



WORKFORCE AGILITY AND PERFORMANCE OF INSURANCE COMPANIES IN NAIROBI CITY COUNTY, KENYA

Mary Muthoni Waweru & Dr. David Kiiru, PhD

WORKFORCE AGILITY AND PERFORMANCE OF INSURANCE COMPANIES IN NAIROBI CITY COUNTY, KENYA

¹Waweru, M. M., & ²Kiiru, D.

¹MBA Student, School of Business, Economics and Tourism, Kenyatta University, Kenya

²Lecturer, School of Business Economics and Tourism, Kenyatta University, Kenya

Accepted: November 3, 2023

DOI: <http://dx.doi.org/10.61426/sjbcm.v10i4.2822>

ABSTRACT

This study looked at the influence of workforce agility on performance of insurance companies in Nairobi city county, Kenya. The study was anchored on social exchange theory, ability, motivation and opportunity theory and attribution theory. The study adopted a descriptive research design. The population of the study was drawn from the 59 insurance companies whose head offices are in Nairobi City County. The study utilized questionnaires to obtain primary data. The data collection instruments were tested for validity and reliability. The analysis was in both descriptive and inferential statistics. Descriptive statistics included mean, and standard deviation which represented measures of distribution, central tendencies, and dispersion respectively. Inferential statistics took the form of Spearman rank correlation coefficient and multiple linear regression analysis. The researcher ensured that participation in the study was only on informed consent basis and the consenting participants did so on voluntary basis. The study revealed that proactive behaviors, adaptive behaviors, generative behaviors and resilient behaviors significantly affected the performance of insurance companies in Nairobi City County, Kenya. The study concluded that proactive employees lead to higher productivity and efficiency by driving performance and innovation of teams and organizations and boosts individuals' well-being and careers. Being adaptable shows the employer that the employees are able to handle new changes and challenges with ease. Employees with a generative mindset have conscious leadership over unconscious ego drive of which they are not aware. Resilience reduces employee burnout and turnover and helps ensure that the talent you need to care for customers, to deliver product, to grow organization is ready and able to contribute. The study recommended that the organization should give employees the freedom to decide how and when to work on each task and the opportunity to come up with original ideas and act on them. The organization should encourage employees to be aware of changes in the work environment. The organization should conduct empathy interviews to gain a greater understanding of an employee's untapped gifts, contributions, and talents.

Key Words: Proactive Behaviors, Adaptive Behaviors, Generative Behaviors, Resilient Behaviors

CITATION: Waweru, M. M., & Kiiru, D. (2023). Workforce agility and performance of insurance companies in Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management*, 10 (4), 1356 – 1372. <http://dx.doi.org/10.61426/sjbcm.v10i4.2822>

INTRODUCTION

Due to increased competency requirements, most firms aim to generate the kind of performance that can bring the most revenue (Kami and Shakiba, 2018). There are various indicators which have been established to determine how firms perform both internally and externally. These factors also relate to the firms in the insurance industry that operate by providing protections to both individuals and organizations regarding certain speculated risks that are likely to happen. The organisations thus have to ensure that they remain afloat while still providing for the needs of their customers' (Baltensperger *et al.*, 2017).

The insurance industry in Kenya battles poor performance where the employees and employer's points out inadequate agile workforce among the education sector (Miring'u, 2019). Ndegwa (2017) categorized poor employee performance among civil servants in the education sector into employees, institutional and structural, and legal and regulatory factors. According to Tamtam *et al.* (2020), independently, to be nimble, the staff requires to be flexible or adaptable. Then, an agile staff necessitates to be proactive, which means self-anticipating the actions that absolutely inspires change processes. Also, a workforce with ground-breaking conduct is an agile staff that can classify the need for a new service, product, process, technology, or to enhance the existing structures (Cai *et al.*, 2018).

According to Muduli (2017), workforce agility consists of the supportive human resource practices adopted to produce adaptive, proactive and resilient employees with an aim of improving service delivery of employees amidst the unpredictable changes in the work place. Sumukadas and Sawhney (2010) proposes that the main practices representing the workforce agility architecture include employee involvement exercises, organizational training, rewards, participatory environment, value changing organizational culture and productivity improvement through team work. Workforce agility on the other hand entails the capacity of employees

to respond flexibly and quickly to their environment so as to tackle emerging challenges using a tackle that is innovative (Dove & LaBarge, 2014).

According to Odemba (2013), Performance is can be described as how well an organization is capable of utilizing its readily available resources in fulfilling its set targets and goals. Further Kaplan and Norton, (2008) defines performance as a comparison of profits of a particular firm against the profits of similar firms in the same industry. The notion of performance is associated to the ideas of effectiveness and efficiency. Performance is designated as the firm actions which guarantee that the goals are regularly being met in an effective and efficient manner. The review of performance is essential in determining the overall position of the organization and its ability in managing the current operations while simultaneously planning on the future. This facilitates determination of the short term and long-term accomplishments (Chache, 2016).

The Kenyan Insurance sector has registered growth in the recent years since 2005, with its role in the economic development being recognized globally. At present, the insurance industry is amongst the leading in terms of both desirability and growth in the potential. This has led to investors from within and internationally to venture in the market to buy stakes in the previously existing local insurance firms while at the same time investing in future ventures (AKI, 2014). The sector is among the leading contributors to the Gross Domestic Product (GDP) contributing to a gross written premium of over Ksh.160 billion in 2014 which is an increase from Ksh. 130 billion in the year 2013 translating to a 23% increase.

The insurance industry in Kenya is vibrant albeit being well regulated. Kenya Insurance industry operates under an Association of Kenya Insurers (AKI), established in 1987. The association is open to any registered insurance company in the country to be a member. Its general obligation is to encourage workable business practices, build awareness among the public and accelerate the growth of insurance

business in Kenya. The country has about 51 companies offering insurance services. This is attributed to a sound economic acceleration and increasing growth of the middle class with a substantial disposable income which attract the services of insurance firms' right from life insurance to general insurance policy (IRA 2014). Kenyan insurance industry is rapidly venturing into Eastern Africa markets and its diversification into other available potential market opportunities is a clear indicator of a blooming sector (AKI, 2014).

The report by Kenya National Bureau of Statistics (KNBS) showed that performance of both the financial and insurance sector was relatively stronger in 2018 as opposed to the constrained growth of 2017 that followed the introduction of interest rates capping by Central Bank of Kenya in 2016 (KNBS, 2019). The growth that was attained in the period under consideration was primarily supported by substantial improvement in financial activities despite deceleration in the growth of insurance activities from 6.5 to 5.2 per cent in 2017 and 2018 respectively. IRA (2019) reported that the insurance industry has remained comparatively stable even-though with marginal nominal growth rate. Notably, the industry recorded Ksh 216.26 billion in gross premium income in 2018, translating to a marginal growth of 3.5 per cent from the Ksh 209 billion realised in 2017. However, this level of industrial performance translated to a growth of -0.5 per cent in real terms upon factoring in the inflation rate that characterised the period under consideration.

Statement of the Problem

Firms operating in the insurance industry form a key foundation of the financial structure that offers financial security, encourages direct and indirect investment and mobilizes saving thus promoting sustainable and growth oriented national economies (AKI, 2018). Despite this key contribution by firms in the insurance industry in supporting the national economy, there has been a notable decline in the growth of insurance activities from 6.5 to 5.2 per cent in 2017 and 2018 respectively (KNBS, 2019). Further according to Wanyama and Olweny, (2013),

the insurance industry in Kenya has had a stormy past and challenges arising out of premium undercutting, fraud, low penetration and unpaid claims. The closure of several large insurance companies including Kenya National insurance company, Stallion insurance company, Access insurance company, Standard Assurance Company, Lake Star Insurance, United Insurance and others in the last two decades has been linked to inadequate skills and abilities and also poor mindset and culture.

Workforce agility can influence organizational performance. Specifically, an employee's psychological state and behaviour, information systems, and other competencies can determine the level of employee engagement hence organizational performance. Key human resource programs, such as selection, induction, training, performance management, promotion, and rewards and recognition, also have an effect, and researchers have examined the extent to which supportive HR practices influence employee performance (Martin & Roca-Puig, 2013).

Research conducted in the field of employees' agility and firm performance include Muduli (2017), who concentrated on staff agility by scrutinizing the function of firm practices and mental enablement. This study, however, did not test the relationship between employee agility and performance. Arokodare, Asikhia, and Makinde (2019), on the other hand, focused on planned agility and business performance. However, the focus of this study was on strategic agility, while the current study was focused on employee agility.

Kitur (2020) investigated the relationship between the performance of tours and organizational agility and travel companies in Nairobi. The author used a descriptive research design and noted that promoting creativity, the emotional well-being of employees, and adopting technology enhance a firm's agility, which positively influences organizational performance. The limitation of the study is that it had a narrow scope of companies. Chirchir (2015) analyzed Kenya Ports Authority's association between employee agility and

operational productivity. The author found a significant positive link between agility factors and operational productivity. The study's limitation is that there is no distinction between agility adaptive and entrepreneurial agility factors, so it is unclear whether these need to be reactive or proactive when implemented in organizations.

The field of workforce agility has become progressively gained popularity of late as agile employees are expected to give superior results by dealing with change and uncertainty. Relationship between workforce agility and organization performance have repeatedly been suggested but rarely been systematically studied and empirically tested. Recent studies have also paid less attention on the link between influences of workforce agility and organization performance with little focus being on the insurance industry. To attempt to fill in some of gaps highlighted above this study looked at the influence of workforce agility on performance of insurance companies in Nairobi City County, Kenya.

Objectives of the Study

The general objective of the study was to examine the influence of workforce agility on performance of insurance companies in Nairobi City County, Kenya. Specifically, the study sought to:

- Evaluate the contribution of proactive behaviors on performance of insurance companies in Nairobi City County, Kenya.
- Examine how adaptive behaviors effects on performance of insurance companies in Nairobi City County, Kenya.
- Assess whether generative behaviors influence the performance of insurance companies in Nairobi City County, Kenya.
- Find out whether resilient behaviors influence on the performance of insurance companies in Nairobi City County, Kenya

LITERATURE REVIEW

Theoretical Review

Expectancy Theory

This theory was proposed by Victor H. Vroom in the year 1964. The assumption of the theory is that behaviour emerges from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. The theory argues that employees endeavour contributes to good performance and that the outcome will lead to rewards. Later the theory was expanded and refined by Porter and Lawler (1983). According to Vroom, motivation is a result of three factors namely Valence (V), Expectancy (E), and Instrumentality (I).

The expectancy theory is grounded on the three dimensions of instrumentality, valence and expectancy. Valence means the emotional perspective individuals have in respect to results. It also implies the extent of the desires of an individual for external incentives such as monetary gains, benefits, time off, promotion or internal rewards such as satisfaction of work. Managers must acknowledge that workforce worth is. Expectancy implies that employees have various expectations and levels of confidence concerning what they can do, and managers must acknowledge what training, supervision and resources workforce require. Instrumentality refers to the perception of employees as to if they will receive what they desire even when the manager has promised. Managers should ensure that promises of incentives are honored, and that labor force was aware of it.

According to Miner (2015) there exist a relationship between the activities of the workforce and the results from the events of each at work and this leads to valence. Valence refers to effective and efficient alignment in relation to specific results. Instrumentality depicts a relationship and connection between effects of carried out actions and results coming from performance of the actions. Consequently, expectancy means quantitative belief as to the possibility that a specific action may be preceded by certain results.

The Social Exchange Theory

Social exchange theory was postulated by Blau, (1964). It suggests employees engage in a certain interaction expecting that there would be similar reciprocal behaviour by the other entity (an organization or an individual). These social interactions (or exchanges) are also aimed at maximizing benefits and minimizing costs, both tangible and intangible forms. These social interactions may involve a series of exchanges depending upon the reciprocal behaviours and may result in some sort of obligations (Cropanzano & Mitchell, 2005).

Social exchange theory is an important conceptual paradigm for explaining workplace behaviour (Cropanzano & Mitchell, 2005), and, it has been mobilised in several studies to explain the mechanisms underpinning the HRM interventions-performance link (Boselie, 2010; Snape & Redman, 2010). Social exchange theory has been supported in the HRM- performance research based on the findings that HRM interventions are important interventions that signal and communicate to employees that organisation is interested in their well-being, considers them as pivotal members and valued organisational assets, and commits to investing in them beyond short-term basis (Allen, Shore, & Griffeth, 2003; Boselie, 2010; Pare & Tremblay, 2007; Snape & Redman, 2010). Therefore, feelings of obligation may arise on the part of employees to reciprocate positive perception of their organisations in forms of exhibiting positive attitude and behavioural outcomes

Ability, Motivation and Opportunity Theory

The main proponent of this theory was Bailey (1993) who proposed that an employee requires three agility components; first, abilities and skills, second, motivation to shape his characteristics and third, opportunity for participation. Ability, Motivation and Opportunity (AMO) theory classifies each individual performance according to their ability on allocated task, their motivation and the opportunity provided for doing them. In his study, Hutchinson, (2013) declares that AMO theory describes making full use

of employees' skills and motivation through which adaptive behaviour of multitasking, multiple competencies and professional flexibilities are exhibited.

Two streams of psychological theorists lay foundations for the AMO theory. First, industrial psychologists who have traditionally viewed employee performance as a result of selection of employees and training that they are given Bos-nehles *et al.*, (2017), and second, social psychologists who place great importance on motivation as a key criterion in eliciting performance (Agarwal, 2014). Bos-nehles *et al.*, (2017) said that selection and training is a composite of various activities that aim to develop competence and knowledge within organizations. Training covers competence and career-enhancement which with time employees realizes personalized commitment to themselves, and need to reciprocate through positive attitudes and behaviors to the organization is important (Agarwal, 2014). AMO has often been used to explain employee behavior and from an employee performance perspective. It is also relevant because it attempts to predict behaviour of people in a workplace context (Tran, Phong, *et al.*, 2020). Abilities, motivations, and opportunities explain employee behaviour and effective employee performance (Leijdekkers, 2017). In other words, motivation aspect and employee performance can be seen by objectives that an employee wants to achieve by acquired behaviours. Again referring to the study of Bos-Nehles *et al.* (2013), which linked AMO theory to effectiveness of employee engagements and motivation, some facilitators of motivated employees are; responsibility, personal and institutional incentives, and appraisal.

Attribution Theory

The theory of Attribution was propagated by Haider (1958). It is concerned with how an individual interprets events and how this relates to their thinking and behavior. Haider assumed that people try to determine why they do what they do for example, attribute courses to behavior and that there is a strong relationship between self-concept

and achievement. This theory is based on the fact that human beings have an innate tendency to seek out for experiential behavior, be it-self or for other persons as suggested by (Emmott, 2012). The theory emphasizes the fact that active role observers adopt in drawing inferences, conveying meanings and inferring the essential motives behind experiential or observed behavior (Budd *et al.* 2010).

The theory also shades light on the significance; inferred attributions that motives have in influencing the employee's proactive actions depending on the impact of the response one gets after voicing his/her concerns pertaining a particular issue. For example, where the supervisor and other members of the organization attribute another employee's motive to extend a supportive hand, their judgment is likely to be fair and as a result encouraging the concerned individual to be more committed and engage in Proactive Work Behavior employee's actions can be used to voice or communicate their intentions (Emmott, 2012).

Empirical Literature Review

According to Grant and Ashford (2010) proactive behavior is a self-directed and future-focused action by the employees in a firm, where an individual seeks to introduce change, this include change to a specific state of affairs such as; introduction of new methods of working, influencing organizational strategy

Parker and Collins, (2010) conducted a study on proactive work behavior and associated it to self-starting nature, proactive way of handling issues, and by persisting in handling challenges to attain the goal ahead. Frese and co-workers described personal initiative as a proactive trait since it entails acting ahead of time or in advance. This conceptualization explains our perception of proactivity in two important ways; Instead of focusing on personalities of persons with a tendency to act proactively, Employee Orientation lays emphasis on the proactive work behavior.

In a study conducted by Tae *et al* (2010). Employees own efforts in taking note of opportunities and visualizing challenges is of great significance to the

organization. Researchers discovered that Adaptive Behaviours leads to valuable results affecting individuals and organizations. (Stoffers, Heijden and der, 2014). Furthermore, the study emphasizes that there is a significant positive relationship between adaptive behaviours and individual organizational outcomes. Adaptive persons are fond of practically searching for opportunities to come up with new means of working which may result in innovative outcomes by way of idea generation (Tierney and Farmer, 2011).

In a study conducted by Timothy and Phillip (2014) the aspect of adaptive behaviours can be evidenced through Supportive Voice. Supportive Voice is a willing expression of support for valuable work-related policies, programs, procedures that are raised in defense or agreeing with some issues (Skerlavaj & Cerne *et al.* 2014). In places where Supportive Voice is embraced, there is a high likelihood of employees engaging in self-initiated activities and commit themselves to achieving the tasks assigned to them without much supervision.

A study on generativity at work by Doerwald *et al.*, (2021) conducted in Netherlands depicts that generativity entails both the motive and the behavior to support and guide younger people and to benefit "future generations. The goal of this study was to synthesize research on the motive and behavior to support and guide the next generation at work. According to Erikson (2015), generativity is adaptive, contributing positively to personality development and well-being. Lifespan psychology research has indeed found that generativity is related to beneficial outcomes, including life satisfaction (McAdams *et al.*, 2013) and psychological well-being (Grossbaum and Bates, 2012). Over the last three decades, these findings have been extended to the work context, where generativity has been associated with several positive work and career outcomes, such as job satisfaction, employee performance, leadership effectiveness, and work participation past retirement age (Zhan *et al.*, 2015).

Yet in another study on generativity at work conducted by Friederike (2019) in Netherlands hypothesizes that generativity entails both the motive and the behavior to support and guide younger people and to benefit “future generations.” Given its relevance for work and career outcomes, research on generativity in the work context has accumulated over the last three decades. To synthesize this work, a conceptual model based on generativity was developed, lifespan, resource, and motivation theories and conducted a meta-analysis. The results showed that the generativity motive is positively related to person-related (e.g., age, tenure, agentic and communal traits, work centrality) and context-related antecedents (e.g., challenging job demands, job autonomy) which lead to employee performance. Moreover, the generativity motive is positively associated with motivational (i.e., work motivation, occupational self-efficacy), well-being (e.g., positive affect, job satisfaction, self-esteem), and career-related outcomes (e.g., mentoring relationship quality, career satisfaction).

Meeta Mandaviya (2021) conducted a study on employee resilience, job crafting and employee performance conducted in India, the study investigated how Job crafting has squirreled an enormous form of awareness which has assisted in comprehending complex diverse employee resilience and employee performance. This paper proposed two fold objectives. First, it examined cross association of job crafting with employee resilience and performance which comforts in job satisfaction. Secondly, it studies new directions of job crafting theories person-environment fit theory for future research exploring employee performance to the organizational change.

Sam Parsons *et al.*, (2016) in a study on how Employee Resilience deals with stress handling capability, self-efficacy, well structure mapping of cognitive skills with job design which result in positive resilience. Further, the study proposed that situation flexibility of cognitive skill for resilient workers can give better result in stressful situations.

Support from coworkers, good supervisory behaviour and social support. Job resources accomplish the basic human needs for autonomy, competence and relatedness. Former research testified self-efficiency & optimism and high job commitment have positive association. But few literatures were recorded with employee resilience. The study proves that resilient employees steer and manage work adversities.

METHODOLOGY

The study adopted a descriptive research design. According to Bickman, Rog and Hedrick (2017) descriptive research design is recommended for studies that are concerned with specific predictions, with narration of facts and characteristics concerning individuals, group or situation. The target population for this study was drawn from insurance companies in Nairobi City County. According to IRA (2018), there were 59 insurance companies whose head offices were in Nairobi City County. A multi-stage sampling technique was adopted for the purpose of picking the respondents. Both proportionate stratified random sampling and simple random sampling was utilised. The sample size of 216 was established using Yamane formula

The study utilized questionnaires to obtain primary data. Questionnaires can be described as instruments of measurement that inquire people to respond to a number of questions or to respond to a number of statements (Schwab, 2016). The collected data was subjected to thorough screening in order to ensure their completeness and appropriateness. This involved ensuring that only the data collected using appropriately and completely filled questionnaires were considered for analysis. The ‘cleaned’ data was analyzed with the aid of the Statistical Package for Social Sciences (SPSS) tool. The analysis was in both descriptive and inferential statistics.

Descriptive statistics included mean, and standard deviation which represented measures of distribution, central tendencies, and dispersion respectively. Inferential statistics took the form of

Spearman rank correlation coefficient and multiple linear regression analysis. The results of the aforesaid analyses were presented in both tabular and graphical formats. Pertinent interpretations and discussions was also presented.

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

Where:

Y represents 'Organization Performance'

β_0 represents 'Constant'

X_1 represents 'Proactive Behaviors'

X_2 represents 'Adaptive Behaviors'

X_3 represents 'Generative Behaviors'

X_4 represents 'Resilient Behaviors'

ϵ represents 'Error Term'

$\beta_1, \beta_2, \beta_3, \beta_4$ represent 'Regression Coefficients of Independent Variables'

FINDINGS AND DISCUSSIONS

Results of Descriptive Analysis

Descriptive statistics included Mean (M) and Standard Deviation (SD) generated using Statistical Package for Social Sciences (SPSS) were used to present the results of the quantitative data. The results are presented in the section that follow.

Proactive Behaviour

The study sought to evaluate the contribution of proactive behaviors on performance of insurance companies in Nairobi City County, Kenya. The descriptive results are presented in Table 1.

Table 1: Proactive Behaviour

Statement	M	SD
Being able to anticipate problems lead to better work performance	3.98	1.02
Anticipating problems help in acquiring meaningful tasks	4.05	0.95
Anticipating problems lead to competency	4.50	0.50
Improvising solutions leads to work discipline	4.14	0.86
Improvising solutions results to personal impact	4.61	0.39
Improvising solutions leads to self-determination	4.26	0.74
Solving problems leads to better service provision	4.53	0.47
Employees are allowed to solve problems they face in their sections	4.57	0.43
Employees are encouraged to continuously make improvements in their area of service	4.59	0.41
Aggregate Score	4.36	0.64

Source: Survey Data (2023)

The results in Table 1 showed that the respondents agreed that contribution of proactive behaviors influences the performance of insurance companies in Nairobi City County, Kenya with an aggregate mean score of 4.36 and a standard deviation 0.64. According to Grant and Ashford (2010) proactive behavior is a self-directed and future-focused action by the employees in a firm, where an individual seeks to introduce change, this include change to a specific state of affairs such as; introduction of new methods of working, influencing organizational strategy.

The statements that were strongly agreed by the respondents were that; improvising solutions results to personal impact (M=4.61, SD=0.39), employees are encouraged to continuously make improvements

in their area of service (M=4.59, SD=0.41), employees are allowed to solve problems they face in their sections (M=4.59, SD=0.41), solving problems leads to better service provision (M=4.53, SD=0.47), anticipating problems lead to competency (M=4.50, SD=0.50). The finding agree with Farhana *et al* (2019) who conducted a study on proactive behavior and employee performance in a private university in Malaysia discusses the concept of proactive behavior and employee performance. study states that those people who make things happen are said to be the ones who make additional efforts to accomplish things.

The statements that were agreed by the respondents were that; Improvising solutions leads

to self-determination (M=4.26, SD=0.74), improvising solutions leads to work discipline (M=4.14, SD=0.86), anticipating problems help in acquiring meaningful tasks (M=4.05, SD=0.95), being able to anticipate problems lead to better work performance (M=3.98, SD=1.02). The finding concur with Nonwork and Work (2015) who conducted a study on proactive behavior on employee performance, and by in Sabine Sonnentag Technical University of Braunschweig in Germany, they argue

that employee behavior, particularly proactive behavior, comprises aspects such as personal initiative and is closely related to flexible role orientations.

Adaptive Behaviour

The study sought to examine how adaptive behaviors effects on performance of insurance companies in Nairobi City County, Kenya. The descriptive results are presented in Table 2.

Table 2: Adaptive Behaviour

Statement	M	SD
My work place allows for professional flexibility	4.52	0.48
I am able respond to changes quickly	4.62	0.38
I am able respond to changes calmly	3.88	1.12
I am able respond to changes efficiently	3.46	1.54
I have the ability to build relationship	4.46	0.54
I have the ability to Create accountability	4.19	0.81
I have the ability to inspire others	3.13	1.87
Am able to handle multiple tasks	4.55	0.45
Am able to eliminate distractions by multitasking	4.34	0.66
Creating schedules enable me to multitask	4.62	0.37
I am assigned multiple responsibilities	4.56	0.44
Aggregate score	4.21	0.79

Source: Survey Data (2023)

The results in Table 2 showed that the respondents agreed that adaptive behavior influences the performance of insurance companies in Nairobi City County, Kenya with an aggregate mean score of 4.21 and a standard deviation 0.79. Tae *et al* (2010) study emphasizes that there is a significant positive relationship between adaptive behaviours and individual organizational outcomes.

The statements that were strongly agreed by the respondents were that; creating schedules enable them to multitask (M=4.63, SD=0.37), they are able respond to changes quickly (M=4.62, SD=0.38), they are assigned multiple responsibilities (M=4.56, SD=0.44), they are able to handle multiple tasks (M=4.55, SD=0.45), their work place allows for professional flexibility (M=4.52, SD=0.48). In a study conducted by Timothy and Phillip (2014) the aspect of adaptive behaviours can be evidenced through Supportive Voice. Supportive Voice is a willing expression of support for valuable work-related

policies, programs, procedures that are raised in defense or agreeing with some issues (Skerlavaj & Cerne *et al.* 2014)..

The statements that were agreed by the respondents were that; they have the ability to build relationship (M=4.46, SD=0.54), they are able to eliminate distractions by multitasking (M=4.55, SD=0.45), Am able to eliminate distractions by multitasking (M=4.34, SD=0.66) they have the ability to create accountability (M=4.19, SD=0.81), they are able respond to changes calmly (M=3.88, SD=1.12), they are able respond to changes efficiently (M=3.46, SD=1.54). According to Tierney and Farmer (2011) adaptive persons are fond of practically searching for opportunities to come up with new means of working which may result in innovative outcomes by way of idea generation.

The statements indicated neutral by the respondents were that they have the ability to

inspire others (M=3.13, SD=1.87). Kroth and Boverie, (2013) urges engaged employees are passionate about the work they do. Passion is always accompanied by excitement, enthusiasm and productivity. Salimath and Kavitha (2016), argues that adaptive employees are committed, motivated, energetic and enthusiastic about problem solving.

Generative Behaviour

The study sought to assess whether generative behaviors influence the performance of insurance companies in Nairobi City County, Kenya. The descriptive results are presented in Table 3.

Table 3: Generative Behaviour

Statement	M	SD
I continuously learn multiple competences	3.26	1.74
My organization facilitate acquisition of multiple competences	3.85	1.15
I actively share information with others	4.68	0.32
I actively share knowledge with others	4.59	0.41
I nurture fellow employees	4.13	0.87
I am open to collaborating with fellow employees	3.41	1.59
I am open to learning new learning things	4.11	0.89
I focus on producing value	4.57	0.43
I respond strategically to issues in the organization	4.51	0.49
Aggregate score	4.12	0.88

Source: Survey Data (2023)

The results in Table 3 showed that the respondents agreed that generative behavior influences the performance of insurance companies in Nairobi City County, Kenya with an aggregate mean score of 4.12 and a standard deviation 0.88. According to Erikson (2015), generativity is adaptive, contributing positively to personality development and well-being. Lifespan psychology research has indeed found that generativity is related to beneficial outcomes, including life satisfaction (McAdams *et al.*, 2013) and psychological well-being.

The statements that were strongly agreed by the respondents were; they actively share information with others (M=4.68, SD=0.32), they actively share knowledge with others (M=4.59, SD=0.41), they focus on producing value (M=4.57, SD=0.43) and that they respond strategically to issues in the organization (M=4.51, SD=0.49). A study on generativity motive vs. generative behavior by Doerwald, F., *et al* (2019) in US postulates that generativity theory and empirical evidence suggest that the generativity motive and generative behavior are related but distinct constructs.

The statements that were agreed by the respondents were; they nurture fellow employees (M=4.13, SD=0.87), they are open to learning new learning things (M=4.11, SD=0.89) and their organization facilitate acquisition of multiple competences (M=3.85, SD=1.15). A study on effective employee performance generatively in the workplace by Schrita Osborne in 2017 from Walden University in US, posits that the survival of corporate industries is dependent on maximizing profits from existing capabilities, while recognizing and adjusting to the fact that what may work today may not necessarily work in the future.

The statements that were indicated neutral by the respondents were; they continuously learn multiple competences (M=3.26, SD=1.74) and they are open to collaborating with fellow employees (M=3.41, SD=1.59). The finding disagree with Friederike (2019) study in Natherlands hypothesizes that generativity entails both the motive and the behavior to support and guide younger people and to benefit “future generations.” Given its relevance for work and career outcomes, research on generativity in the

work context has accumulated over the last three decades.

Resilient Behaviour

The study sought to find out whether resilient behaviors influence on the performance of insurance companies in Nairobi City County, Kenya. The descriptive results are presented in Table 4.

Table 4: Resilient Behaviour

Statement	M	SD
You're able to cope with the fact that you don't know how things will turn out.	4.54	0.48
Am always willing to take calculated risks	4.85	0.15
Am always adapting to new processes	3.95	1.05
Am always composed when faced with difficulties	4.71	0.29
I have the ability to be relaxed	4.03	0.97
I have high tolerance for ambiguity	4.42	0.58
I am emotionally steady in a crisis	4.53	0.47
I am optimistic about life	4.11	0.89
I don't easily give in to negativity	4.63	0.37
I don't give in to hopelessness even in difficult situations	4.57	0.43
I tolerate differences in opinions	4.30	0.70
Aggregate	4.42	0.58

Source: Survey Data (2023)

The results in Table 4 showed that the respondents agreed that resilient behavior influences the performance of insurance companies in Nairobi City County, Kenya with an aggregate mean score of 4.42 and a standard deviation 0.58. The finding concur with Meeta Mandaviya (2021) who conducted a study on employee resilience, job crafting and employee performance conducted in India and found that new directions of job crafting theories person-environment fit theory for future research exploring employee performance to the organizational change.

The statements that were strongly agreed by the respondents were; they are always willing to take calculated risks (M=4.85, SD=0.15), they are always composed when faced with difficulties (M=4.71, SD=0.29), they do not easily give in to negativity (M=4.63, SD=0.37), they do not give in to hopelessness even in difficult situations (M=4.57, SD=0.43), they are emotionally steady in a crisis (M=4.53, SD=0.47) and they are able to cope with the fact that they do not know how things will turn out (M=4.52, SD=0.48). Sam Parsons *et al.*, (2016) in a study on how Employee Resilience deals with stress handling capability, self-efficacy, well

structure mapping of cognitive skills with job design which result in positive resilience. Further, the study proposed that situation flexibility of cognitive skill for resilient workers can give better result in stressful situations.

The statements that were strongly agreed by the respondents were; they have high tolerance for ambiguity (M=4.42, SD=0.58), they tolerate differences in opinions (M=4.30, SD=0.70), they are optimistic about life (m=4.11, SD=0.89), they have the ability to be relaxed (M=4.03, SD=0.97) and they are always adapting to new processes (M=3.95, SD=1.05). May *et al.*, (2003) label morally resilient leaders as “adaptive but assertive individuals that follow their own principles and moral values, while faced with pressures from peers,” while recently, Amir and Standen (2019) proposed a new perspective, which is growth-focus related, where individual see adverse events as an opportunity for development.

Performance of Insurance Companies

The study sought to find out the performance of insurance companies in Nairobi City County, Kenya. The descriptive results are presented in Table 5.

Table 5: Performance of Insurance Companies

Statement	M	SD
Customers complaints are attended to in a timely manner	4.25	0.75
There is reduction of time taken to offer services to our customers	3.57	1.43
There is reduction of delays in receiving of supply of essential inputs to the company	4.56	0.44
The company is continuously introducing new innovative products	4.01	0.19
The company is continuously enhancing its presence and visibility in social media platforms	4.51	0.49
Number of potential customers has gone up	3.99	1.01
We continually identify, analyze and fix constraints	4.32	0.68
Informational resources have aided the inclusion of product features that matter to the company's customers	4.67	0.33
The company uses referral marketing to enhance its market reach	4.55	0.45

Source: Survey Data (2023)

The results as presented in Table 5 indicated that the respondents strongly agreed that Informational resources have aided the inclusion of product features that matter to the company's customers (M=4.67, SD=0.33), there is reduction of delays in receiving of supply of essential inputs to the company (M=4.56, SD=0.44), The company uses referral marketing to enhance its market reach (M=4.55, SD=0.45) and the company is continuously enhancing its presence and visibility in social media platforms (M=4.51, SD=0.49). According to Odemba (2013), Performance is can be described as how well an organization is capable of utilizing its readily available resources in fulfilling its set targets and goals. Further Kaplan and Norton, (2008) defines performance as a comparison of profits of a particular firm against the profits of similar firms in the same industry.

The results as presented in Table 5 indicated that the respondents agreed that they continually identify, analyze and fix constraints (M=4.32, SD=0.68), customers complaints are attended to in a timely manner (M=4.25, SD=0.75), the company is continuously introducing new innovative products (M=4.01, SD=0.49), Number of potential customers has gone up (M=3.99, SD=1.01) and there is reduction of time taken to offer services to our customers (M=3.57, SD=1.43). According to Münstermann, Eckhardt and Weitzel (2010) the requisite for organisational performance can't be disregarded in the current day business world; one of the key reasons for organisational performance is to achieve significant cost reductions.

Multiple Regression Analysis Results

Regression analysis was done to establish how one variable influences the other. The results are presented in Table 6, 7 and 8 as follows;

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 ^a	.801	.795	1.012

Source: Survey Data (2023)

From the findings in Table 6 the value of adjusted r squared was 0.795 (79.5%) an indication that there was variation of 79.5% on performance of insurance companies in Nairobi City County, Kenya which was caused by changes in proactive behaviors, adaptive

behaviors, generative behaviors and resilient behaviors at 95% confidence interval. This means that the remaining 20.5% accounts for other benchmarking practices not studied.

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.234	4	27.559	285.310	.000
	Residual	11.108	115	.097		
	Total	121.342	119			

Source: Survey Data (2023)

The results in Table 7 indicated that the statistical F value at 5% level of significance was 285.310 and the statistical mean value was 27.559. Since the statistical F value was greater than the statistical

mean value and the level of significance was 0.000 less than 0.05 this shows that the model was significant.

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.706	.117		6.034	.000
	Proactive behaviour	0.821	.254	0.066	3.232	.001
	Adaptive behaviour	0.778	.134	0.118	5.806	.001
	Generative behaviour	0.699	.351	0.145	1.991	.000
	Resilient behaviour	0.792	.229	0.093	3.459	.001

Source: Survey Data (2023)

According to the regression equation established and presented in Table 8, taking all the independent variables into constant, performance of insurance companies in Nairobi City County, Kenya would be at a factor of 0.706. The study established that when proactive behaviour is increased by one unit it would increase performance of insurance companies in Nairobi City County, Kenya by 82.1%. When adaptive behaviour is increased by one unit it would increase performance of insurance companies in Nairobi City County, Kenya by 77.8%. When generative behaviour is increased by one unit it would increase performance of insurance companies in Nairobi City County, Kenya by 69.9% and when resilient behaviour is increased by one unit it would increase performance of insurance companies in Nairobi City County, Kenya by 79.2%. As a result, the established regression equation is presented as follows:

Organizational performance = 0.821 + 0.778 (proactive behaviour) + 0.778 (adaptive behaviour) + 0.699 (generative behaviour) + 0.792 (resilient behaviour).

The results in Table 8 also showed that proactive behaviour had a positive significant effect on the performance of insurance companies in Nairobi City County, Kenya as indicated by beta value of 0.066 with the level of significance at 0.001 less than 0.05. Nonwork and Work (2015) conducted a study on proactive behavior on employee performance, and by in Sabine Sonnentag Technical University of Braunschweig in Germany, they argue that employee behavior, particularly proactive behavior, comprises aspects such as personal initiative and is closely related to flexible role orientations.

The study found that adaptive behaviour had a positive significant effect on the performance of insurance companies in Nairobi City County, Kenya as indicated by beta value of 0.118 with the level of significance at 0.001 less than 0.05. Sharad and Feroz (2018), studied on adaptivity and employee performance in Jammu Institute of Ayurveda and Research, J & K, India. The study suggests that employees are beneficial to a firm as they are the intellectual capital of the organization.

The study revealed that generative behaviour had a positive significant effect on the performance of insurance companies in Nairobi City County, Kenya as indicated by beta value of 0.145 with the level of significance at 0.000 less than 0.05. A study on effective employee performance generatively in the workplace by Schrita Osborne in 2017 from Walden University in US, posits that the survival of corporate industries is dependent on maximizing profits from existing capabilities, while recognizing and adjusting to the fact that what may work today may not necessarily work in the future.

The study examined that resilient behaviour had a positive significant effect on the performance of insurance companies in Nairobi City County, Kenya as indicated by beta value of 0.093 with the level of significance at 0.001 less than 0.05. Muhammad (2021) In another study on prominent models of resilience in current organizational studies originate from Positive Organisational Scholarship (POS) or Positive Organisational behavior (POB) frameworks in Indonesia by says that some authors tend to see the concept as a necessary response to an increasingly complex and dynamic organizational environment, which causes the workplaces to be more demanding, unfriendly, stressful, and highly competitive.

CONCLUSIONS AND RECOMMENDATIONS

The general objective of the study was to examine the influence of workforce agility on performance of insurance companies in Nairobi City County, Kenya. The workforce agility was measured in terms of proactive behaviors, adaptive behaviors, generative behaviors and resilient behaviors. Collection of primary data was done using semi-structured questionnaire and analysis of data done using descriptive analysis and inferential statistics. The findings are presented as follows;

The study sought to evaluate the contribution of proactive behaviors on performance of insurance companies in Nairobi City County, Kenya. The study revealed that proactive behaviors significantly affected the performance of insurance companies in

Nairobi City County, Kenya. Improvising solutions results to personal impact, employees are encouraged to continuously make improvements in their area of service, employees are allowed to solve problems they face in their sections, solving problems leads to better service provision and anticipating problems lead to competency.

The study sought to examine how adaptive behaviors effects on performance of insurance companies in Nairobi City County, Kenya. The study found that adaptive behaviors significantly affected the performance of insurance companies in Nairobi City County, Kenya. Creating schedules enable them to multitask, they are able respond to changes quickly, they are assigned multiple responsibilities, they are able to handle multiple tasks and their work place allows for professional flexibility, they have the ability to build relationship and they are able to eliminate distractions by multitasking.

The study sought to assess whether generative behaviors influence the performance of insurance companies in Nairobi City County, Kenya. The study examined that generative behaviors significantly affected the performance of insurance companies in Nairobi City County, Kenya. They actively share information with others, they actively share knowledge with others, they focus on producing value, they respond strategically to issues in the organization, they nurture fellow employees and they are open to learning new learning things.

The study sought to find out whether resilient behaviors influence on the performance of insurance companies in Nairobi City County, Kenya. The study revealed that resilient behaviors significantly affected the performance of insurance companies in Nairobi City County, Kenya. They are always willing to take calculated risks, they are always composed when faced with difficulties, they do not easily give in to negativity, they do not give in to hopelessness even in difficult situations, they are emotionally steady in a crisis and they are able to cope with the fact that they do not know how things will turn out.

The study concluded that proactive employees lead to higher productivity and efficiency by driving performance and innovation of teams and organizations and boosts individuals' well-being and careers. When individuals are proactive, they use their initiative at work to bring about a better future. When people feel autonomous and empowered with creative freedom in the workplace, it leads to a culture of trust and empowerment. Offering a high level of flexibility helps employees maintain their well-being, making it easier for them to be productive at work.

The study concluded that being adaptable shows the employer that the employees are able to handle new changes and challenges with ease. When employees are able to change and are versatile in their performance and ways of working, this can lead to important changes within the organization that promote success. Individuals who excel in adaptability have a more positive attitude in their work and have a better ability to handle stress. Being able to handle stress is particularly important especially when an organization is experiencing disruptions from the external environment.

The study concluded that employees with a generative mindset have conscious leadership over unconscious ego drive of which they are not aware. A team that has the self-awareness to not be driven by these fears helps organizations prevent disruptions to productivity. Desiring the best long-term decisions, generative leadership enhances the workplace from the top down. Leaders with the generative mindset are committed to the broader growth and development of the company and society as a whole rather than seeking power, status or approval for themselves.

The study concluded that resilience reduces employee burnout and turnover and helps ensure that the talent you need to care for customers, to deliver product, to grow organization is ready and able to contribute. Resilience is associated with greater job satisfaction, work happiness, organizational commitment and employee engagement. Raising resilience contributes to

improved self-esteem, sense of control over life events, sense of purpose in life and improved employee interpersonal relationships and employers reap the rewards of increased productivity.

The study recommendd that the organization should give employees the freedom to decide how and when to work on each task and the opportunity to come up with original ideas and act on them. Challenge employees as often as possible to increase engagement and encourage proactive behaviour. Promoting flexibility and wellness is essential for helping employees achieve a good work/life balance and avoiding the lack of engagement associated with burnout. Even if an employee doesn't know the exact solution to a problem, they should be prepared to discuss the issue with other team members and take an active role in the brainstorming process.

The study recommended that the organization should encourage employees to be aware of changes in the work environment. Develop a growth mindset which can positively influence their ability to take on new challenges, find new opportunities to develop their knowledge and contribute to new projects. The employees should be encouraged to set goals for themselves so as to improve their overall ability to adapt to changes in the workplace. Positive and constructive feedback can be beneficial for setting goals and achieving success in your career.

The study recommended that the organization should conduct empathy interviews to gain a greater understanding of an employee's untapped gifts, contributions, and talents. Create space and time in team meetings to gather wisdom from all levels. Offer challenge scenarios to your team and facilitate brainstorm sessions that allow all members to share their insights and ideas for future improvements and outcomes. Define areas of authority for your employees. Empower them to take the lead, to identify next actions, and to produce creative solutions. Do not rescue them, empower them. Be a coach and encourage their ownership and authority.

The study recommended that the organization should take the time to evaluate its employee

wellness strategy to ensure it includes mental, social, emotional and physical support. Re-evaluate your learning and development strategy to enable the one-to-one support that can drive deep and lasting change. Hiring resilient managers and cultivating resilience among these front-line employees can create a tipping point for change across the company.

Suggestion for Further Study

The study suggests that the focus on different workforce agility should be further explored in future studies to address the gap of 20.5% that account for other variables not studied. The study also looked at performance of insurance companies in Nairobi City County, Kenya. Therefore, a gap in context can be bridged by conducting a study that focuses on performance of insurance companies located in other County governments in Kenya.

REFERENCES

- Baltensperger, E., Buomberger, P., Luppia, A. A., Wicki, A., & Keller B. (2017). Regulation and intervention in the insurance industry. *Fundamental Journal of International Studies* 7(1)
- Chache, M., (2016). The Effect of Product Pricing on the Growth of Micro Insurance by Insurance under Writers in Kenya. *International Journal of Humanities and Social Science* 3 (4).
- Choong, K. K., & Islam, S. M. (2020). A new approach to performance measurement using standards: a case of translating strategy to operations. *Operations Management Research*, 13(3).
- Doeze Jager-van Vliet, S.(2017), Self-other agreement between employees on their need for achievement, power, and affiliation: A social relations study. *Scandinavian Journal of Work, Environment and Health*, 2(9), 1-12.
- Dyer, L., & Shafer, R. A. (2003). *Dynamic organizations: Achieving marketplace and organizational agility with people*
- Gitahi, A. W. & K'Obonyo, P. O. (2018). The Relationship Between Organizational Resources and Firm Performance of Companies Listed on the Nairobi Securities Exchange. *International Journal of Economics, Commerce and Management*, 6(5): 540-555.
- Kami, A.R, & Shakiba, AR, (2018). *Investigating the Factors Influencing Innovation, Creativity and Entrepreneurship*. University of Industries and Mines, Alborz Branch.
- Kaplan, C. & Norton, R. (2008). *The Balanced Scorecard*. Boston MA: Harvard Business School Press
- Kaplan, R. S. & Norton, D. P. (1996). *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business School Press, Boston
- Muduli, A., & Pandya, G. (2018). Psychological empowerment and workforce agility. *Psychological Studies*, 63(3), 276-285.
- Münstermann, B., Eckhardt, A. and Weitzel, T. (2010). The performance impact of business process standardisation: An empirical evaluation of the recruitment process. *Business Process Management Journal*, 6(1): 29-56.
- Muthoni, D. & Kinyua, G. M. (2020). Corporate Reputation and Firm Performance: An Empirical Analysis of Motor Vehicle Assemblers in Nairobi City County, Kenya. *Journal of Business and Economic Development*, 5(2): 73-81.

- Odemba, J. (2013). Factors affecting uptake of life insurance in Kenya. Unpublished MBA project. University of Nairobi, Nairobi, Kenya
- Oketch, J. O., Kilika, J. M. & Kinyua, G. M. (2020). Top Management Team Psychological Characteristics and Organizational Performance. *Journal of Business and Economic Development*, 5(1): 36-43.
- Peng, C. W., & Yang, M. L. (2014). The Effect of Corporate Social Performance on Financial Performance: The Moderating Effect of Ownership Concentration. *Journal of Business Ethics*, 123:171–182.
- Sherehiy, B., & Karwowski, W. (2014). The relationship between work organization and workforce agility in small manufacturing enterprises. *International Journal of Industrial Ergonomics*, 44(3), 466-473
- Skerlavaj, M. (2014). "I Get by With a Little Help From my Mupervisor: Creativeldea Generation, Idea Implementation, and Perceived Supervisor Support." *The Leadership Quarterly* Leaqu-00986: 14.
- Tierney, P., & Farmer, S. M. (2011). Creative Self- Efficacy Development and Creative Performance Over Time. *Journal of Applied Psychology*, 96(2),277-293.
- Zaheer, A., Rehman, K.U. and Khan, M.A. (2010). Development and testing of a business process orientation model to improve employee and organisational performance. *African Journal of Business Management*, 4(2): 149-161