ROLE OF IDEALISED INFLUENCE ATTRIBUTED IN TALENT MANAGEMENT: THE CASE OF INSURANCE COMPANIES IN KENYA

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ABSTRACT

Insurance industry in the Kenya is critical due to the role it plays in indemnifying investors from potential financial losses and property damage arising from natural calamities such as fire, floods, terrorism activities among others. The industry is also a key contributor to economic growth and development. However, the industry faces a myriad of challenges such as competition for talent, new technologies, mismanagement, economic instability, weak manpower, social changes, as well as political and economic factors. There is thus need for the management of these insurance companies to be transformative for the companies to remain competitive in the highly volatile market. This study examined the effect of idealized influence attributed on talent management practices in the insurance industry in Kenya. The study used descriptive research design. The study population was 2832 senior management, middle management and lower management staff in the insurance industry in Kenya. A stratified proportionate random approach was applied to obtain a sample of 384. Simple random sampling technique was used to select samples in each stratum. A structured questionnaire was used to collect primary data. Both face and content validity were tested while reliability of the research instrument was based on internal consistency measured using Cronbach's alpha. Statistical Package for the Social Sciences version 24 was used to analyse data. descriptive and inferential statistics were used. Descriptive statistics included means and standard deviations, while inferential statistics included correlations and regression analysis.

Test of hypothesis was based on regression analysis results. The predictive power of the model was determined using R2, the fitness of the model was based on F-statistic at 95% confidence level while the significance of idealized influence attributed in predicting talent management practices was based on p-values at 0.05 significance level. The study findings were presented in tables. Results showed that there exists a significant positive correlation between talent management practices and idealized influence attributed. Results further revealed idealized influence attributed was significant in predicting talent management practices. The study recommends that management in insurance companies in Kenya and beyond should embrace idealized influence attributed as a function of transformational leadership style emphasising on talent acquisition, talent development, talent engagement and talent retention. The study contributes to the body of knowledge by providing an empirical model that may be adopted by insurance companies in Kenya and beyond in attracting, developing and retaining talent in their company.

Key words: Idealized influence attributed; Insurance companies; transformational leadership; Talent management practices; Talent Acquisition; Talent Development; Talent Engagement; Talent Retention

INTRODUCTION

The relevance of the insurance sector in the Kenyan economy cannot be over emphasised due to its role in indemnifying investors from potential losses in property and business arising from human actions or natural factors such as fire, floods and terrorism activities among others. Despite the critical role played by insurance companies in Kenya, they face a myriad of challenges such as competition for talent, new technologies, mismanagement, economic instability, weak manpower, social changes, as well as political and economic factors. Besides, insurance companies have to compete for a finite and shrinking pool of talented workers (Arrawatia & Dixit, 2017). Other challenges that worry the insurance industry include a lack of distinctive competencies, inappropriate leadership, fraud, low insurance penetration rate and competition. Low adoption of information technology, slow product development and distribution as well as claims management have also been pointed out as key issues affecting the success of the insurance sector in Kenya (AKI, 2021; IRA, 2021).

Literature supports that although some insurance companies are performing well others are struggling to remain afloat. According to Insurance Regulatory Authority (IRA) (2021), 6 insurance companies control over 30 percent of the market share in Kenya. It is worth noting that the penetration rate remains low in Kenya which stood at 2.8 percent in 2017 increasing marginally to 3.1 percent in 2022. Further, although gross premium grew by 11 percent to KES 88.43 billion in the first quarter of 2022 from KES 79.26 billion in a similar quarter in 2021, the growth rate in general insurance premiums fell to a growth rate 12.1 percent compared to a growth rate of 18.6 percent during the same period. During the same period, net profit margin dropped by KES 3.3% to 6.17 billion. Similarly, the insurance sector is dominated by just a few companies (IRA, 2021).

Compared with other sectors in the region, the Kenyan insurance industry is subjugated by its counterparts with only 3.1 percent while Morocco account for 6.8 percent of the African market which is dominated by South Africa at 69 percent. Globally, the market is controlled by USA, which controls over 30 percent and China at 10 percent of global insurance (IRA, 2021). Additionally, the Kenyan market has a low insurance penetration rate of 2.2% in 2021 and 3.1 percent in 2022 compared to South Africa with a 17 percent penetration rate during the same period. These statistics project mixed results with majority of indicators pointing to a struggling industry. Owing to the numerous challenges facing the sector, a number of insurance companies such as Kenya National Assurance Company (KNAC), Lakestar Insurance, Trinity Life Assurance, Company, United Insurance and Blue Shield Insurance to bow to pressure and exit the market (IRA, 2021).

To remain competitive and sustainable, Al-Haraisa et al. (2021) affirm that the insurance companies must pay more attention to human resources, which is seen as a critical organizational resource. To do this, there is need for insurance companies to identify, attract and retain critical talents. According to Al Aina and Atan (2020), organizations implementing talent management have reported improved talent retention and business sustainability. Moreover, according to Deloitte (2019), organization's survival in the ever-changing

environment, will require business leaders with the ability to scan the environment while developing talent management strategies that are responsive to people as well as business needs.

Talent management is viewed as a process of identifying employees with specialized skills (Berger & Berger, 2019) which includes organizational practices which strategically attract and develop talented staff (Theys & Schultz, 2020). The concept also signifies succession planning, recruitment, selection, and development (Tetil & Zaim, 2021). According to Sheehan et al. (2018), talent management practices (TMP), such as employee engagement and talent development, are intended to improve individual employee and organizational performance. TMP is, therefore, an essential and irreplaceable process that benefits the organization's survival (Schreuder & Norrman, 2019), especially in positioning talented employees to hold strategic positions for competitive advantage and growth (Ngiu et al., 2021).

Previous scholarship in the sector pointed out that Kenya's insurance industry is faced with insufficient talent attraction, talent retention, compliance with industry regulatory requirements, lack of products diversification, poor customer service and fraud (Kigo & Gachunga, 2016; Azegele et al., 2021; Cytonn, 2021; Njuguna & Waithaka, 2020). Moreover, studies have shown that the industry has a high employees' turnover (Azinga et al., 2019), a lack of critical talent pool (Deloitte, 2019), inadequate involvement of employees in decision making (Munge & Kitiabi, 2017), low investment in employee career development (Kigo & Gachunga, 2016), and a lack of strategic leadership (Otwori & Muturi, 2019). Nonetheless, the survival of small and medium insurance firms in Kenya is anchored on how well they improve talent management practices (Ndegwa et al., 2016).

The question then that arises is whether a transformational leadership style, such as idealized influence attributed would help the insurance industry in Kenya navigate the market dynamic by implementing talent management practices. The study found that there is limited literature on the relationship between idealized influence attributed and talent management practices. The few studies identified conceptualized differently the constructs differently (Nyokabi et al., 2017; Barasa & Kariuki, 2020; Njiiri et al., 2021) while others were conducted in significantly different contexts USA (Collings et al., 2011; Tafvelin, 2013), Malaysia (Baqutayan, 2014) and India (Islam et al., 2018). There is therefore need to conduct this study to examine the effect of idealized influence attributed on talent management practices in the insurance industry in Kenya.

Theoretical Review

The study was anchored on Transformational Leadership Theory. Transformational leadership theorists opine that leaders inspire and motivate individuals to perform tasks that bring out the best of them and the whole team instead of self-interest (Northouse, 2022). Yukl (2013) argues that a transformational leader uplifts the morale of the followers and motivates them to enthusiastically carry out the common task for the good of all while a transactional leader

focuses mainly on follower's interests. Essentially, the transformational leadership theory postulates that the leader provides a vision and meaningful goals that convince followers toward their achievement (Lai et al., 2020). According to Li et al. (2019), transformational leaders demonstrate issues they want to articulate as a factor in leadership influence.

Critiques of the transformational leaderships such as Odumeru and Ifeanyi (2013), have argued that the theory has not received sufficient qualitative research to expound on how it influences followers' feelings and optimism or how it increases followers' commitment to tasks. In this regard, Odumeru and Ifeanyi (2013) maintain that the theory has relied only on the positive outcomes to business but ignored the negative effects it may have on employees such as stress, which can be associated with employees trying to achieve higher tasks achievements than one is capable of. Despite the critique against the theory, the choice of transformational leadership theory is informed by its association with various positive outcomes, making it essential to this study. Besides, a transformational leader's behaviours such as idealized influence attributed have positively impacted talent management variables such as employee engagement, job satisfaction, development, retention and job performance (Osborne & Hammoud, 2017; Chianga & Lin, 2016; Karuri & Nahashon, 2015).

Empirical Review

Idealized influence attributed is followers' perception of the leader depicting high-level of confidence, demonstrates charismatic appeal, integrity, empathy, selflessness, trustworthiness and evokes positive emotional words (Afshari, 2021). As such, idealized influence attributed explains the qualities of a leader that are appealing to followers (Tsevairidou et al., 2019). These scholars contend that members attributed these behaviours to their leader, enhancing mutual relationships and compelling them to respect, associate and accept the leader's influence. Members also enhance their association with the leader based on how the leader demonstrates self-sacrifice and helps them to succeed (Walthall & Dent, 2016). Thompson et al. (2021) find that a leader's virtuousness, clear communications, fairness, respect, work structures and team spirit provide an environment in which members want to associate.

Another attributed of transformational leaders is being selfless, which is manifested when a leader shows no self-importance and an elaborated guise to protect (Joubert, 2019). The transformational leader demonstrates excellent concern for changing members' circumstances and status. Similarly, Gabriel (2015, as cited in Joubert, 2019) observed that selflessness enables leaders to be aware of members' capabilities, disposition and individual needs, and develops plans to support them. Additionally, members attributed influential leaders as those who demonstrate a high level of self-confidence. According to Vidal et al. (2015), self-confidence is critical when a leader is expected to make necessary but unpopular decisions. Further, Vidal et al. (2015) argued that members associate a leader's self-confidence with demonstrated competencies, motivation and desire to complete tasks. In this sense, followers make judgments that fundamentally form the attributed response.

Bayram and Dinç (2015) examined transformational leadership's role in job satisfaction within private universities in Bosnia and Herzegovina and revealed that idealized influence attributed had the highest impact on employees' job satisfaction. Similarly, Rotimi, Witton and Rasheed's (2021) study found that idealized influence attributed positively affected the performance of employees in New Zealand. Tsevairidou et al. (2019) established that idealized influence attributed has a positive and significant correlation with job satisfaction. Nguyen et al. (2019) investigation in Vietnam pharmaceutical sector found that idealized influence attributed had the highest positive impact on employees' job satisfaction. Contrary to Tsevairidou et al. (2019), who reported that idealized influence attributed is more critical to job satisfaction, Nguyen et al. (2019) found that all transformational leadership behaviours are essential for influencing employees' level of motivation. Ahmad et al. (2014) concluded that idealized influence attributed has a positive and significant effect on employee motivation among telecommunication companies in India. Another study by Khan et al. (2020) in the United Arab Emirates (UAE) examined job satisfaction in three of the largest banks operating in Abu Dhabi and revealed that idealized influence attributed had a positive and significant impact on job satisfaction.

RESEARCH METHODOLOGY

This study is anchored on pragmatic research philosophy which is based on the notion that knowledge is not absolute but is derived through interaction between the truth and individuals past experience. Pragmatists advocate for sharing experiences and using single and multiple realities subject to empirical investigations (Morgan, 2020). Research design adopted in this study is descriptive research design. According to Creswell and Plano Clark (2018), the research design helps the research to describe the phenomenon and determine the relationship existing between the research variables. The target population for the study was 2,832 management staff of the 56 insurance companies legally operating in Kenya. A sample of 384 respondents (42 senior management, 128 midlevel management and 214 lower-level management) was selected using stratified proportionate sampling technique.

Data analysis was conducted with the help of Statistical Package for Social Scientists (SPSS) version 24. The study collected primary data which was quantitative in nature. Data was analysed through descriptive statistics and inferential analysis. Descriptive statistics were used to summarize data through mean scores and standard deviation. Inferential analysis was conducted by use of regression analysis and Pearson correlation coefficient analysis. Pearson correlation (r) was used to measure the strength and the direction of linear relationship between variables (Sekaran & Bougie, 2016). Regression analysis was used to determine the effect of idealized influence attributed on talent management practices among insurance companies in Kenya. Simple linear regression analysis was used in the study. The significance of idealized influence attributed was tested using t-test at 0.05 significance level. The fitness of the model was established using F-test while the predictive power of the model was tested using coefficient of determination (R^2) at 95% confidence level. The model was stated as follows;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Test of hypotheses

To test the significance of idealized influence attributed in affecting talent management practices among insurance companies in Kenya, T test was used. The conclusion on the significance was based on the p-value where if the p-value was less than 0.05, the null hypothesis is rejected and the alternative accepted. If the p-value is greater than 0.05, then the model is not significant and cannot be used to explain the variations in the dependent variable. The decision rule is summarized in Table 1.

Table1: Hypotheses Test

Hypotheses statement	Model Tested	Decision Rule
H_0: There is no significant relationship between idealized influence attributed and talent management	$Y = \beta_0 + \beta_1 X_1 + \varepsilon$	Reject H_{01} if P- value ≤ 0.05 otherwise fail to reject H_0 if P is > 0.05
H_1: Idealized influence attributed has a significant effect on talent management practices in the insurance industry in Kenya.		

Results and Discussion

It is established that there was 100% response among senior management, 99.2% among mid-level management and 60.7% among lower management. These findings show high levels of response which was above 50% in each level of management. The study finds were based of descriptive analysis, correlation analysis and regression analysis.

Descriptive Analysis

This section presents findings on the Likert scale questions where respondents were asked to indicate their view on statements relating to idealized influence attributed and talent management practices in insurance industry in Kenya. The study respondents used a 5-point Likert scale where 1 is not at all, 2 once in a while, 3- sometimes, 4 fairly often and 5 frequently. Means (M) and standard deviations (SD) were used to interpret the findings where a mean value of 1-1.4 was not at all, 1.5-2.4 once in a while, 2.5-3.4 sometimes, 3.5-4.4 fairly often and 4.5-5 frequently.

The objective of the study was to examine how idealized influence attributed affects talent management practices in the insurance industry in Kenya. Based on the findings in Table 2, respondents were of the opinion that their immediate supervisors fairly often practiced idealized influence in their leadership. This was shown by an aggregate mean value of 3.80 and a standard deviation of 1.08. They specifically indicated that fairly often, their supervisors demonstrated strength and confidence (M= 4.04, SD=1.039); that supervisors' actions deserved their respect (M= 3.99, SD= .969); and that their supervisors were selfless for the good all of them (M= 3.71, SD= 1.099). The findings also showed that supervisors instilled pride in respondents for being associated with them (M= 3.46, SD= 1.218).

These findings indicate that leaders in the insurance companies showed strength and confidence, respect, were selfless and instilled pride in their juniors. The findings are in line with the transformational leadership theory which postulates that leaders inspire and motivate their followers to

perform tasks that bring out the best of individuals and the whole team instead of self-interest. Empirically, the findings agreed with Afshari (2021) who observed that, in idealized influence, leaders are seen to depict high-level of confidence, demonstrate charismatic appeal, integrity, empathy, selflessness, trustworthiness and evoke positive emotional words. The findings also concur with Walthall and Dent (2016) that members attributed behaviours of enhancing mutual relationships and compelling them to respect, associate and accept the leader's influence to idealized influence leader. According to Vidal, Rodríguez, Campdesuñer and Vivar (2015), members attributed influential leaders to those who demonstrate a high level of self-confidence, a characteristic of idealized influence attributed.

Table 2: Descriptive Analysis for Idealized Influence Attributed

	N	Mean	Std. Deviation
My supervisor demonstrates feel of strength and confidence.	299	4.04	1.039
My supervisor actions deserve my respect.	299	3.99	.969
My supervisor is selfless for the good us all.	299	3.71	1.099
My supervisor instils pride in me for being associated with him.	299	3.46	1.218
Aggregate Score		3.80	1.08

Regarding talent management practices respondents were presented with statements on talent acquisition talent development, talent engagement and talent retention.

In relation to talent acquisition, the results were summarised in Table 3. An aggregate mean of 3.84 showed that the respondents agreed on talent acquisition efforts in their insurance companies. Specifically, respondents agreed that the leadership ensured that: appointed talent is effectively on-boarded (M= 3.85, SD= 1.003); critical positions are filled by talented employees (M= 3.84, SD= .965); there is updated workforce plans (M= 3.84, SD= 1.047); and a strong employer brand is built (M= 3.84, SD= 1.015).

These findings agree with those of Deloitte (2016) who undertook a survey of human capital and found that the insurance companies in the past have relied on internal talent. The findings also support the assertion by the National Centre for the Middle Market [NCMM] (2016) that talent acquisition should start with workforce planning. Such a process forms a core business strategy and requires business leaders to carry out an internal assessment of talent status, compare what is within the organization, and develop talent acquisition action plans to bridge the gaps identified. The study also aligns with Rukunga and Nzulwa (2018) and Joseph and Sridevi (2015) who emphasize the need to develop long-term strategies to entice talent to the organization upon identification.

Table 3: Descriptive Analysis for Talent Acquisition

	N	Mean	Std. Deviation
Leadership ensure appointed talent is effectively on-boarded	299	3.85	1.003
Leadership ensures critical positions are filled by talented employees	299	3.84	.965
Leadership ensures there is updated workforce plans	299	3.84	1.047
Leadership has built a strong employer brand	299	3.84	1.015
Valid N (listwise)		3.84	1.01

The findings on talent development are presented in Table 4. An aggregate mean of 3.69 suggests that the respondents agreed on average with talent development in their company. The findings specifically show that the respondents agreed, on average, that leadership was aware of and implemented performance management system (M= 3.86, SD= 1.045); that leadership have developed career development plans (M= 3.68, SD= 1.094); that there were elaborate learning interventions focused on talent management (M= 3.61, SD= 1.149); and that

leadership ensured succession plan was implemented as core to business strategy (M= 3.61, SD= 1.130).

The findings align with those of Muyela and Kamaara (2021). who observed that talent development focuses on developing an individual's potential to hold key positions and that it is contributes to employees' skills and enhances their ability to take more responsibilities. The findings also agree with Fernandes et al. (2022) that talent management practices, such as development, retention, and reward, positively relate to organizational performance. The study also revealed that talent development was the most critical factor that aids multinational organizational performance, and that organizational culture that supports talent development influenced organizational performance.

Table 4: Descriptive Analysis for Talent Development

	N	Mean	Std. Deviation
Leadership is aware of and implements performance management system	299	3.86	1.045
Leadership has developed career development plans	299	3.68	1.094
There are elaborate learning interventions focused on talent management	299	3.61	1.149
Leadership ensures succession plan is implemented as core to business strategy	299	3.61	1.130
Aggregate Score		3.69	1.10

The summarized findings on talent engagement are presented in Table 5. On average, the respondents agreed on talent engagement as shown by an aggregate mean of 3.75. The findings specifically showed that the respondents agreed that leadership provided both team and individualized to employee's support (M= 3.84, SD= .951); that organizational culture is concerned with values, ethics and morals that support both team and individualized success (M= 3.80, SD= .984); that the working environment was flexible to accommodate the changing needs (M= 3.79, SD= 1.015); and that there was open and honest conversation across the organization (M= 3.58, SD= 1.085).

These findings agreed with those of Smythe (2016) who noted that employee engagement as a talent management practice can mitigate costs associated with recruitment, talent retention and talent development, and could assist in organizational change and strategy execution. The finding further aligns with the argument by Lee and Li (2020) that successful talent engagement requires that organizations should pay closer attention to corporate communication, where internal communication is freely and efficiently available to all employees, while providing them with opportunities and resources that can bring change.

Table 5: Descriptive analysis for Talent Engagement

	N	Mean	Std. Deviation
Leadership provides team, and individual support	299	3.84	.951
Organizational culture is concern with values, ethics, morals that support team and individual success	299	3.80	.984
Working environment is flexible to accommodate changing needs	299	3.79	1.015
There is open and honest conversation across the organization	299	3.58	1.085
Aggregate Score		3.75	1.01

From the findings on talent retention, respondents agreed that there was talent retention in their company as shown by an aggregate mean of 3.57. The findings show that the respondents

agreed, on average, that leadership encouraged and demonstrated working across teams, and individualized support (M= 3.78, SD= 1.064); that leadership ensured that there was adequate workload management across the organization (M= 3.59, SD=1.056); that leadership encouraged and implemented individualized developmental and recognition plans (M= 3.58, SD= 1.103). The respondents were, however, neutral on the statement that there were well-funded reward and recognition programmes specific to talented workforce (M= 3.31, SD= 1.254). These findings are consistent with those of Vizano et al. (2021) that employees who felt that the organization was providing them with a good reward invest more of their time and efforts in the organization. The findings also agree with the assertion by Bwowe and Marongwe (2018) that a reward system describes organizational policies and procedures on how to recognize employees for their performance. Also supported by these findings is Inegbedion et al. (2020) who find that adequate workload distribution can lead to improved skills and rewards; however, when employees view the same negatively, it can result in low productivity and turnover.

Table 6: Descriptive Analysis for Talent Retention

	N	Mean	Std. Deviation
Leadership encourages and demonstrates working across teams, and individualized support.	299	3.78	1.064
Leadership ensures there is adequate workload management across the organization.	299	3.59	1.056
Leadership encourages and implements individualized developmental and recognition plans	299	3.58	1.103
There is a well-funded reward and recognition programs specific to talented workforce.	299	3.31	1.254
Aggregate Score		3.57	1.12

Correlation Analysis

To determine the nature, strength and direction of relationship between study variables, correlation analysis was conducted. If the correlation values are r = ±0.1 to ±0.29, then the relationship between the two variables is small, but if r = ±0.3 to ±0.49, the relationship is medium. Additionally, when r= ±0.5 and above, it indicates that there is a strong relationship between the two variables under consideration. Table 7 below presents the correlation analysis results.

Table 7: Correlation Analysis

		Talent Management	Idealized Influence Attributed
Talent Management	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	299	
Idealized Influence Attributed	Pearson Correlation	.791**	1
	Sig. (2-tailed)	.000	
	N	299	299

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

From the findings, idealized influence attributed was found to have a strong positive relationship with talent management practices (r=0.791). The relationship was significant since the p-value was less than 0.05 (p<0.05). This means that idealized influence attributed and talent management practices have a direct relationship. This agrees with the findings of Khan et al. (2020) that idealized influence attributed had a positive and significant impact on job satisfaction and that transformational leadership style dimensions predict job satisfaction. Also supported by these findings is Nguyen et al. (2019) who found that idealized influence attributed had the highest positive impact on employees' job satisfaction. Earlier, Ahmad et al. (2014) had found that idealized influence attributed had the highest positive and significant effect on employee motivation, both of which is also supported by the findings of the current study. It is also the case that employees could attain a high level of commitment through motivation, which subsequently can trigger better individual and organizational performance.

Test of Hypothesis

The objective of the study was to examine how idealized influence attributed relate to talent management practices in the insurance industry in Kenya. The associated null hypotheses were that:

H_{01}: Idealized influence attributed has no significant effect on talent management practices in the insurance industry in Kenya.

$H_{01:}$ Idealized influence attributed has a significant effect on talent management practices in the insurance industry in Kenya.

A univariate regression analysis was conducted in which talent management practices in insurance industry in Kenya was regressed on idealized influence attributed. Results are summarised in Table 8 below. The R-squared for the effect of idealized influence attributed and talent management practices was 0.241 an indication that at 95% confidence interval, idealized influence attributed explains 24.1% of variations in talent management practices in insurance industry in Kenya but there are other factors that can be attributed to 75.9% of variations in talent management practices.

Table 8: Model Summary for the Idealized Influence Attributed on Talent Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491[a]	.241	.239	.69655

a. Predictors: (Constant), Idealized Influence Attributed

The analysis of variance was used to determine whether the regression model is a good fit for the data. From the analysis of variance (ANOVA), findings in Table 9, it was established that Prob>$F_{1,297}$ = 0.000 was less than the selected 0.05 level of significance. This suggests that the model as constituted was fit to predict talent management practices in insurance industry in Kenya. Further, the F-calculated, from the table (94.542) was greater than the F-critical, from f-distribution tables (3.873), thus, supporting the findings that idealized influence attributed can be used to predict talent management practices in insurance industry in Kenya.

Table 9: ANOVA for the Idealized Influence Attributed on Talent Management

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	45.870	1	45.870	94.542	.000[b]
1	Residual	144.099	297	.485		
	Total	189.970	298			

a. Dependent Variable: Talent Management

b. Predictors: (Constant), Idealized Influence Attributed

To determine the significance of idealized influence attributed on talent management practices. A student t-test was conducted. The results were summarised in table 10.

Table 10: Beta Coefficients for Idealized Influence Attributed on Talent Management Practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.069	.174		11.881	.000
1 Idealized Influence Attributed	.433	.045	.491	9.723	.000

a. Dependent Variable: Talent Management Practices

From the results in table 10, the following regression model was fitted.

$$Y = 2.069 + 0.433 X_1$$

(X_1 is Idealized Influence Attributed)

The coefficient results showed that the constant had a coefficient of 2.069 suggesting that if idealized influence attributed was held constant at zero, talent management practices in insurance industry in Kenya would be 2.069 units. In addition, results showed that idealized influence attributed coefficient was 0.433 indicating that a unit increase in idealized influence attributed would result in a 0.433 improvement in talent management practices in insurance industry in Kenya. It was also noted that the P-value for idealized influence attributed coefficient was 0.000, which is less than the set 0.05 significance level, indicating that idealized influence attributed was significant. Based on these results, the study rejected the null hypothesis and accepted the alternative that there is a significant relationship between idealized influence attributed and talent management practices.

On the basis of descriptive results, the study noted that, on average, immediate supervisors in insurance industry in Kenya fairly often (Mean= 3.80) practiced idealized influence attributed aspect of transformational leadership style. As such, correlation analysis results showed that idealized influence attributed have a strong positive relationship with talent management practices. This was also supported by the regression results which showed that idealized influence attributed had 15.9% influence on talent management when combined with other transformational leadership style dimensions - on its own, it had a 43.3% influence on talent management practices.

Transformational leadership theory was used by Li et al. (2019) to examine the effect of transformational leadership on employee innovation and work behaviour. Here, transformational leadership sub-variables, such as trust, were shown to positively impact the engagement of employees to work, which agrees with present study findings. The findings also agree with those of Khan et al. (2020) who revealed that idealized influence attributed had a positive and significant impact on job satisfaction and that transformational leadership style dimensions predict job satisfaction. Tsevairidou et al. (2019) also found that idealized influence attributed had a positive and significant correlation with job satisfaction, which agrees with the findings of the present study.

Conclusions

The objective of this study was to determine the effect of idealized influence attributed on talent management practices in insurance industry in Kenya. The study found that idealized influence attributed was significantly positively correlated with talent management practices. The study also found that idealized influence attributed had a positive significant effect on talent management practices in the insurance industry in Kenya. The study therefore rejects the null hypothesis and accepts the alternative that idealized influence attributed has a significant effect on talent management practices in the insurance industry in Kenya.

Recommendations for Policy and Practice

Following the findings discussed above, the study recommends that insurance companies in Kenya should embrace the transformational leadership style mix to improve their talent acquisition, development, engagement and retention. When selecting leaders, the insurer should ensure that the selected leader depicts high-level of confidence, demonstrates charismatic appeal, integrity, empathy, selflessness, trustworthiness and evokes positive emotional words. Also, they should be self-confident because this is an important attributed when a leader is expected to make decisions.

Contribution the Study to the Body of Knowledge

The study contributes to the body of knowledge empirically by showing the linkage between idealized influence attributed and dimensions of talent management practices. From extant literature, major studies concentrated more on talent turnover, job satisfaction and less focus on talent management practices. This study therefore, contributed to the body of knowledge by demonstrating the relationship between transformational leadership style and talent management practices.

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