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ADAPTIVE LEADERSHIP ON ORGANIZATIONAL  
PERFORMANCE OF INSURANCE COMPANIES IN KENYA**

Agnes Wamburu  
Stephen M. Nyambegera  
Eric Kibet

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## INFLUENCE OF GAINING PERSPECTIVE DIMENSION OF ADAPTIVE LEADERSHIP ON ORGANIZATIONAL PERFORMANCE OF INSURANCE COMPANIES IN KENYA

Agnes Wamburu<sup>1</sup>, Stephen M. Nyambegera<sup>2</sup>, Eric Kibet<sup>3</sup>

### Abstract

The objective of the study was to examine the extent to which adaptive leadership's gaining perspective dimension influences organizational performance. Gaining perspective was studied using the constructs of reflection, identifying adaptive challenges, and, problem-solving. The study is motivated by the limited research on the influence of adaptive leadership dimensions on organizational performance and the need for adaptive leadership in order to maneuver the dynamic and uncertain environment that insurance companies find themselves operating in. The adaptive leadership theory guided the conceptualization of the investigation. The study adopted the positivism philosophy that is based on factual knowledge gained through observation and measurement. The descriptive cross-sectional research design was used to gather information from all the 56 licensed insurance companies in Kenya using a census survey. Primary data was collected using a structured questionnaire and data was analyzed using both descriptive and inferential statistics. The study found that the adaptive leadership dimension of gaining perspective has a significant influence on organizational performance. The results indicated that every unit increase in gaining perspective led to an increase of 0.656 in organizational performance. The study concluded that it is important for leaders to consider adaptive leadership's dimension of gaining perspective through reflection, identifying adaptive challenges, and, problem-solving in order to impact on organizational performance of insurance companies. The study findings will inform the regulators and policymakers in formulating adaptive regulation, policies, and standards for the conduct of insurance companies that will enable maneuvering the dynamic environment and responding to changing customer needs for performance. The study also contributes to the scarce empirical research on adaptive leadership and the influence it has on organizational performance.

**Keywords:** Adaptive Leadership, Gaining perspective, Organizational Performance, Insurance Companies.

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<sup>1</sup> Doctoral Candidate, Chandaria School of Business, United States International University – Africa - [wamburuan@gmail.com](mailto:wamburuan@gmail.com)

<sup>2</sup> Chandaria School of Business, United States International University – Africa

<sup>3</sup> Chandaria School of Business, United States International University – Africa

## Introduction

Today's businesses are operating in a turbulent environment that is volatile, uncertain, complex, and ambiguous (VUCA). Rimita, Hoon, and Levasseur, (2020) state that this environment is unprecedented, increasingly unstable, and rapidly changing hence causing complexities in business. These complexities are posing challenges to leaders and may not be solved with currently existing knowledge and skills within organizations that are deemed inadequate (Dunn, 2020). Sukoco, Evitha, Hermanto, and Herawati (2020) note that the leadership challenge is further aggravated by the COVID-19 pandemic that is ravaging economies across the globe as its outbreak was unexpected and there is no known expiration time.

Traditionally, leaders have been seen as forefront members giving instructions for others to follow while using standard leadership practices that have focused on efficiency and control (Zaccaro & Klimoski, 2002). Amar and Hlupic (2016) state that there is a difference in the leadership of traditional organizations compared to the leadership of knowledge organizations. In knowledge organizations, solutions are sought for unique problems currently experienced or envisioned in the future through innovation. Further, non-traditional vision and skills are required to lead adapting organizations that are continuously facing emerging threats or opportunities (Vrdoljak & Borovac, 2015). According to Liu (2013), there is a shift towards flexible, agile, and adaptive leadership in the knowledge era. Further, there is a need to accept that entrenched ways of working and the existing operating models need to be optimized as leaders explore options for adapting to the new reality (KPMG, 2020).

Yukl and Mahsud (2010) defined adaptive leadership as changing behavior appropriately in line with the changing

situation. According to Wolinski (2010) adaptive leadership enables development of new strategies of addressing existing challenges to achieve the strategic vision and goals. Despite the need for adaptive leadership in today's organizations, Petrie (2011) points to the lack of leadership development to equip leaders with skills for the nature of challenges experienced in the rapidly changing environment. A study by Coulombe (2015) in North America found that adaptive leadership skills are key to organizational innovation as well as in handling complex stakeholder interactions. Turner, Baker, Schroeder, Johnson, and Chung (2018) found that development programs should expose leaders operating in today's complex environment to tools and knowledge to adapt to environmental variations.

Adaptive leadership is focused on the leader's behavior as opposed to their position or characteristics (Heifetz et al., 2009). Adaptive leadership requires a leader to observe events and patterns around them, interpret the observations by developing different hypotheses about what is really going on, and design interventions based on observations and interpretations in order to progress to resolution and success. A leader needs to distance themselves from the action in order to gain perspective as well as see emerging patterns and the big picture. This enables the leader to differentiate between adaptive and technical challenges, hence, mobilize people to resolve the adaptive challenges (Heifetz & Laurie, 2001).

Northouse (2016) stated that gaining perspective enables a leader to provide direction and a clear path towards an organization's vision and goals which reduces the stress of uncertainty. In gaining perspective, the leader discovers the players, understands where people are on the issues raised by the challenges, listens, reflects, and interprets the

information (Heifetz, 1994). Further, a leader grasps the full range of change required in values, culture, norms, and innovation as they lead people in the change process. Shadid (2018) found that leaders can make better and more informed business decisions if they have clarity of vision and a deliberate process to make sense of the chaos in the current uncertain and unpredictable business environment.

Organizational performance is an important indicator of organizational success which lies at the heart of an organization's survival (Singh, Darwish, & Potočnik, 2016). Leaders' actions influence different areas of the business (Rowe, Cannella, Rankin, & Gorman, 2005) and they create a vital link between employee performance and organizational performance (Keller, 2006; Purcell, 2003). Koohang, Paliszkiwicz, and Goluchowski (2017) found a positive and significant linear relationship between leadership and organizational performance. Further, Ibrahim and Daniel (2019) in a study in Nigeria concluded that the achievement of organizational goals and objectives depends solely on the leadership of an organization.

This study's context is the insurance industry that has a role in the development and growth of the economy of any country. Insurance is vital as it garners long-term savings and generates funds for developing the infrastructure and the capital market (Dwivedi, Prasad, Mandal, Singh, Vardhan, & Pamucar, 2021), contributes to the achievement of Sustainable Development Goals (SDGs) and the Kenya Vision 2030 (Wanczeck et al., 2017) and plays in a role in absorbing risk in times of crisis by providing financial relief (Swiss Re, 2021). Similar to other industries, the insurance industry is also faced with various challenges and far-reaching disruptive changes that its leaders must

address to remain competitive and continue to deliver on the development agenda. These challenges call for adaptive and flexible action from the leaders if they are to survive the disruption, remain competitive, and be profitable (Dirani et al., 2020).

### **Problem statement**

The performance of the insurance industry with regard to insurance penetration declined to 2.17% in 2020 (2.34% in 2019) as compared to the world average insurance penetration of 7.4%. The 2020 gross insurance premiums in Kenya grew by a nominal 2.3% amounting to Kenya Shillings (KES) 234.78 billion (KES. 229.50 billion in 2019) (IRA, 2021). Insurance premiums in Africa in 2020 accounted for 1% (USD 60.2 billion) of the world's insurance premiums which was a 2.9% decline compared to 2019. Overall, the performance of the industry was affected by the severe impact of COVID-19 (Swiss Re, 2021).

The reasons for low penetration are attributed to several factors including lack of leadership for the disruptive and changing environment, insufficient knowledge and skill for the current dynamic and complex environment, limited adoption of technology, innovation, and experimentation; use of legacy systems; non-response to the changing customer needs with regard to products and distribution channels; distrust, fraud, and corruption; limited awareness; and the impacts of COVID-19 (Deloitte, 2020; IRA, 2019; KPMG, 2021). These challenges call for insurance leaders to explore transformative strategies, adaptive business and operating models, agile ways to innovate customer-centric products and services, and adapt to the new norm if they are to endure, grow, and increase insurance penetration. Leaders should also proactively engage with

regulatory authorities to enhance the legal and regulatory framework for innovation.

The evidence of several studies points to the need for adaptive leadership within insurance companies in order to navigate the changing environment. Regulation plays a key role in the growth of the insurance industry in Kenya (Muriuki & Mutugi, 2017; Munge, Mulupi, Barasa, & Chuma, 2019; Owuor, 2018). However, the limited adoption of technological advancement in the insurance industry is affecting its growth (Kange, 2020; Kogo & Kimencu, 2018; Owuor, 2018; Strønen, 2020). The insurance companies are faced with stiff competition including from non-industry players. This calls for the implementation of competitive strategies, cost leadership strategies, deepening customer relations, as well as operating leaner and smarter supply chains (Abongo, 2019; Mutembei & Njuguna, 2019).

The reviewed studies on leadership found the need for leaders to adapt to the changing environment, implement an adaptive approach to strategy development, develop organizational agility, create an adaptive culture and structure, implement an adaptive management approach, and the need to develop leadership skills that enable leaders to operate in uncertain environments (Meredith & MacDonald, 2017; Mugisha & Berg, 2017; Ratemo, 2018; Ohlsson, Alvinus, & Larsson, 2020; Wamalwa, Upadhyaya, Kamau, & McCormick, 2019; Wong & Chan, 2018). There is limited research on adaptive leadership in the context of the insurance industry despite several studies on leadership. The current study is therefore informed by the gap in studies on adaptive leadership or on the influence of adaptive leadership on performance as well as studies recommending further research

using other leadership theories (Lumbasi, Kaol, & Ouma, 2016; Njeru, 2018).

### **Research objective**

The objective of this study was to determine the influence of gaining perspective dimension of adaptive leadership on the organizational performance of insurance companies in Kenya.

### **Literature Review**

This section will focus on the adaptive leadership theory that supports this study and review the conceptual model of the study with related literature.

#### ***Theoretical Review***

This study was anchored on the adaptive leadership theory. Heifetz (1994) defines adaptive leadership as a leadership style that helps deal with adaptive challenges in groups, organizations, or societies. According to Heifetz, Grashow, and Linsky (2009), adaptive leadership involves mobilizing people to tackle tough challenges in order to thrive. Northouse (2016) views adaptive leadership as to how leaders encourage people to adapt in regards to how they face and deal with problems and challenges in changing environments. Further, adaptive leadership stresses the leader's activities in relation to followers' work in the contexts they operate in. Yukl and Mahsud (2010) defined adaptive leadership as changing behavior appropriately in line with the changing situation. Wolinski (2010) defines adaptive leadership as a practice of influencing change that enables individuals and organizations to develop new strategies and capabilities for addressing the challenges, they encounter hence, achieve the strategic vision and goals.

Adaptive leadership is focused on the leader's behavior as opposed to their position or characteristics (Heifetz et al., 2009). Adaptive leaders are required to get on the balcony which is defined as the mental act of disengaging or distancing from where the activity is happening (Heifetz, 1994). This disengagement enables the leader to observe and gain perspective on oneself and the larger system as one seeks to see the patterns that are not visible from the ground or from being in the activity. Heifetz and Laurie (2001) state that the adaptive leader is able to view the whole picture, environmental challenges, boundaries, and relationships within the organization and with its stakeholders. Distancing oneself enables the adaptive leader to know what is happening operationally, strategically and on the horizon which helps them mobilize, motivate, orient, organize, and focus attention on people to enable them to tackle and solve challenges (Heifetz et al., 2009).

### ***Conceptual Review***

Gaining perspective in this study has been operationalized through the sub-variables of reflection, collaboration, and problem-solving. Reflection, according to Daudelin (1996) is the process of one stepping back from an experience to carefully and persistently deliberate its meaning through the development of inference. Reflection includes critical thinking, abstraction, and generalization in contemplating the situation that requires change (Boud, Keogh, & Walker 2013). Blount (2006) notes that reflection leads to self-awareness, social awareness, critical problem solving, and change creation. Castelli (2016) notes that reflection enables leaders to focus on internal characteristics including critical thinking, long-term planning, finding innovative ways to solve problems, and focusing on

profit and people. This implies a holistic view of leadership as opposed to the traditional compartmentalized view. Gardner, Avolio, Luthans, May, and Walumbwa (2005) note that reflection promotes clarity of one's values, identity, emotions, motives, and goals. This leads to improved thinking, goal setting, visualization of success, information collection, and ultimately, enhanced results (McDaniel & DiBella-McCarthy, 2012).

Reflection enables leaders to make sense of uncertain, unique, complex, or conflicted situations hence empowering them to learn new decision-making approaches and learn from earlier experiences (De Déa Roglio & Light, 2009). In order for reflective leaders to be successful, they need to value and utilize their internal thought processes together with external characteristics of knowledge, experience, and intelligence (Castelli, 2016). Heifetz et al. (2009) and Snowden and Boone (2007) argue that when leaders make sense of the context, they are able to articulate meaning and give sense to others by providing vision, direction, clarity of boundaries, and what to focus on.

Collaboration is a process used by parties that see different aspects of a problem to constructively explore their differences and seek solutions beyond each of their limited vision (Gray, 1985). Dietrich, Dalcher, Eskerod, and Sandhawalia (2010) define collaboration as a process where organizations or people work together on common goals by sharing knowledge, learning, and building consensus. Trust between individuals enhances cooperation and cooperation which enables them to manage their interdependencies in their respective expertise areas (Tyler, 2003). Other aspects include coordination, communication, synchronicity, and the interplay of situation-appropriate teamwork (Chiocchio, Forgues, Paradis, &

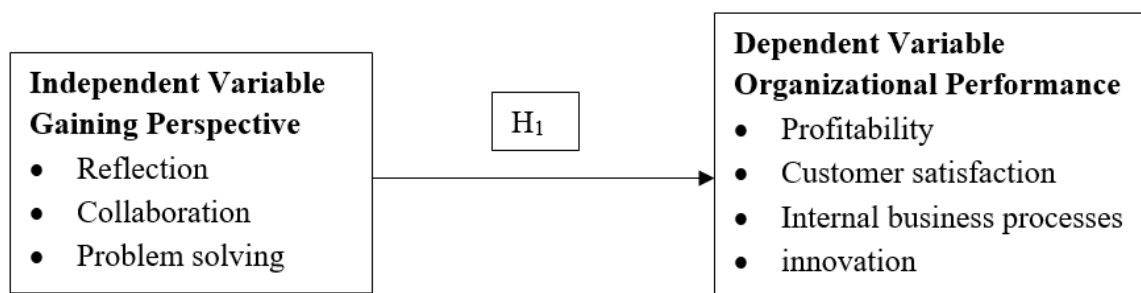
Jordanova, 2011) with collaborative work predicting team and task performance.

According to Ibarra and Hansen (2011), collaborative leaders should be connectors who link people, ideas, and resources. They should also use the ability of engaging talent at the periphery by bringing people together from different backgrounds, disciplines, functions, and other diversities in order to leverage from all they have to offer. Collaborative leaders should influence and direct their teams, be firm and keep teams focused on their goals for the mutual improvement of work performance, mutual learning of business operation methods, relationship building, and information exchange (Sancha, Gimenez, & Sierra, 2016). The active collaboration would lead to understanding and trust among them which impacts performance, positive attitudes toward innovation as well as employee satisfaction (Santos-Vijande, López-Sánchez, & Rudd, 2016).

Problem-solving is a cognitive process within one's information processing system where one represents and manipulates their knowledge structures to resolve a problem (Wiley & Jarosz, 2012). According to Desjardins, Murray, Clermont, and Werquin (2005) problem-

solving is the creation of strategies to answer a given problem, dilemma or open-ended question to achieve the desired goal where the solution or strategy required is not obvious. According to Baum and Wally (2003), the speed of decision-making in the process of problem resolution in the current turbulent environment has a direct impact on both revenue and profit which is required if an organization is to remain competitive. Today's organizations are faced with complexities in the business that require deeper comprehension of technical, material, complex problem solving, information handling, reasoning, and communication as opposed to a mastery of facts, procedures, and knowledge on handling challenges (Levy & Murnane, 2012). Effective leaders have problem-solving as an individual skill and use their leadership capacity for the construction of solutions to problems in their organizations (Mumford, Zaccaro, Connelly, & Marks, 2000).

The conceptual model in Figure 1 illustrates the relationship among the study variables of gaining perspective and organizational performance and their sub-variables. The conceptual model was guided by a thorough theoretical and literature review.



**Figure 1: Conceptual Model on Gaining Perspective and Organizational Performance**

The relationships in the conceptual framework formed the basis of the study hypothesis that:

H<sub>01</sub>: Gaining perspective does not have a significant influence on the organizational performance of insurance companies in Kenya.

### ***Empirical Literature Review on Gaining Perspective and Organizational Performance***

The influence of reflection on organizational performance has been empirically reviewed in previous studies. Anselmann and Mulder (2020) sought to evaluate whether transformational leadership could create a safe team climate and hence impact knowledge sharing and reflection in teams leading to team performance. This was a study in Germany that was cross-sectional. A simple random sampling technique was used to derive the sample of 183 members in the nursing sector who filled the questionnaires that were used to collect data. Data was analyzed using descriptive statistics, correlation analysis, and structural equation modeling. The results showed that reflection had a positive relationship with team performance. An exploratory study by Ukko, Hildén, Saunila, and Tikkamäki (2017) carried out in Finland investigated how organizations could foster innovativeness and performance by exploiting performance management through reflective practice. The study found that reflection at the individual, group, and organizational levels was connected to innovativeness and improved performance. In China, Yang, Schloemer, Zhu, Lin, Chen, and Dong (2020) sought to understand why and when team reflexivity contributed to team performance. The study used a two-wave study design to collect data which

was analyzed using descriptive statistics and correlation analysis. The results indicated that team reflexivity is positively correlated with team decision quality which enabled improved quality of decisions amongst team members and thus, their performance. The impact of reflective leadership on organizational performance was evaluated by Egleston, Castelli, and Marx (2017) using survey responses from various multinational leaders and management groups across the world. The findings of the study showed that reflective leadership had a significant impact on organizational performance as it accounted for 16.5% of the variance in goal achievement, 13.9% of the variance in sales, and 14.7% of the variance in profit.

Empirical studies have been done to evaluate the relationship between collaboration and organizational performance. In a qualitative study by Peesker, Ryals, Rich, and Boehnke (2019) in a global information technology company with operations in Europe, Asia, and the Middle East the leader behaviors that are perceived to enable salesperson performance were evaluated. Data was collected using semi-structured interviews that were recorded with both the sales leaders and salespeople to identify the specific leadership behaviors that were important in enabling sales performance. Results showed that the leadership behaviors that were most effective in enabling sales performance were coaching, collaborating, championing, and customer engagement. Organizations that emphasize collaboration with suppliers, customers, and internally are able to create a product, process, service, and innovation that significantly impacts organizational performance as found in a quantitative research study in Thailand by Sueptaetrakun (2018). Another study in Thailand on supply chain collaboration and firm performance by Panahifar, Byrne,



Salam, and Heavey (2018) found that effective collaboration positively and significantly influences firm performance. The results of the study by Sitawati and Winata (2018) in the Indonesian hotel industry showed a positive and significant relationship between business collaboration and sustainable performance which was evaluated using the sustainability balanced scorecard concept that includes financial, customer, internal business process, learning, growth, and social and environmental perspectives. In China, a study by Yang, Nguyen, and Le (2018) found a statistically significant effect of collaborative culture on innovation capability with a higher significance on process innovation compared to product innovation. Maalouf (2019) carried out a cross-sectional study in Lebanon which established that collaborative leadership had a significant relationship with organizational performance. In South Africa, Moodley and Govender (2020) found that leaders understand the importance of leadership collaboration in delivering customer-centric transformative outcomes. However, contrary results to the above studies on collaboration were found by Lee (2020) whose study among the United States federal agencies found that interdepartmental collaboration has a negative direct effect on performance.

Scholars have studied the relationship between problem-solving and organizational performance. Giampaoli, Ciambotti, and Bontis (2017) carried out a qualitative study in Italy on knowledge management, problem-solving, and performance. The study found that creative problem-solving had a direct and positive impact on organizational performance. The most impactful items were finding new and useful solutions to problems as well as finding different solutions to a problem. However, a

contrary finding came from the same study showing that creative problem solving had a negative direct impact on financial performance which is in line with the assumption by Weinzimmer, Michel, and Franczak (2011) that creativity may increase short term costs due to the implementation of new ideas that may not necessarily yield positive returns. In Nigeria, Abosede and Adesanya (2017) sought to study the contributions of self-efficacy and problem-solving skills on job performance using a descriptive research design study. The results showed that self-efficacy and problem solving accounted for 61.1% of the variance in job performance. Further, the study found significant and positive relationships between self-efficacy and problem-solving skills; self-efficacy and job performance; and problem-solving skills and job performance.

Divergent findings with regard to the relationship between problem-solving and organizational performance were noted. A study in Bangladesh by Rashid, Nurunnabi, Rahman, Masud, and Kaium (2020) to explore the relationship between customer loyalty and the financial performance of banks found that service quality was positively and significantly correlated with customer loyalty though customer loyalty did not influence financial performance. Ouedraogo, Ouakouak, and Salem (2020) studied the effects of employee creative problem-solving on innovation outcomes and non-financial performance with the moderator being the role of culture and communication in Kuwait and Canada. Contrary results indicated that creative problem-solving had a non-significant effect on innovation outcomes. Further, a negative and non-significant relationship was found between creative problem-solving and non-financial performance.

## **Research Methodology**

This section discusses the methodology that guided the study.

### ***Research Philosophy***

This study adopted the positivism approach as it is a quantitative study that seeks to find the truth in scientific research by seeking to understand the laws of cause and effect based on directly observable and measurable phenomena that render themselves to statistical analysis (Christensen, Johnson, & Turner, 2015; Sekaran & Bougie, 2016). Positivism allowed the researcher to be independent of the research with minimal interaction with the participants and hence, maintained the research as objective, consistent and logical (Saunders, Lewis, & Thornhill, 2016). Positivism was preferred for this study as it supported the development and testing of the hypothesis (Cooper & Schindler, 2014). Further, it is concerned with rigor, replicability of research, the reliability of observations, and the ability to generalize the findings (Sekaran & Bougie, 2016). This enabled the translation of the independent variable of gaining perspective into testable hypothesis in measurable form as well as analysis of data, comparison of findings, and drawing of conclusions which contribute to the body of knowledge.

### ***Research Design***

This was a descriptive study as it enabled collection of quantitative data and because it is structured, it enabled the understanding as well as the provision of accurate and valid representation of study variables (Cooper & Schindler, 2014). The correlational design was used for this study as it aided in establishing the existence of relationships and the extent of change between gaining perspective as the

independent variable on organizational performance as the dependent variable (Kumar, 2018). This study was cross-sectional study as data was collected at a point in time.

### ***Population***

This study focused on the 56 licensed insurance companies in Kenya (IRA, 2020). The target population is derived from Insurance Regulatory Authority of Kenya which requires all licensed insurance companies to file reports with it on a monthly and annual basis. This study adopted the census method for purpose of collecting data from the population. The unit of analysis were the insurance companies in Kenya while the unit of observation were the 311 senior and middle level managers.

### ***Data Collection***

The data collection method refers to the systematic mode of information collection about a study object in its setting (Sekaran & Bougie, 2016). This study utilized primary data where a structured questionnaire was used to collect the data. The questionnaire was based on a five-point Likert scale which aided in determining attitude, values, behavior, and perception (Upagade & Shende, 2012). The Likert scale helped to establish the extent to which respondents agreed or disagreed with the given statements in each of the respective sections. The questionnaire was administered using the both drop and pick and via email due to COVID-19 requirements of working from home.

### ***Reliability Tests***

Reliability test was done in this study to evaluate the goodness measure that deals with the accuracy and precision of a measurement instrument in estimating the degree to which a measurement is free

from random or unstable error (Cooper & Schindler, 2014). This study measured the reliability of the research instruments using Cronbach’s alpha and accepted values of 0.7 and above to denote an acceptable level of reliability as a rule of thumb (Bryman & Bell, 2015). Table 1

shows the overall Cronbach Alpha is 0.881 which is above the threshold of 0.7 adopted for this study. This therefore implied that the scale used in measuring the variable gaining perspective was reliable.

**Table 1: Overall Cronbach’s Alpha Gaining Perspective**

Variable	Cronbach's Alpha	No of Items
Gaining Perspective	0.881	15

**Validity Tests**

Validity is the extent to which a test measures the researcher’s intent using either internal validity or external validity (Creswell & Creswell, 2017). Internal validity was tested using content validity. This was through the face method and by getting feedback from the respondents during the pilot study on the flow of the questions, understanding, and comprehension. Construct validity in this study was tested using factor analysis. According to Mugenda and Mugenda (2003), factor analysis is used to reduce a set of correlated variables into a smaller

number of unnoticed and uncorrelated aspects. Cooper and Schindler (2014) state that factor analysis is run to test whether all items are interrelated or whether there are subsets of some that are more closely related. The study found the KMO for gaining perspective had a value of 0.912 and Bartlett’s test,  $\chi^2 (55, N = 239) = 822.979, p < .001$ . The results shown in Table 2 indicate that the sampling for gaining perspective was adequate given that the KMO measure is greater than 0.5 and Bartlett’s test is significant.

**Table 2: KMO and Bartlett’s Test for Gaining Perspective**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.912
Bartlett's Test of Sphericity	Approx. Chi-Square	822.979
	df	55
	Sig.	0.000

**Diagnostic Tests**

Assumptions have a great impact on regression analysis as violations may result in biased estimates of relationships

(Ghasemi & Zahadial, 2012). To test normality, this study adopted the skewness test which is a measure of a distribution’s deviation from symmetry, and kurtosis

which is a measure of a distribution's peakedness (Cooper & Schindler, 2014). A skewness value between -2 to 0 indicates that there is no excessive skewness in the data. If the Kurtosis values are between -1 to +2, it would indicate lack of excessive skewness in the data. The results are presented in Table 3 shows a skewness value fell within the range of -2 to 0; thus,

there was no excessive skewness in the data. The kurtosis values for gaining perspective fell within the range of -1 to +2, hence, did not display excessive kurtosis. These results suggest that the normality assumption was not violated in the study.

**Table 3: Normality Test for Gaining Perspective**

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Leaders demonstrate critical thinking when considering the company's situations	-1.351	0.157	0.825	0.314
Leaders consider the changing environment, as well as different options and outcomes before making decisions in the company	-1.319	0.157	1.084	0.314
Leaders articulate the vision and direction of the company based on understanding the context of the business	-1.317	0.157	1.01	0.314
The company structure encourages a collaborative work setting	-1.328	0.157	1.121	0.314
Trust among employees enhances collaboration in the company	-1.335	0.157	1.176	0.314
The company works with external parties in seeking solutions to common challenges and problems	-1.223	0.157	0.517	0.314
Internal collaboration across different functions and departments is encouraged in the company	-1.445	0.157	1.661	0.314
Leaders demonstrate their individual problem-solving skills in seeking creative solutions to complex challenges in the company	-1.115	0.157	0.318	0.314
Leaders encourage employees to analyze problems from different points of view in the company	-1.212	0.157	0.658	0.314
Leaders encourage teams to plan, decide and solve problems collectively in the company	-1.402	0.157	1.24	0.314

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Employees are encouraged to consider the medium to long-term impacts when developing solutions to problems in the company	-1.352	0.157	1.318	0.314

A linearity test was used to check the existence of a linear relationship between study variables using p-values that depict deviations from linearity (Garson, 2012). If the significant deviation from linearity is greater than 0.05, then the relationship between the independent and dependent variable is viewed as linear while if it is

less than 0.05, then the relationship is not linear. The results presented in Table 4 show the deviation from linearity as  $p = .062$  which is greater than the one set for the study ( $p < .05$ ) thus implying that there was a linear relationship between gaining perspective and organizational performance.

**Table 4: Linearity Test for Gaining Perspective**

			Sum of Squares	df	Mean Square	F	Sig.
Organizational Performance Index * Gaining Perspective Index	Between Groups	(Combined)	89.579	27	3.318	13.507	.000
		Linearity	75.791	1	75.791	308.563	.000
		Deviation from Linearity	13.788	26	.530	1.159	.062
	Within Groups		51.827	211	.246		
	Total		141.406	238			

Multicollinearity was identified through the tolerance value and the Variance Inflation Factor (VIF). VIF was used in this study with a cutoff tolerance value of 0.10 or VIF of 10. The results presented in Table 5 show a VIF value of 6.888 which

is between 1 and 10 indicating no multicollinearity problem in the variables testing gaining perspective and organizational performance

**Table 5: Multicollinearity Test for Gaining Perspective**

(Constant)	Collinearity Statistics	
	Tolerance	VIF
Gaining Perspective Index	0.145	6.888

Homoscedasticity was evaluated using the Levene statistic to evaluate the homogeneity of variance between the study variables using the significance value of  $p \leq .05$  (Garson, 2012). The results presented in Table 6 show that

gaining perspective had a Levene statistics of  $F(4, 234) = 1.458, p = .216$  which was greater than the study's level of significance ( $p < .05$ ) indicating that the variance was homogeneous.

**Table 6: Homoscedasticity Test for Gaining Perspective**

	Levene Statistic	df1	df2	Sig.
Gaining Perspective Index	1.458	4	234	0.216

**Data analysis**

Data analysis enabled the collected data to be analyzed to answer the research question using descriptive and inferential statistics which are the major categories of statistical procedures (Sekaran & Bougie, 2016). According to Cooper and Schindler (2014), descriptive statistics are a group of statistical methods used to describe basic data features and provide simple summaries of the sample and the measures. The descriptive statistics in this study included frequencies, means, and standard deviations. Inferential statistics provide statistical evidence that is used in drawing conclusions or making inferences about a population from the sample (Sekaran & Bougie, 2016). The inferential statistics in this study included factor analysis, correlation analysis, chi-square, ANOVA, and multiple linear regression analysis.

**Results and Discussions**

The study aimed to collect data from 311 top and middle-level managers in the licensed insurance companies in Kenya. Of the distributed questionnaires, 60 were not returned and 12 were incomplete. The study used 239 completed questionnaires

that were considered valid in this study which translates to a response rate of 77%. According to Babbie (2004) the response rate of 60% is good and a 70% return rate is very good.

The descriptive statistics results for gaining perspective including the mean (M) and standard deviation (SD) are presented in Table 7. The results showed that leaders demonstrate critical thinking when considering the company's situations ( $M = 3.92, SD = 0.61$ ); leaders consider the changing environment, as well as different options and outcomes before making decisions in the company ( $M = 3.77, SD = 0.79$ ); leaders articulate the vision and direction of the company based on understanding the context of the business ( $M = 4.08, SD = 0.61$ ); the company structure encourages a collaborative work setting ( $M = 4.00, SD = 0.55$ ); trust among employees enhances collaboration in the company ( $M = 4.17, SD = 0.67$ ); the company works with external parties in seeking solutions to common challenges and problems ( $M = 3.21, SD = 1.19$ ); internal collaboration across different functions and departments is encouraged in the company ( $M = 3.73, SD = 1.00$ ); leaders demonstrate their individual problem-solving skills in seeking creative solutions to complex challenges in the

company ( $M = 3.47, SD = 0.93$ ); leaders encourage employees to analyze problems from different points of view in the company ( $M = 3.70, SD = 0.90$ ); leaders encourage teams to plan, decide and solve problems collectively in the company ( $M =$

$3.79, SD = 0.81$ ); and employees are encouraged to consider the medium to long-term impacts when developing solutions to problems in the company ( $M = 3.77, SD = 0.79$ ).

**Table 7: Descriptive Statistics for Gaining Perspective**

Gaining Perspective Constructs	N	Mean	Std. Dev
Leaders demonstrate critical thinking when considering the company's situations	239	3.92	0.61
Leaders consider the changing environment, as well as different options and outcomes before making decisions in the company	239	3.77	0.79
Leaders articulate the vision and direction of the company based on understanding the context of the business	239	4.08	0.61
The company structure encourages a collaborative work setting	239	4.00	0.55
Trust among employees enhances collaboration in the company	239	4.17	0.67
The company works with external parties in seeking solutions to common challenges and problems	239	3.21	1.19
Internal collaboration across different functions and departments is encouraged in the company	239	3.73	1.00
Leaders demonstrate their individual problem-solving skills in seeking creative solutions to complex challenges in the company	239	3.47	0.93
Leaders encourage employees to analyze problems from different points of view in the company	239	3.70	0.90
Leaders encourage teams to plan, decide and solve problems collectively in the company	239	3.79	0.81
Employees are encouraged to consider the medium to long-term impacts when developing solutions to problems in the company	239	3.77	0.79

***Correlation Analysis on Gaining Perspective and Organizational Performance***

The study sought to examine the correlation between gaining perspective

and organizational performance. The results presented in Table 8 showed that gaining perspective and organizational performance had a positive and significant correlation,  $r(239) = .526, p < 0.001$ .

**Table 8: Correlation Matrix on Gaining Perspective and Organizational Performance**

		<b>Organizational Performance Index</b>
<b>Gaining Perspective Index</b>	Pearson Correlation	.526**
	Sig. (2-tailed)	0.000
	N	239
** Correlation is significant at the 0.05 level (2-tailed).		

**Regression Analysis and Hypothesis Testing on Gaining Perspective**

The study used a linear regression model to determine the influence of gaining perspective on the organizational performance of insurance companies in Kenya and the results are presented in the form of model summary, regression ANOVA and regression coefficient.

**Regression Model Summary for Gaining Perspective**

The model summary results for gaining perspective presented in Table 9 show  $R^2 = .277$  which implied that gaining perspective explained 27.7% of the variation in organizational performance of insurance companies in Kenya. This revealed that other factors not studied in this research accounted for 72.3% of the variability in organizational performance.

**Table 9: Model Summary for Gaining Perspective**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.526a	0.277	0.274	0.80376
a Predictors: (Constant), Gaining Perspective Index				

**Regression ANOVA for Gaining Perspective**

The result of the regression ANOVA for gaining perspective presented in Table 10 show that gaining perspective has a significant relationship with organizational performance  $F(1, 237) = 90.599, p < .001$ .

Therefore, the model is statistically significant in predicting the relationship between gaining perspective and organizational performance in insurance companies in Kenya.

**Table 10 Regression ANOVA for Gaining Perspective**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	58.529	1	58.529	90.599	.000 <sup>b</sup>
	Residual	153.109	237	0.646		



	Total	211.639	238			
a Dependent Variable: Organizational Performance Index						
b Predictors: (Constant), Gaining Perspective Index						

### Regression Coefficient for Gaining Perspective

The results of the regression coefficient for gaining perspective are presented in Table 11. The study found that gaining perspective had a coefficient  $\beta = 0.656$ ,  $t(239) = 9.518$ ,  $p < .001$  which was less than that set by the study ( $p < .05$ ). The

study therefore rejected the null hypothesis. The study concluded that gaining perspective positively and significantly influences organizational performance in insurance companies in Kenya.

**Table 11: Regression Coefficient for Gaining Perspective**

Coefficients	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.28	0.281		4.55	0.000
Gaining Perspective Index	0.656	0.069	0.526	9.518	0.000
a Dependent Variable: Organizational Performance Index					

The findings of the study derived a linear regression model for gaining perspective and organizational performance as follows:

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

Where:

Y= is Organizational Performance

$\beta_0$ = is the coefficient

$X_1$ = Gaining Perspective

The model therefore becomes:

$$Y = 1.28 + 0.656X_1 + \varepsilon$$

The model implies that every unit increase in gaining perspective leads to an increase of 0.656 in organizational performance in insurance companies in Kenya.

### Discussions

The study sought to determine the influence of gaining perspective as an adaptive leadership dimension on the organizational performance of insurance companies in Kenya. Gaining perspective was studied using its sub-constructs of reflection, collaboration, and problem-solving. The correlation analysis results showed that gaining perspective was positively and significantly related to organizational performance. The study found that gaining perspective accounted for 27.7% of organizational performance. The study also found a positive and significant association between gaining perspective and organizational performance hence the conclusion that

gaining perspective significantly influences organizational performance.

This study supports previous empirical studies with regard to reflection as an indicator of gaining perspective and provides compelling evidence that reflection is important as a leadership behavior that can be used to improve organizational performance. The study by Anselmann and Mulder (2020) measured team performance using the indicators of effectiveness and innovativeness and found that reflection had a positive relationship with team performance which is aligned with this study that has innovation as one of the organizational performance indicators. Yang et al. (2020) found that team reflexivity had a correlation with team performance while Ukko, Hildén, Saunila, and Tikkamäki, (2017) found that reflection at the individual, group, and organizational levels was connected to innovativeness and improved performance. Egleston et al. (2017) found that reflective leadership had a significant impact on organizational performance as it accounted for 16.5% of the variance in goal achievement, 13.9% of the variance in sales, and 14.7% of the variance in profit.

Collaboration was an indicator of gaining perspective that enables employees to work together on common goals by sharing knowledge, learning, and building consensus which impacts organizational performance. The study results support previous studies on collaboration. Peesker et al. (2019) showed that the leadership behaviors that are most effective in enabling sales performance were coaching, collaborating, championing, and customer engagement. Sueptaetrakun (2018) found that collaboration has a direct and positive influence on both organizational performance and innovation. Yang et al.

(2018) found a statistically significant effect of collaborative culture on innovation capability with a higher significance on process innovation compared to product innovation. Effective collaboration was found to positively and significantly influence firm performance by Panahifar et al. (2018). In comparison to evaluating performance using the sustainability balanced scorecard concept as compared to the balanced scorecard in this study, Sitawati and Winata (2018) showed a positive and significant relationship between business collaboration and sustainable performance. Further, Maalouf (2019) found that collaborative leadership explained 37.6% of the variation in organizational performance and had a significant relationship with organizational performance. Moodley and Govender (2020) found that leaders understand the importance of leadership collaboration in delivering customer-centric transformative outcomes. The findings of this study with regard to collaboration were in contradiction to those by Lee (2020) who found that interdepartmental collaboration has a negative direct effect on performance.

Another indicator of gaining perspective in this study is problem-solving. This study's findings are in support of previous empirical research with regard to problem-solving as having an impact on organizational performance measures. Abosede and Adesanya (2017) found a significant and positive relationship between problem-solving skills and job performance. Rashid et al., (2020) had results indicating that service quality measured using problem-solving and speed of problem-solving was positively and significantly correlated with customer loyalty which is a measure of customer satisfaction and an indicator of organizational performance. Further,

Giampaoli, Ciambotti, and Bontis (2017) demonstrated that creative problem solving had a direct and positive impact on organizational performance mainly through finding new and useful solutions to problems and also, finding different solutions to a problem. However, this study's findings contradicted some empirical studies. For example, Giampaoli et al., (2017) found that creative problem solving had a negative direct impact on financial performance. Further, contradiction is with observations by Ouedraogo et al. (2020) who postulate that creative problem-solving had a negative and non-significant relationship with non-financial performance.

### Conclusion and Recommendations

The study findings revealed that gaining perspective dimension of adaptive leadership had a significant effect on organizational performance. The study, therefore, rejected the null hypothesis that gaining perspective has no significant influence on the organizational performance of insurance companies in Kenya. The study concluded that it was important for leaders to consider aspects of gaining perspective dimension including reflection, collaboration, and problem-solving in order to impact on organizational performance of insurance companies in Kenya.

Reflection would enhance leadership effectiveness and creating safe and open work environments which encourage creativity and engagement among employees. Collaboration would increase employee satisfaction, creativity, innovation, and learning. Encouraging and training employees on problem finding and solving will enhance teamwork, especially considering that organizations are currently faced with complexities in the business that require deeper

comprehension of technical, material, and complex problem-solving.

The findings of this study will inform regulators and policy-makers on the role that adaptive leadership's dimension of gaining perspective plays in enhancing organizational performance. This information can be used during the formulation of standards as well as review and redesign of regulations and policies within the insurance industry that will enable maneuvering in the dynamic and uncertain environment.

This study examined the influence of adaptive leadership's dimension of gaining perspective on organizational performance in insurance within the Kenyan context. Similar studies could be conducted in different contexts to enhance the generalizability of the findings. Future research may consider including lower management levels or employees as compared to the top and middle-level managers to enrich study findings in relation to their perceptions on how adaptive leadership affects organizational performance. Further, research studies could be longitudinal or experimental in design as compared to cross-sectional to provide stronger evidence of causal relationships between the study variables. In regard to adaptive leadership being one of the contemporary leadership styles, the recommendation is for additional scholarly research on adaptive leadership in order to contribute to empirical studies that are still scarce.

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