE funds now account for a material portion of the corporate sector. At the start of the year 2007, fourteen thousand firms were held in PE ownership over the whole world, which is compared to less than five thousand in the year 2000, and even in the mid-1990s by about two thousand (World Economic Forum (2008). PE in the United Kingdom (UK), owned about 5% of the corporate sector by total assets but accounts for a larger proportion of UK corporate sector debt of about 8%. Between the year 2000 and 2006, the share of debt accounted for by the PE owned companies had significantly increased.

The PE market in Kenya has positively grown since the year 2002. The motivation of the new funds being the success of PE overseas which now welcome international money, coupled up by domestic effort which have been mainly encouraged by the investment set of groups. According to Deloitte (2012) fund managers in Kenya are quite optimistic and argue that the market is improving while mobilization of local funds and experts in diaspora are returning to the country.

Out of the PE firms which were looked through by Deloitte, Seventy-four per cent of them preferred Nairobi to other sub-Saharan African nations such as Uganda which had a rate of seventy per cent, Zambia which had a rate of forty-eight percent, Tanzania, which had sixty-seven per cent, South Africa with thirty-seven per cent and Ethiopia with forty-one per cent. On the other hand, the country, Kenya has often looked at ways

to attract funds to give rise to the economy, with the aim of catching up with other superior countries economically such as South Africa, Nigeria and Egypt. This is as a result of Kenya emanating from a lower level than the South African market (Deloitte, 2012).

The long term goal of Kenya is captured in the Vision 2030 document which is to transform the country from its current status to a newly industrializing and middle income country which providing a better quality of life to all its citizens by the said year. The vision thereof is based on a globally competitive and prosperous nation, which is said to achieve a high quality of life by the year 2030. The vision was based on three pillars which were social, political and economic pillars. Under the economic pillar where private equity falls in terms of finances, there is vision of financial services sector which envisions having a globally competitive and vibrant financial sector (The National Economic and Social Council of Kenya (NESC), 2007).

The major role of the financial sector is to mobilize enough savings to fund the increasing investments. The long-term objectives of the financial sector are better get to and extending of budgetary administrations and items for a higher number of individuals and organizations, preparing extra cash to help the higher speculation rates, better administrations in conveyance of money related administrations enhanced stability in the economic outlay to ensure all financial institutions safely handle the public's money while creating a better financial environment which will encourage stakeholders to be engaged in various ways in order to attract return on investment and

protection of customers' interests and to make Kenya one of the ranked financial centers in the "Emerging Markets" by 2030 (NESC, 2007).

Kenya has turned into the most favored market for private equity firms in Africa, according to the discoveries from another review, enhancing the nation's drive of being a money related center point or an investment hub. According to the review by the examining firm, Deloitte and Touché found that PE firms go for Kenya instead of other African nations particularly due to its prospects of development and open market approaches. These strategies have a high slant to the money related segment (Deloitte, 2012).

1.2 Statement of the problem

Presently, Private Equity firms in Kenya are grappling with challenges such as redundancy, profit reductions and high employee turn-over. In addition, there is little standardization of work processes in private equity where various funds engage their associates in different ways without a prescribed procedure (Kathurima & Kipanga, 2013). In view of these factors, performance in Private Equity firms has been poor in terms of offering return to their firms' investors. When a PE firm does not perform as expected, this overall performance is often associated with the performance of the individual performance of the employees in these firms and the nature of their individual jobs or tasks. The attributes of the jobs in the PE firms may be such that they do not offer optimum performance for the employees to give their best hence the poor performance, redundancy and overall reduced profitability.

A survey by the research firm Deloitte and Touché established that PE firms choose to operate in Kenya rather than other African countries especially because of Kenya's prospects of growth and open market policies (Deloitte, 2012). Even with these results of the survey, the performance of the PE firms has not been outstanding. Employers in this sector may not be interested in how to design jobs for their employees, such that the jobs include all the five job characteristics. Jobs that are deficient in all the five job characteristics are currently a persistent social problem affecting the performance of employees (Love & Edwards, 2005).

However, designing jobs in a balanced manner so as to encompass all the five characteristics namely skill variety, task identity, task significance, autonomy and feedback remains a topic that receives little interest from employers and policymakers as a driver of performance compared with other aspects of management such as leadership or management style (Truss, 2012). Kathurima and Kipanga (2013) found that the private equity deals that had been on offer were scarce while the demand was high. In that respect, the activities involve mass customization where the approach of handling each investment deal is unique. This mounts pressure on the employees as targets are set to ensure that the funds perform as expected. In addition, the deal processing in private equity involves detailed models and requires in-depth analysis into each investment done (Deloitte, 2013). A variety of skills, autonomy and feedback are some of the job characteristics that could help in improving the performance of employees in the PE firms.

An annual report by Deloitte in 2013 indicated that there is lack of awareness about the PE industry which has contributed to low performance levels of the firms resulting from lack of target achievements by the employees. Similarly, Gatauwa (2014) suggested that lack of awareness is the key challenge in PE in Kenya because it is a relatively new concept. However, little research has been done regarding the industry which is considered to be affected by characteristics of the jobs in the sector. Lack of consideration of these job characteristics causes lack of commitment, engagement, satisfaction and motivation which in turn affects individual employee performance.

Private equity sector has not been researched in terms of the performance of employees in relation to the job characteristics. If a job is such that employees are not motivated, satisfied or involved, then the performance of the employees and largely the organization is negatively affected. The issue of employee motivation has particularly not been captured while designing jobs especially in the private equity sector and especially on its mediating role. While job characteristics have been classified as being able to improve the performance of employees in companies, its direct impact on the performance of employees in the PE sector has still not been comprehensively studied.

Despite the fact that the PE firms have adopted different job characteristics to match the unique nature of their business, it is still not clear the extent to which these characteristics of the jobs have been considered as a driver of performance. There is a lack of a clear understanding on how the job characteristics of different jobs in PE firms have influenced employee motivation and ultimately, their performance. A report by Deloitte (2013) indicated that targets set in terms of financial gain and output in the PE

firms for specified durations cause employees to work longer hours and under pressure irrespective of their capabilities in order to meet the expected high output. This pressure does not guarantee improved performance by the employees but may instead hinder good performance. The purpose of this study therefore, was to determine the effect of job characteristics on the performance of employees among private equity firms in Nairobi City County in Kenya.

1.3 Objectives of the study

1.3.1 General Objective

The general objective of the study was to determine the effect of job characteristics on the performance of employees among private equity firms in Nairobi City County in Kenya.

1.3.2 Specific Objectives

The specific objectives of this study were:

- i. To determine the effect of skill variety on the performance of employees among private equity firms in Nairobi City County in Kenya.
- ii. To establish the effect of task identity on the performance of employees among private equity firms in Nairobi City County in Kenya.
- iii. To analyse the effect of task significance on the performance of employees among private equity firms in Nairobi City County in Kenya.
- iv. To examine the effect of autonomy on the performance of employees among private equity firms in Nairobi City County in Kenya.
- v. To establish the effect of feedback on the performance of employees

among private equity firms in Nairobi City County in Kenya.

- vi. To determine the mediating effect of employee motivation on the relationship between job characteristics and the performance of employees among private equity firms in Nairobi City County in Kenya.

1.4 Study Hypotheses

The hypotheses of this study were:

- H₀₁*: There is no effect of skill variety on the performance of employees among private equity firms in Nairobi City County in Kenya.
- H₀₂*: There is no effect of task identity on the performance of employees among private equity firms in Nairobi City County in Kenya.
- H₀₃*: There is no effect of task significance on the performance of employees among private equity firms in Nairobi City County in Kenya.
- H₀₄*: There is no effect of autonomy on the performance of employees among private equity firms in Nairobi City County in Kenya.
- H₀₅*: There is no effect of feedback on the performance of employees among private equity firms in Nairobi City County in Kenya.
- H₀₆*: Employee Motivation does not mediate the relationship between job characteristics and the performance of employees among private equity firms in Nairobi City County in Kenya.

1.5 Significance of the study

This study was significant to human resource practitioners and policy makers as it offers guidelines on how to incorporate job characteristics that retain a well-motivated and productive workforce through the recommendations. Human resource consultants and

researchers added to their knowledge in training employers and those concerned with the employees' welfare while offering new knowledge for further research.

The study informed on issues that influence employee performance thus assisting them during employee training and coaching sessions, conducting job analysis and evaluation on behalf of their clients. Employees in various organizations benefited by being enlightened on short and long term effects of job characteristics.

1.6 Scope of the study

This study specifically focused on the effect of job characteristics on employee performance with special focus on the employees at various levels of employment in private equity companies in Nairobi City County in Kenya. The study was limited to private equity firms in Nairobi City County that are for profit and are not listed in the Nairobi Securities Exchange. The researcher believed that this would provide an adequate population and sample for the study and therefore give reliable results and findings. The study covered the period between December, 2014 and August, 2016.

1.7 Limitations of the study

The researcher encountered some challenges in the field while collecting data. These included the complexity in the organizational culture protocol, where specific information was only strictly to be availed by specific staff members. In addition, PE firms deal with information that is usually considered confidential especially on the part of clients and their financial data, hence there was some reluctance to provide full information for fear of being victimized by superiors for giving information that is considered highly private and confidential. The researcher used the student introduction

letter from the university and the certificate from NACOSTI and held meetings with various respondents to address this limitation. The respondents were able to give the requested information with the full understanding that the work was for academic purposes.

1.8 Organization of the Study

This thesis was organized into five main chapters which capture the subject of the thesis. The preliminary pages that come before the chapter one contains the declaration, dedication, acknowledgement, list of tables, list of figures, operational definition of terms and abbreviation and acronyms. Part one of this thesis gives a presentation of the review, whereby the foundation, hypothetical and logical data that prompts the issue definition have been talked about. The part likewise displays the exploration goals and speculations.

The second part concentrates on pertinent speculations, important reasonable and experimental discussion prompting the recognition of different research crevices. The part closes by exhibiting the conceptual framework which demonstrates the exploration factors and their assumed connections graphically. Chapter three encompasses the methodology which presents research design, target population, data collection instruments, data analysis and presentation, empirical model and ethical considerations. The fourth chapter presents an analysis and findings of the study where a discussion on them is built. The fifth chapter contains the summary, conclusions of the study, contribution of the study and the recommendations respectively.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter covers the following sub-sections: Theoretical review, Conceptual review and discussion, empirical review, summary of the reviewed literature and conceptual framework.

2.2 Theoretical Review

In this study, theories and models were used to explain job characteristics and its relationship to employee performance. The Herzberg two-factor theory was used to explain the importance of some job characteristics which may be considered as motivators for employees. The model of Demand-control was used in this paper to explain how job characteristics help to offer control of the job which in turn helps the employees have better well-being. The Job Characteristics model was the anchor model in the study as it explains all the five job characteristics as used in the study and their effect on employee performance.

2.2.1 The Job Characteristics Model (JCM)

An important view on factors affecting jobs and motivation is provided by Hackman and Oldham (1974) in the job characteristics model. Hackman and Oldham's framework distinguished five key components of a job that are useful in making jobs more satisfying for staff. Crucial elements of employments are specifically; skill variety, task identity, task significance, autonomy and feedback. This study is based on this model which is the lead model. The JCM model is one of the primary endeavors to

configure occupations or jobs with expanded motivational properties. The model proposed by Hackman and Oldham (1975) portrays five center employment measurements prompting three basic mental states, bringing about business related results. The proximity of these five main occupation measurements drives workers to interact with three mental states. They see their work as significant, they feel responsible for the results of their job, and they achieve knowledge of outcomes.

Skill variety, task identity, task significance autonomy and feedback will not have uniform effects. According to Sandra, Raymond, John, Barry and Patrick (2012), the more of these characteristics a job has, the more motivating the job will be. The job characteristics model foresees that a person with such a job will be highly satisfied and will produce more and better work, which is better performance.

This model will be very useful in the study as it contains and explains the main independent variables in the study, which are skill variety, task identity, task significance, autonomy and feedback. In this model, the main outputs which are motivation and satisfaction and are used to inform the mediating variable in the study as well as the dependent variable, which is employee performance, as one aspects feeds into the other. Figure 2.1 below illustrates the JCM.

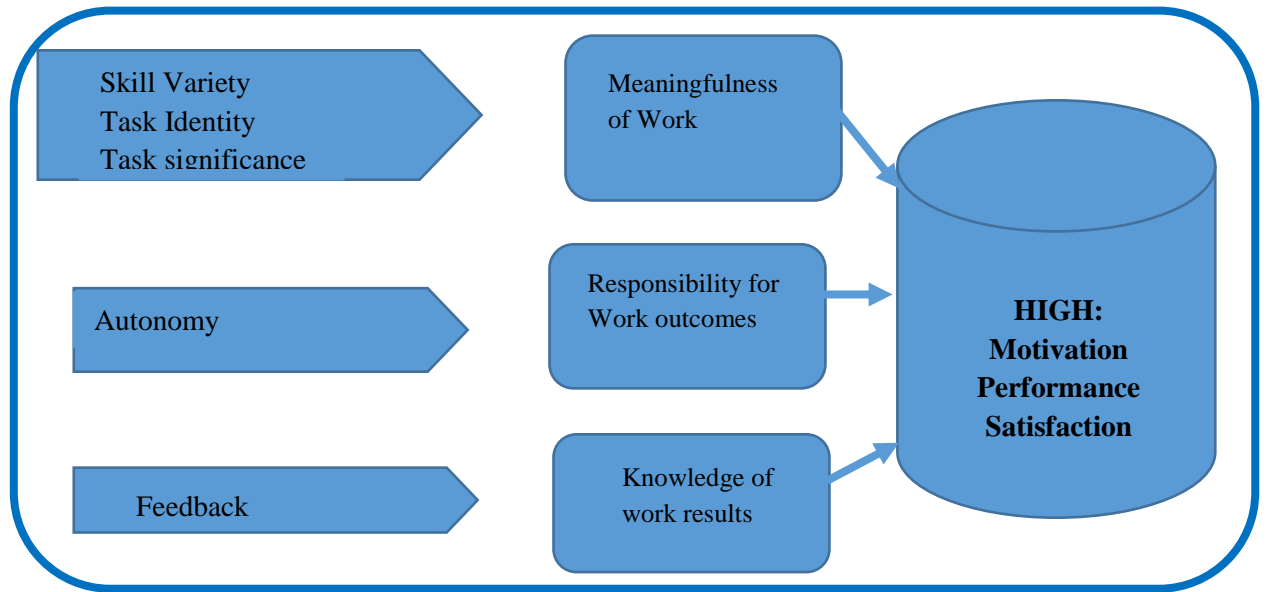


Figure 2. 1: Hackman and Oldham Model of Job Characteristics

Source: Hackman and Oldham (1980 pp.176)

2.2.2 Herzberg's Two Factor Theory

Herzberg (1966, 1968) indicated that the two factor theory describes two types of motivational factors. The First is related to intrinsic motivation which includes achievement and self- recognition. The Second is related to hygiene factors which includes salary, working environment and fringe benefits (Ali & Rehman, 2014). Herzberg (1966, 1968) developed the two-factor theory by following a research into the source of job satisfaction and dissatisfaction among employees, which are the motivators and hygiene factors. The satisfiers are known as 'motivators' while dissatisfies are known as 'hygiene' factors. Motivators usually motivate behavior such as interest, challenge and individual responses generated by them while hygiene factors produce either dissatisfaction or a nil response (Cole, 2004). Specific satisfiers may

include the Company Policy or administration, where the perception of the employee on the organizations policies change their level of satisfaction.

According to Herzberg (1966, 1968), two-factor theory differentiates between motivators that usually generate positive contentment which emanates from inherent states of the occupation itself, for example, acknowledgment, accomplishment, or self-improvement and cleanliness matters that don't give positive worker fulfillment, in spite of the fact that disappointment comes about because of their nonexistence. Herzberg (1979) argued that, the term hygiene is used to mean that these are continuation factors extrinsic to the work itself and include aspects such as company policies, supervisory practices, or salary.

Other factors include personal or working relationships, where employees engage with their supervisors, peers, and those ranked below them. How individuals feel about the dealings and talks that happen inside the workplace can likewise impact fulfillment. If the relationship is such that it promotes or adds value in other aspects of life like a show or feel of concern for the employee's welfare, then it will satisfy the employee. Personal life is another satisfier. In spite of the fact that individuals attempt to isolate the two, work and individual life, it is inescapable that one will influence the other and the employer plays a great role to ensure employees balance the two.

According to Hertzberg (1979), a very important hygiene factor is healthy working environment and working conditions. In its absence, it becomes risky for employees as they are exposed to accidents and disease. Satisfiers include working relationships, where employees engage with their supervisors, peers, and subordinates. How someone

feels about the interaction and deliberations that happen within the work environment can also effect satisfaction. Before the motivators come into place, all hygiene factors must be fulfilled to ensure the employee is happy at work and that stress is reduced. Employees who are not satisfied at work are likely to have higher levels of stress.

This theory explains the importance of employee's motivation and their contribution to reduction of work stress. When employees are satisfied at work, then the levels of stress are lower. According to Kinman and Jones (2007), money, esteem and job security are three elements that distribute reward to employees. These transmitters must be fair and equitable if the employees are to remain motivated and free from stress. Though impression of reasonable and fitting prizes are foreseen to bolster worker prosperity, the Effort Reward Imbalance (ERI) model predicts that apparent disparity as far as expenses and picks up are experienced as distressing and will bargain wellbeing and prosperity over the long haul (Siegrist, 2005). The independent variables in the study such as autonomy, feedback and skill variety are examples of motivators that will lead to employee motivation and commitment to their work. This in turn reflects on the overall performance of the employee.

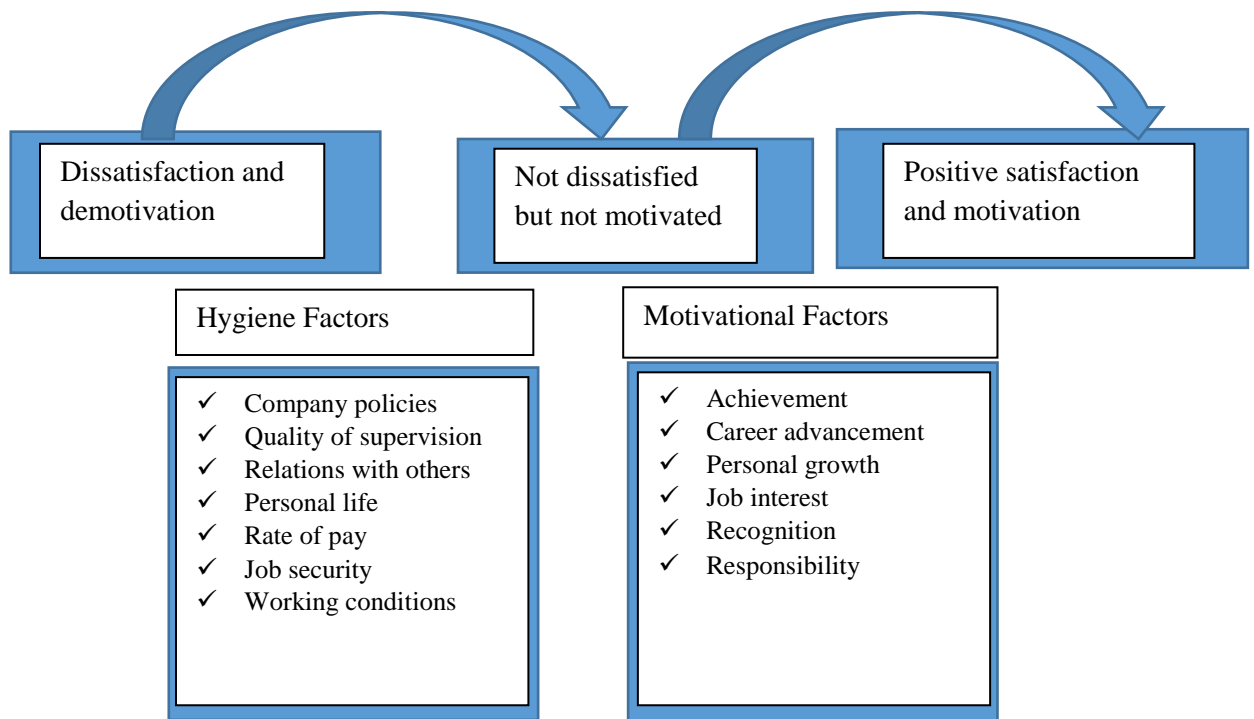


Figure 2. 2: Herzberg Two Factor Theory

Source: **Herzberg** (1966 pg. 67; 1968 pg. 54)

2.2.3 Demand-Control Model (DCM)

The Demand – Control Model considers the people in the working environment and considers the job environment as a fully one created by the people themselves and are able to change it to the best learning environment (Karasek, 1979, 2004; Karasek & Theorell, 1990). Jobs that have high demand and low control, which are also referred to high stress jobs, are usually the most unpleasant for an employee in terms of employee wellbeing or wellness. Similarly, work that consists of less overwhelming demands as well as higher levels of control provide the situation for employees to have some freedom regarding how and when to deal with current and new challenges. Job demand control model is among the few theories that predict how workers' health and

well-being problems can nevertheless be avoided by enhancing workers control. The philosophy of the demand control model has captured the attention of many researchers and has dominated empirical research on job pressure and wellbeing and on job redesign research over the past fifteen years (Cordery, *de Jonge* & Kompier, 2009).

The job demand control model was used to describe how job demands affect employees and the effect of achieving proper control on the job. The model demonstrates huge amounts of experimental power, that has encouraged large scholarly work in epidemiology and different paradigms of job control as a major one in the work stress literature (Ganster & Perrewe, 2011). Lately, job control has been considered as one of the many resources which protects the outcomes of demands that may consists of high work load and contrast on the employee wellbeing or even have beneficial effects (Ganster & Rosen, 2013).

Another related model to the DCM is the Job Demands - Resources (JD-R) model. According to Bakker and Demerouti (2007); Demerouti *et. al.*, (2001) the Job Demands - Resources JD-R model can be employed to predict employee burnout and engagement, and consequently the organizational performance. The first assumption in the JD-R model (Bakker & Demerouti, 2007) is that even though every profession may have its own combination of risk factors associated with job strain, these risk factors can either be categorized as job resources or job demands. Job resources or job demands signify aspects of the job that require prolonged physical and psychological effort and that are linked to physiological and psychological costs.

This model helps to explain why it is important to know the job characteristics of a job during job design. The mediating variable employee motivation, as operationalized by commitment, satisfaction and involvement can only be achieved if the employees have control on their jobs and are not affected negatively by the work pressures in their jobs. The employees in PE firms should be able to control these demands on their jobs in order to be productive in their work.

2.3 Empirical Literature Review

2.3.1 Skill Variety and Employee Performance

Skill Variety, according to Hackman and Oldham (1975) is the instance where a job requires various tasks in order to carry out a complete piece of work and involves using various skills and abilities by the employee. Just as the job characteristics model indicates, the different skills that are required to complete a task often lead to desired performance by the intervening psychological state of experienced importance of a job. Garg and Rastogi (2005) indicated that skill variety involves the degree of utilization of different skills and abilities. A variety of Skills variety is one factor in the JCM which affects the meaningfulness of a job. A job that is high in the level of skill variety always requires a wide array of skills and abilities (Hackman & Oldham, 1975).

Jobs that are complicated have shown substantial but positive relatedness with job satisfaction, internal employee motivation and employee output (Spector, 2012; Jassen, 2001). Chandler (2007) stated that a wide range of skills are required for employees to grow and a vast range of skills is also necessary for the purpose of being flexible at

work. Chandler (2007) further suggests that to be effective, employees must break their alliance on a contracted assortment of job competencies created when working on a particular task. Work which needs the input of various skills will allow for workers to complete a meaningful piece of a job as opposed to just repeating simple tasks are viewed to have an impression on other people and also seen as worthwhile and meaningful the employees in these jobs. Skill Variety could also incorporate the influence of task difficulty. Work that involves too much repetition of an exercise and require less skills and talent is seen to be of low task difficulty while the work that involves varying tasks, activities and skills are considered to have high task difficulty (Spector, 2012).

In other studies, skill variety is considered as the number of various task elements that are necessary for the job fulfilment. Task Variety communicates clarity of knowledge (Pentland, 2003). According to the literature of careers, employees at the start of their careers make attempts to discover tasks from which they attain or achieve their goals (Feldman & Thomas, 2012). Inherent characteristics of a job including significance of a task and skill variety are usually mostly associated with low rates of absenteeism (Taber & Taylor, 1990).

PE jobs are usually appreciated as to have high skill variety and therefore would require consideration to organizational support which includes the chances for acquiring new skills, in-progress training and development and keenness to the level of the competence of skills. For PE, the work is skill and knowledge based and will need high level of intellectual competences to go along with them. Skill variety and knowledge of the job

cannot be separated where knowledge of the job is a characteristic of the job that is described as a characteristic that addresses issues of solving problems, processing information, decision making, generation of innovative ideas and specialization (Davis, 2005).

Private equity like any other work, requires the attention of and processing of information. The tasks do not lead the job of knowledge employees but the decisions which are led by the knowledge. In knowledge work, an individual may not be able to count the number of tasks they have completed to equate it with the level of output or general performance. Knowledge work which is often related to PE is “quality is the real meaning of an outcome” (Drucker, 2006) therefore, the output of PE work is concerned with the quality of work and not the quantity.

Some of the studies that have been done on the component of skill variety include those by Kemboi, Biwott, Chenuos and Rutto (2013) on skill variety, feedback and employee performance. Their research employed a descriptive design that provided a description of related aspects of the areas of interest to the current researcher. This study sought to look at the design of the job and performance of employees who are nurses at the hospital. One thousand nine hundred and forty-five (1945) nurses were the target, mainly working at the Moi Teaching and Referral Hospital in Eldoret in Kenya. Three hundred and twenty nurses were then selected as the sample, using the simple random sampling. Questionnaires were used for data collection. Data was analyzed using descriptive statistics like the mean and standard deviation while inferential statistics involved Pearson correlation and multiple regression analysis.

Skill variety was found to significantly affect job performance. Similarly, skill variety was seen to provide the feelings of accomplishment, when the nurses who had a higher variety of skills increased their opportunities for the job and had higher chances of being promoted. However, feedback was found to have no influence on the job. It was also found that the nurses required more training in order to advance in their skills so as to improve their work performance. Their study was based on health sector and did not give a view of the same in other sectors or industries.

Bremner, and Carrière (2011) studied on the effects of skill variety, autonomy, task significance and task identity on job-related work stress at the medical facility and the mediating effect of the importance of work. A survey was conducted on a sample of approximately 1100 workers from a Canadian hospital and was administered in the French language. The study established that skill variety was the most significant of all other job characteristics. The direct relationship between skill variety and cynicism suggests that having the opportunity to conduct complex and challenging work is engaging for those that work in the healthcare field. The four job characteristics examined in the study only helped to explain about twenty-four percent of the variance in meaningful work. This suggests that there are other important variables that can explain incremental variance in meaningful work. It also implies that there are additional ways in which practitioners and managers can help to facilitate the emergence of meaning at work.

The study had a number of limitations to be addressed. First, because the data were cross-sectional, a direction of causality could not be proven for any of the relationships

between the examined variables. Furthermore, due to the chosen methodology the data collected was prone to containing a degree of common method variance. Another limitation that may have had an impact on the results was that some of the job characteristic and burnout scales had low internal consistency scores. One reason for the low internal consistency reliability was the process of translating, and back-translating the survey.

Despite the translation validation, it is possible that some of the item meanings were misconstrued by the respondents. Finally, there was a low response rate. Specifically, the administrative staffs were under-represented in the sample. Future research should consider examining the antecedents of meaningful work from a more holistic perspective by including additional job characteristics and feelings associated with organizational membership. In addition, further research is needed to establish a link between other aspects of the work experience such as unity with others at work (or feelings of organizational membership) to fully understand how burnout can be eliminated in the workplace.

2.3.2 Task Identity and Employee Performance

Task Identity is usually achieved when an opportunity to complete a whole piece of work in a job presents itself. This guarantees an employee a sense of doing a whole job from beginning to end and realizing an observable outcome. As a result, the employee gains a sense of achievement and satisfaction in a job (Hackman & Oldham, 1975). By an individual being able to complete a whole and identifiable piece of work, the task

identity characteristic creates a feeling of accountability for conclusion that serves as a motivational driver.

Task identity requires to be expanded to role distinctiveness in organizational jobs. This characteristic has its implications as it determines the role of each individual when collaborating with other organizational workers. Tonges (2004), indicated that role uncertainty is associated with lack of clarity of job scope, responsibility and function of each group member, unclear task description and incoherent direction from supervisors. In General, work that allows the staff to finish a full or entire job are considered as more important and the workers will therefore increase their efforts to complete these jobs. Having an improved task identity of a job usually has a positive impact on employees and the perception of the jobs, which then supports their morale and involvement. An example is by involving a researcher in all the areas of a research study, starting with the design, the collection of data, analysis of this data and then to report writing.

This would encourage the researcher to exert for effort and have a feeling of connection with the project, than when a researcher is only engaged in one of the phases of the research journey or process (Hackman & Oldham, 2010). Locke and Edwin (2008), claim that task identity which is the amount to which a job demands for the accomplishment of a given task whose commencement is well thought-out with the desired outcome and therefore should have identity. They argue that, if the task has no identity then employees will not be motivated for the drama of the task. According to Gatauwa (2014), little awareness in PE is considered as the main challenge that faces the industry which may be related to lack of appropriate task identity by the employees.

Similarly, in this PE firms, it is important to avoid focusing on specific jobs and not the expected results or achievements. A particular piece of work should be considered an integrated whole and not pieces of work (Lowe, 2003).

Task identity determines the performance of PE firms as they determine “whose role is which” when associating with other providers of equity. This characteristic is similar to task clustering which is a collection of small related duties which are usually carried out by one individual (Morgeson & Campion, 2003). Task identity portrays a positive association to job satisfaction and a curvilinear association with the organizational engagement (Lin & Hsieh, 2002). In addition to the other four components, task identity is seen to have a positive effect on the output and general employee performance (Humphrey, Nahrgang & Morgeson, 2007).

A number of researchers have studied task identity, and they include Choge, Chepkuyeng and Chelimo (2014) who explored the Effects of Task Identity on Employee Motivation to find out if there was a significant relationship between task identity and employee motivation. A survey of Eldoret polytechnic was done whose objective was to determine the relationship between task identity, and employee motivation. Hence the research hypothesis intended to determine if there is a significant relationship between task identity and employee level of motivation. The study used correlational research design which correlated task identity to employee motivation. Descriptive and inferential statistics were employed as the methodology of the research.

In their study, the JCM model was used to explain this characteristic. The findings showed that task identity had a significant effect on employee motivation and is one of

the strategies of improving the level of employee motivation. This means that up to 67.9% of employee motivation could be explained by task identity factor. Task identity was considered a source of motivation for the employees which then leads to improved performance. However, the findings were limited to the learning sector and the aforementioned institution only. A recommendation to look into other factors that contribute to staff motivation and satisfaction and influence employee motivation was given in the study other than task identity. The research was a case study and so the findings could not be generalized to different organizational set ups like manufacturing industry and so on.

Adebayo and Ezeanya (2011) carried out a survey in Nigeria on Task Identity and Job Autonomy as Correlates of Burnout among Nurses in Jos, Nigeria among nurses. A total of 79 nurses participated in the field study. The study found that task identity was capable of reducing burnout through the second process identified in the JDR model. Their study sought to find out the relationship between task identity and burnout experience among the nurses. They found that burnout causes exhaustion and reduces the performance levels of employees. Task identity was closely related to job autonomy even though not significantly (Adebayo & Ezeanya, 2011) However, the sample of nurses of this research was too small and thus limits generalization of the burnout correlates to Nigerian employee nurses in broad. Future studies are required in this region to unveil other individual, task and institutional outcomes of burnout of nurses in the country.

2.3.3 Task Significance and Employee Performance

Task significance is an integral part of job characteristics which contributes to employee performance. The need to achieve high performance increases if the results of the specific efforts are seen to be highly important or more important if the outcomes also relatively have an impact on others (Hirschfeld, Schmitt & Bedeian, 2002). When a task is said to be significant, the outcomes of it affects the person who owns the job and other workers either in the particular department or outside the company. A high level of task significance is relative to a low level of absence from work (Rentsch & Steel, 2004) and a high level of individual work satisfaction (Orpen, 1979).

Task Significance has an impact on employee motivation and also attitudinal outcomes which includes the satisfaction of the job (Behson, Eddy & Lorenzet, 2000). The worth of the task depends on internal and external significance. Both internal significance which is how a job is priceless for the business and external significance which is how a task is valuable to the external environment is equally important. The image of a job in the minds of people and employees bears a significant substance to see how much an employee feels proud while describing their job in the public (Garg & Rastogi, 2005).

Among the private equity firms, task significance can be explained as the rate at which a piece of work has got considerable effect on clients, members of a family, the community or the company. Birnbaum and Somers (2013) realized that PE firms liked to deal with more important jobs and less of such jobs that proved to be carried out better by the employees at the lower levels of employment. The completion of the task is not that which indicates the significance of a job but the contribution that the PE

firms offer towards achievement of organizational goals. Baumann *et.al.* (2001) state that private equity firms' employees could work best when their expertise is respected. The meaningfulness of a job is related to how the employees understand the purpose of their work which then reflects the role identity of their work.

According to Wrezesniewski and Dutton (2001) job crafting is a way of framing and reframing the purpose of a particular job hence its meaning. The task significance relates closely with empowerment which is suggested as a characteristic of a job rather than an outcome of job that has been well designed because of factors that affect empowerment. Laschinger *et. al.* (2003) give a summary of the empowerment theory into two themes which are structural and psychological or mental. Psychological empowerment is related to the view of empowerment and increase of internal task motivation which is influenced by mental factors of competence, choices, importance and impact or effect.

Several studies have been carried out on task significance including the study by El-Asmar (2013), who studied the roles of task significance and social perceptions in job stress and Employee Engagement. The study combined literature in task significance and social perceptions (Grant, 2008) in order to help out explain employee involvement in its two dimensions: job and organization engagement (Saks, 2006). The study implemented a cross-sectional quantitative research design over a period of three weeks from February 16th to March 6th, 2013. Data was collected from 337 participants. As a result, the relations between task significance and the thought social effect and worth showed the variance in hindrance stressors as confirmed by the moderated mediation

analyses. The findings close the gap in literature in the direct and indirect effects of task significance that elaborate employee involvement in a job.

The main role of the study is that it explained that task significance on its own predicts employee engagement whether or not the other job characteristics are put into consideration, it also augmented the dual dimension of employee engagement, and it emphasized the significance of challenge stressors in elucidating job engagement. Research on task significance as a construct on its own is still limited. More empirical research should consider this variable due to its importance inside and outside the organization.

Employees will feel more engaged in their job and organization if they know that their work will influence the lives of others whether it is inside the organization or in society. Task significance should be studied with more outcome variables such as intrinsic and extrinsic motivation, work satisfaction and burnout. This would allow researchers to better understand task significance and how to use it to serve employees, organizations, and societies as a whole. Finally, additional research is required to understand the contributions of perceived social impact and perceived social worth as it is important to consider how an employee's societal perceptions could affect his behaviors, perceptions, or performance. Until today, limited research was done on these constructs and further empirical testing is called for to better understand their contribution to organizational behavior.

A study was also carried out by Grant (2008) on significance of task significance on job performance effects, relational mechanisms, and boundary conditions found that

correlational designs and confounded manipulations have barred researchers from assessing the contributory impact of task significance on job performance. The confinements of the review were that, in light of the fact that the task significance signs were partaken in a controlled, observed, directed condition, it was vague how enabling supervisors and workers to share their own particular data would unfurl and whether this would open entryways for administrators to distort stories to control representatives. Additionally, studies will be instrumental in revealing insight into the moral difficulties of the unregulated sharing of task significance prompts.

2.3.4 Autonomy and Employee Performance

Studies have distinguished independence or autonomy as an imperative component for upgrading work execution (Utsch, Rauch, Rothfufs & Frese, 2006). Many workers say issues identified with autonomy, for example, resolute timetables and supervision as compelling explanations behind superior (Shane, 2008). Along these lines, the impression of more autonomy maneuvers numerous workers into stepping up and being gainful too. Lumpkin, Cogliser, and Schneider (2009) demonstrated that self-governance is a key component to keeping up workers' task execution. Shane (2008) noticed that independence has considerable control over parts of one's work and is the person's energy to assume responsibility of their work. Workers ought to have contributions on how their employments are done, prioritization of assignments, spryness in doing work and chances to partake in choices which influence them which thus impact their execution. Self-governance makes an open door for representatives to

experience obligation regarding work results and henceforth a feeling of criticalness and peculiarity.

Researches have additionally shown that, not all employees crave to have self-sufficiency while taking care of their undertakings. Those with relatively little inclination for self-efficiency or autonomy have been found to have higher non-appearance at work (Landeweerd and Boumans, 2014). Stewart, Stansfield and Tapp, (2004) recommend that autonomy is impacted by expectations of roles, organizational culture, open doors for self-governing basic leadership and chances to impact work life components, for example, booking. Stewart *et. al.* (2004) recommend that autonomy as observed by workers in associations is not about autonomous move making and basic leadership but rather it is about arrangement of a special point and impact on the yield which comprises of different orders which are in cooperation and co-appointments with each other.

Lawler, Mohrman, and Ledford (2013) guaranteed that task autonomy and related types of worker commitment in the undertaking were discovered powerful in ninety per cent of Fortune organizations out of one thousand. In the event that the autonomy was given to the representative, it might yield superb outcomes and an abnormal state of fulfillment and execution (Dwyer, Schwartz & Fox, 2012). A higher level of control that a man has over his occupation will prompt the more elevated amount of fulfillment and execution in light of the fact that the work demonstrates his own particular choices (Kouzes & Posner, 2013).

With regard to autonomy, Adebayo and Ezeanya (2011) studied on Task Identity and Job Seventy-nine (79) nurses were involved in this study which was carried out using field study. Since the field study was only interested in finding out the relationship between the two variables the researchers used correlational design. The study found that when employees enjoy increased levels of independence, they are likely to live up to expectation regarding their job demand thereby reducing their experience on burnout. They also have greater control on their jobs which helps them deal with the demands therein (Adebayo & Ezeanya, 2011). Similar findings were by Abraham (2009), Nekoei-Moghadam, Poor and Sadeghi (2008), Cordes and Dougherty (1993). This study focused on nurses in the health sector among the nurses and did not focus on other industries.

Saragih (2011) carried out a research on the effect of autonomy on job results which are satisfaction, employee performance, and work stress, with self-efficacy as the intervening variable. The descriptive study sought to establish the impact of work satisfaction on work performance and work stress on work performance. The results showed that the estimated model in this research was acceptable based on its score of the goodness of fit index. The operational relationship indicated that autonomy in the job was significantly related to work satisfaction and work performance, but not significant to work stress. The findings were important to supervisors in their role of designing work as the findings indicated that work satisfaction was indeed significantly related to work performance. However, the study indicated that there was insignificant relationship between job autonomy and job performance because individual differences

may be the causes of insignificance in this relationship and so further research should be done on the effect of autonomy and individual differences on performance.

2.3.5 Feedback and Employee Performance

The last characteristic is feedback and it relates to the degree to which carrying out the work activities needed by the task results in the worker acquiring direct and clear information about the effectiveness of his or her performance (Hackman & Oldham, 1975). Employees receive feedback from the outcomes that result in construction and maintenance of their jobs (Aldrich & Martinez, 2001). Feedback from the job was seen to provide clear information on the worker about the value of the output. Feedback from work also allows workers to do individual monitoring of their progress towards achievement of goals which then gives feedback to the employee on their work outputs. Scholars have illustrated that this kind of feedback had minimal but positive influence with objective and subjective indicators of work output (Humphrey, Nahrgang, & Morgeson, 2007).

Nancy and Daniel (2007) indicated that, remarkable improvement can be seen with the immediate impact of both the feedback and the workers' ability to structure work, whether independently or in teams. Showing work-related feedback is positively associated with employee motivation, employee satisfaction and their performance in practical groups (Geister, Konradt & Hertel, 2006). Performance evaluation is considered as an important tool for employee feedback in management and it also acts as a way of improving programs (Mausolff, 2004). So as to improve employee work output, feedback channels play a very vital role in companies (Elkins & Phillips, 2000).

More so, the feedback could provide prolific outcomes in employee development of their attitude and conduct (Lam, Yik & Schaubroeck, 2002). Feedback may also be considered as an extra source of employee motivation to accomplish their career goals (Lowry, 2014).

According to Mausolff (2004), feedback is an integral part of job characteristics which helps to improve an individual's intellectual capability and control their actions by having control over it, individual controls a person to track and monitor their character on their own due to the increase in organizational learning as a management paradigm. Offering education to workers about feedback would benefit both the organization and individual performance (Elkins &Phillips, 2000). Positive feedback makes a contribution to improved employee motivation to achieve their career goals (Lowry, 2014). Feedback is therefore a end product of performance (Hattie &Timperley, 2007). It is also important to learning as easy task repetitions is not a very effective way, unless one has information on the results of this repetition (Emmerik, Bakker, Martin & Euwema, 2008).

Employees may contribute to better results through positive and important feedback (Kluger & DeNisi, 2007). Workers who get helpful feedback will often strive to do similar activities over and over again while those who get negative feedback are not likely to try it again and may even discover new approaches. In some instances, getting feedback in often originally provoked. People who receive positive feedback will always try to do the same thing again and again; for those who receive negative feedback are unlikely to try it again and perhaps discover new approaches.

Researches on the component of feedback include that of Kemboi *et al.* (2013), who carried out a research on Skill Variety, Feedback and Employee Performance among nurses at Moi instructing and Referral Hospital in Eldoret. The review depended on the goal setting theory and the job characteristic theory. The fundamental targets of the review were; to decide impact of skill variety and feedback on staff work execution. The review utilized explanatory research design which provided a profile to depict pertinent parts of the wonder of enthusiasm for the researcher. The target population involved 1945 nurses who work in Moi teaching and referral hospital Eldoret. Three hundred and twenty (320) nurses were selected through the simple random sample method. Questionnaires were used to collect the data while descriptive statistics and inferential statistics which included Pearson correlational and multiple regression analysis were used to analyze the data.

The study found that feedback can assist the nurses with understanding their impact on the organization, program, patient and the health care system in general. The study tested the hypothesis that feedback had no significant effect on job performance which was accepted after test of the hypothesis. There was no significant relationship between job feedback and employee's performance. In this sector, the feedback comes from patients, supervisors, other nurses and helps them to monitor their performance. This source of feedback is however different from the sources of feedback in other sectors, hence the need to find out the case in other industries. The study found no evidence that feedback affect job performance (Kemboi *et. al.*2013).

Asumeng (2014) examined feedback seeking process by managers about their job performance and in particular those instances in which managers are more unlikely to seek feedback about their performance. In-depth unstructured interviews were executed with ten managers purposively chosen through personal contacts from across private and public organizations in South East England, UK. The findings indicated that managers are more likely to look for feedback about their performance when they perceive uncertainties and challenges in their managerial duties and see the need to develop their skills in order to achieve organizational goals. The study indicated that a small sample size might affect the empirical generalizability of the findings. The study and the introductory model provides the starting point for empirically testing for relationships between seeming uncertainties, imaginary difficulties, self-development and feedback seeking in managerial situations, with self-efficacy as the likely moderating variable in the associations, mostly in local organizational contexts.

In addition, a study by Anseel and Lievens (2007) sought to determine the association of the feedback environment, work satisfaction and the mediating role of supervisor-staff approach in a Belgian scenario. The findings were in support of their hypotheses which indicated that there was a positive response from the supervisor that was correlated with higher levels of work satisfaction five months later, and this scenario was intervened by the nature of Supervisor-staff exchange. The results also indicated the helpfulness of realizing and assessing the feedback environment for proper understanding of feedback processes to enhance feedback mediations within the companies. There were limitations in their research which were appreciated. These included the suggestion that the findings should be cautiously interpreted. A

longitudinal research design was needed in future research where various measures would be collected and different and many times which would increase the understanding of the improvement of the feedback environment.

Researches in future should endeavor to determine and measure potential and essential factors and control for their outcomes. Researches in future ought to investigate whether a solid input condition is similarly useful for different employees. There is the likelihood of a positive criticism condition to be worthwhile for workers who are now relying more on feedback and along these lines makes those workers who are as of now solid, more grounded. In addition, studies in future may inspect the impact of preparing supervisors in these conduct on the input or feedback environment. 360 – Degree feedback system needs to be examined by future researchers, in order to determine its effectiveness and benefits to the feedback environment.

2.3.6 Employee motivation

The human relation theory of participation indicates that as long as subordinates feel that they are consulted, their ego gets contented and they become more accommodating. Research has shown that human resources practice (employee participation) is positively related to performance, employee productivity and satisfaction (Pfeffer 2014; Wagner 2014; & Verma 2013). Motivated employees pay extra attention and time to their work, they make work as a part of their life; consider ethical responsibility and virtue to perform their tasks, take organizational goals as their own goals and feel delighted and satisfied while achieving them (Rizwan, & Khan, 2011). The studies

could not however pinpoint on the key issues for employee participation and involvement (Wagner, 2014).

In order for jobs to be effective and favorably contribute to performance of employees, job characteristics must be taken into account through understanding of the job itself and its place in the bigger work unit's work course process. Having a detailed knowledge of the tasks performed in the task unit and in the work, the manager then has numerous alternative ways to design a job. This knowledge involves understanding the demands of the job (Karasek, 2004). A review by Keijzers (2010) on worker motivation identified with execution of workers found that, not all discoveries in the accessible writing were reciprocal on the issue under survey. A few analysts put forth opposing expressions on how outward sparks can add to representative inspiration and execution. For instance, on the point of how compensation impacts worker motivation; a few analysts contend that pay does not increment while others contend that it is the most affecting help for representatives.

A clarification could be that not all scholars take after Herzberg's (1959) theory of motivation or that scientists befuddle fulfillment and disappointment. Prior research carried out by Vroom (1964) brought about the conclusion that worker motivation and performance were uncorrelated. In any case, later research by Petty *et. al.* (1984) inferred that there without a doubt is a relationship, by utilizing the 15 studies Vroom (1964) utilized and 20 most recent studies. Managerial implications for this study were that, inherent factors may cause employee motivation when they exist within the organization. However, external motivators, if absent in the company may cause lack

of motivation of the employees. In view of this, it is vital that managers take into consideration both internal and external motivational factors. Supervisors must select the external motivational factors because a single factor may cause lack of satisfaction. Supervisors may also need to consider the effects of these external factors on the internal motivation.

Scholars contend that identities of employees respond contrastingly to motivational components. A few people are all the more inherently and others are all the more outwardly motivated and this causes distinctive productivity among employees. It is by and large acknowledged that a worker's productivity depends on individual components, specifically: identity, aptitudes, knowledge, experience and capacities (Vroom, 1964). Executives need to consider these variations when recruiting and motivating staff.

A study by Imran, Maqbool, and Shafique (2014) uncovered the fact that motivation had significant impact on employee performance but as well as concern for training of employees. It was found that training had no significant impact on employee performance. Thus if employees are motivated towards their work, their performance will be better than those who are not motivated towards their job while training did not influence employee performance.

In this review, a model structure connecting the key employment attributes of control perception and psychological perception to skill perception use and inherent job fulfillment was presented. Discoveries from one cross-sectional survey and one longitudinal review were presented that maintained the meditational effect of saw ability use on the apparent occupation control – work satisfaction relationship as it

were. The association between seen work demands and seen expertise was mixed however no interceding effect was obvious. It was battled that the level of both seen work demands and control coordinates the manner in which the joint effect of both occupation traits on perceived capacity usage and work states of mind, for example, work satisfaction. The study suggested that, the setting of critical levels of control and their differential effects may be similarly diverse and thus formed yet another research agenda for the future.

2.4 Summary of literature and Research Gaps

The table below gives the summary of the literature review and the research gaps identified. The table also highlights the focus of the current study.

Table 2. 1: Summary of Literature and Research Gaps

Author(s)	Study Focus	Findings	Research gap	Focus of current Study
Choge, Chepkiyeng and Chelimo (2014)	Effects of Task Identity on Employee Motivation	The study used correlational research design which correlated task identity to employee motivation. There was correlation between task identity and employee motivation and task identity is one of the strategies of improving the level of employee motivation.	The research was a case study and so findings could not be generalized to different organizational setups.	The study used descriptive research to establish the effect of task identity on performance of employees in different private equity firms.
Asumeng (2014)	Feedback seeking process by managers about their job performance	In-depth unstructured interviews were executed with ten managers. The findings showed that managers are more likely to seek feedback about their performance when they perceive uncertainties and difficulties in their managerial functions and see the need to develop their skills in order to achieve organizational goals.	The study involved a small sample size of 10 managers which was cited to affect the empirical generalizability of the findings.	This study was based on a larger group as it involved a census of all employees to establish how the feedback seeking process in private equity firms. This was done to close the gap of generalization of the findings.
Gatauwa (2014)	A Survey of Private Equity Investments in Kenya.	From the review, the discoveries demonstrated that banks and related establishments were the top financial specialists in private equity assets and extensive	The study failed to find out the reasons for little awareness in PE firms while it concentrated on the entire group of PE	This study sought to determine if current private equity firms create awareness to potential clients through their

Author(s)	Study Focus	Findings	Research gap	Focus of current Study
		corporate organizations were observed to be the top customers. The review also found that the development capability of the customer was the fundamental reason considered in issuing PE to the customers while absence of knowledge on PE was the key challenge confronted in issuing PE in Kenya.	funds including those in financial institutions.	employees. The focus of the study was also on a specific class of PE firms which are not regulated hence was more specific.
Kemboi, Biwott, Chenuos and Rutto (2013).	Skill variety, feedback and employee performance	Their research study employed an explanatory design and indicated that Skill variety significantly affects job performance and also provides the feeling of achievement and compliments, where employees (nurses) with more variety of skills increased their job opportunities and more chances for promotions	The study was in the health sector focusing on one group of people (nurses) in this sector who are nurses. This did not give a view of the same in other sectors or industries and other groups of people in the same sector.	This study is based on a census and does not select which group of people to study from hence the findings are not limiting. The study considered that a variety of skills may lie in various groups of people within the same organization.
El-Asmar (2013)	Roles of task significance and social perceptions in job stress and Employee Engagement.	Task significance all alone predicts worker engagement paying little respect to the next occupation attributes, it likewise encouraged the double measurement of worker engagement, and it emphasized on the need for challenge stressors in clarifying employment engagement.	Task significance as a construct on its own was not fully studied or considered as a factor that enhances employee performance. Cross-sectional quantitative research design was used in this study hence there was no direct feedback from the respondents on task significance.	The study aimed to establish if Task significance affects employee motivation hence their performance. Through the descriptive research design, the study was able to capture the actual scenario from the respondents and make conclusions for this study.
El-Asmar (2013)	Roles of task significance and social perceptions in job stress and El-Asmar (2013) Employee Engagement.	Task significance all alone predicts worker engagement paying little respect to the next occupation attributes, it likewise encouraged the double measurement of worker engagement, and it emphasized on the need for challenge stressors in clarifying employment engagement.	Task significance alone was not sufficient to determine the effect of job characteristics on the performance of the employees.	The study considered various job characteristics as opposed to considering only one characteristic as a determinant of employee performance.
Kemboi, Biwott, Chenuos and Rutto (2013).	Skill Variety, Feedback and Employee Performance among nurses.	By using the explanatory research design, the study found that feedback can assist employees (nurses) in regard to understanding their impact on the patient, program,	The study focus was the health sector and did not consider other sources of feedback to the nurses. This method of getting	Whereas there could be various sources of feedback, this study did not limit the respondents to how or from where

Author(s)	Study Focus	Findings	Research gap	Focus of current Study
		organization and health care system in general.	feedback was limited to clients, supervisors and other nurses.	their feedback came from.
Bremner, and Carrière (2011)	Effects of skill variety, task significance, task identity and autonomy on occupational burnout and the mediating effect of work meaningfulness .	A survey was conducted on a sample of approximately 1100 workers from a Canadian hospital and skill variety was found to be the most significant job characteristic overall.	Skill variety was only found significant among a class of highly educated employees which may not have been the case for other employees.	This research sought to establish how skill variety affected employee performance at various levels and the conclusion considers the views of all the respondents irrespective of their level of education in the sector.
Adebayo and Ezeanya (2011)	Task Identity and Job Autonomy as Correlates of Burnout among Nurses	A field study of 79 nurses was carried out and found that task identity was equipped for decreasing burnout during that time procedure distinguished in the JDR Model	Small sample that limits generalization of the burnout connects to Nigerian medical attendants as a rule. Additional studies are required in this clime to uncover other individual, work and hierarchical corresponds and results of burnout in nursing proficient practice.	To establish the effect of task identity and autonomy particularly on employee performance using a sample of 210 employees that could enable generalization of findings.
Adebayo and Ezeanya (2011)	Task Identity and Job Autonomy as Correlates of Burnout among Nurses	The field study also found that when employees enjoy high level of autonomy, they are likely to meet up with their job demand and thereby reducing their experience on burnout. They also have greater control on their jobs which helps them deal with the demands therein.	This study focused on nurses in the health sector and did not focus on other industries.	This study focused on a different sector to investigate the effect of task identity and autonomy on employee performance.
Saragih (2011)	Effects of job Autonomy on work outcomes namely job satisfaction, job performance, and job stress, with self-efficacy as an intervening variable.	The results showed the estimated model to be acceptable based on its score of the goodness of fit index. The structural relationship showed that job autonomy significantly related to job satisfaction and performance, but not significant with job stress. It also showed that self-efficacy partially mediated the relationship between job autonomy and job satisfaction, and job performance.	The study showed that there was no significant relationship between job autonomy and job performance because Individual differences may be the causes of insignificance in this relationship. The study did not find out the direct relationship between autonomy and employee performance.	The study looked at the mediated relationship between autonomy as a job characteristic and employee performance in private equity firms.
Keijzers (2010)	Employee motivation	The review of literature found that, not all findings in the	The study was based on other research	This study used actual employees in

Author(s)	Study Focus	Findings	Research gap	Focus of current Study
	related to employee performance in the organization	available literature were complementary on the issue under review. Some researchers made contradictory statements on the fact how extrinsic motivators can contribute to employee motivation and performance.	findings and not an actual study.	interview to make deductions hence was more realistic and actual.
Grant (2008)	Significance of task significance: job performance effects, relational mechanisms, and boundary conditions.	Using the correlational research design, the researcher found that this type of research had barred researchers from assessing the contributory impact of task significance on job performance. The study also found that task significance, there were increased levels of job performance and job dedication.	There was no clear method to shed light on the ethical challenges of the unregulated sharing of task significance cues. The study was limited to what the managers felt as far as task significance was concerned.	This study sought to get information from all levels of employees without subjecting this to managers in private equity firms.
Anseel and Lievens (2007)	Connection between the criticism condition and employment fulfillment and the intervening part of leader-member exchange	The findings indicated that a good supervisor feedback environment will be associated with high satisfaction of a job after five months and the association was fully mediated by the level of supervisor-staff exchange.	This study considered the relationship from one direction which is the supervisor to the employee.	This study got the opinions of the interviewees on how to develop the feedback seeking environment over time to enhance employee performance. In line with the recommendations, this study sought to find out how well the feedback flow was within the organization at all levels.

Source: Author (2016)

2.5 Conceptual framework

To react to the research gaps that came up in the reviewed literature above, this research work proposed a conceptual framework that comprises of three major variables namely dependent, independent and mediating variables whose interrelationships are shown in figure 2.3.

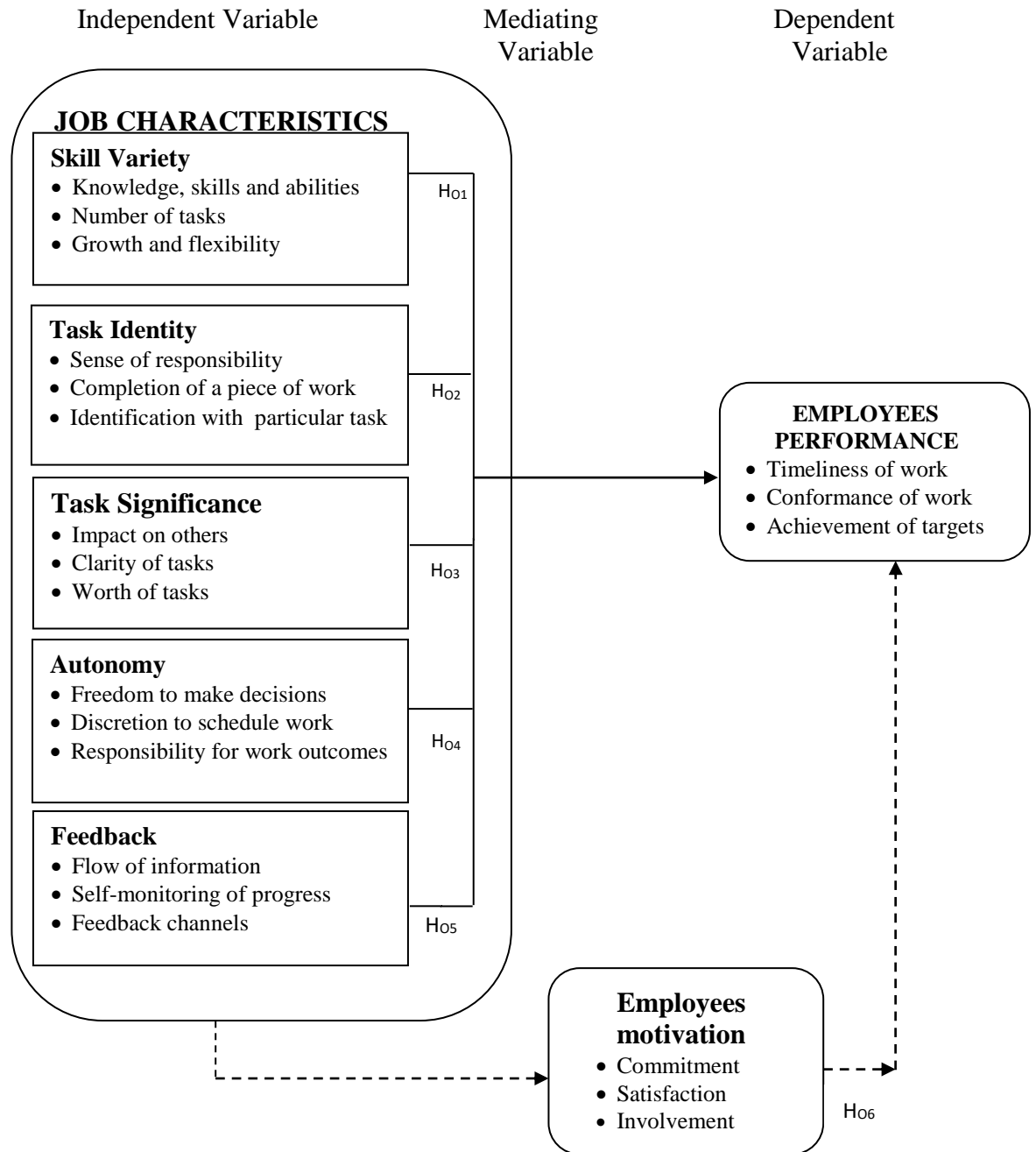


Figure 2. 3: Conceptual Framework

Source: Researcher (2016)

In this study, the dependent variable of the study was employee performance. Employee performance was operationalized through timeliness of work, conformance of work and achievement of targets. The study proposed that employee performance would be

determined by the various job characteristics. The independent variable of the study were the job characteristics which were operationalized through skill variety, task identity, task significance, autonomy and feedback. Skill variety was measured by how well the employees were knowledgeable about their work, their combination of skills and abilities. The study also considered the number of tasks an employee was able to undertake and the ability to grow and be flexible in their work. On the other hand, task identity was operationalized by the sense of responsibility by the employee on their jobs, how well they could complete a task independently and identify with that particular task.

Task significance in this study was considered as the impact of a job on other employees and their jobs, how clear the tasks were for the employee and the worth of the task considering the contribution to the entire organization. Autonomy was measured by the freedom the employees were given to make decisions on their own, the discretion to schedule tasks and perform them to produce results. They were also considered to be responsible for their own outcomes. Feedback was operationalized by the flow of information in the organization, how well the employee were able to monitor their progress and the number of feedback channels available in the organization. Employee motivation was used as a mediator for the relationship between job characteristics and employee performance. Employee motivation was operationalized through commitment, engagement and satisfaction of the employees. The relationship expected was that, if the different job characteristics are considered while designing jobs then employee performance would be enhanced while considering their motivation for the jobs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methodology that was used in the entire study. It looked at the study research design, target population, sampling design and procedures, research instruments, data collection procedures, data analysis and presentation, piloting of research instruments, validity of research instruments, reliability of research instruments and the ethical issues that were taken into consideration during the study.

3.2 Research Design

This study used descriptive research design which seeks to portray an accurate profile of persons, events or situations (Burns & Grove, 2010). This design was used to examine associative relationships. In a descriptive study, no attempt is made to change behavior or conditions for things are measured as they are and the state of affairs are described as they are. This design was selected since it required demonstration on how job characteristics influenced performance of employees (Cooper & Schindler, 2003). Questionnaires were used to gather information.

3.3 Target Population

The target population involved employees from private equity firms that are for profit and are not listed by the NSE. These 25 firms have an estimated total of 210 employees who formed the target population for this study. The study was a census where all the known PE firms were considered and all employees were targeted.

3.4 Sampling design and procedure

The Study focused on all 210 employees at all levels and departments of the PE firms. The levels included Executive Directors, Senior and Junior level managers, Business development officers, Accountants, Administrative and support staff as well as subordinate staff. The Private Equity firms in the sample included the firms that are for profit but are not listed in the Nairobi Securities Exchange in Kenya. The questionnaires had similar items targeting all the respondents in the organizations. The number of staff in each PE firm was established and this formed the whole sample of 210 used in the study, since the study was a census.

3.5 Data Collection Instruments

Questionnaires were used to collect primary data. The research used a 5-point rating questionnaire as a tool for data collection. The questionnaire was structured into two sections; section A and B. Section A constituted demographic information while section B constituted job design variables. The researcher administered the questionnaires to the target respondents at the different Private Equity Firms in Nairobi City County. One set of questionnaire was used because the set of independent, dependent and mediator variables used in the study required same kind of data that came from the respondents from different Private Equity Firms. In this study, questionnaires composing of structured and unstructured items were made use of. The structured questions were put in manner likely to grasp all the responses from the respondents. The questions that were not structured allowed the respondents to be free to give information that is rich and adverse.

Table 3. 1: Operationalization and Measurement of Variables

Variable	Role/Type	Operationalization	Indicators	Measurement
Skill Variety	Independent	How the wide range of knowledge, skills and abilities allow employees to perform a variety of tasks	<ul style="list-style-type: none"> • Knowledge, skills and abilities • Number of Tasks • Growth and flexibility 	Appendix II, section B part A, Questions 1-4
Task Identity	Independent	How task identity allows an employee to finish a particular job from the start to the end.	<ul style="list-style-type: none"> • Sense of responsibility • Completion of piece of work • Identification with a particular task 	Appendix II, section B Part B, Questions 1-3
Task significance	Independent	How task significance allows an employee to have an effect on others who are either within the organization or in the public domain.	<ul style="list-style-type: none"> • Impact on others • Clarity of tasks • Worth of tasks 	Appendix II, section B, Part C, Questions 1-3
Autonomy	Independent	How autonomy gives employees in their jobs the freedom to make decisions on how to complete particular work.	<ul style="list-style-type: none"> • Freedom to make decisions • Discretion to schedule work • Responsibility for work outcomes 	Appendix II, section B, Part D, Questions 1-3
Feedback	Independent	How feedback allows employees to receive responses regarding the effectiveness of the work either directly through the results of work done or through others.	<ul style="list-style-type: none"> • Flow of information about performance • Self-monitoring of progress • Feedback channels 	Appendix II, section B, Part E, Questions 1-3
Motivation	Mediating	How the physiological and psychological states arising from the different job characteristics affect the way employees perform in the tasks assigned to them in the organization.	<ul style="list-style-type: none"> • Job characteristics allow for commitment • Skill and task variety enhance satisfaction • Physiological and psychological states enhance engagement 	Appendix II, section B, Part F Questions 1-4
Employee performance	Dependent	The assessment of how utilization different job characteristics influence how employees perform.	<ul style="list-style-type: none"> • Timeliness of work • Conformance of work • Achievement of targets 	Appendix II, section B, Part G Questions 1-5

Source: Researcher (2016)

3.5.1 Validity of Data Collection Instruments

This refers to the level at which a research instrument makes a measurement it is meant to measure (Kothari, 2004). In validity, the originality of the cause-effect relationship and their overview to the outside world are concerned (Sekaran, 2006). Kothari (2004), argues that the importance of doing a pre-test of the research tools is in order to ensure clarity in the items as indicated and let them be more meaningful to all the respondents. The researcher is able to assess the simplicity of the research instrument during pre-testing. All delicate, confusing or biased components will be noticed and be rectified or removed. Pre-testing permits the researcher to refine their research work before the final test (Cooper and Schindler, 2006). In light of these, the researcher was able to pre-test seven questionnaires using one of the PE firms under study and made the necessary adjustments.

3.5.2 Reliability of Data Collection Instruments

According to Kothari (2004), reliability illustrates that the operation of the research work such as the data collection processes can be redone and acquire the same results. Reliability is mainly about the capability of a research instrument to measure consistently. Since the questionnaire used in this study was to measure the effect of job characteristics on employee performance with specific reference to private equity firms in Nairobi City County, the responses were considered similar or closely related.

On reliability, the questionnaire was tested using Cronbach Alpha coefficient. This checks the relationship between the several responses and the higher the relationship the higher the reliability of the research items. Additionally, a Cronbach alpha value of 0.7

to 1 is an acceptable reliability but below the threshold, the scale would be considered unreliable (Nunnally, 1978). The cut-off for Cronbach alpha was taken as a value of 0.7. The responses from the pilot test were used to test reliability.

In this study, a pilot study was carried out in order to check for the reliability and validity of the research instrument. The requirement is that 1% of the sample must comprise the pilot test (Cooper and Schilder, (2011), Creswell, (2012). For this study, the pilot test was within this recommendation where seven (7) questionnaires were given to employees of one of the Private Equity firms in Nairobi City County in Kenya.

Table 3.2: Pilot Test Results

Variables	Alpha	Number of items	Comment
Skill Variety	0.825	4	Reliable
Task Identity	0.719	3	Reliable
Task Significance	0.734	3	Reliable
Autonomy	0.798	3	Reliable
Feedback	0.757	3	Reliable
Motivation	0.804	4	Reliable
Performance	0.726	5	Reliable
Overall Reliability coefficient	0.755	25	Reliable

Source: Researcher (2016)

The results in the table 3.1 indicate that all the seven (7) variables were reliable as their Cronbach's alpha values exceeded the prescribed threshold of 0.7 as contended by Marczyk, DeMatteo and Festinger (2005). The results also revealed that all the seven

variables had an aggregate alpha value of 0.7551 for all the twenty-five (25) items which was within the recommended range for reliability.

3.6 Data Collection Procedure

The data collection instrument that was used in the research work is the questionnaire. The use of questionnaires gives better quality of research data as compared with other research instruments (Nosek, Banaji & Greenwald, 2002). The researcher received a letter of authorization to collect data from the Graduate school. A research permit to collect data was then sought from The National Commission for Science, Technology and Innovation (NACOSTI) before proceeding distributing the questionnaires to the respondents. Each of the respondents were initially alerted of the purpose of the research through the introduction letter signed by the researcher and any questions raised were to be answered conclusively. The respondents were then issued with the questionnaires to complete where any help that was needed during this exercise was accorded to them.

3.7 Data analysis and presentation

In this section, the researched discusses the techniques which were used to analyze the data and test the variables. Before processing the responses, the data preparation was done on the completed research tool, being the questionnaire, by editing, coding, entering and cleaning up the data. The descriptive statistical tools helped in describing the data and assess the respondents' level of agreement with various research statements under each variable. Data analysis was then carried out with the aid of the software SPSS and Microsoft Excel. The study also used descriptive analysis.

In descriptive statistics, mainly, measures of central tendency (mean), measures of dispersion (standard deviation). Descriptive statistics were used to summarize the characteristics of all variables in the administered questionnaires in order to present the data in a more meaningful way, which will allow simpler interpretation of the data. Regression analysis was carried out whereby hypotheses tests were done in the study because it required the researcher to establish whether the regression results met requirements raised by the key assumptions. To assess the fitness of observations for inference and making conclusions, the researcher performed diagnostic tests including normality, linearity, collinearity and multicollinearity.

Keiser-Meyer-Oklin Measure (KMO) and the Bartlett's Test of Sphericity tests were done to decide the adequacy of the research information. KMO measure fluctuates in the vicinity of 0 and 1, where the qualities which are more like one are better with a suggested limit of 0.5. As per Williams, Brown and Onsman (2012) KMO of 0.5 is a worthy degree for examining amplexness. The test of sphericity by Bartlett checks the invalid speculation that the relationship grid is a character network; that is, it examines if the specimens are from populations with equivalent variance.

The study also tested the data to ensure that the assumptions of collinearity were fulfilled (Field, 2005; Hair, Anderson, Tatham, and Black, 1995). The researcher used the Variance Inflation Factor (VIF) to ascertain multicollinearity. Landau and Everitt (2004) suggest that VIFs of at least 10 or tolerances of at most 0.1 indicate presence of multicollinearity. In this study, $VIF \geq 10$ and tolerances ≤ 0.1 which correspond to $R^2 \geq 0.90$, was adopted for detecting the existence of multicollinearity. Homogeneity of

variance was tested using Levene's statistic where if the test is not significant (P-Value ≥ 0.05), the two variances are not significantly different hence fail to reject the null hypothesis (Gastwirth, Gel and Miao, 2009). The P-Value of 0.05 was utilized as the threshold for testing homogeneity of variance.

3.8 Empirical model

As defined by Brambor, Clark and Golder (2006), an empirical model mathematically expresses the relationship between the dependent and independent variable(s). Regression analysis was used for this study because performance is considered a continuous variable (Field 2009). The study also used multivariate analysis to perform regression on the various relationships that existed between the variables in order to understand the strength of each predictor variable.

The first empirical model used in the study, skill variety, task identity, task significance, autonomy and feedback were all regressed on employee performance as shown below:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 +$$

$$\beta_5 x_5 + \epsilon_i \dots \dots \dots 3.1$$

Where: Y= Employee Performance

B_0 = Beta

X_1 = Skill Variety

X_2 = Task Identity

X_3 = Task Significance

X_4 = Autonomy

X_5 = Feedback

$B_1 \dots B_5$ = regression coefficient of the five variables

ϵ_i = Error term

The step-wise approach was adopted where various models were used to measure mediation (Baron & Kenny 1986; Muller, Judd & Yzerbyt 2005; Judd & Kenny 2008; Hayes, 2009). The Initial model estimated the relationship between the independent (Job characteristic) and dependent (Employee Performance) variables. The research also sought to determine the overall effect that could be mediated.

$$Y = \beta_i + \beta_1 X_1 + \epsilon_i \dots\dots\dots 3.2$$

Where: Y= Employee Performance

ϵ_i = Error term

β_i = Beta

X_1 = Job Characteristics

The second model sought to determine the relationship between the mediating variable (as dependent variable) and job characteristics (as the independent variable).

$$M_e = \beta_i + \beta_1 X_1 + \epsilon_i \dots\dots\dots 3.3$$

Where: M_e = Motivation

ϵ_i = Error term

β_i = Beta

X_1 = Job Characteristics

The third model was used to establish the relationship between the independent variable (job characteristics) and the dependent variable (Employee Performance), after being the mediated effect by the mediating variable (motivation).

$$Y = \beta_i + \beta_1 X_1 + \beta_2 X_2 + \epsilon_i \dots\dots\dots 3.4$$

Where: Y= Employee Performance

ϵ_i =Error term

β_i = Beta

X_2 = Job characteristics

X_1 = Motivation

The purpose of the above model was to establish that there are relationships among the variables. This implied that if one or more of these relationships are non-significant, the conclusion is that mediation was not possible (Baron & Kenny 1986).

Table 3. 3: Testing of Hypothesis

Objective	Hypothesis	Statistical method of analysis	Parameters for analysis of findings
To determine the effect of skill variety and performance of employees in private equity firms in Kenya	H ₀₁ : there is no effect of skill variety on performance of employees in private equity firms in Kenya	Multiple Regression model: $Y = \beta_i + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon_i$ Where:	R ² Value F Value T Value P ≤ 0.05 β
To establish the effect of Task identity and performance of employees in private equity firms in Kenya	H ₀₂ : there is no effect of Task identity on performance of employees in private equity firms in Kenya	Y=Employee Performance β_i =Constant β_1 =Coefficient of skill Variety	R ² Value F Value t Value P ≤ 0.05 β
To evaluate the effect of task significance and performance of employees in private equity firms in Kenya	H ₀₃ : there is no effect of task significance on performance of employees in private equity firms in Kenya	ϵ_i =Error term X ₁ =Skill Variety β_2 =Coefficient of task identity X ₂ = Task identity β_3 =Coefficient of task significance	R ² Value F Value t Value P ≤ 0.05 β
To examine the effect of autonomy and performance of employees in private equity firms in Kenya	H ₀₄ : there is no effect of autonomy on performance of employees in private equity firms in Kenya	X ₃ =Task significance β_4 =Coefficient of autonomy X ₄ = Autonomy β_5 =Coefficient of feedback	R ² Value F Value t Value P ≤ 0.05 β
To establish the effect of feedback and performance of employees in private equity firms in Kenya	H ₀₅ : there is no effect of feedback on performance of employees in private equity firms in Kenya	X ₅ = Feedback	R ² Value F Value t Value P ≤ 0.05 β
To determine the mediating effect of motivation on the relationship between job characteristics and performance of employees in private equity firms in Kenya	H ₀₆ : Motivation has no mediating effect on the relationship between job characteristics and performance of employees in private equity firms in Kenya	Three Linear Regression models: Model 1: $Y = \beta_i + \beta_1 X_1 + \epsilon_i$ Model 2: $Y = \beta_i + \beta_1 X + \epsilon_i$ Model 3: $M_e = \beta_i + \beta_1 X_1 + \epsilon_i$	R ² Value R ² =0-0.4 weak relationship R ² =0.4-0.6 moderate relationship R ² above 0.6 strong relationship. Therefore, we reject the hypothesis H ₀₆ as the R ² is greater than 0.6. (Field, 2005)

Source: Field (2009)

3.9 Ethical Considerations

The researcher sought permission from the authority, National Council of Science and Technology (NACOSTI) before going to the field to start data collection. The researcher also ensured personal biases and opinions did not get in the way of the research by being objective in every undertaking. The purpose of the research was disclosed to respondents before they were requested to complete the questionnaires. When reporting the results of the study, the researcher ensured that the research report accurately represented what was observed or what was reported by the respondents after proper analysis of all the data collected.

CHAPTER FOUR

RESEARCH FINDING AND DISCUSSION

4.1 Introduction

This chapter makes an analysis and findings of the study where a discussion on them is built. The questionnaire contained two sections which are A and B. Section A needed that the respondents give their personal information while section B required the respondents to give management information. In section A, the name of the respondent (optional), department, age, level of education, Years worked in the current PE firm was sought. This section therefore presents the responses regarding biographic information of the respondents.

4.2 Response Rate

The researcher targeted 25 PE firms in Nairobi County in Kenya. 210 questionnaires were distributed to the firms and were self-administered where the questionnaires were dropped and picked later. The questionnaires were given to all staff in the organizations. The researcher collected the data in the Month of June and July, 2016 where a total of 123 questionnaires were collected for analysis as shown in table 4.1.

Table 4. 1: Response Rate

Item	Frequency	Percentage
Correctly completed returned questionnaires	116	55.2
Incomplete and rejected returned questionnaires	7	3.3
Unreturned questionnaires	87	41.5
Total	210	100

Source: Survey data (2016)

Out of the 123 questionnaires received, 7 were rejected on bases of incomplete and inconsistency. 116 questionnaires which is 55% of the total expected were correct and used for further analysis. Mugenda and Mugenda (2003) recommended a rate of response of 50% as being good to make an analysis. Therefore, the response rate of 55% was adequate hence the data collected was used for analysis and reporting.

4.3 Demographic data

The demographic data of the respondents was further summarized in a cross-tabulation form so as to clearly show the pattern of respondents' demographic characteristics. The main demographic attributes in the study were Gender, Age, Level of Education, Number of years worked, number of employees in the organization and the department the respondent belonged. Table 4.2 presents the tabulation of the respondents' Biographical information based on the above attributes.

From the table 4.2, the total number of respondents who indicated their gender were 106 out of the 210 questionnaires distributed. There were 56 male respondents which was 52.8% and 50 female respondents which was 47.2%. In addition, 28.1% of the respondents were aged between 21-25 years, 41.2% were aged between 26-30 years while 14.0% were aged between 30-35 years. A similar percentage of 14.0% was recorded for the respondents aged between 36-40 years. 2.6% were aged between 40-50 years. The findings indicate that most of the employees are aged between 26-30 years, while the group with the least respondents is that between 40-50 years.

Based on the attribute of the level of education, the findings show that 0.9% of the respondents had attained up to the primary school level education, while 5.4% of the

respondents had attained the secondary level of education. In addition, 52.4% of the respondents had attained the college level of education and 41.1% had reached the university. This revealed that the highest number of employees in the PE firms were at college level while few had gone up to the primary and secondary levels.

Table 4. 2: Respondents' Biographical Data

Gender			
	Frequency	Valid Percent	Cumulative Percent
Male	56	52.8	52.8
Female	50	47.2	100.0
Missing	10		
Total	116	100.0	
Age			
	Frequency	Valid Percent	Cumulative Percent
21-25 yrs	32	28.1	28.1
26- 30yrs	47	41.2	69.3
30-35 yrs	16	14.0	83.3
36- 40 yrs	16	14.0	97.4
40- 50 yrs	3	2.6	100.0
Missing	2		
Total	116	100.0	
Level of education			
	Frequency	Valid Percent	Cumulative Percent
Primary	1	.9	.9
Secondary	6	5.4	6.3
College	59	52.7	58.9
University	46	41.1	100.0
Missing	4		
Total	116	100.0	
No of years worked in the organization			
	Frequency	Valid Percent	Cumulative Percent
1- 2 Yrs	37	32.2	32.2
2-4 Yrs	62	53.9	86.1
4-6 Yrs	11	9.6	95.7
6- 10 Yrs	4	3.5	99.1
10 -15 Yrs	1	.9	100.0
Missing	1		
Total	116	100.0	
Total Number of employees			
	Frequency	Valid Percent	Cumulative Percent
Less than 50	111	96.5	96.5
50 – 100	4	3.5	100.0
Missing	1		
Total	116	100.0	
Department			
	Frequency	Valid Percent	Cumulative Percent
Operations	28	25.0	25.0
Finance	42	37.5	62.5
Business Development	16	14.3	76.8
Others	26	23.2	100.0
Missing	4		

Total	116	100.0
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Source: Survey data (2016)

From the above findings, 32.2% of the respondents stated that they had worked in their firms for 1-2 years, 53.9% had worked for 2-4 years, while 9.6% had worked for 4-6 years. 3.5% had worked in their organizations for 6-10 years while only 0.9% had worked for between 10-15 years. The findings above indicate that most of the employees in the PE firms have worked for 2-4 years while only a few had worked for over 10 years. The findings also indicate that the number of employees in PE firms that are less than 50 is 96.5% while 3.5% represents those that are between 50-100 employees. These therefore indicates that most of the PE firms have fewer employees than 50.

According to the findings, 25.0% of the respondents were from the operations department. 37.5% were from the finance department, 14.3% were from the Business development department while the other 23.2% were from the other departments. The findings indicate that out of those who responded, most of them were from the finance and operations departments.

4.4 Cross-tabulated Demographic information

The demographic data of the respondents was further summarized in a cross-tabulation so as to clearly show the pattern of respondents' demographic characteristics. From table 4.3, the highest number of respondents were aged between 26-30 years, 27 of who were female and the total for this category was 43. The age category with the least respondents was between 40 – 50 years, who had 2 female respondents and 1 male

respondent. The respondents who had acquired the college level of education were the highest in number, with a total of 52. Out of these, 28 were female while 24 were male respondents. The lowest recorded level of education by the respondents was the primary level which had 1 respondent.

Table 4. 3: Cross - Tabulation of Demographic information

		Gender		
		Male	Female	Total
Age	21-25 yrs	18	10	28
	26- 30yrs	16	27	43
	30-35 yrs	11	4	15
	36- 40 yrs	10	6	16
	40- 50 yrs	1	2	3
	Missing			11
Total		56	49	116
Level of education	Primary	0	1	1
	Secondary	3	2	5
	College	24	28	52
	University	28	17	45
	Missing			13
Total		55	48	116
No of years worked in the organization	1- 2 Yrs	23	11	34
	2-4 Yrs	23	33	56
	4-6 Yrs	7	4	11
	6- 10 Yrs	3	1	4
	10 -15 Yrs	0	1	1
	Missing			10
Total		56	50	116
Department	Operations	13	12	25
	Finance	20	19	39
	Business Development	7	8	15
	Others	16	9	25
	Missing			12
Total		56	48	116

Source: Survey data (2016)

The findings also indicate that 56 employees had worked in their respective companies for 2 – 4 years where 33 of these were female and 23 were male. Those who had worked in the respective companies for 10 – 15 years were the least with only 1 respondent. According to departments, the finance department had highest number of 39, 19 of who were female and 20 were male. The department with the least number of respondents was business development which had 15 respondents, 8 of who were female and 7 male respondents.

4.5 Descriptive Statistics

This section presents the descriptive results on the variables of the study. This study analysed the data based on the number of respondents (N), the mean (Mean) and the standard deviation (std. Deviation) for each variable. The section B of the questionnaire required that the respondents give their answers based on a scale of 1-5 for questions on skill variety, task identity, task significance, autonomy, feedback, employee motivation and employee performance of employees in the PE firms in Kenya.

4.5.1 Skill Variety

This section required the respondents to respond to the statements in relation to skill variety in a scale of 1-5. This sought to obtain information from the respondents on how their job is structured, their job descriptions, flexibility and allowance for growth within their organizations. Table 4.4 represents the findings of the respondents' answers in relation to skill variety.

Table 4. 4: Skill Variety

Statement	n	Mean	Std. Deviation
The job I do is structured such that in the performance of my duties, all my knowledge, skills and abilities are required.	116	3.5603	1.04081
The job description for my job has several tasks for me to complete.	116	3.6466	.86732
The structure of my job has inbuilt flexibility for me to perform tasks.	116	3.5086	.95549
The job is structured well to enable me grow within the organization.	116	3.8017	1.14375
Aggregate scores		3.6293	1.001843

Source: Survey data (2016)

The respondents' responses to how they apply their skills in their jobs ranged between 1 and 5. The aggregate mean score for the responses on Skill variety was 3.5603 which means that the respondents agreed that their jobs were structured to incorporate their skills, knowledge and abilities. The standard deviation for this section was 1.04081, which indicated a normal variation in the response on the requirement to apply knowledge, skills and abilities. On the question on the respondents' job description, the aggregate score is 3.6466 which indicated that in average, the respondents agreed that their job descriptions contained several tasks for them to complete. The standard deviation of 0.86732 indicated a normal variation between the respondent's responses. The aggregate response for this variable was 3.6293 with a standard deviation of 1.001843 which indicated a normal variation.

The mean response rate on whether the jobs have inbuilt flexibility is 3.5086. This indicates that the respondents on average are in agreement to the fact that their job allow them flexibility to perform their tasks to a great extent. The standard deviation for this is 0.95549. This indicates a normal variation in the responses. The responses for whether the respondents agreed that their jobs are well-structured to enable growth within the organization ranged between 1 and 5. The average response on this was 3.8017, while the standard deviation was 1.14375. This standard deviation indicated a normal variation in the responses. From the table 4.3, the highest number of respondents were aged between 26-30 years, 27 of who were female and the total for this category was 43. The age category with the least respondents was between 40 – 50 years, who had 2 female respondents and 1 male respondent.

The characteristic of this group of respondents is such that they are active and would like to engage in a number of activities while at work. This result indicated that most of the respondents in this category also agreed that skill variety affects employee performance to a great extent. Similarly, the Herzberg (1966, 1968) two-factor theory differentiates between motivators that usually generate positive contentment emanating from inherent states such as status, job security, fringe benefits, salaries and work conditions that do not provide fulfilment, even though non fulfilment come out of their nonexistence. Herzberg (1979) argued that, the term hygiene is used to mean that these are continuation factors extrinsic to the work itself and include aspects such as company policies, supervisory practices, or salary. Motivators would therefore include challenging work which involves a variety of tasks in the employees' jobs.

4.5.2 Task Identity

This section required the respondents to respond to the statements in relation to task identity in a scale of 1-5. This section sought to obtain information from the respondents on how their jobs allow them to identify with various tasks and be responsible for outcome. This section also sought to get information from the respondents on how the design of the job is such that they are able to complete a task from beginning to the end. Table 4.5 represents the findings of the respondents' answers in relation to task identity.

Table 4. 5: Task Identity

Statement	n	Mean	Std. Deviation
The structure of my job allows me to feel a sense of responsibility for the outcomes.	116	3.5862	.96971
The design of my job allows me to carry out several tasks that eventually fit together to make a complete job.	116	3.6724	.87254
My job structure allows me to do a job from beginning to end with a visible outcome.	116	3.8448	.95647
Aggregate scores		3.701133	0.932907

Source: Survey data (2016)

From the findings above, the question on how the structure of the job made the respondent feel a sense of responsibility was between 1 and 5. The average of the responses was 3.5862, which indicated that the respondents were inclined towards agreeing that their jobs made them feel a sense of responsibility. The standard deviation for this response was 0.96971 which indicated a normal variation between the

responses. The respondents strongly agreed that the design of their jobs allows them to complete a job from start to finish with the responses ranging between 2 and 5. The mean for this response was 3.6724.

The standard deviation was 0.87254 which also indicated a normal variation between the responses. The findings indicate a mean of 3.8448 on the question on getting a visible outcome from the respondents' jobs, while the standard deviation of 0.95647 means that the variation between the responses was normal. The aggregate score for this response was 3.701133 which indicated that the respondents agreed to a great extent that the task identity was directly related to their performance. The standard deviation is 0.932907 indicating a normal variation between the responses.

The Job Characteristics model which indicates that task identity has an effect on employee motivation. In this study, task identity was found to offer a sense of responsibility to the employees for their work outcomes which is a source of motivation. It is one of the strategies of improving the level of employee motivation. From the biographic data reported on table 4.2, most of the respondents were aged between 26-30 years who are young professionals. They agreed that to a great extent, identifying with particular tasks and having responsibility on the same contributed to improved performance.

4.5.3 Task Significance

This section required the respondents to respond to the statements in relation to task significance in a scale of 1-5. It sought to obtain information from the respondents on

how their jobs affects other jobs and how the failure to perform their jobs affects other jobs. This section also sought to find out if there are any direct economic contributions of their jobs that determine the survival of the organization. The table 4.6 represents the findings of the respondents' answers in relation to task significance.

Table 4. 6: Task Significance

Statement	n	Mean	Std. Deviation
The contents of my job affects several other jobs.	116	3.3707	1.00026
Failure to carry out the duties in my job can lead to failure of several other job.	116	3.4828	1.14575
The relative economic contribution of my job tasks is critical to the survival of the organization.	116	3. 6724	1.06138
Aggregate scores		3.508633	1.06913

Source: Survey data (2016)

On the question on how the respondents' jobs affected several other jobs directly, the range of responses was between 1 and 5 where the mean response was 3.3707 and the standard deviation of 1.00026 which indicated a normal variation between the responses. Failure to perform one's job was also found to affect other jobs from the respondent's responses. The mean response for this section was 3.4828 with a standard deviation of 1.14575. The findings indicated a wide variation in the responses about the failure to carry out duties and the effect on other jobs by a standard deviation of 1.06138.

There was also a wide variation in the responses of respondents where they were required to state their economic contribution and determination of the survival of the

firm. The aggregate score for the response in this variable was 3.508633 which indicated that the respondents moderately agreed that task significance affected employee performance. The standard deviation of 1.06913 indicated a normal variation. These findings are in line with Birnbaum and Somers (2013) who found that it is vital to know that completing a task is not what indicates the significance of a job but the input that PE firms offer to healthy customer results.

4.5.4 Employee Autonomy

This section required the respondents to respond to the statements in relation to autonomy in a scale of 1-5. This section sought to obtain information from the respondents on if the job gives them the liberty to decide about their work and gives them the discretion to schedule work and be responsible for work outcomes. The table 4.7 represents the findings of the respondents' answers in relation to autonomy.

Table 4. 7: Employee Autonomy

Statement	n	Mean	Std. Deviation
My job gives me the freedom to make decisions regarding how I accomplish my work.	116	3.5086	1.03416
In my organization my job provides me with the discretion to schedule work by myself.	116	3.3362	.96858
The job description vests responsibility of work outcomes on me as the job holder.	116	3.5862	1.03897
Aggregate scores		3.477	1.013903

Source: Survey data (2016)

According to the findings on the attribute of autonomy, the responses ranged between 1 and 5. The average response on whether the respondents' job gives them freedom to make decisions regarding work was 3.5086 which meant that the respondents generally agreed to this question. The standard deviation was 1.03416 which indicated a normal variation. On the question regarding the discretion to schedule work, the findings indicate an average response of 3.3362. There was a normal variation which was explained by the standard deviation of 0.96858. The mean response on whether the job holder was responsible for the work outcomes was 3.5862, indicating that the respondents generally agreed to their responsibility for work outcomes.

The standard deviation for this response was 1.03897 which is an indication of a normal variation. The aggregate score for the response on the variable autonomy was 3.477 indicating that most of the respondents were in agreement that autonomy affects performance to a moderate extent. The standard deviation of 1.013903 indicates a normal variation between the variables. The highest number of respondents were aged between 26-30 years, 27 of who were female and the total for this category was 43. The age category with the least respondents was between 40 – 50 years, who had 2 female respondents and 1 male respondent. This group of respondents consists of generation Y who do not like close supervision and want more flexible work schedules. This group of respondents also like to be guided and left to explore through their tasks.

The findings agree with the views of Shane (2008) who noted that autonomy has substantial control over aspects of one's work and is the individual's power to take charge of their work. Employees should have inputs on how their jobs are done,

prioritization of tasks, agility in doing work and opportunities to participate in decisions which affect them which in turn influence their performance.

4.5.5 Feedback on Performance

This section aimed at finding out the respondents' views on feedback. The responses were given in a scale of 1-5. It sought to obtain information from the respondents regarding the flow of information, ability to monitor performance and their views on the channels of feedback available within the organization. Table 4.8 represents the findings of the respondents' answers in relation to feedback in their organizations.

Table 4. 8: Feedback on Performance

Statement	n	Mean	Std. Deviation
In my organization, jobs are designed such that information freely flows across the departments.	116	3.8017	.93455
I am able to monitor the progress of any work as I perform.	116	3.6638	.92260
The job has enough channels that give me feedback on my work performance.	116	3.7155	.97629
Aggregate scores		3.727	0.94448

Source: Survey data (2016)

According to the findings of the study, the responses were in the range of 1 and 5. The question on if the respondents' jobs allowed free flow of information had an average response of 3.8017 indicating that the respondents averagely agreed that the information flow in their organizations was free. The standard deviation indicated a normal variation between the responses which was 0.93455. The response on whether the employees are able to monitor the progress of work had an average response of 3.6638.

The standard deviation was 0.92260, which indicated a normal variation between the responses.

The Mean of the question on whether there were enough channels to provide feedback was 3.7155 and a standard deviation of 0.97629 which indicated that most of the respondents agreed that there were enough channels in the organization to give feedback. The averages score for the responses in this variable was 3.727 which indicated that the highest number of respondents agreed to the fact that the job characteristic of feedback affected their performance. The aggregate standard deviation of 0.94448 indicated a very close relationship between the responses. The descriptive results indicate that the finance department had highest number of 39, 19 of whom were female and 20 were male. The department with the least number of respondents was business development which had 15 respondents, 8 of who were female and 7 male respondents.

In financial institutions, feedback on financial performance both internally and externally could be said to be vital. Measurement of performance is often considered an important tool for feedback in management, which then acts as a strategy to improve the program (Mausolff, 2004). This statement was justified by the findings in this section where most of the respondents gave performance measurement as a common tool to measure employee performance, which was identified as a common tool for feedback among the respondents.

4.5.6 Employee Motivation

This section sought to obtain information from the respondents in relation to employee motivation. The respondents were required to respond to the statements in a scale of 1-5. This section also sought to find out if the workers were committed to their jobs, the level of employee involvement and if the workers were happy with their jobs. The respondents were also expected to give their views on whether the employees express satisfaction on their jobs. The table 4.9 represents the findings of the respondents' views on employee motivation.

Table 4. 9: Employee Motivation

Statement	n	Mean	Std. Deviation
In this company, workers are generally committed to their jobs.	116	3.8966	.84832
The level of employee involvement is exemplary	116	3.6638	.91313
Workers in my organization are happy with their jobs.	116	3.5431	.93616
Employees express satisfaction with their jobs.	116	3.6121	1.04483
Aggregate scores		3.6789	0.93561

Source: Survey data (2016)

There were 4 statements in this section and the responses on this section were in the range of 1 as the minimum and 5 as the maximum. The respondents' average response on whether the employees were committed to their work was 3.8966. The standard

deviation of 0.84832 indicated a normal variation in the responses. On whether the level of commitment was exemplary, an average of 3.6638 was given. The standard deviation of 0.91313 indicated a normal variation in the responses.

The statement on whether the employees were happy with their jobs was generally agreed upon with an average response of 3.5431 and a standard variation of 0.93616 which is a normal variation. The respondents agreed that the employees expressed satisfaction in their jobs to a great extent where the mean response was 3.6121. The standard deviation of 1.0448 indicated a normal variation in the responses. The aggregate mean of the responses was 3.6789 while the standard deviation was 0.93561, which indicated a normal variation between the respondents who expressed satisfaction in their jobs.

Wagner (2014) stated that practices in participatory management balances the engagement of supervisors and their workers in coming up with information, making decisions and solving problems, a statement which the findings of the study tends to agree with.

4.5.7 Employee Performance

This section required the respondents to respond to the statements in relation to Employee performance. The respondents were required to give their views on the statements in this section in a scale of 1-5. It sought to obtain information from the respondents on whether the job tasks were completed on time, if the work results conformed to the specifications and whether targets were often achieved. This section

aimed at finding out the views of the employees in regard to customer satisfaction and if they were extremely happy and whether the company was highly reputed by the stakeholders.

The table 4.10 represents the findings of the respondents' answers in relation to employee performance.

Table 4. 10: Employee Performance

Statement	n	Mean	Std. Deviation
Job tasks in this organization are completed on time.	116	3.8190	.80864
The employee work results conform to specifications	116	3.7931	.82901
The agreed upon Work targets are often achieved.	116	3.7500	.87352
Our customers are extremely happy.	116	3.8707	.88985
The company is highly reputed by the stakeholders.	116	3.9828	.83388
Aggregate scores		3.84312	0.84698

Source: Survey data (2016)

Three statements of the five in this section were strongly agreed to with a range of response of between 2 and 5. The average response on the statement on completion of tasks on time had a response average of 3.8190 and a standard deviation of 0.80864 which indicated a normal variance. The respondents agreed to the statement that the results of work conformed to specifications. This was indicated by the average response of 3.7931 with a standard deviation of 0.82901 indicating a normal deviation.

On the statement on whether the respondents had targets achieve as agreed, the response had an average of 3.7500. The standard deviation for this variable was 0.87352.

An average of 3.8707 was found which means most respondents were in agreement that the customers were generally happy. The standard variation for this response item was 0.88985 meaning there was normal variation. The mean response for whether the company was highly reputed by the stakeholders is 3.9828 while the standard variation is 0.83388 indicating a normal variation. The aggregate mean score for these responses was 3.84312 which means most of the employees responded agreeing to the fact that performance is affected by the variables there in and the aggregate average standard deviation of 0.84698 indicated a normal variation.

The findings of this study agree to this statement and indicate that the characteristics of a job indeed affect the performance of the employees. According to Kahn (2012), in the current era, employees are considered as human capital and every organization tries its best to utilize its capital for optimum performance. The attributes discussed above contribute to this optimum performance and is evident in the findings of the study.

4.6 Diagnostic Tests

Diagnostics tests for independence, adequacy, linearity, multicollinearity and homogeneity were also done to determine suitability of the data to make inference.

4.6.1 Test of sampling Adequacy

Keiser-Meyer-Oklin Measure (KMO) and the Bartlett's Test of Sphericity tests were hereby done to determine the adequacy of the research data.

Table 4. 11: KMO and Bartlett's Test of Sphericity

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.867
	Approx. Chi-Square	476.911
Bartlett's Test of Sphericity	Df	21
	Sig.	.000

Source: Survey data (2016)

From table 4.11, the KMO was 0.867 which was above the threshold of 0.5 and indicating an adequate sample to represent the population in the study. Therefore, the data could be subjected to further analysis. The significance level was at 0.000 which is 99.9% level of confidence.

KMO measure varies between 0 and 1, where the values which are closer to one are better with a recommended threshold of 0.5. Williams, Brown and Osman (2012) state that a KMO of 0.5 is an acceptable degree for sampling adequacy. Bartlett's test of sphericity tests the null hypothesis that the correlation matrix is an identity matrix where the same makes an analysis of the samples from the entire population with equal variances. In this study, the results indicated that the data could be analyzed further as the sample was found to be adequate.

4.6.2 Test of Linearity

Linearity of the variables was tested by the correlations results as indicated in the table below.

Table 4.12: Correlations Results

		Employee Performance
Skill Variety	Pearson Correlation	.660**
	Sig. (2-tailed)	.000
Task Identity	Pearson Correlation	.692**
	Sig. (2-tailed)	.000
Task Significance	Pearson Correlation	.456**
	Sig. (2-tailed)	.000
Autonomy	Pearson Correlation	.650**
	Sig. (2-tailed)	.000
Feedback	Pearson Correlation	.681**
	Sig. (2-tailed)	.000
Motivation	Pearson Correlation	.705**
	Sig. (2-tailed)	.000

**Correlation is significant at the 0.01 level (2-tailed).

Source: Research data (2016)

The correlations results from table 4.12 show that there exists a linear relationship between the variables. The correlation of the variables with the dependent variables was significant at a confidence level of less than 0.01 (99%). The results indicated that the data could be analyzed using multiple regression.

4.6.3 Test of Multicollinearity

The study tested the data to ensure that the assumption of multicollinearity was satisfied (Field, 2005; Hair, Anderson, Tatham, and Black, 1995). The researcher also used the Variance Inflation Factor (VIF) to ascertain multicollinearity. Landau and Everitt (2004) suggest that VIFs of at least 10 or tolerances of at most 0.1 indicate presence of multicollinearity.

Table 4.13: Collinearity Statistics

	Tolerance	VIF
Skill Variety	.412	2.430
Task Identity	.426	2.347
Task Significance	.862	1.160
Autonomy	.488	2.049
Feedback	.484	2.066
Motivation	.381	2.628

Source: Survey data (2016)

The table 4.13 indicates that the tolerance was above 0.1 and the VIF of the variables were below 10. This implies that there was absence of multicollinearity. In this study, $VIF \geq 10$ and tolerances ≤ 0.1 which correspond to $R^2 \geq 0.90$, was adopted for detecting the existence of multicollinearity.

4.6.4 Test of Homogeneity

Homogeneity of variance was tested using Levene's statistic where if the test is not significant (P-Value ≥ 0.05), the two variances are not significantly different hence fail to reject the null hypothesis (Gastwirth, Gel & Miao, 2009).

Table 4.14: Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Skill Variety	.074	1	104	.786
Task Identity	.061	1	104	.805
Task Significance	.169	1	104	.682
Autonomy	.494	1	104	.484
Feedback	1.035	1	104	.311
Motivation	2.150	1	104	.146
Employee Performance	.141	1	104	.708

Source: Research data (2016)

From table 4.14 above, the P values for all the variables were greater than 0.05, indicating the homogeneity of the respondents. With the level of significance being greater than 0.05 which was the threshold, it indicated that the data could be subjected to further analysis. In this study, the P-Value of 0.05 was utilized as the threshold for testing homogeneity of variance.

4.7 Test of Hypotheses

The study had five hypotheses which were tested using three regression models. The first regression model dealt with the direct relationship between Job characteristics and Employee performance. The second regression model analysed the relationship between motivation (the mediating variable) and employee performance. The third regression model analysed the mediating effect on the relationship between job characteristics and employee performance. The results of the hypotheses testing were analysed and presented in terms of R^2 and F values at 95% confidence levels as illustrated in the tables below. Regression analysis was used in this study because performance is considered a continuous variable (Field, 2009). Multivariate analysis was used to perform regression on the relationships that exist between the various variables for an understanding of the strength of each predictor variable.

Table 4.15: Test of Job Characteristics and performance of employees among Private Equity Firms:

Model Summary					
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.810 ^a	.657	.641	.39505	1.787
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	32.847	5	6.569	42.094	.000 ^b
Residual	17.167	110	.156		
Total	50.014	115			
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Err	Beta		
(Constant)	.417	.235		1.772	.079
Skill Variety	.225	.078	.235	2.891	.005
Task Identity	.213	.076	.243	2.797	.006
Task Significance	.041	.056	.049	.728	.468
Autonomy	.152	.068	.183	2.233	.028
Feedback	.259	.073	.283	3.551	.001

a. Dependent Variable: Employee Performance

Source: Research data (2016)

In the first empirical model, skill variety, task identity, task significance, autonomy and feedback were regressed on employee performance and the multiple regression summarised as shown below:

$$Y=0.417+0.225X_1+0.213 X_2+0.41 X_3+0.152 X_4+0.259X_5+\epsilon_i \dots\dots\dots 4.1$$

Where:

Y= Employee Performance

X₁= Skill Variety

X₂= Task Identity

X₃ = Task Significance

X₄= Autonomy

$X_5 =$ Feedback

$\epsilon_i =$ Error term

The regression model established the strength in the relationship of the dependent and independent variables in the study. The adjusted R^2 of 0.641 which is 64.1% is explained by the corresponding change in the job characteristics.

4.7.1 Effect of skill variety on the performance of employees.

The first hypothesis was to test whether there is an effect of skill variety on the performance of employees among private equity firms in Nairobi City County in Kenya. From the results in table 4.16, skill variety has a Beta value of 0.235 which indicates a positive relationship between the independent and the dependent variable employee performance. The level of significance of 0.005 is less than the threshold of 0.05, where the null hypothesis is not supported if the $P < 0.05$. The results indicate that there is a statistically significant effect of skill variety on employees' performance and therefore reject the null hypothesis. Accordingly, the study finds that the null hypothesis is not supported and the alternate is accepted and therefore the study concludes that there is a positive effect of skill variety and employee performance among private equity firms in Nairobi County, Kenya.

These results above are supported by the Job Characteristics model which shows that, the variety of skills necessary to perform a job leads to desirable personal and work outcomes through the mediating psychological state of experiencing meaningfulness of work. The model indicates that skill variety adds meaningfulness to work leading to high motivation and performance of the employees. Skill variety is cited as a motivator that will lead to the employees' commitment to their work. A variety of Skills is one

factor in the job characteristics model that influences the knowledgeable meaning of work therefore the results of this study aim to support the job characteristics model. From the descriptive statistics reported in the table 4.4, most of the respondents agreed that to a great extent, their jobs are well structured to enable them grow within the organization. The aggregate scores of the respondents is 3.6293, which also indicated that to a great extent, the jobs involve a number of tasks and has inbuilt flexibility.

The results of the study agree with the findings of Chandler (2007), who indicated that a large variety of skills are necessary for employees to achieve growth, and diversification of skills is also required for flexibility at work. Chandler (2007) further suggests that to be meaningful, employees should not link their alliance on a contracted assortment of job competencies created when working on a particular task. In line with Garg and Rastogi (2005) the findings show that a variety of skills involves a degree of making use of several skills and capabilities.

The findings in this study indicate that skill variety determines the level of performance of the employees. These results will also inform the management of various organizations on the importance of allowing staff to acquire a variety of skills in order to add meaning to their work, hence high levels of motivation and consequently performance. The results reported for hypothesis one extend the scope of generalizability of previous research findings on this area of Human Resource Management. Previous studies by Bremmer and carrier (2011) as well as Kemboi, Biwott, Chemos and Rutto (2013) found that skill variety was significant to employee performance using samples from the health sector among the highly educated. The

current study drew its sample from a population whose education levels were more diversified and concludes that skill variety contributes to improved performance not only among the highly educated but also to all categories of staff in different sectors.

4.7.2 Effect of task identity on the performance of employees.

The second hypothesis was to test the effect of task identity on the performance of employees among private equity firms in Nairobi City County in Kenya. From the table task identity has a Beta value of 0.243 which indicates a positive relationship between the independent variable task identity and the dependent variable employee performance. The level of significance of 0.006 is less than the threshold of 0.05, where the null hypothesis is not supported if the $P < 0.05$. The result indicates that there is an effect on the relationship and therefore fail to accept the null hypothesis. Accordingly, the study finds that the null hypothesis is not supported and the alternate is accepted and therefore the study concludes that there is an effect of task identity on employee performance.

According to the descriptive analysis in table 4.5, most of the respondents agreed that to a great extent, their jobs all them to carry out tasks from the beginning to the end. The aggregate scores for this section was 3.7011 which meant that they were able to identify with particular tasks and be responsible for the outcomes. Similarly, this was explained by the biographic data which indicated that most of the employees in the PE firms were in their career development stage as most of the respondents were below 50 years of age with the highest percentage of 41.2% between 26-30 years. The job demand control

model indicates that job demands affect employees' performance and affects their proper control on the job.

This model is used to explain that when employees identify with a particular task, their performance improves. The findings are in line with the Job Characteristics model which indicates that task identity has a significant effect on employee motivation and is one of the strategies of improving the level of employee motivation. This means that up to 67.9% of employee motivation could be explained by task identity factor (Choge, Chepkiyeng & Chelimo, 2014).

The results of this hypothesis agreed with the research by Humphrey, Nahrgang and Morgeson, (2007), who stated that task identity has shown positive impacts on productivity and performance. Chepkiyeng and Chelimo (2014) explored the Effects of Task Identity on Employee Motivation and found that there was a significant relationship between task identity and employee motivation. Therefore, if employees are motivated, this will significantly affect their performance. Task identity has an implication on the performance and if employees are able to identify with specific tasks, they will be motivated, satisfied in their work hence improving their overall performance.

From the results of the test of hypothesis two, there is a unique contribution in the relationship between task identity and employees' performance as evident from the responses. Previous studies by Adebayo and Ezeanya (2011) and Choge, Chepkiyeng and Chelimo (2014) related task identity with motivation and prevention of burn out and stress. The samples in the previous studies were relatively small which may have

been a limitation. The current study makes a unique contribution by considering the overall effect of task identity as a job characteristic on employee performance and not only on motivation as earlier studied. The study was carried out within a larger population in a different sector.

4.7.3 Effect of task significance on the performance of employees.

The hypothesis three was to test the effect of task significance and the performance of employees among private equity firms in Nairobi City County in Kenya. From the table task significance has a very low Beta value of 0.049 which indicates a positive but weak or no relationship between the independent variable task significance and the dependent variable employee performance. The level of significance of 0.468 is greater than the threshold of 0.05 indicating that there is statistically no effect. The significant results therefore indicate that we fail to reject the null hypothesis and therefore conclude that task significance does not significantly affect performance.

The level of significance of 0.468 is higher than the threshold of 0.05, where the null hypothesis is supported if the $P > 0.05$. The result indicates that there is no statistically significant effect and therefore we fail to reject the null hypothesis. Accordingly, the study finds that the null hypothesis is supported and the alternate is not accepted and therefore the study concludes that there is a no effect of task significance and employee performance. The descriptive analysis indicates aggregate scores of 3.508 which meant that the respondents moderately agreed that task significance affected employee performance among private equity firms in Nairobi County in Kenya.

The findings are explained using the Herzberg two factor theory of Motivation which states that the absence of satisfiers include working relationships, where employees engage with their supervisors, peers, and subordinates. How someone feels about the interaction and deliberations that happen within the work environment can also effect satisfaction. Before the motivators come into place, all hygiene factors must be fulfilled to ensure the employee is happy at work and that stress is reduced. Similarly, employees who are not satisfied at work are likely to have higher levels of stress. This theory supports the results where the significance of a job may be a hygiene factor and not necessarily a satisfier hence have little or no effect on performance.

The results were in agreement with Birnbaum and Somers (2013) who found that PE firms wish to handle more vital tasks and fewer of those tasks that could be more appropriately carried out by lower rank employees. However, these lower rank employees identify with fewer tasks in the organizations that make them not associate with the objectives of the organization to some extent. These results indicate therefore that employees' performance may not be directly or significantly affected by task significance. Birnbaum and Somers (2013) found that it is vital to notice that is not only the finishing of the task that gives the significance of a particular job but also to importance which private equity firms offer to healthy client outcomes. This means the end product or performance of the entire organization is what matters and not the specific tasks. The results of the test of hypothesis three implies that for employees to have a sense of belonging and be motivated, all of them irrespective of their roles and positions must be involved in the business of the organization. The unique contribution of the study is the manner in which the role of task significance has been explained.

Studies by Grand (2008) and El-Asmar (2013), showed that task significance increased dedication and engagement to work while focusing on managers of an organization.

In the current study, the staff at various levels were able to give their feedback in regards to task significance irrespective of their position. The study hereby indicates that jobs at all levels are equally important and all lead to the overall improvement of organizational performance. The results of hypothesis three suggest that task significance partially influenced employee performance. The aim of the study was to establish the effect of task significance and employee performance while focusing on the entire organizations' workforce at various incidences. This therefore means that some roles should not be termed as more important than others and all jobs should be considered with great importance.

4.7.4 Effect of autonomy on the performance of employees.

The fourth hypothesis was to test the effect of autonomy and the performance of employees among private equity firms in Nairobi City County in Kenya. From the table Autonomy has a Beta value of 0.183 which indicates a positive effect of the independent variable autonomy on the dependent variable employee performance. The level of significance of 0.028 is less than the threshold of 0.05 indicating that there is an effect. The significant results therefore indicate that we reject the null hypothesis and therefore conclude that autonomy affects employee performance. The level of significance of 0.028 is less than the threshold of 0.05, where the null hypothesis is not supported if the $P < 0.05$. The result indicates that there is a significant effect and therefore fail to accept the null hypothesis. This study finds that the null hypothesis is

not supported and the alternate is accepted and therefore the study concludes that there is a relationship between autonomy and employee performance.

The Herzberg two factor theory of Motivation explains this finding by stating that satisfiers include working relationship and being able to be responsible for one's job. From the biographic data, the age group in the PE firms are in the generation Y, whose characteristics is that they like to be left to explore on the job. Autonomy therefore gives them freedom to make their own choices and decisions regarding their jobs. They also have freedom to schedule work freely which acts as a motivator to the employee. From the table 4.7, most of the respondents agree that their jobs give them the responsibility to decide based on how they accomplish their jobs. The aggregate scores of 3.477 indicate that the respondents agreed that to a moderate extent, autonomy contributed to their performance.

The job demand control model has been used to describe how job demands affect employees and the effect of achieving proper control on the job. When employees have control over their jobs, their performance improves. Shane (2008) noted that autonomy has substantial control over aspects of one's work and is the individual's power to take charge of their work. Employees should have inputs on how their jobs are done, prioritization of tasks, agility in doing work and opportunities to participate in decisions which affect them which in turn influence their performance. This finding by Shane (2008) agrees with the results of this study where employees who have autonomy in their work were seen to perform better.

The results of the test of hypothesis four indicated that that freedom to schedule work, make decisions and let the employees be responsible for their outcomes generally improved performance which emanates from the employees' motivation. The unique contribution of the study is shown by the effect of the level of freedom given to the employees. Previous studies by Adebayo and Ezeanya (2011) and Saragih (2011) sited that autonomy was found to help employees meet up their demands and reduce burn out. The authors only related autonomy with job satisfaction.

In the present study autonomy was seen as a source of motivation to the employees and not only a source of job satisfaction which had a positive effect on their performance. Some level of freedom at work will enhance the level of responsibility hence the final outcome or result of the job. Similarly, when employees were given a certain level of freedom, the study found that there was increased motivation which further improved the employees' performance.

4.7.5 Effect of feedback on the performance of employees.

The fifth hypothesis was to test the effect of feedback on the performance of employees among private equity firms in Nairobi City County in Kenya. From the summary table above, feedback had a Beta value of 0.0283 which indicates a positive effect of the independent variable feedback on the dependent variable employee performance. The level of significance of 0.001 which is the lowest of all other variables. The level of significance of 0.001 is less than the thresh hold of 0.05($p < 0.05$) indicating that there is a statistically significant relationship. Therefore, the results indicate that we reject the

null hypothesis hence conclude that there exists an effect of feedback on employee performance.

The Job characteristics model indicates that knowledge of work performance enables employees to know how well or poorly they are doing their work and know the way forward. PE firms have adopted various methods to get and give feedback from the employees. Employees receive feedback from the outcomes which leads to building and retaining their jobs (Aldrich & Martinez, 2001). Feedback from the job itself provides clear information to the employee about the effectiveness of their performance.

According to most respondents, performance review methods were used as means to provide feedback to the employees. Similarly, from the table 4.8, most of the respondents agree that their jobs had enough channels that gave feedback on their work performance. There were aggregate scores of 3.727 which indicated that the respondents agreed to a great extent that feedback contributed to employee performance among the private equity firms. Feedback contributed to the employee performance according to Aldrich and Martinez (2001). Performance measurement is seen as a tool for feedback in the management paradigm, which in turn acts as a strategy for program improvement (Mausolff, 2004). This statement was justified by the findings in this section where most of the respondents gave performance measurement as a common tool to measure employee performance.

The finding from the test of hypothesis five make a unique contribution to the area of Human Resource Management in various ways. First, is through the contribution of the variable of feedback to job satisfaction. Previous studies by Anseel and Lievens (2007);

Kemboi, Biwott, Chomos and Rutto (2013); Asumeng (2014) found that feedback was a source of job satisfaction while using a small sample of nurses. The construct was looked at from the supervisor to subordinate path. In the present study, feedback was found to contribute to employee performance as supported by high levels of motivation and information freely flowing across the organization at all levels. In addition, the current study used a larger sample from a different sector and confirmed the earlier findings, implying it can be generalized across different organizations on the role of feedback in employee performance.

4.7.6 The Mediating Role of Motivation on the Relationship between Job Characteristics and employee performance in Private Equity Firms.

This hypothesis tested the mediating role of employee motivation on employee performance in Private Equity firms in Nairobi County in Kenya. Employee motivation was characterized by Commitment, satisfaction and involvement. To test for mediation, the study adopted causal steps approach that employed different models to determine mediation (Judd & Kenny 2008; Baron & Kenny 1986; Muller, Judd & Yzerbyt 2005; Hayes, 2009). The study sought to establish if there is an overall effect that can be mediated. The first model was used to estimate the relationship between the independent variable (Job Characteristics) and the dependent variable (Employee Performance).

$$Y = 0.436 + 0.795X_{1-5} + \epsilon_i \dots\dots\dots 4.2$$

There is a significant relationship between job characteristics and employee performance at a P value of 0.000. The adjusted R^2 of the model is 0.628 which is 62.8% meaning there is a relationship between the two variables before mediation.

Table 4. 16: Relating job characteristics and employees’ performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.795 ^a	.632	.628	.40207	1.678
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	31.585	1	31.585	195.385	.000
1 Residual	18.429	114	.162		
Total	50.014	115			
Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	.436	.233		1.871	.064
1 job characteristics	.891	.064	.795	13.978	.000

a. Dependent Variable: Employee Performance
Source survey data 2016

The second model sought to determine the relationship between the mediating variable – Employees’ motivation (as dependent variable) and job characteristics (as the independent variable).

$$M = 0.836 + 0.664 X_{1-5} + \epsilon_i \dots\dots\dots 4.3$$

The results indicate that the relationship between the employee motivation and job characteristics is significant at a P value of 0.000 and an F value of 89.696. The adjusted R² is 0.435 which is 43.5%.

Table 4. 17: The mediating role of employees’ motivation

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.664 ^a	.440	.435	.52421	2.027
	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.648	1	24.648	89.696	.000 ^b
Residual	31.327	114	.275		
Total	55.976	115			
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.836	.304		2.747	.007
job characteristics	.787	.083	.664	9.471	.000

a. Dependent Variable: Employee Motivation

Source survey data 2016

The third step was used to establish the relationship between the independent variable (job characteristics) and the dependent variable (Employee Performance), when the mediating variable employee motivation is present.

$$Y = 0.186 + 0.317M + 0.584 X_{1-5} + \epsilon_i \dots\dots\dots 4.4$$

From the table 4.16, the adjusted R square is 0.628 which represents the relationship between job characteristics and employee performance before mediation. However, there is a lower relationship between employee motivation and employee performance alone as in the table 4.17 above indicated by the adjusted R² is 0.435 for this relationship.

Table 4.18: Effect of the Mediating Variable on the Dependent and Independent Variables.

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.829 ^a	.688	.682	.37166	1.859
	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.406	2	17.203	124.543	.000 ^b
Residual	15.608	113	.138		
Total	50.014	115			
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.186	.223		.834	.406
job characteristics	.655	.079	.584	8.314	.000
Employee Motivation	.300	.066	.317	4.519	.000

a. Dependent Variable: Employee Performance

Source: Survey data (2016)

From the results in the table 4.18, the effect of employee motivation on job characteristics and hence employee performance is significant at a P value of 0.000 and an F value of 124.543. The adjusted R^2 is 0.682 which is 68.2%. The value is higher than that in step one (62.8%) before the mediating effect is considered with a difference of 0.054 (5.4%). The R^2 of the step one and step three also have a difference of 5.4%.

Table 4.19: Summary of Parameters

Parameter	Independent and dependent (before mediation)	Mediator Variable alone	Independent, mediating and dependent	Change after mediation	Observation
β job characteristic	0.795		0.584	0.211	The effect of job characteristics declined by 21.1%
β employee motivation	0.664		0.137	0.527	
R^2	0.628	0.435	0.682	0.054	Strength of the relationship increased by 5.4%
P	000	000	000		
F	195.38		124.54		

Source: Survey data (2016).

Table 4.19 is a summary of the comparison of the effect on the dependent variable before and after mediation. The change between the effect of job characteristics after mediation and before mediation is 0.054 which is equivalent 5.4% which is indicated in the table 4.19. In order to determine whether motivation mediates the relationship between job characteristics and employee performance, the study relied on the criteria stated by MacKinnon (2008) where mediation represents a third variable to an X - Y relationship. In this criteria, the causal sequences are modelled such, that X causes the Mediator, M, and M causes Y, that is X – M – Y.

In this study, the results indicate a partial mediating influence by the mediator on the relationship between the independent variable on the dependent variable. The conclusion from the above summary of parameters therefore is that there is evidence of

a partial mediating influence in the relationship between job characteristics and employee performance among private equity firms in Nairobi City County in Kenya.

From the results reported in tables 4.16, 4.17, 4.18 and 4.19 the aggregate value of job characteristics when regressed alone against performance has a positive effect with R^2 at 0.628 and the regression model is significant with $F=195.38$; $P= 0.000$. When the mediating factor is regressed against job characteristics, it is also reported to have positive effect with R^2 at 0.435. In the final model when both independent and the mediator are present, the coefficient of job characteristics declines in its effect on performance by 21.1% and the strength of the whole relationship improved by 5.4 % to r^2 at 0.628.

In the current study the relationship between job characteristics and employee performance was seen to be mediated by employee motivation thereby increasing the strength of the relationship. Job characteristics were found to increase motivation and further improved the employee performance. The unique contribution of this study to the area of Human Resource Management is on the actual role of motivation in the relationship between job characteristics and employee performance. Previous studies by Keijzers (2010); Adebayo and Ezeanya (2011); Choge, Chepkinyeng and Chelimo (2014) only analyzed previous literature to make their conclusion that job characteristics increase motivation. The present study focused on actual responses that were given by the respondents during the study to conclude that job characteristics increases employee motivation which further improves their performance.

4.7 Qualitative Data analysis

Qualitative data from the semi-structured questions were analyzed on the basis of common themes and subjects and were presented in the table 4.20.

Table 4. 20: Qualitative Data Analysis

SUBJECT	ORBSERVATIONS
Employee Performance	
	Majority of the respondents stated that the employees completed their tasks on time and that these tasks were in conformance with the specifications. They also agreed that work targets were achieved and the customers were happy. Most of the respondents also stated that their companies were highly regarded by the stakeholders.
Job characteristics	
	The respondents agreed to a large extent that job characteristics contribute to the success of their work.
Motivation	
	Motivation was also sited to play a great role in the performance of staff. This is because the respondents stated that they felt satisfied with their jobs and felt involved in their work hence had a sense of responsibility in their work. The respondents indicated that the employees were happy with their jobs and expressed satisfaction. They gave some suggestions on how the motivation could be enhanced. This is by building strong relations in the employees, salary increment according to the work done, better and conducive working conditions, scholarship of higher learning to the employees, favorable time intervals, that is reducing overworking on employees in order to motivate them.
Skill Variety	
In your own opinion how do you describe the manner jobs are designed to tap into workers knowledge, skills and abilities?	The opinions of most respondents were that jobs are designed to meet knowledge and skills acquired and it is quite well since employees earn skills from the job. Duties and responsibilities should be allocated to each individual as per training, while some employers were reported to fully utilize their abilities. Some respondents stated that jobs are categorized into different firms within different positions, such that we have people with skills and abilities that differ but work in the same firm. Employees work as per their skills and knowledge through additional skills are gained from trainings given at organization. Some responses indicated that how to tap their skills and knowledge is by doing new things which are done after they are properly trained. Members participate in their work and to consult hence improve knowledge, skills and abilities. Jobs are designed to exploit employees' skills and knowledge.
Task Identity	
How is your job designed	Appraisals were reported to be used to note what each employee does and how

to enhance the visibility of your work in the organization?	<p>they perform. Through organization publications, employees are also able to see the organization and the individuals clearly. Some departments assess individual performance which is printed in the organization handbook.</p> <p>Some respondents indicated that their jobs were designed in such a way that it allows them to feel the responsibility of the outcomes.</p> <p>Some employees were said to write reports on their work.</p> <p>Some respondents indicated that jobs were designed such that the work done is passed out to fellow employees with ease.</p>
Task Significance	
In your own opinion how do you view the role of your job in the entire organization?	<p>Most of the respondents agreed that their jobs were directly related to other departments' success and that their jobs were crucial and important.</p> <p>Others indicated that one's efforts are needed for the success of the organization since their job plays a crucial role in supporting the organization.</p> <p>One of the respondents stated that their job affects several jobs indirectly and failure to carry out their activities could lead to failure of others.</p> <p>Others stated that it is essential though can affect highly the performance of organization.</p>
Autonomy	
In your own opinion how do you view the amount of autonomy accorded to your jobs?	<p>The respondents agreed that autonomy is a job characteristic that boosts performance since the employees are their own decision makers. Autonomy was reported to be sufficient and healthy because it reduces much pressure on employees.</p> <p>There is adequate amount of freedom and employees stated that they are held responsible for the outcome as I make certain decisions.</p> <p>It is not entirely free as there are directions on how to perform duties. Involvement of employees by employers in decision making was noted to help improvement of employee welfare. Employees should be free and engage with their managers freely in order to perform without tension.</p>
Feedback	
In your own opinion how is feedback on your performance provided to you?	<p>Some methods that were cited to be indicators of good performance is payment of salary on time, Promotion, acknowledging employees who do better and good relationship with the management.</p> <p>Some employers were said to give bonuses, hold staff parties, offer breaks in form of leaves and day offs periodically, smooth management and teamwork especially from seminars.</p> <p>Motivation was also cited to be triggered through good feedback, good co-operation and relations with fellow employees.</p>

Source: Survey data (2016)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This last chapter presents the summary of findings, the conclusion of the study, contributions of the study and recommendations based on the objectives and findings of the study.

5.2 Summary

The purpose of this study was to determine the effect of job characteristics and the performance of employees among Private Equity Firms in Nairobi City County in Kenya. Designing jobs in a balanced manner so as to encompass all the five characteristics namely skill variety, task identity, task significance, autonomy and feedback remains a topic that receives little interest from employers and policymakers as a driver of performance compared with other aspects of management such as leadership or management style. Therefore, the specific objectives of this study were to determine the effect of skill variety, task identity, task significance, autonomy and feedback on the employee performance among private equity firms in Nairobi City County in Kenya.

The study also sought to determine the mediating effect of motivation on the relationship between job characteristics and the performance of employees among private equity firms. The study was a census where all the known PE firms that are for profit and are not listed by the NSE were considered and all employees were targeted. Questionnaires were used to collect data. Quantitative data was analyzed using

descriptive and inferential statistics. Descriptive analysis and inferential statistics which included stepwise multiple regression was used to test the hypotheses.

On the first objective, the study sought to establish the relationship between skill variety and employee performance. Generally, the findings indicate that the respondents agreed to the statement that there is a relationship between skill variety and employee performance. This means that skill variety affects employee performance. Most employees agreed that how the jobs are structured, the number of tasks allocated to them and the flexibility of the jobs enable them to grow hence perform better, which is indicated in the qualitative analysis. The results of the hypothesis one found that there exists a statistically significant relationship between skill variety and employee performance among private equity firms. The second objective sought to establish the relationship between task identity and employee performance in Private Equity firms in Kenya. The respondents agreed that identifying with particular task affected the performance of employees. The qualitative analysis indicated that employees who engaged with a task from beginning to end identified themselves with that task and this increased their level of motivation since they took ownership of the job. The study found that there was a statistically significant relationship between task identity and employee performance in private equity firms in Nairobi City County in Kenya.

The third objective sought to establish the relationship between task significance and employee performance in Private Equity firms in Kenya. From the qualitative analysis, the respondents' responses indicated that their specific tasks did not affect other jobs to a great extent. Most of the employees also indicated that failure to perform these jobs

did not affect other jobs nor lead to failure of other jobs. The study found that there was a no significant relationship between task significance and employee performance as the level of significance was greater than the threshold. The fourth objective sought to establish the relationship between Autonomy and employee performance in Private Equity firms in Kenya.

The respondents felt that being given the freedom they require to carry out their jobs leads to success. Scheduling of work at own's discretion was also seen to contribute to completion of tasks on time. The study found that there was a statistically significant relationship between autonomy and employees' performance. The fifth objective sought to establish the relationship between feedback and employee performance in Private Equity firms in Kenya. Some of the methods that were cited to be used to give feedback was the balance score card among other methods of reviewing performance. The study found that in PE firms, feedback was given through performance reviews and the tests reveal that there is a statistically significant relationship between feedback and employee performance in private equity firms.

The sixth objective sought to establish the mediating effect of motivation on the relationship between job characteristics and employee performance in Private Equity firms in Kenya. Before mediation the adjusted R^2 was lower than after mediation. The findings indicate that motivation positively affects the relationship between job characteristics and employee performance.

5.3 Conclusion

This study was to determine the effect of job characteristics and the performance of employees among Private Equity Firms in Nairobi City County in Kenya. From the findings presented above, four out of the five components of job characteristics were found to affect employee performance. Skill variety had a positive effect on employee performance. Task identity was also found to affect employees' performance. The third objective of the study sought to determine if task significance affects employee performance.

However, the findings were that task significance does not affect employee performance. Based on the results, autonomy was also found to affect employee performance significantly. Motivation was found to affect the relationship between job characteristics and employee performance. The findings of the study showed that without mediation, the effect of job characteristics is lower than after mediation. This means that employee motivation which was used as the mediator variable in the study had an influence on the effect of the relationship between job characteristics and employee performance.

5.4 Contribution of the study

The study contributed to the wealth of knowledge and understanding in the realm of Human Resource Practitioners and policy makers. The understanding that improving the job characteristics in the work place will contribute to the overall performance of the organization was deepened. The study also provided insights to the researcher on other areas that required future study to add value to the PE industry and the performance in Kenya.

The results of the study discussed in the previous chapter contributed to the knowledge in the field of HRM in various ways. Previous studies have considered the job characteristics model to explain performance. However, few have considered each of the five attributes of job characteristics. In this study, HR professionals will be able to treat all the attributes differently in order to establish the effectiveness of each. PE in Kenya is relatively new and this study will help HR practitioners to know how they will improve the performance of their employees by considering these job characteristics which are skill variety, task identity, task significance, autonomy and feedback.

The study used the job characteristics model as the key model to guide the study. Few researchers have used the model to explain specific variables while this study has fully considered the model to carry out the entire study. It has also looked at the outcome of the job characteristics differently from the usual meaningfulness of work, responsibility of work outcomes and knowledge of work results. In addition, motivation in this model has also been considered as a mediating factor and not an outcome as expressed in the JCM.

The Herzberg two factor theory only gives few examples of satisfiers. In this study, skill variety, task identity, task significance, autonomy and feedback are all the job characteristics which are found to be examples of satisfiers according to the motivation theory. The five attributes of a job are seen as sources of motivation. When employees are motivated, their performance will ultimately improve.

5.5 Recommendations

5.5.1 Recommendation for Policy and Practice

From the findings of this study policy makers are able to come up with ways of improving employee performance in PE firms in Kenya. The firm's policy makers should consider factors that increase motivation in employees as this enhances their performance. It is also important that all the members of staff are made aware of what is happening in the organization so that they can always match their personal objectives with the objectives of the entire organization for success. Job characteristics should be considered in planning and evaluation of employees' jobs and performance respectively. Job rotation are some of the methods that can be adopted to ensure that all employees are part of the organizations entire goal. This can increase the variety of skills that every employee possesses which is a form of motivation. Job rotation will create some level of inclusivity where employees' jobs are linked to the overall goal of the Organization. Some level of freedom in making decisions may be adopted for performance to increase.

5.5.2 Recommendation for Further Research

This study was carried out to determine the effect of job characteristics on the performance of employees and specifically to determine the effect of skill variety, task identity, task significance, autonomy and feedback on the employee performance. In addition, the study sought to establish whether motivation influenced in any way the employee performance. However, the study ignored the performance of the entire organization as a factor that is determined by individual employee performance.

Further research needs to be taken on PE firms to establish the factors that contribute to the general performance of these firms.

Secondly, it is not clear which factors contributed to better performance and which ones did not. Therefore, this study recommends future studies to analyze the effect of demographic factors such as age, gender, and education levels of employees to determine their performance.

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APPENDICES

Appendix I: Introduction Letter

May, 2016

Dear Respondent,

RE: REQUEST FOR RESEARCH DATA

I kindly request your assistance by filling in the questionnaire that is attached with this letter

for academic research purpose. The research topic is: - **“JOB CHARACTERISTICS AND THE PERFORMANCE OF EMPLOYEES AMONG PRIVATE EQUITY FIRMS IN NAIROBI CITY COUNTY, KENYA.”**

The data and information that will be given by you will be handled with a high level of confidence and the findings of the study will be made available for you to make reference.

Thank you.

Yours sincerely,

Evelyne Ngari Wambui

**REGISTRATION NUMBER:
D58/CTY/PT/25735/2013**

Appendix II: Questionnaire

This questionnaire consists of two parts, Section A and Section B. Kindly answer all the questions by ticking in the appropriate box provided. Do not write your name on the form.

SECTION A: GENERAL INFORMATION

Name of Organization:.....

1. Gender: Male Female
2. Age
 Below 20 yrs 21-25 yrs 26- 30yrs
 30-35 yrs 36- 40 yrs 40- 50 yrs Above50 yrs
3. Level of education: Primary Secondary College University
4. No of years worked in the organization
 1- 2 Yrs 2-4 Yrs 4-6 Yrs 6- 10 Yrs
 10 -15 Yrs Above 15 Yrs
5. What is the total number of employees in your organization: Please tick one
 Less than 50 50 – 100 Above 100
6. Department: Operations Finance Business Development Other

SECTION B: JOB CHARACTERISTICS AND THE PERFORMANCE OF EMPLOYEES AMONG PRIVATE EQUITY FIRMS IN NAIROBI CITY COUNTY

The statements in this section are about the various dimensions of job characteristics among PE firms in Kenya. You are required to consider each statement and indicate the actual state in your own assessment in a scale of 1 – 5 where:

1 = Not at all 2 = To a little extent 3 = To a moderate extent 4 = To a great extent 5= Extremely great extent

Part A: Skill Variety	1	2	3	4	5
i. The job I do is structured such that in the performance of my duties, all my knowledge, skills and abilities are required.					
ii. The job description for my job has several tasks for me to complete.					
iii. The structure of my job has inbuilt flexibility for me to perform tasks.					
iv. The job is structured well to enable me grow within the organization.					

In your own opinion how do you describe the manner jobs are designed to tap into workers knowledge, skills and abilities?

.....

Part B: Task Identity	1	2	3	4	5
i. The structure of my job allows me to feel a sense of responsibility for the outcomes.					

ii. The design of my job allows me to carry out several tasks that eventually fit together to make a complete job.					
iii. My job structure allows me to do a job from beginning to end with a visible outcome.					

How is your job designed to enhance the visibility of your work in the organization?

.....

.....

Part C: Task Significance	1	2	3	4	5
i. The contents of my job affect several other jobs indirectly.					
ii. Failure to carry out the duties in my job can lead to failure of several other job.					
iii. The relative economic contribution of my job tasks is critical to the survival of the organization.					

In your own opinion how do you view the role of your job in the entire organization?

.....

.....

Part D: Autonomy	1	2	3	4	5
i. My job gives me the freedom to make decisions regarding how I accomplish my work.					
ii. In my organization my job provides me with the discretion to schedule work by myself.					
iii. The job description vests responsibility of work outcomes on me as the job holder.					

In your own opinion how do you view the amount of autonomy accorded to your jobs?

.....

.....

Part E: Feedback	1	2	3	4	5
i. In my organization, jobs are designed such that information freely flows across the departments.					
ii. I am able to monitor the progress of any work as I perform.					
iii. The job has enough channels that give me feedback on my work performance.					

In your own opinion, how do you view the role of your job in the entire organization?

.....

.....

The statements below are about the level of motivation of the staff in the organization. Respond to each statement in a scale of 1 – 5 where:

1 = Definitely false 2 = False 3 = Neither true or false 4 = True 5 = Definitely true

Part F: Motivation	1	2	3	4	5
i. In this company, workers are generally committed to their jobs.					
ii. The level of employee involvement is exemplary					
iii. Workers in my organization are happy with their jobs.					
iv. Employees express satisfaction with their jobs.					

In your own opinion how is feedback on your performance provided to you?

.....

The statements below are about the performance of staff in the organization. Respond to each statement in a scale of 1 – 5 where:

1 = Definitely false 2 = False 3 = Neither true or false 4 = True 5 = Definitely true

Employee Performance	1	2	3	4	5
i. Job tasks in this organization are completed on time.					
ii. The employee work results conform to specifications					
iii. The agreed upon Work targets are often achieved.					
iv. Our customers are extremely happy.					
v. The company is highly reputed by the stakeholders.					

In your own opinion suggest what should be done in regard to job characteristics to enhance the performance of employees in private equity firms?

.....

Thank you for your Assistance

Appendix III: Research Authorization from the Graduate School



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D58/CTY/PT/25735/2013

DATE: 15th April, 2016

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,


RE: RESEARCH AUTHORIZATION FOR NGARI EVELYNE WAMBUI- REG. NO. D58/CTY/PT/25735/2013

I write to introduce Ms. Ngari Evelyne Wambui who is a Postgraduate Student of this University. She is registered for M.Sc degree programme in the **Department of Business Administration**.

Ms. Ngari intends to conduct research for a M.Sc Proposal entitled, “**Job Characteristics and the Performance of Employees among Private Equity Firms in Nairobi City County, Kenya**”.

Any assistance given will be highly appreciated.

Yours faithfully,

for 
**MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL**

EO/rwm

Appendix IV: Research Permit from NACOSTI

THIS IS TO CERTIFY THAT:

MS. EVELYNE WAMBUI NGARI
of KENYATTA UNIVERSITY, 102037-101
Nairobi, has been permitted to conduct

research in Nairobi County
on the topic: JOB CHARACTERISTICS

AND THE PERFORMANCE OF EMPLOYEES
AMONG PRIVATE EQUITY FIRMS IN
NAIROBI CITY COUNTY, KENYA.

for the period ending:
23rd May, 2017

Permit No. : NACOSTI/P/16/66392/10904

Date Of Issue : 23rd May, 2016

Fee Received :Ksh 1000



Diana

Applicant's
Signature

[Signature]

National Commission for Science,
Technology & Innovation

CONDITIONS
1. You must report to the County Commissioner and
the County Education Officer of the area before

embarking on your research. Failure to do that
may lead to the cancellation of your permit

2. Government Officers will not be interviewed
without prior appointment.

3. No questionnaire will be used unless it has been
approved.

4. Excavation, filming and collection of biological
specimens are subject to further permission from
the relevant Government Ministries.

5. You are required to submit at least two(2) hard
copies and one(1) soft copy of your final report.

6. The Government of Kenya reserves the right to
modify the conditions of this permit including
its cancellation without notice



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Appendix V: Cross tabulations

Cross tabulations against Gender

		Gender		
		Male	Female	Total
Age	21-25 yrs	18	10	28
	26- 30yrs	16	27	43
	30-35 yrs	11	4	15
	36- 40 yrs	10	6	16
	40- 50 yrs	1	2	3
Total		56	49	105
Level of education	Primary	0	1	1
	Secondary	3	2	5
	College	24	28	52
	University	28	17	45
Total		55	48	103
No of years worked in the organization	1- 2 Yrs	23	11	34
	2-4 Yrs	23	33	56
	4-6 Yrs	7	4	11
	6- 10 Yrs	3	1	4
	10 -15 Yrs	0	1	1
Total		56	50	106
Department	Operations	13	12	25
	Finance	20	19	39
	Business Development	7	8	15
	Others	16	9	25
Total		56	48	104

Cross tabulations against Age

		Age					
		21-25 yrs	26- 30yrs	30-35 yrs	36- 40 yrs	40- 50 yrs	Total
Gender	Male	18	16	11	10	1	56
	Female	10	27	4	6	2	49
Total		28	43	15	16	3	105
Level of education	Primary	0	1	0	0	0	1
	Secondary	4	1	1	0	0	6
	College	15	25	6	11	2	59
	University	12	19	9	5	1	46
Total		31	46	16	16	3	112
No of years worked in the organization	1- 2 Yrs	16	15	3	2	0	36
	2-4 Yrs	12	28	11	10	1	62
	4-6 Yrs	3	4	1	2	1	11
	6- 10 Yrs	1	0	1	1	1	4
	10 -15 Yrs	0	0	0	1	0	1
Total		32	47	16	16	3	114
Department	Operations	7	12	5	3	0	27
	Finance	8	18	8	7	1	42
	Business Development	5	6	3	2	0	16
	Others	12	8	0	4	2	26
Total		32	44	16	16	3	111

Cross tabulations against Level of education

		Level of education				
		Primary	Secondary	College	University	Total
Gender	Male	0	3	24	28	55
	Female	1	2	28	17	48
Total		1	5	52	45	103
No of years worked in the organization	1- 2 Yrs	0	6	12	16	34
	2-4 Yrs	0	0	38	24	62
	4-6 Yrs	1	0	6	4	11
	6- 10 Yrs	0	0	2	2	4
	10 -15 Yrs	0	0	1	0	1
Total		1	6	59	46	112
Department	Operations	0	1	14	12	27
	Finance	0	2	23	15	40
	Business Development	0	1	9	6	16
	Others	0	2	11	13	26
Total			6	57	46	109
Age	21-25 yrs	0	4	15	12	31
	26- 30yrs	1	1	25	19	46
	30-35 yrs	0	1	6	9	16
	36- 40 yrs	0	0	11	5	16
	40- 50 yrs	0	0	2	1	3
Total		1	6	59	46	112

Cross tabulations against Number of years worked in the organization

		No of years worked in the organization					
		1- 2 Yrs	2-4 Yrs	4-6 Yrs	6- 10 Yrs	10 -15 Yrs	Total
Gender	Male	23	23	7	3	0	56
	Female	11	33	4	1	1	50
Total		34	56	11	4	1	106
Department	Operations	15	12	1	0	0	28
	Finance	10	30	1	1	0	42
	Business Development	2	11	2	1	0	16
	Others	9	8	6	2	1	26
	Total		36	61	10	4	1
Age	21-25 yrs	16	12	3	1	0	32
	26- 30yrs	15	28	4	0	0	47
	30-35 yrs	3	11	1	1	0	16
	36- 40 yrs	2	10	2	1	1	16
	40- 50 yrs	0	1	1	1	0	3
Total		36	62	11	4	1	114
Level of education	Primary	0	0	1	0	0	1
	Secondary	6	0	0	0	0	6
	College	12	38	6	2	1	59
	University	16	24	4	2	0	46
Total		34	62	11	4	1	112

Cross tabulations against Departments

		Department				
		Operations	Finance	Business Development	Others	Total
Gender	Male	13	20	7	16	56
	Female	12	19	8	9	48
Total		25	39	15	25	104
Age	21-25 yrs	7	8	5	12	32
	26- 30yrs	12	18	6	8	44
	30-35 yrs	5	8	3	0	16
	36- 40 yrs	3	7	2	4	16
	40- 50 yrs	0	1	0	2	3
	Total		27	42	16	26
Level of education	Secondary	1	2	1	2	6
	College	14	23	9	11	57
	University	12	15	6	13	46
Total		27	40	16	26	109
No of years worked in the organization	1- 2 Yrs	15	10	2	9	36
	2-4 Yrs	12	30	11	8	61
	4-6 Yrs	1	1	2	6	10
	6- 10 Yrs	0	1	1	2	4
	10 -15 Yrs	0	0	0	1	1
Total		28	42	16	26	112

Appendix VI: List of Private Equity Firms in Nairobi City County, Kenya.

Target Firm	Number	Number of Employees	Percentage
Miliki Ventures	1	5	2
Actis East Africa	2	7	3
Fusion Capital	3	4	2
AfricInvest	4	7	3
Aureos Capital East Africa Fund	5	11	5
Bridgeworks Africa Limited	6	5	2
Business Partners International	7	12	6
Cassia Capital (Africa Integras Fund)	8	6	3
Emerging Capital Partners Africa Fund II	9	11	5
Enablis	10	9	4
Fechim Investment LTD	11	10	5
Fanisi Capital	12	9	4
Kaizen Venture Partners	13	7	3
Citadel Capital	14	8	4
Altira Group (ADC),	15	8	4
TBL Mirror Fund	16	5	2
Catalyst Principal Partners	17	9	4
Loita Capital Partners	18	9	4
Kibo Fund (CIEL)	19	11	5
Acacia Fund Limited	20	10	5
Inreturn Capital	21	8	4
Root Capital	22	9	4
Investeq Africa Frontier Fund	23	10	5
Grofin	24	15	7
Lelapa Fund	25	5	2
Total	25	210	100

Source: Tor Hjorth Nielsen (2010)