INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES
HRMARS MANAGEMENT ACADEMIC RESEARCH SOCIETY
EXPLORING INTELLECTUAL CAPITAL
www.hrmars.com
ISSN: 2222-6990

Moderating Effect of Organization Culture on the Relationship between Talent Attraction and Employee Performance in Insurance Companies in Kenya

Bartoo Jelagat Francisca, Gregory Namusonge, Elizabeth Mukhoka Nambuswa

To Link this Article: http://dx.doi.org/10.6007/IJARBSS/v13-i6/17678 DOI:10.6007/IJARBSS/v13-i6/17678

Received: *16* April 2023***, Revised:*** *18* May 2023***, Accepted:*** *03* June 2023

Published Online: *21* June 2023

In-Text Citation: (Francisca et al., 2023)

To Cite this Article: Francisca, B. J., Namusonge, G., & Nambuswa, E. M. (2023). Moderating Effect of Organization Culture on the Relationship between Talent Attraction and Employee Performance in Insurance Companies in Kenya. *International Journal of Academic Research in Business and Social Sciences*, *13*(6), 2353 – 2373.

Vol. 13, No. 6, 2023, Pg. 2353 – 2373

http://hrmars.com/index.php/pages/detail/IJARBSS | **JOURNAL HOMEPAGE**

INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES
www.hrmars.com
ISSN: 2222-6990

Moderating Effect of Organization Culture on the Relationship between Talent Attraction and Employee Performance in Insurance Companies in Kenya

Bartoo Jelagat Francisca
Phd student, JKUAT

Prof. Gregory Namusonge, Elizabeth Mukhoka Nambuswa
Lecturers, Department of Entrepreneurship Leadreship and Management, JKUAT
Corresponding Author's Email: bartoofrancisca@gmail.com

Abstract
Organizations must develop effective processes for attracting people through recruiting and selection if they want to succeed in the modern business climate. Talented people should be developed so they can meet both the present and future skill requirements. It is possible for insurance companies to outperform their rivals through the performance of talented employees. There are no retention plans for talented personnel among the insurance managers. Therefore, this study sought to fill the existing gap in literature by establishing the moderating effect of organization culture on the relationship between talent attraction and employee performance in insurance companies in Kenya. The study was guided by the following objectives**:** to determine the effect of talent attraction on employee performance in insurance companies, the influence of organization culture on employee performance in insurance companies in Kenya. Finally, to establish the moderating effect of organization culture on the relationship between talent attraction and employee performance in insurance companies in Kenya. The study was anchored on *Human Capital Theory*. The study adopted mixed research design. The study was conducted in 4 insurance companies in Kenya. The target population of the study comprised of human resource managers, sales managers and sales agents. The sample size was 4 human resource managers, 4 sales managers and 377 sales agents. The sample size was obtained by stratified, simple random sampling and purposive sampling techniques. Questionnaire and interview schedule were used to collect data. Data was analyzed using descriptive and inferential statistics and presented in tabular form. Data was subjected to Hierarchical regression model. From Hierarchical regression model summary results on organizational culture interaction with talent attraction and employee performance in insurance companies indicated that the independent variable explained 11.6% (R^2 = 0.116) of the variance on employee performance in insurance companies and were statistically significant. The moderator organizational culture explained

only 28.9% (R^2 = 0.289) of the variance. The interaction of talent attraction and culture (TA*OC) explained 28.9% (R^2 = 0.289) of the variance in employee performance in insurance firms and was not significant. The regression coefficients indicated that career talent attraction (β = 0.284, P =0.000), organization culture (β=.313, P=0.000), were positive. According to the study's findings, talent acquisition strategies have a considerable impact on employee performance in insurance companies. The organization culture does not moderate the relationship between talent attraction and employee performance. This confirmed that organization culture buffered the effect of talent attraction on employee performance. The study advises managers to recognize that developing talented people is crucial to the achievement of their business objectives, which suggests that it is crucial for the managers to look for employees with the competencies and abilities that will significantly contribute to their teams.
Keywords: Talent, Attraction, Organization Culture, Employee, Performance, Insurance, Companies

Introduction

Employee performance is the result of an individual's actions over a period of time to complete a desired task or the capacity of an individual to meet organizational goals (Shaikh et al., 2017). Getting the appropriate person in the right role is the goal of talent management, which is defined as a set of organizationally structured procedures to attract, develop, deploy, and retain talent to meet future demands (Cappelli & Keller, 2014).

Employers use the management strategy of talent attraction to bring in the needed talents. This method is used to find candidates for the best jobs (Songa and Oloko, 2016). Recruitment and selection, employer branding, employee value proposition, and employer of choice make up talent attraction (Rop & Kwasira, 2015). Flexible work schedules should be taken into account by human resource departments as a recruitment tactic for top candidates.

Selection is defined as the abilities of talent assessment to fulfill the task of the job appropriately, which ultimately lead to the hiring of the right individual in the right job. Talent attraction through recruitment represents a vital phase in management of talent to determine which workers will be able to serve the organizations effectively (Bratton & Gold, 2017). Employer branding refers to a range of practices that help a company draw in potential employees. Because it increases an organization's appeal to job seekers, it becomes less motivated to invest in developing its talent. It is believed that organizational attractiveness gives an organization a competitive advantage (Yagub & Khan, 2011; Moayedi and Vaseghi, 2016).

In Asia, Johansdottir et al (2014) hypothesized that while clients continually demand more of them, insurers compete with other industries for talent. Therefore, insurance managers should think about the essential measures to prevent high employee turnover. In Malaysia, talent management is a significant source of an organization's competitive advantage, according to a study by (Rabii, 2015). Talent management served as the moderating variable in the study, which looked at talent acquisition, retention, and development as independent variables. For instance, Bright (2012) studied three privately held Chinese companies and discovered that the term of talent management (TM) was understood and perceived differently in each of the companies.

According to Desai (2016), the insurance industry in India is expanding quickly to create growth and job possibilities. Given that human resources serve as an undeniable distinction for insurance companies, which are essentially people-intensive. According to Chauhan and

Bhatt (2015), the liberalization of the insurance industry has made it possible for foreign companies to enter the Indian market alongside their Indian partners. The majority of foreign insurers have entered the local market. Given that India is the most populated country in the world with over a billion people, it presents enormous opportunities to foreign insurers. In the insurance sector, private and foreign competitors made it challenging for others to hold onto their market.

Johannsdottir et al (2014) stated that financial service providers are having trouble attracting fresh talent because they are competing with other industries for talent while clients are looking for alternative services simultaneously demand more service. According to Bhatt (2015), the ability of the recruiter to find and filter for the top talent in insurance firms in India is frequently left to handle the duty of hiring top talent.

In the North West and Western Cape regions of South Africa, studies by Koketso and Rust (2012); Barkhuizen (2014) in two different municipalities show that TM is poorly implemented by the municipalities and leads to the loss of bright personnel. According to a quantitative study conducted in Gauteng, South Africa by Barkhuizen, Mogwere, and Schutte (2014a), the degree of employee engagement in government higher education institutions decreased as a result of subpar TM implementation.

The issue of employee compensation and motivation is the main challenge the insurance sector in Nigeria faces, in addition to attracting people and companies to subscribe to their goods and services. According to a study by Ajemunigbohun et al (2013) comparing the compensation systems in Nigerian banks and insurance businesses, bank personnel receive better pay than their insurance company counterparts. Employee motivation, morale, and retention rate were all found to be significantly positively correlated by Jackalas et al (2016) study of insurance businesses in Botswana.

Owners of insurance agencies should think about methods for retaining talented workers during everyday operations to reduce high staff turnover rates. Leaders in a fiercely competitive sector, like the insurance sector, should stress to their management teams and staff how important it is to recruit, keep, and manage talent (Johansdottir et al., 2014). In order to maximize employee retention, hiring managers in the insurance sector should adopt targeted retention tactics.

Various companies that conduct or support insurance activity are included in Kenya's insurance industry. In 2016, there were 50 registered insurance businesses in Kenya under the control of the Insurance Regulatory Authority (IRA). IRA is a body whose oversight and regulation of the industry has greatly aided in the expansion of company and, consequently, organizational performance (Turana, 2010). Many locally registered ICs continue to create subsidiaries and associate businesses within the EAC member states because Kenya continues to be the largest insurance market in the East Africa Community.

The lackluster contribution of the insurance sector to Kenya's Gross Domestic Product (GDP), which is only 2.63%, as compared to other nations like South Africa, which has a contribution of 9.94%, is one of the issues the industry in Kenya is facing, according to a report by (Deloitte, 2015). They also noted that compared to Kenya, where fewer than 1% of the population is insured, 41% of Malaysians have some type of life insurance.

Insurance companies must evaluate their most pressing workforce needs, establish performance standards, find and screen candidates, and then acquire and onboard new employees (Kigo, 2016). According to Business Review Management (2013), Kenya is struggling with a talent deficit. These difficulties include finding, keeping, developing, and inspiring qualified professionals. Additionally, Kenyan management, both professional and non-professional, suffers from a skill shortage. The complexity of insurance products has increased, as have client knowledge and sophistication in insurance purchase decisions, as well as competition.

Problem Statement

According to Oaya et al (2017), recruiting is the process of locating competent individuals to fill current or anticipated job openings, whereas selection is the process of choosing the right person for the position. Therefore, choosing and hiring the right employee for the right role eventually has an impact on both employee performance and the business (Anosh et al., 2014). Due to the lack of necessary skills and potential employees' reluctance to associate themselves with specific businesses, employers confront enormous challenges when trying to manage talented people (Aned et al., 2013).

In a study of more than 120 insurance CEOs, it was shown that between 50 and 60 percent of the insurance executives said it was getting harder to find and recruit new talent (Johansdottir et al., 2014). Employee turnover affects firms in the insurance sector, which results in a loss of revenue and productivity for the company. This was the general business issue. Talented individuals are getting harder to find and keep as a result of competitive markets and global dynamic trends, and there is always a chance that they will defect to rivals (Kibui et al., 2014). To ascertain whether Kenyan businesses have begun implementing talent management activities and what outcomes have come from such initiatives, several studies have been conducted in the Kenyan environment. The financial services sector of the Kenyan economy is significantly impacted by the country's insurance business. Due to the fact that Kenya currently has 51 insurance providers, the industry has been extremely fierce and competitive. Despite the adoption of organizational culture in most firms to induce employee performance, the resultant effect in terms of productivity is still low, due to the fact that human beings are not predictable. More also, the relationship between organizational culture and business performance in the insurance sector has remained largely unexplored, particularly in Kenya. Therefore, this study sought to fill the existing gap in literature by establishing the moderating effect of organization culture on the relationship between talent attraction and employee performance in insurance companies in Kenya.

Empirical Review

Talent Attraction and Employee Performance

Recruitment and selection procedures in a business serve as the foundation for talent management (Alruwaili, 2018). There are several strategies for luring talented people, but recruiting and selection are among the most important. The challenge of building a talent pool and selecting a candidate from it is one that is important for a business since it will ultimately lead to success (Rabbi et al., 2015).

Recruitment and selection procedures in an organization are the first step in talent management (Alruwaili, 2018). Additionally, Armstrong (2006) noted that while there are several strategies for luring outstanding people, recruiting and selection are among the most important ones. The challenge of building a talent pool and selecting a candidate from it is one that is important for a business since it will ultimately lead to success (Rabbi et al., 2015). Selection is defined as the abilities of talent assessment to fulfill the task of the job appropriately, ultimately leading to the hiring of the right person in the right job. Talent attraction through recruitment represent a vital phase in management of talent to determine which workers will be able to serve the organizations effectively (Bratton & Gold, 2017).

Finding suitable people who meet organizational goals while being as cost-effective as possible is the main goal of recruitment. Organizations will be able to save costs if they have and advance the best personnel while achieving an improved result.

Oaya et al (2017) explained that selection is a way of choosing the right person for the position, whereas recruiting is a process of finding competent employees for present or anticipated vacancies. Selection is distinguished as choosing the individual to do the task, while recruitment is defined as the search for candidates. Therefore, choosing and hiring the right employee for the right role eventually has an impact on both employee performance and the business (Anosh et al., 2014). Along with the costs of terminating the incorrect candidate and finding and training a new employee, the cost of poor hiring practices can also be 20% to 200% of the annual wage (Merlevede, 2014).

Recruitment and selection, employer branding, employee value proposition, and employer of choice are all part of the talent acquisition process (Armstrong, 2011). Organizations must employ a variety of ways or techniques to choose the best talent that reflects their mission and values during recruitment and selection (Armstrong, 2011). The initial task of talent management practice is the recruiting of talent pool participants.

Organizational culture refers to norms, values and beliefs that the members of an organization maintain about rules of conduct, leadership styles, administrative procedures, rituals and customs. Organizational culture refers to norms, values and beliefs that the members of an organization maintain about rules of conduct, leadership styles, administrative procedures, rituals and customs. Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2016) viewed organizational culture as the collective programming of the mind that distinguishes the members of one organization from others.

Johannsdottir et al (2014) stated that financial service providers face a problem attracting fresh talent as they compete with other industries for talent while clients need more service at the same time. This is according to a study on talent management in Nordic organizations. Mendez and Stander (2011) cite talent attraction as one of the most crucial talent management strategies utilized by businesses. Most businesses use competitive compensation to entice talent. To recruit employees, this entails offering a competitive wage, comprehensive benefits, and improved working circumstances. According to Bhatt (2015)'s study on talent management in Indian insurance organizations, the recruiter's capacity to find and evaluate top talent is frequently left to bear the burden of filling positions with top candidates. According to the same author, internal sources are the most trustworthy because present employees are promoted to higher levels while external sources are employed for lower ranking positions.

TM is not well implemented in South Africa, according to research done there by Koketso and Rust (2012); Barkhuizen (2014) in two separate municipalities (North West and Western Cape) by the municipalities and results in the loss of talented employees. According to Koketso and Rust (2012), there were a number of factors that contributed to the poor implementation of TM, including job misplacement, political meddling, disagreements between the union and management over who should be promoted, and the Western Cape municipality's size, which made it challenging to implement and monitor TM. However, it was found that the primary factor luring employees to the municipality was job security.

In Gauteng, South Africa, Barkhuizen et alquantitative’s analysis (2014a) indicated that subpar TM implementation decreased staff engagement in government higher education institutions. According to Bhatt (2015), the next 10 years will see a rise in skill shortages, which will hinder business growth and even put their existence at risk as global competition heats

up. Particularly in knowledge-based firms, talent has emerged as the essential differentiator for performance management and for exploiting competitive advantage (Kumari & Bala, 2016). The same authors also note that increased staff morale, engagement, and productivity result from greater talent acquisition and development.
The impact of talent management strategies on employee performance was examined by (Ndolo et al., 2017). They found a strong correlation between talent management techniques like career development, work-life balance, and employee performance. However, (Dixit & Dean, 2018) also noted that talent management strategies have a favorable impact on worker productivity and job satisfaction. Additionally, (Mangusho et al., 2015) noted that employee performance is impacted by talent management strategies.
(Pahos & Galanaki, 2018) claim that recruiting and selection can be a method for increasing employee performance by exposing talented people to the firm and giving them opportunities to work there. They also stated that hiring (recruitment & selection) procedures and worker performance had a beneficial association. Rahmany (2018) used a deductive approach to evaluate how hiring and selection procedures affected worker performance. The findings supported the notion that hiring, selecting, and employee performance are all positively correlated. Jolaosho et al (2018) conducted survey research to look at the impact of hiring and selection on employee performance. They demonstrated the beneficial effects of hiring and choosing employees on employee performance. They also came to the conclusion that hiring and selecting the right people is crucial to attracting skilled workers who can meet organizational goals in the long run.
Nazir and Zamir (2015) examined the influence of organization culture on employees' performance in Islamabad. A sample of sixty employees was selected from diverse organizations. Descriptive statistics and inferential statistics including t-tests and Pearson correlation were used to test hypotheses. The findings indicate that organizational culture affects the contextual environment of employee performance. The study shows that organizational culture manifests in form of subcultures constituting different sets of norms, values and beliefs which are determined by job necessities and organizational goals. The study further revealed that values and norms affect realization of organizational goals and performance as they influence behavior expectations of employees.
Salihu et al (2016) argued that organizational culture has to be developed to provide support to an organization and bring continuous improvement. Equally, Nguyen (2014) reiterated that a strong culture creates good relationship among members as they share common understanding and interest, which in turn enhances employee performance. This study intends to fill the gap in knowledge by focusing on the moderating role of organizational culture on the relationship between talent attraction and employee performance in Kenyan insurance industry.

Human Capital Theory
This study was founded on (Becker's Human Capital Theory, 1964). According to this idea, a key factor influencing employee performance is human capital, which is the combination of an employee's skills, knowledge, and talents. In the realm of human resource management, the theory has been widely applied (Crook, et al., 2011). According to this notion, investing in human capital makes an organization more competitive and valuable since it boosts production (Kessler & Lülfesmann, 2006). The theory of human capital explains the abilities, skills, and knowledge of workers, and difficulties related to this crucial capital include luring

new people into the firm and keeping them there while they develop into skilled workers by applying a variety of talent management techniques (Buta, 2015).

Human capital is more important to firms when they focus on employee employment, education, and training, which increases the demand for competent personnel to gain a competitive advantage over rivals. As a result, this idea became crucial to understanding the behavioral side of human capital (Teixeira, 2014). In order for a company to complete tasks and improve performance and productivity, human capital is a crucial component (Paleri, 2018).

In order to deal with demographic changes and globalization and increase performance as well as produce value through recognizing the organizational talented people, human capital performance and potential individuals' existence in the organization are seen as a key component (Mccracken et al., 2017; Thomas, et al., 2013). Oladapo (2014) claims that the five main focuses of talent management are employee acquisition, selection, engagement, development, and retention.

Human capital, according to Hill (2009), is the time, experience, knowledge, and skills of a single household or a generation that can be applied to the production process. According to this hypothesis, human learning potential is comparable to that of other natural resources, and when it is correctly utilized, it can be beneficial for the business. The human capital theory therefore assists in exploring how talent management could improve hiring practices, which are crucial to employee success. This idea is applicable to talent management because human capital, which is talent ingrained in each person, is made up of a variety of components, including skills, time, experience, and knowledge. Because it can be connected to the causes that have prompted the adoption of employee attraction with anticipated returns of high productivity and profits for the company, the current research leans on the human capital theory.

Conceptual Framework

A conceptual framework explores the relationship between independent variables and dependent variables. The conceptual framework illustrates the perceived link between the independent variable and the dependent variable, as well as moderator variable (organizational culture). The conceptual framework for this study was based on the following independent variable talent attraction and employee performance as the dependent variable. Figure 1 shows the effect of talent attraction on employee performance in insurance companies in Kenya.

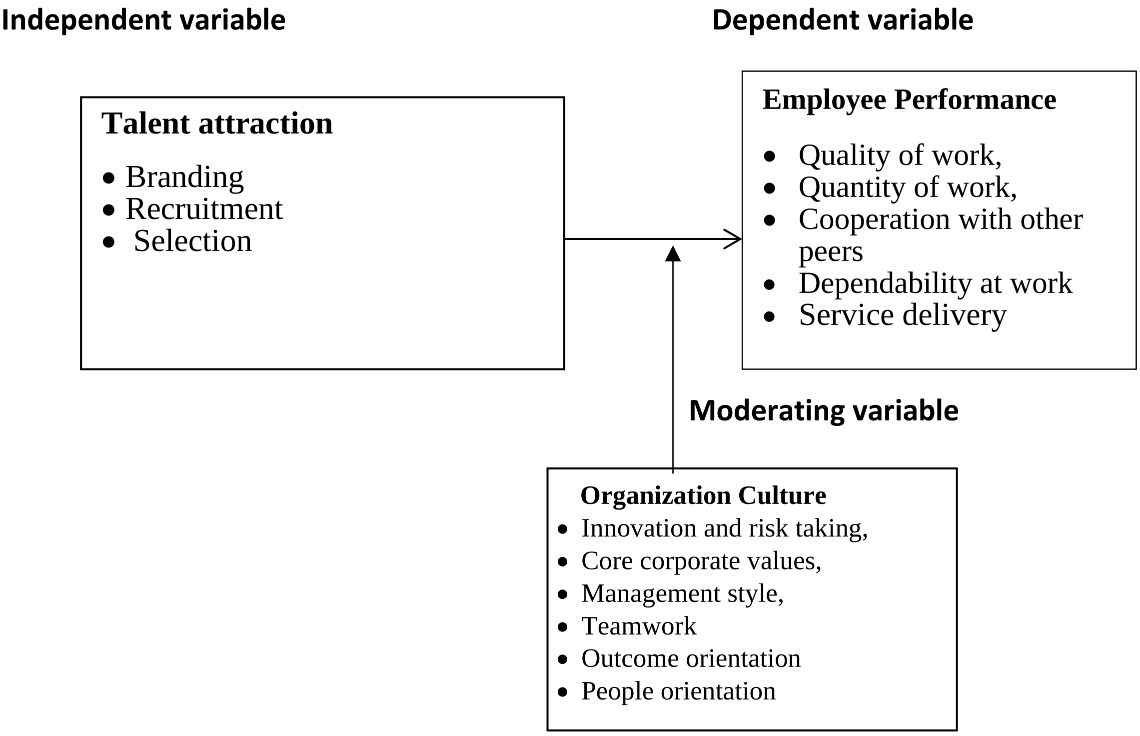

Figure 1 Conceptual Framework

Methodology

Research Design

The study used a mixed-methods strategy that incorporates both qualitative and quantitative methods. The study used a mixed-design methodology that incorporates both qualitative and quantitative elements (Creswell, 2009). It offers the chance to show a wider variety of opposing viewpoints. The study was conducted in Kenya with 4 insurance firms, which together account for 65.35% of the market share for Ordinary Life Gross Written Premiums (AKI, 2016).

Population and Sample of the Study

6508 respondents, who were human resource managers, sales managers, and sales agents for insurance businesses, made up the target group. The respondents were divided into employee categories according to cadre, with each category forming a stratum, as part of the study's stratified sampling technique. It was suitable to use stratified random sampling since it allowed the researcher to accurately represent both the population as a whole and important subgroup within it.

Sales managers and Human Resource managers were specifically chosen from the insurance businesses. Simple random selection was used to choose the salespeople. A sample of 385 respondents—4 human resource managers, 4 branch managers, and 377 sales agents—were chosen from the target population of 6508 respondents. Using Yamane's (1972) sample size formula at 95% confidence level, P = 0.5, the sample size for sales agents was computed as below:

$$\mathbf{n} = \frac{N}{1 + N(e)^2}$$

Where;

n = the sample size,

N = the population size,
e = the acceptance sampling error
= $6500/1+6500(.05)^2$
= 377 respondents

Data Collection

An interview schedule and questionnaire were used to gather the main data. A standardized questionnaire that captures the various study variables was used to gather primary data. The specific purpose was addressed in the questionnaire's design. The answers provided by the closed-ended questions were precise, reducing information bias and facilitated data analysis. This was presented as a Likert scale with a five-point rating system, with the range being strongly disagree to strongly agree. Information was gathered from sales managers and human resource managers using a planned interview schedule.

Pilot Study

To evaluate the validity and dependability of the study instrument, the researcher conducted a pilot test. Employees of one insurance company in Kenya who were excluded from the final study were used to pilot the instruments. Since it holds a market share of 8.82% in the category of Ordinary Life Gross Written Premium, the firm that took part in the pilot research was ICEA Kenya Life insurance company. Connelly (2008) states that the pilot research sample should represent 10% of the anticipated sample size for the main study. Thirty surveys in total were piloted. The purpose of the pilot study was to improve the questionnaire, find any gaps in the questionnaire, and foresee any logistical issues that might arise during the actual survey.
Both content and construct validity were used in the study. The researcher used his or her professional opinion to establish the instrument's content validity. This was accomplished by having a discussion about the instrument's components with the coworkers, departmental lecturers, and supervisors. The recommendations made would aid in determining the reliability of the research tools. By determining if, on the surface, the questions appear to be measuring the construct in accordance with the research aims, face validity was established. The researcher kept an eye on this to make sure the study concepts were adequately covered by the instruments. Construct validity evaluates the nature of the construct. The anchoring of the conceptions to the theory from which they were derived preserved construct validity.
The test-retest approach was used to evaluate the instrument's reliability before it was employed in the study. The pilot study included the distribution of the questionnaire. Internal consistency was tested using the Cronbach's Alpha reliability calculation formula. The dependability of the research tool was assessed using Cronbach's Alpha Coefficient. The internal reliability of the instruments was supposed to be reflected by a reliability coefficient of 0.7 and above.

Data Analysis

The Statistical Package for Social Sciences was used to code, classify, and enter all of the obtained data into the computer for analysis (SPSS V26). Quantitative analysis was done on the Likert scale (questionnaire) responses. Both descriptive and inferential statistical techniques were used to analyze the data. Mean and standard deviation made up descriptive statistics. The hypothesis is tested using inferential statistics, which includes multiple linear regression analysis. Since the data complies to the following assumptions or parameters

(Field, 2009), linear regression is employed as a parametric statistic: the data must be on an interval level; there must be a linear relationship; the distributions must be normal; and outliers were detected and excluded. Hierarchical Regression Model was used to test the Hypothesis and equation models assumed the following form:

$Y = \beta_0 + \beta_1X_1 + \varepsilon$...Equation 1

$Y = \beta_0 + \beta_2X_2 + \varepsilon$...Equation 2

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_1{*}X_2 + \varepsilon$ ....Equation 3

Where

Y= Employee performance

$\beta 0$, β_1, β_2 and β_3 = Regression coefficients to be estimated

X_1= Talent attraction

X_2= Organizational culture

X_3= interaction between talent attraction and Organizational culture

ε = Error term

Results and Discussions

Descriptive Statistics

Descriptive Statistics for Employee Performance

Employee performance at particular Kenyan insurance companies served as the dependent variable. The purpose of the study was to determine respondents' perceptions of staff performance. Using a 5-point likert scale, a total of nine statements were utilized to gauge respondents' opinions on staff performance, as shown in Table 1.

Most of respondents, or 277 (86.5%), agreed that their job was completed swiftly and accurately; 22 respondents, or 6.9%, disagreed, and 21 respondents, or 6.6%, were unsure (M=3.86; SD=0.89). The majority of respondents—171 (53.4%), disagreed with this statement 85 (26.6%), agreed—and 64 (20%) were unsure (M=3.20; SD=0.98). Majority of the respondents 213(66.9%) agreed that high volume producer always does more than expected or required, 43(13.5%) disagreed and 63(19.7%) were undecided (*M=3.53; SD=0.96*). Majority of the respondents 234(73.1%) agreed that their productivity standards were met, with 44(13.8%) disagreed and 42(13.1%) were undecided (*M=3.66; SD=1.02)*. Most of the respondents 236(73.8%) agreed that staff cooperate and get along with others, with 21(6.6%) disagreed and 63(19.7%) were undecided (*M=3.81; SD=0.98*). Majority of the respondents 278(86.9%) agreed that employees stimulate teamwork and good attitude in others and 42(13.1%) were undecided (*M=3.93; SD=0.44*).

Table 1
Employee Performance

	SD		D		UD		A		SA		Mean	Std Dev
	F	%	F	%	F	%	F	%	F	%		
Work is accomplished quickly and accurately.	22	6.9			21	6.6	235	73.4	42	13.1	3.86	0.89
Work exceeds customer's expectations	22	6.9	63	19.7	64	20.0	171	53.4			3.20	0.98
High volume producer always does more than expected or required.	22	6.9	21	6.6	63	19.7	193	60.3	21	6.6	3.53	0.96
Productivity standards are met.	22	6.9	22	6.9	42	13.1	191	59.7	43	13.4	3.66	1.02
Staff cooperates and get along with others.			21	6.6	63	19.7	172	53.8	64	20.0	3.81	0.98
Employees stimulate teamwork and good attitude in others.					42	13.1	257	80.3	21	6.6	3.93	0.44
Sales agents are usually present and on time, normally pre-planned absences					22	6.9	192	60.0	106	33.1	4.26	0.58
Staff are highly persistent, always get the job done on time			21	6.6	43	13.4	192	60.0	64	20.0	3.93	0.77
Sales agents work well under pressure.					150	46.9	149	46.6	21	6.6	3.60	0.61
Overall mean											**3.75**	**0.52**

Most of the respondents 298(93.1%) agreed that the sales agents are usually present and on time, normally pre-planned absences, 22(6.9%) were undecided (*M=4.26, SD=0.58*). Majority of the respondents 256(80%) agreed that the staff were highly persistent, always got the job done on time, with 43(13.4%) and 21(6.6%) undecided (*M=3.93; SD=0.77*). Most of the respondents 170(53.2%) agreed that sales agents work well under pressure and 150(46.9%) were undecided (*M=3.60; SD=0.61*). From the findings of the study, it was evident that responses to the 9 statements used to explain employee performance had an overall mean of 3.75 and a standard deviation of 0.52. This shows that majority of the respondents agreed with the indicators used to measure employee performance.

Descriptive Statistics for Talent attraction

The independent variable was used to establish the effects of talent attraction on employee performance in insurance companies in Kenya. The study sought to establish the respondent's perception on talent attraction in insurance companies in Kenya. A total of five indicators were used to establish talent attraction in insurance firms in Kenya using a 5-point Likert scale as summarized in Table 2.

Table 2
Talent Attraction

	Disagree		Undecided		Agree		Strongly agree		Mean	Std. Dev
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**		
My company is actively involved in communication and implementation of employer branding	21	6.6	42	13.1	171	53.4	86	26.9	4.01	0.82
This company's good working conditions and fair wages has enabled it to attract the right talents	22	6.9	21	6.6	151	47.2	126	39.4	4.19	0.84
This company assures employees job security in order to attract the right talent.	43	13.4	44	13.8	128	40.0	105	32.8	3.92	1.00
My firm ensures good organizational climate in order to attract the right talents	21	6.6	21	6.6	129	40.3	149	46.6	4.27	0.85
The company has positioned itself as an employer of choice so as to attract talent.	21	6.6			128	40.0	171	53.4	4.40	0.80
Overall Mean									**4.16**	**0.62**

Majority of the respondents 257(80.3%) agreed that their company was actively involved in communication and implementation of employer branding, with 22(6.9%) disagreed and 42(13.1%) undecided (M=4.01; SD=0.82). Most of the respondents 277(86.6%) agreed that the company's good working conditions and fair wages has enabled it to attract the right talents, with 22(6.9%) disagreed and 21(6.6%) were undecided (M=4.19; SD=0.84). Majority of the respondents 233(72.8%) agreed that the company assures employees of job security in order to attract the right talent, 43(13.4%) disagreed and 44(13.8%) were undecided (*M=3.92; SD=1.00*).

Majority of the respondents 278(86.9%) agreed that the company ensures good organizational climate in order to attract the right talents, with 21(6.6%) disagreed and 21(6.6%) were undecided (*M=4.27; SD=0.85)*. Most of the respondents 299(93.4%) agreed that the company has positioned itself as an employer of choice so as to attract talent and 21(6.6%) disagreed (*M=4.40; SD=0.80*). From the findings of the study, it was evident that responses to the 5 statements used to explain talent attraction had an overall mean of 4.16 and a standard deviation of 0.62. This shows that majority of the respondents agreed with the indicators used to measure talent attraction.

Descriptive Statistics for Organizational Culture

The moderating variable was organizational culture in insurance companies in Kenya. A total of six indicators were used to establish organizational culture in insurance companies in Kenya using a 5-point Likert scale as summarized in Table 3. Majority 227(71%) of respondents agreed that supervisor trusts and does not micro manage them with 31(9.7%) disagreed and 62(19.4%) were undecided (*M=3.71; SD=0.06)*.

Table 3
Descriptive Statistics for organizational culture

	Strongly disagree	**Disagree**	**Undecided**	**Agree**	**Strongly agree**	**Mean**	**Std Dev**
	Percent	Percent	Percent	Percent	Percent		
My company has a culture that determines how things are done	4.1	5.9	.6	39.1	50.3	4.26	0.06
My company has vision, mission and goals that guide all stakeholders	18.1	11.6	25.6	28.1	16.6	3.13	0.07
My company stands for clearly stipulated work ethics	4.1	19.1	7.2	56.6	13.1	3.56	0.06
Employees in my company are guide by similar customs	4.1	6.3	33.4	44.4	11.9	3.54	0.05
I am empowered to perform my role to the best of my ability	10.0	6.6	13.1	57.2	13.1	3.57	0.06
My supervisor trusts and does not micro managing me	9.7		19.4	51.9	19.1	3.71	0.06
Overall Mean						**3.63**	**.040**

Most of the respondents 225(70.3%) agreed that they were empowered to perform their role to the best of their ability, 53(16.6%) disagreed and 42(13.1%) were undecided (*M=3.57; SD=0.06*). Majority (56.3%) of respondents agreed that employees in their company are guided by similar customs, 33(10.4%) disagreed and 107(33.4%) were undecided (*M=3.54; SD=0.05)*. Most of the respondents 223(69.7%) agreed that the company stands for clearly stipulated work ethics, with 74(23.3%) disagreed and 23(7.2%) were undecided (*M=3.56; SD=0.06*).
Most of the respondents 286(89.4%) agreed that their company had a culture that determines how things are done,31(10%) disagreed and 2(0.6%) were undecided (*M=4.26; SD=0.06*). From the findings of the study, it was evident that responses to the 6 statements used to explain organizational culture had an overall mean of 3.63 and a standard deviation of 0.04. This shows that majority of the respondents agreed on the indicators used to measure organizational culture.

Multiple Hierarchical Regression Analyses

To test the hypothesis, the researcher used moderated multiple regression analysis to estimate the interaction effect and test the moderating effect of organization culture on the relationship between talent attraction and employee performance in insurance companies. The interaction variables were therefore created by multiplying the standardized variables together. In a three-step hierarchical regression, step 1, multiple regressions were carried out on the independent variable. In step 2, the moderator variable organizational culture was introduced. In Step 3, interactions of organizational culture and talent attraction were introduced.

Model Summary on Interactions

Hierarchical regression model summary results on organizational culture interaction with talent attraction and employee performance in insurance companies indicated that the independent variable explained 11.6% (R^2 = 0.116) of the variance on employee performance in insurance companies and they were statistically significant as shown in model 1. The moderator organizational culture explained only 28.9% (R^2 = 0.289) of the variance as shown in Table 4. The interaction of talent attraction and culture (TA*OC) explained 28.9% (R^2 = 0.289) of the variance in employee performance in insurance companies. This contribution was not significant as shown in model 3.

Table 4
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.340[a]	.116	.113	.48542	.116	41.531	1	318	.000
2	.538[b]	.289	.284	.43592	.173	77.319	1	317	.000
3	.538[c]	.289	.282	.43659	.000	.037	1	316	.848

a. Predictors: (Constant), Attraction
b. Predictors: (Constant), Attraction, Organization culture
c. Predictors: (Constant), Attraction, Organization culture, AT*OC

ANOVA Results on Interactions

Results indicated by model 1, 2 and 3 showed good model fit as illustrated by overall test of significance with p value 0.000 (< 0.05 level of significance) as summarized in Table 5. In other words, the independent variable, moderator and the interactions were statistically highly significant predictors of employee performance in insurance companies. Thus, models 1 to 3 were valid and fit to predict employee performance in insurance companies using interaction of independent variable (talent attraction) with organization culture.

Table 5
ANOVA Results on Interactions

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.786	1	9.786	41.531	.000[b]
	Residual	74.932	318	.236		
	Total	84.718	319			
2	Regression	24.479	2	12.239	64.409	.000[c]
	Residual	60.239	317	.190		
	Total	84.718	319			
3	Regression	24.486	3	8.162	42.821	.000[d]
	Residual	60.232	316	.191		
	Total	84.718	319			

a. Dependent Variable: Performance
b. Predictors: (Constant), Attraction
c. Predictors: (Constant), Attraction, Organization culture
d. Predictors: (Constant), Attraction, Organization culture, AT*OC

To measure the validity of the model, F-statistics were used. F-statistics ($F = 41.531$, p-value < 0.001) shows that there is a significant relationship between talent attraction and employee performance. When organization culture was added into the analysis, the resulting model (Model 2) was statistically significant ($F= 64.41$, p-value < 0.001) suggesting that organization culture is a significant predictor of employee performance. Finally, when the product terms were introduced into the analysis (Model 3), the F-statistics ($F = 42.82$, p-value < 0.001). Therefore, the model was statistically significant, suggesting that independent variable, organization culture and moderated variable were significant predictors of employee performance.

Regression Coefficients of Interactions
Table 6 shows the estimates of β-value and gives contribution of the predictor to the model. The β-value for talent attraction, organization culture and their interaction had a positive coefficient, depicting positive relationship as summarized in the model as:
$Y = 1.752+0.207X_1 +0.\ 358X_2 - 0.010X_3 +\varepsilon$………………………… Equation 1
Where
Y = Performance, X_1 = talent attraction, X_2= organization culture, X_3=interaction of TA*OC, ε = error term.

The regression coefficients for talent attraction ($\beta_1 = 0.284$, $P =0.000$) and employee performance in insurance companies were statistically significant as shown in Table 6. This therefore shows that the results met the criteria of introducing moderator. In model 2 it was possible to accurately assess the true impact of organization culture on employee performance in insurance companies. The hierarchical regression results indicated that organization culture (β_2=.313, P=0.000), was positive and statistically significant predictors of employee performance in insurance companies. This indicated that organization culture was a moderator as it influenced employee performance in insurance companies.
The regression coefficients of interaction between talent attraction and organization culture on employee performance ($\beta = -0.010$, $P =.002$) was negative and not significant. When the

interactions were introduced into the analysis, the resulting model showed a negative insignificant relationship between talent attraction and employee performance. This indicates that organization culture had no significant moderating effect between talent attraction and employee performance in insurance companies.

Table 6
Regression Coefficients of Interactions

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.574	.185		13.902	.000
	Attraction	.284	.044	.340	6.444	.000
2	(Constant)	1.908	.183		10.441	.000
	Attraction	.171	.042	.205	4.111	.000
	Organization culture	.313	.036	.438	8.793	.000
3	(Constant)	1.752	.834		2.100	.037
	Attraction	.207	.194	.248	1.067	.287
	Organization culture	.358	.235	.500	1.521	.129
	AT*OC	-.010	.054	-.087	-.191	.848

a. Dependent Variable: Performance

The results led to failure to reject the hypothesis H_{01} suggesting that organization culture does not moderate the relationship between talent attraction and employee performance. The organization culture does not moderate the relationship between talent attraction and employee performance. This confirmed that organization culture buffered the effect of talent attraction on employee performance.
The study showed that there was a significant relationship between talent attraction and employee performance. The results also support Ndolo et al (2017) findings that indicate that nurturing talent has a favorable impact on employees' performance in Kenyan state enterprises with a commercial base. The results of this study also support prior findings by Pahos & Galanaki (2018) that recruitment and selection might be a strategy to enhance employee performance by exposing talented individuals to the organization and giving them the chance to contribute. They also stated that hiring (recruitment & selection) procedures and worker performance had a beneficial association. Also supports the finding from Rahmany (2018) that there is a link between hiring, selecting, and employee performance. supports Jolaosho et al (2018) findings that employee performance is positively impacted by recruiting and selection. Further, it was found that hiring and selecting employees is crucial to attracting talent and ensuring their future performance in order to meet corporate goals.

Conclusion

According to the study's findings, talent acquisition strategies have a considerable impact on employee performance in insurance companies. It was evident that the recruitment process, the remuneration structure, and employer branding all had a significant impact on the organization's performance as a result of the talent acquisition strategy. The study also came to the conclusion that, in order to choose the best talent and ensure that they reflect the culture and values of their respective firms, organizations must use a variety of ways or tactics. This, in turn, will improve their performance. The organization culture does not moderate the relationship between talent attraction and employee performance.

Recommendations

The study advises managers to recognize that developing talented people is crucial to the achievement of their business objectives, which suggests that it is crucial for the managers to look for employees with the competencies and abilities that will significantly contribute to their teams.

The management of insurance companies should put into consideration means of avoiding employee turnover by providing job security, good working conditions together with tools for working to be able to save on cost of fresh recruitment. The company should ensure they work on their image, provide quality of work life and pay the employees well according to their efforts for purposes of employee attraction.

The management should consequently raise the proportion of staffers responsible for evaluating and upgrading the company's talent pool. As this matrix enables recruiters to concentrate on the qualities that are necessary on the job that needs to be done, managers of insurance companies should use it to identify and select possible employees in order to hire the correct capable individuals.

References

Ajemunigbohun, S. S., Tijani, A. A., & Oreshile, A. S. (2013). A Comparison of Reward Systems in Insurance Companies and Banks in Nigeria. *Indian Journal of Commerce and Management Studies*, 4 (3): 1-8 (India)

Alruwaili, N. F. (2018). Talent Management and Talent Building in Upgrading Employee Performance. *European Journal of Sustainable Development,, 7*(1), 98–106. .

Aned, A. M. O., Zainal, S. R. M., & Alya, A. M. O. (2013). Talent management. *Journal of Management and Sustainability*, *3*(4), 110–113. doi:10.5539/ jms.v3n4p110

Anosh, M., Hamad, N., & Batool, A. (2014). Impact of Recruitment and selection of HR Department Practices. *European Journal of Business and Management, 6*(31), 200–205. Armstrong, M. (2006). *A handbook of human resource management practice* ((10th ed). ed.). London; Philadelphia: Kogan Page.

Armstrong, M. (2011). *A handbook of Human Resource Management practices* (10th ed). London & Philadelphia: Kogan Page Limited.

Association of Kenya Insurers (AKI). (2016). *Insurance Industry Report*. The Insurance Industry Report is an annual publication by the Association of Kenya Insurers (AKI).

Barkhuizen N., Mogwere, P., & Schutte, N. (2014a). Talent management, work engagement and service quality orientation of support staff in a higher education institution. *Mediterranean Journal of Social Sciences, 5*(4), 69-77.

Barkhuizen, N. (2014). How relevant is talent management in South African local government institutions? *Mediterranean Journal of Social Sciences, 5*(20), 2223-2230.

Becker, G. (1964). *Human Capital*. 2nd edition. Columbia University Press. New York.

Bhatt, K. (2015). *Developing and sustaining intellectual assets of an organization through talent management:* an analytical study of private sector insurance companies of Gujarat state.

Bratton, J., & Gold, J. (2017). *Recruitment, Selection and Talent Management.* London: UK.: Macmillan Education.

Bright, S. Z. D. (2012). Talent definition and talent management recognition in Chinese private owned enterprises. *Journal of Chinese Entrepreneurship, 4*(2), 143-163.

Business Management Review. (2013). *Challenges facing management in Kenya.* Retrieved 19th May 2018 from http://businessreviewkenya.com/challenges-facing management in-Kenya.

Buta, S. (2015). Human Capital Theory and Human Resource Management. Implications in Development of Knowledge Management Strategies. *Ecoforum,, 4*(1), 8.

Cappelli, P., & Keller, J. (2014). Talent Management: Conceptual Approaches and Practical Challenges. *Annual Review of Organizational Psychology and Organizational Behavior,, 1*(1), 305–331.

Chauhan, P., and Bhatt, K. (2015). Managing People of an Organization through Talent Management: A Factor Analysis Approach*, International Journal of Scientific Research*, *4 (4),* 238-240.

Creswell, J. W. (2009). *Research design: Qualitative, Quantitative, and Mixed methods approaches.* 3rd ed. University of Nebraska-Lincoln: SAGE Publications, Inc

Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J., & Ketchen, D. J., Jr. (2011). Does human capital matter? A meta-analysis of the relationship between human capital and organization performance. *Journal of Applied Psychology, 96*(3), 443-456.

Deloitte. (2015).Insurance sector outlook for east africa 2015 continuous shifts. Nairobi

Desai, D. (2016). An analytical study on retention of financial planning advisors at Aviva Life Insurance, Pune, Maharashtra, India.*ZENITH International Journal of Business Economics & Management Research*, *6*(3), 41-53.

Dixit, S., & Dean, A. (2018). The Impact of Talent Management on Job Satisfaction and Employee Performance in Public Sector Banks of Rajasthan. *International Journal of Creative Research Thoughts, 6*(1), 425–435.

Hill, C. E. (2009). *Helping skills: Facilitating, exploration, insight, and action*. American Psychological Association.

Jackalas, M. B., Martins, N., & Ungerer, L. M. (2016). The impact of demographic variables on organisational culture and employee motivation: evidence from a health insurance company in Botswana. *Journal of Contemporary Management*, *13*(1), 357-384.

Johansdottir, L., Olaffson, S., & Davidsdottir, B. (2014). Insurance perspective on talent management and corporate social responsibility: A case study of Nordic insurers. *Journal of Management and Sustainability*, *4*(1), 163–178. doi:10.5539/ jms.v4n1p163

Jolaosho, S., Olayink, A., S., , Raji, O. A., & Akintan, I. (2018). The Effect of Recruitment and Selection Process on Job Performance in Telecommunication Industry in Nigeria: An Assessment of MTN Customer Service Centre Abeokuta. *International Journal of Management and Economics Invention, 4*(2), 1639-1651.

Kessler, A. S., & Lulfesmann, C. (2006). The theory of human capital revisited: on the interaction of general and specific investments. *The Economic Journal*, *116*(514), 903-923.

Kibui, A. W., Gachunga, H., & Namusonge, G. S. (2014). Role of talent management on employees retention in Kenya: A survey of state corporations in Kenya: Empirical review. *International Journal of Science and Research, 3*(2), 414-424.

Kigo, S. K. (2016). Effect of talent management strategies on employee retention in the insurance industy. *Strategic Journal of Business & Change Management*, *3*(2).

Koketso, L. P., & Rust, A. A. B. (2012). Perceived challenges to talent management in the South African public service: An exploratory study of the city of Cape Town municipality. *African Journal of Business Management, 6*(6), 2221-2233.

Kumari, C., & Bala, K. (2016). Talent Acquisition–A Huge Challenge ForOrganisation.

Mangusho, Y. S., Murei, R. K., & Nelima, E. (2015). Evaluation of Talent Management on Employees Performance in Beverage Industry: A Case of Delmonte Kenya Limited. *International Journal of Humanities and Social Science, 5*(8), 9.

Mccracken, M., Mcivor, R., Treacy, R., & Wall, T. (2017). *Human Capital Theory: Assessing the Evidence for The Value and Importance of People to Organisational Success.*: CIPD Publications.

Mendez, E., & Stander. (2011). Positive Organization. 'The role of Leader Behaviour in work Engagement and Retention', *South African Journal of Industrial Psychology*,(*37)1.* 44-60

Merlevede, P. (2014). Talent Management: A Focus on Excellence. *Managing Human Resources in a Knowledge Economy.*

Moayedi, Z., & Vaseghi, M. (2016). The effect of talent management on organizational success. *Scinzer Journal of Accounting and Management*, *2*(3), 16-20.

Ndolo, F., Kingi, D. W., & Ibua, D. M. (2017). Effect of Talent Management Practices on Employee Performance among Commercial Based State Corporations in Kenya. *International Journal of Management and Commerce Innovations, 5*(1), 580-591.

Oaya, Z. C. T., Ogbu, J., & Remilekun, G. (2017). Impact of Recruitment and Selection Strategy on Employees' Performance: A Study of Three Selected Manufacturing Companies in Nigeria. *International Journal of Innovation and Economic Development, 3*(3), 32-43.

Oladapo, V. (2014). The impact of talent management on retention. *Journal of business studies quarterly*, *5*(3), 19.

Pahos, N., & Galanaki, E. (2018). Staffing practices and employee performance: the role of age. Evidence-Based HRM. *A Global Forum for Empirical Scholarship.*

Paleri, P. (2018). *Capital Human* (In P. Paleri (Ed.), Human Investment Management: Raise the Level by Capitalizing Human ed.). Singapore: Springer.

Rabbi, F., Ahad, N., Kousar, T., & Ali, T. (2015). Talent management as a source of competitive advantage. *Asian Economic and Social Society, 5*(9), 208-214.

Rahmany, S. M. (2018). The Effect of Recruitment and Selection Process on Employees' Performance: The Case Study of Afghanistan Civil Servant. *International Journal of Business and Management Invention, 7*(2), 61-71.

Rop, L., & Kwasira, J. (2015). Influence of Talent Attraction on Organizational Performance in Public University Campuses in County Government of Nakuru, Kenya. *Int. J. Manag. Inf. Technol*, *10*, 2453-2460.

Shaikh, M. R., Tunio, R. A., & Shah, I. A. (2017). Factors Affecting to Employee's Performance. A Study of Islamic Banks. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 7*(1), 312-321.

Songa, J. V., & Oloko, M. (2016). Influence of Talent Attraction and Retention on Organization Performance: A Case of Kisumu County Government, Kenya. *Int. J. Humanit. Soc. Stud*, *4*, 82-91.

Stahl, G., Bjorkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., & Wright, P. (2012). Six principles of effective global talent management. *Sloan Management Review*, *53*(2), 25-42.

Teixeira, P. N. (2014). Gary Becker's early work on human capital - collaborations and distinctiveness. *IZA Journal of Labor Economics, 3*(1), 1-20.

Thomas, H., Smith, R. R., & Diez, F. (2013). *Human Capital and Global Business Strategy.*: Cambridge University Press

McCracken, M., McIvor, R., Treacy, R., & Wall, T. (2017). Human capital theory: Assessing the evidence for the value and importance of people to organizational success. *Chartered Institute of Personnel and Development: Belfast, Northern Ireland*.

Turana, J. O. (2010). *New Regulations Seen Hurting Micro-Finance*. Nairobi. Business Daily Africa. Worldwide Knowledge Sharing Platform

Yagub & Khan. (2011). The Role of Employer Branding and Talent Management for Organizational Attractiveness. *Far East Journal of Psychology and Business, Far East Research Centre,* Vol. 5(5) pages 57-65.

Yamane, T. (1972). "Statistics: An introductory analysis." New York: Harper & Row.