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MODERATING EFFECT OF ORGANIZATION CULTURE ON THE RELATIONSHIP BETWEEN TALENT CAREER MANAGEMENT AND EMPLOYEE PERFORMANCE IN INSURANCE COMPANIES, KENYA

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ABSTRACT

Purpose of the Study: This study sought to examine the moderating effect of organization culture on the relationship between talent career management and employee performance in insurance companies in Kenya.

Research Methodology: The study was anchored on Human Capital Theory. The study adopted explanatory 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.

Results of the study: Data was analyzed using descriptive and inferential statistics and presented in tabular form. Data was subjected to Hierarchical regression model. From Hierarchical regression model results talent career management accounted for 44.6% (R^2 = 0.446) of the variance on employee performance, with moderator organizational culture explaining 49.4% (R^2 = 0.493) of the variance and the interaction of career management and culture (CM*OC) explained 50.9% (R^2 = 0.509) of the variance in employee performance in insurance companies. The regression coefficients indicated that career management (β = 0.484, P =0.000), organization culture (β=.174, P=0.000), were positive and statistically significant predictors of employee performance in insurance companies. The regression coefficients of interaction between career management and organization culture on employee performance (β =- 0.143, P =.002) was negatively significant. Therefore, organization culture had a significant moderating effect on the relationship between talent career management and employee performance in insurance companies.

Conclusion and policy recommendation: The study concludes that talent career management had a statistically significant positive impact on worker performance in Kenyan insurance companies. Organization culture had a significant moderating effect between talent career management and employee performance in insurance companies. The study recommends that managers of insurance companies wishing to maintain superior employee performance should put in place mechanisms to support career management. Firms should design career plans for their employees which will increase employee morale, motivation and at same time reduce employee turnover.

Key words: *Career Management, organization culture, Employee Performance, Insurance companies.*

INTRODUCTION

Employee accomplishments and results at work are referred to as employee performance. Employee performance, according to Ahmad, Farrukh, and Nazir (2015), refer to the duties and activities that an employee completes successfully. According to Sparrow (2015), employees are the primary force behind and control how smoothly business operations go. When a company's human resources have achieved the standards or benchmarks established by the business, the performance of an employee can be observed. Meanwhile, according to Arocas et al., (2019) in Spain talent management has an impact on Valencia employees' performance, although it is not significant.

Organizations may also support career identity by offering numerous possibilities for mentorship, progression, and self-development (Dargham, 2013). Programs for career development allow all employees to advance within the company right away. It aids in choosing career pathways and removing any barriers to employees' advancement. Dobre (2013) makes the case that any business looking to boost productivity and customer happiness must have a motivated and qualified personnel. According to Gelens et al. (2013), many organizations use career development programs to assist their employees with career planning and to foster their physical and mental development because it is well known that employees prefer career advancement opportunities, which inspires them to improve their performance in relation to organizational goals.

According to Mohamad and Yahya's (2017) research, a well-executed career development program recruits and keeps personnel with the necessary competencies. The competitiveness, quality, and output of an organization, as well as its dependability and effectiveness, all grow with career management awareness (Mugaa et al., 2018). According to Aloo and Moronge's (2018) study on the impact of talent management practices on the performance of small and medium-sized businesses in Nairobi's construction industry, career management, which includes succession planning, career counseling, and career planning, can produce an unbiased assessment of an employee's current performance and potential for the future.

According to Kireru (2013), career development has given each employee specialized expertise that is helpful to the success of the firm. The researcher conducted this study to determine the significance that Talent development, Career development, and Work-life balance can have on an employee's performance because, according to a 2013 report by the Business Review Management, Kenya faces difficulties in maintaining talented professionals.

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. Rahmisyari (2016) stated that the strength of corporate culture has a significant effect on both individual and company performances in the long term. He further mentioned that even the culture will become one of the increasingly important factors in determining the success or failure of a company. Increasing competition, globalization, alliances and major work force development have generated an essential need for corporate culture.

According to Sripirom et al. (2015), talent management is essential for maintaining employee skills and boosting organizational competitiveness. Thus, it is assumed that managing organization culture is one of the key managerial challenges of the millennium. However, inconsistency can only be eliminated by altering perception, employment, conduct, and career growth of the specific employee. This study sought to determine the moderating effect of organization culture on the relationship between talent career management and employee performance in insurance companies in Kenya.

STATEMENT OF THE PROBLEM

Career development programs were shown to be responsible for 34.9% of employee performance in a study by Mark and Nzulwa (2018) titled Effect of Career Development Programs on Employee Performance in the National Hospital Insurance Fund in Kenya. The study's findings also showed that career promotion, career counseling, mentoring, and training for employees all had a statistically significant favorable impact on workers' performance. The results of the study conducted by Lyria, Namusonge, and Karanja (2017) also showed the importance of the link between career management and organizational performance in Nairobi-based businesses.

The insurance sector has recently faced new threats from climate change and the current Covid-19 outbreak, as well as fast technological progress. This has increased the demand for talented workers, who are a limited resource in the current corporate environment, in the insurance sector. According to McDonnell, Collings, Mellahi, and Schuler (2017), talent management is a strategic management process that involves techniques for managing and upgrading high potential individuals' skill sets in order to keep them on board for the long haul and help the company reach its objectives.

RESEARCH OBJECTIVES

1. To establish the relationship between talent career management and employee performance in insurance companies in Kenya.

2. To identify the influence of organization culture on employee performance in insurance companies in Kenya.
3. To determine the moderating effect of organization culture on the relationship between talent career management and employee performance in insurance companies in Kenya.

HYPOTHESES

H_{O1}: There is no significant relationship between talent career management and employee performance in insurance companies in Kenya.

H_{O2}: There is no significant influence of organization culture on employee performance in insurance companies in Kenya.

H_{O3}: There is no significant moderating effect of organization culture on the relationship between talent career management and employee performance in insurance companies in Kenya.

THEORETICAL FRAMEWORK

The Human Capital Theory by Becker served as another foundation for this investigation (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, Todd, Combs, Woehr, & Ketchen, 2011). According to this notion, investing in human capital makes a company more competitive and valuable since it boosts production. According to the human capital hypothesis, those who invest in their education and training will become more skilled and productive than others who are less talented, and they can therefore justifiably claim greater wages as a result of their investment in human capital.

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).

In order for a company to complete tasks and improve performance and productivity, human capital is a crucial component (Paleri, 2018). The effectiveness of human capital and the existence of potential employees in a business are seen as key factors in addressing demographic changes and globalization in order to increase performance and create value through realizing the organizational talented employees (Mccracken, Mcivor, Treacy, & Wall, 2017; Thomas, Smith, & Diez, 2013).

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. According to this hypothesis, firms that promote goal congruence and concentrate more on keeping top performers would reap long-term rewards from their significant investment in them. Employees will be imaginative and creative, easily useful, and available to the business to do the proper job for all the right reasons if they are sufficiently invested in, well managed, and retained, and objective achievements will become obvious and tangible.

EMPIRICAL REVIEW

According to Tiwari (2013), performance refers to the results of a person's work in completing tasks given to him based on his aptitude (skills, experience), motivation, and ability (serious time). Employee performance is described as success at work by a person in an organization who is responsible for their respective power to jointly achieve the organization's goals in accordance with the law, standards, and ethics (Tash, et al. 2016).

Employee performance, as described by Mkamburi (2017), is the end result of an employee's efforts or accomplishments in carrying out their duties and meeting the demands of a job that has been allocated to them. The company's established standards and benchmarks can be used to gauge employee performance. Therefore, it will be challenging for enterprises to evaluate the performance of their staff without benchmarks or criteria established by the company. According to Mkamburi and Kamaara (2017), work activities throughout a specific time period have an impact on employee performance. Companies must apply performance management if they want to produce good employee performance. Performance, on the other hand, is defined by Nisa (2016) as an employee's success in completing the duties given to him based on skills, experience (abilities), and motivation.

The lifelong process of managing life, learning, and employment is referred to as career management. Long-term competitive objectives can be met through managing people well. Organizational career management (OCM) approaches are used by managers to help staff members grow in order to maintain and improve the company's position in the marketplace. The needs of the individual's career should be connected to the labor force requirements of the company. Such a technique not only positively affects company performance but also links to individual career effectiveness (De Vos and Cambre, 2017).

Today, a lot of firms are looking at career management as a solution to important organizational problems. With a focus on on-the-job learning and its crucial role in career development, successful firms use career management programs to assist lower the historically high turnover rates (Ugoani, 2018). In order to boost performance while ensuring that management and people are happy, career development systems must be combined with other human resource management techniques. A career development system is most effective when it takes into account how all of the components of an organization interact, are interdependent, and are integrated. Planning, carrying out, and monitoring career plans carried out by an employee alone or through the organization's career processes are all included in career management.

According to Cedaryana et al. (2018), employee career development is a systematic and ongoing endeavor with a focus on enhancing and adding an employee's abilities, skills, and knowledge so that changes in values, attitudes, and motivation can occur. According to research by Nasution et al. (2018), career development has an impact on how well employees perform at their jobs. The more effective the career development system that can be put in place, the better it is anticipated that individuals will perform.

According to a study by Suyanto et al. (2018), employee performance increases with career development levels, whereas employee performance decreases with career development levels. Career advancement affects attempts to increase performance (Alfa, 2018). Giving employees access to proper development and training programs, according to Khan et al. (2018), can motivate employees to enhance their skills, which will have an effect on their work results. Choosing the correct career development program can help people perform better.

According to a recent study by Mohamad and Yahya (2017), effective career development programs draw in and keep employees with the necessary abilities. The competitiveness, quality, and output of an organization, as well as its dependability and effectiveness, all grow with career management awareness (Mugaa et al., 2018). When studying career advancement and employee performance, Dialoke and Nkechi (2017). According to the research, career progression, development, planning, and outlining of the career path are all parts of career growth. According to the interviews and data gathered, the Michael Okpara University of Agriculture's non-academic staff members performed well in their jobs as a result of their career advancement and development. Further research revealed that career advancement motivated employees to complete their tasks, prompting university administration to assist employees with self-improvement, career planning, structured learning, and advancement options in addition to providing incentives and funding for career development programs to boost employees' performance and productivity.

According to Mugaa, Guyo, and Odhiambo (2018), employees' confidence and loyalty rise when they think their employer supports their professional development, which in turn produces better outcomes. According to Aloo and Moronge's (2018) study on the impact of talent management practices on the performance of small and medium-sized businesses in Nairobi's construction industry, career management, which includes succession planning, career counseling, and career planning, can produce an unbiased assessment of an employee's current performance and potential for the future.

According to a study by Mark and Nzulwa (2018), career development initiatives accounted for 34.9% of employee performance. The study's findings also showed that career promotion, career counseling, mentoring, and training for employees all had a statistically significant favorable impact on workers' performance. The study's conclusion that career development programs had an impact on employee performance led to the recommendation that NHIF increases its focus on career development initiatives to improve employee performance.

According to Desai (2016), insurance agents are actually sales representatives for insurance companies that receive commissions for selling insurance products. This primary motive and pivot is what drives insurance sales people to put in long hours at the office in order to make a living. The results of the study conducted by Lyria, Namusonge, and Karanja (2017) also showed the importance of the link between career management and organizational performance in Nairobi-based businesses. The contentment of their officers is a top priority for insurance businesses as it increases employee productivity. Therefore, businesses should implement internal training programs for employees to improve their job experience, enable self-career management through talent assessments, facilitate work changes through internal transfers, and retain the best talent.

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. 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, Salihu, Rayyan and Musa (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 career management and employee performance in Kenyan insurance industry.

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 career management and employee performance as the dependent variable. Figure 1 showed the effect of talent career management on employee performance in insurance companies in Kenya.

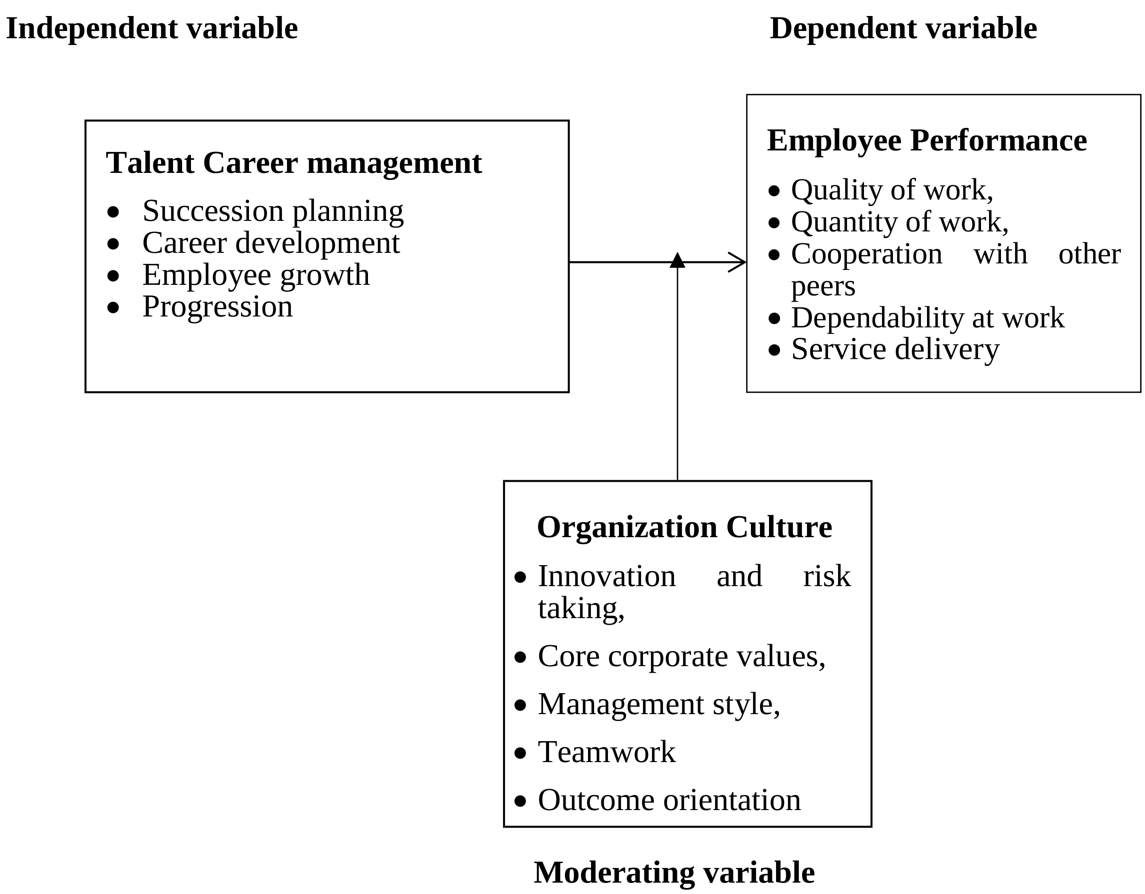

Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

The study used a mixed-methods research that incorporates both qualitative and quantitative methods (Creswell, 2009). It offers the chance to show a wider variety of opposing viewpoints. 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 purposively selected from the insurance businesses. Simple random selection was used to select the salespeople.

From the target population of 6508 respondents, a sample of 385 respondents comprising of 4 human resource managers 4 branch managers and 377 sales agents was selected. 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

A standardized questionnaire that captures the various study variables was used to gather primary data. Specific goals were intended to be addressed through the questionnaire. The answers provided by the closed-ended questions were precise, reducing information bias and facilitating data analysis. This was presented as a Likert scale with a five-point rating system, with the range being strongly disagree to strongly agree.

The Statistical Package for Social Sciences was used to code, classify, and enter all of the obtained data into the computer for analysis (SPSS V. 26). 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. Inferential statistics 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 career management

X_2= Organizational culture

X_3= interaction between career management and Organizational culture

ε = Error term

RESULTS AND DISCUSSIONS

Descriptive Statistics for Employee Performance

The dependent variable was employee performance in selected insurance companies in Kenya. The study sought to establish the respondent's perception on employee performance. A total of nine statements were used to assess the views of respondents on employee performance using a 5-point Likert scale, Table 1. Majority of the respondents 277(86.5%) agreed that their work was accomplished quickly and accurately, with 22(6.9%) disagreed and 21(6.6%) were undecided (*M=3.86; SD=0.89)*. Most of the respondents 171(53.4%) agreed that their work exceeds customer's expectations, with 85(26.6%) disagreed and 64(20%) were undecided (*M=3.20; SD=0.98*).

Table 1: Employee Performance

	Strongly disagree	**Disagree**	**Undecided**	**Agree**	**Strongly agree**	**Mean**	**Std Dev**
	Percent	Percent	Percent	Percent	Percent		
Work is accomplished quickly and accurately.	6.9		6.6	73.4	13.1	3.86	0.89
Work exceeds customer's expectations	6.9	19.7	20.0	53.4		3.20	0.98
High volume producer always does more than expected or required.	6.9	6.6	19.7	60.3	6.6	3.53	0.96
Productivity standards are met.	6.9	6.9	13.1	59.7	13.4	3.66	1.02
Staff cooperates and get along with others.		6.6	19.7	53.8	20.0	3.81	0.98
Employees stimulate teamwork and good attitude in others.			13.1	80.3	6.6	3.93	0.44
Sales agents are usually present and on time, normally pre-planned absences			6.9	60.0	33.1	4.26	0.58
Staff are highly persistent, always get the job done on time		6.6	13.4	60.0	20.0	3.93	0.77
Sales agents work well under pressure.			46.9	46.6	6.6	3.60	0.61
Overall mean						**3.75**	**0.52**

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 cooperates 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*). 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 get 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 career management

The study sought to establish the respondent's perception on talent career management in insurance companies in Kenya. A total of five indicators were used to establish the talent career management in insurance companies in Kenya using a 5-point Likert scale as summarized in Table 2. Majority 256(80%) of respondents agreed that their company believes career planning facilitates expansion and growth of the company; 21(6.6%) disagreed and 43(13.4%) were undecided (*M=3.87; SD=0.95).*

Table 2: Descriptive Statistics for Talent career management

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean	Std Dev
	Percent	Percent	Percent	Percent	Percent		
My company believes career planning facilitates expansion and growth of this company		6.6	13.4	60.0	20.0	3.87	0.95
My company encourages job rotation and transfers people across departments laterally to increase their value for themselves		19.7	27.2	46.6	6.6	3.40	0.88
My company plans on employee growth and progression	6.9	20.0	26.9	19.7	26.6	3.39	1.26
My company has developed programs and initiatives that enhance employee career management	6.9	13.1	46.9	33.1		3.06	0.86
My company has established succession planning		6.6	33.8	46.6	13.1	3.66	0.79
Overall Mean						**3.52**	**0.71**

Most of the respondents 170(53.2%) agreed that the company encourages job rotation and transfers people across departments laterally to increase their value for themselves, 63(19.7%) disagreed and 87(27.1%) were undecided (*M=3.40; SD=0.88*). At least 148(46.3%) of the respondents agreed that their company plans on employee growth and progression with 86(26.9%) disagreed and 86(26.9%) were undecided (*M=3.39; SD=1.26*). At least 106(33.1%) of the respondents agreed that their company has developed programs and initiatives that enhance employee career management, with 66(20%) disagreed and 150(46.9%) were undecided (*M=3.06; SD=0.86)*. Most of the respondents 191(59.7%) agreed that their company has established succession planning, 21(6.6%) disagreed and 108(33.8%) were undecided (*M=3.66; SD=0.79*).

From the findings of the study, it was evident that responses to the 5 statements used to explain talent career management had an overall mean of 3.52 and a standard deviation of 0.71. This shows that majority of the respondents agreed with the indicators used to measure career management.

One of the managers interviewed stated that a talent development-oriented culture makes employees aware of their own responsibility for their development, including seeking out challenging assignments. Further they stated that line managers should act as coaches or mentors, provide job-shadowing opportunities, and encourage people to move around within the organization for career development purposes rather than selfishly holding on to the best talent. One of the managers interviewed stated that career management was about providing the organization with the flow of talent it needs while making available opportunities for individuals to improve their abilities and grow their careers in order to gratify their personal desires. The strategies adopted comprise of succession planning, employee growth and progression and career counseling.

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 managing him 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, with 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 with 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 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, with 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 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 career management 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 career management were introduced.

Model Summary on Interactions

Hierarchical regression model summary results on organizational culture interaction with career management and employee performance in insurance companies indicated that the independent variables explained 44.6% (R^2 = 0.446) 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 49.4% (R^2 = 0.493) of the variance as shown in Table 4.

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	.668[a]	.446	.445	.38407	.446	256.307	1	318	.000
2	.702[b]	.493	.490	.36810	.047	29.199	1	317	.000
3	.713[c]	.509	.504	.36293	.016	10.100	1	316	.002

a. Predictors: (Constant), Career

b. Predictors: (Constant), Career, Organization culture

c. Predictors: (Constant), Career, Organization culture, CM*OC

The interaction of career management and culture (CM*OC) explained 50.9% (R^2 = 0.509) of the variance in employee performance in insurance firms. This contribution was significant as shown in model 3.

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 (career management) with organization culture.

Table 5: ANOVA Results on Interactions

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.809	1	37.809	256.32	.000[b]
	Residual	46.909	318	.148		
	Total	84.718	319			
2	Regression	41.765	2	20.882	154.12	.000[c]
	Residual	42.953	317	.135		
	Total	84.718	319			
3	Regression	43.095	3	14.365	109.06	.000[d]
	Residual	41.622	316	.132		
	Total	84.718	319			

a. Dependent Variable: Performance

b. Predictors: (Constant), Career

c. Predictors: (Constant), Career, Organization culture

d. Predictors: (Constant), Career, Organization culture, CM*OC

To measure the validity of the model, F-statistics were used. F-statistics ($F = 256.31$, p-value < 0.001) shows that there is a significant relationship between career management and employee performance. When organization culture was added into the analysis, the resulting model (Model 2) was statistically significant ($F= 154.12$, 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 ($F = 109.06$, 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 career management, organization culture and their interaction had a positive coefficient, depicting positive relationship as summarized in the model as:

$Y = 1.793+0.484X_1 +0.\ 174X_2 - 0.143X_3 +\varepsilon$ ……………………………….……… Equation 4

Where:

Y = Performance, X_1 = career management, X_2= organization culture, X_3=interaction of CM*OC, ε = error term.

The regression coefficients for career management and employee performance in insurance firms indicated that and career management ($\beta = 0.484$, $P =0.000$) were statistically significant as shown in Table 6. This study therefore the results met the criteria of introducing moderator. In the 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 ($\beta=.174$, $P=0.000$), 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.

Table 6: Regression Coefficients of Interactions

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.052	.108		18.923	.000
	Career management	.484	.030	.668	16.010	.000
2	(Constant)	1.707	.122		14.003	.000
	Career management	.402	.033	.555	12.300	.000
	Organization culture	.174	.032	.244	5.404	.000
3	(Constant)	-.185	.608		-.305	.760
	Career management	.919	.166	1.269	5.541	.000
	Organization culture	.707	.170	.988	4.145	.000
	CM*OC	-.143	.045	-1.254	-3.178	.002

a. Dependent Variable: Performance

The regression coefficients of interaction between career management and organization culture on employee performance (β =- 0.143, P =.002) was negatively significant. When the interactions were introduced into the analysis, the resulting model showed a negative significant relationship between career management and employee performance. This indicated that organization culture had significant moderating effect between talent career management and employee performance in insurance companies.

The results led to rejection of the hypothesis H_{03} suggesting that organization culture does not moderate the relationship between career management and employee performance. This confirmed that organization culture moderates the relationship between career management and employee performance. This is in line with Shayamano's (2017) assertion that skill development is important for every organization because it raises employee productivity, dedication, and motivation. This results also support Ndolo, Kingi, and Imbua's (2017) finding that nurturing talent has a favorable impact on employees' performance in Kenyan state enterprises with a commercial base. Furthermore, it was discovered that career management and work-life balance were favorably correlated with employee performance in Kenya's state enterprises with a commercial base.

CONCLUSION

From the findings, career planning aids the insurance company's expansion and growth. The study concludes that talent career management had a statistically significant positive impact on worker performance in Kenyan insurance companies. The adoption of career management methods, which include offering employees clear opportunities for career progression and growth, has resulted in a considerable improvement in employee performance for the insurance company.

The study concludes that organization culture had a significant moderating effect between talent career management and employee performance in insurance firms. Career management is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organization has the flow of talent it needs to satisfy their own aspirations. The insurance company has goals for the development and advancement of its employees, and it has created initiatives and programs to improve career management.

RECOMMENDATION

The study recommended that insurance company management should focus more on factors associated to career growth. The managers of insurance firms should constantly send their employees on training and development programme, so as empower them with new skills to remedy job deficiency.

Therefore, firms wishing to maintain superior insurance performance should put in place mechanisms to support career management like having career centers; career mentors, career counselling facilities as well as succession planning. The firms should encourage their employees by developing their career through training, seminars, conferences and educational advancement to update their knowledge in other to be competitive in the various industries.

Firms should design a career plan for their employees which will increase employee morale, motivation and at same time reduce employee turnover. Firms should try a build a strong talent pool so as to place the most qualify staff at the right job. Firms should create a special unit guidance and counselling unit, so as to advice the employees on the right career path to follow.

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