ORGANIZATIONAL CULTURE ON THE RELATIONSHIP BETWEEN STRATEGY AND PERFOMANCE OF THE TOP TEN INSURANCE COMPANIES IN KENYA

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NOVEMBER, 2014

DECLARATION

Declaration by the Candidate

I declare that this thesis is my original work and has not been submitted for examination in any institutional body and has been carried out to the best of my knowledge

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Declaration by the supervisor

The project is submitted for examination with my approval as University supervisor

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DEDICATION

This work is dedicated to my son IanBruno Kiprotich and niece Ashlie Adam’s Cheptoo to inspire and challenge them to creativity and hard work.

ABBREVIATIONS AND ACRONYMS

AIK : Association of Kenya Insurers

IRA : Insurance Regulatory Authority

SAGA : Semi-Autonomous Government Agency

MIPs : Medical Insurance Providers

GPW : Gross Premium Written

SPSS : Statistical Package for Social Sciences

RBV : Resource - based view

DW : Durbin Watson

ANOVA : Analysis of Variance

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ABSTRACT

Every organization understands that a clear and directed strategy is needed to achieve business success, but the role of culture in regard to strategy and performance is often not recognized. Theoretically, it has been argued that culture of an organization affects those who make the strategy for the organization and the strategy which is made affects the resultant performance of the organization. The purpose of the study was to establish the influence of culture on the relationship between strategy and performance of the top ten insurance companies in Kenya. The study adopted a descriptive research design on a target population of top ten insurance companies registered in Kenya. The study used self-administered semi-structured questionnaires as the main instrument for data collection. Using Statistical Package for Social Sciences, descriptive analysis was done on the data collected. This involved: frequencies, percentages, mean and standard deviation. Regression analysis was used to establish the relationship between culture and performance and between strategy and performance. The study findings show that organization corporate-culture has had an impact on employee performance. Culture was rated highly by 88% of the respondents as affecting the global sourcing of efficiency. The implication is that the insurance sector in Kenya is not effectively implementing its strategies because employees have a culture that they do not want strategy to change. Besides, workplace behaviors affected employee productivity in insurance sector. The study concluded that insurance companies have tried harness and align their organizational culture to their strategies in order to improve their performance. The study recommends mitigating risks involved in integrating organizational culture with performance, and creating an effective and efficient environment, insurance companies need to ensure that employee-steer business and maintain strong corporate-strategy relationships at all times. The study also found that organizational structure influences employee performance at the insurance sector in Kenya. The implication from this is that if strategy formulators formulate vague strategies, they will not have ab effect in improving employee performance at the insurance sector.

CHAPTER ONE

INTRODUCTION

1.1Background of the Study

Organizational culture and strategy affects the results and the performance of an organization. Culture of an organization affects those who make the strategy for the organization and the strategy which is made affects the resultant performance of the organization Morgan and Vorhies (2011). Naranjo-Valencia et al (2011) argued that organizational culture determines the strategy of the organization as they confirmed in their study that type of strategy an organization uses depends on the culture of that organization.

The currently dominant view of business strategy resource-based theory or resource-based view (RBV) of firms is based on the concept of economic rent and the view of the company as a collection of capabilities. This view of strategy has a coherence and integrative role that places it well ahead of other mechanisms of strategic decision making. It adopts two assumptions in analyzing sources of competitive advantage Fred David (1997) first; this model assumes that firms within an industry or within a strategic group may be heterogeneous with respect to the bundle of resources that they control.

The insurance industry in Kenya has two sectors that is the non –life sector and the life sector and it is regulated by the insurance regulatory authority(IRA) which is mandated to ensure compliance with legal requirement and sound business practices in the insurance industry. The IRA also set clear objectives and standards of intervention and protects consumers while promoting a high degree of surety for policy holders'.

The association of Kenyan insurers (AKI) is the consultative and advisory body for the industry. The industry is regulated by the insurance act cap 47 and as at January 2012, the IRA annual report listed insurance companies.

1.1.1 Organizational Culture

Most organizations that have made an attempt to move toward process orientation agree that it does indeed provide numerous benefits, including cost savings through a more efficient execution of work, improved customer focus, better integration across the organization, etc. Main advantages of organizational structure, in comparison to functional one, are in economical design of business processes, as well as in reducing cycle time, Sikavica, (2008) while there is also a dramatically increased flexibility of the firm along with improved customer satisfaction. Namely, even though processes don’t appear on the balance sheet as such, managers intuitively recognize that they are assets, not expenses (Keen, 1997).

A key source of process benefit is improving hand-offs between functions, which can occur only when processes are broadly defined. A process orientation leads to cycle time reduction by doing a good job of coordinating work across functions. In addition, some costs are reduced with a process organization. The faster time cycles mean reduced inventories and faster receipt of cash. The reduced working capital translates into reduced costs of carrying inventory and cash. Other costs are reduced because duplication of work across functions is eliminated.

A process organization eliminates such redundant activities, verifying input once for all functions. Implementing structures as a way of organizing and operating in an organization will improve internal coordination and break down the functional silos that exist in most companies. Furthermore, the more business process oriented an organization is, the better it performs both from an overall perspective as well as from the perspective of the employees, (Oden, 1999).

1.1.2 Corporate Strategy

Andrews (1971) defines strategy as the pattern of objectives purposes or goals and the major policies and plans for achieving these goals ,stated in such away as to be define what business the company is in or is to be in a and the kind of company it is or is to be. Strategy is the overall plan for deploying resources to establish a favorable position. Corporate strategy can also be seen as simply how a business defines and attacks its short and long term goals. This involves an internal and external analysis of the firm, an understanding of the firm’s performance (Mussel man, 2005).

All organizations are faced with the challenges of strategy development some from a desire to grasp new opportunities others to overcome significant problems (Johnson and scholar 2002). These scholars see strategy as being concerned with the complexity arising out of ambiguous and non-routine situations with the organization wide rather than operation specific implications. Strategy development involves understanding the competitive positions of the firm, making strategy choices and putting strategy into action. Miles and snow (1978) distinguish four strategy types, namely prospectors, defenders, analyzers and reactors.

1.1.3 Performance of Organizations

The international labour organization (2005) defines organization performance as achievement of high levels of performance, profitability and customer satisfaction by enhancing skills and engaging the enthusiasm of employees. According to Laitinen (2002) performance can be defined as the ability of an object to produce results in a dimension determined a prior, relative to a target. He also suggests that a well-organized system of performance measurement may be the single most powerful mechanism at management disposal to enhance the probability of successful strategy implementation.

Performance in an organization may take many forms depending on whom and what the measurement is meant for. Different stakeholders require different performance indicators to enable them make informed decisions. Measures of firm performance generally include such bottom-line financial indicators, sales, profit, cash flow, return on equity and growth using financial measures alone overlooks the fact that what enables a company achieve or deliver better financial results from its operations is the achievement of strategic objectives that improve its competitiveness and market strength. Performance can however be viewed in a number of dimensions namely: profitability, customer satisfaction, customer retention, market share, learning and overall financial performance, (Thompson, 2007).

Organizations that have made an attempt to move toward process orientation agree that it does indeed provide numerous benefits, including cost savings through a more efficient execution of work, improved customer focus, better integration across the organization, etc. Main advantages of organizational structure, in comparison to functional one, are in economical design of business processes, as well as in reducing cycle time (Sikavica & Novak, 1999).

1.1.4 Insurance Industry in Kenya

The history of insurance business in Kenya dates back to the colonial days when the market was dominated by branches of foreign insurance companies operating under the Insurance Companies Act of 1960. With the enactment of a new Insurance Act in 1984, the regulatory powers for the insurance sector were bestowed upon the Ministry of Finance, functionally under the Commissioner of Insurance. The Insurance (Amendment) Act 2006 created the Insurance Regulatory Authority (IRA), A Semi Autonomous Government Agency (SAGA), to regulate the insurance industry in Kenya (IRA, 2013). IRA took over the responsibilities hitherto performed by the Commissioner of Insurance, Ministry of Finance.

The Insurance Act, CAP 487 is the key piece of legislation providing the legal and regulatory framework for the regulation of the insurance industry in Kenya. Currently there are forty six(46) insurance companies under the purview of IRA, eleven (11) of which transact long term insurance business only, twenty three (23) transact general insurance business only, while twelve (12) are composites. There are three (3) reinsurance companies, one public and the others private. There are one hundred and fifty (150) insurance brokers, twenty one (21) Medical Insurance Providers (MIPs) and over four thousand (4,000) insurance agents.

The total Gross Premiums Written (GPW) during the year 2013 amounted to KES.31.53 billion under long term insurance business and KES.60.43 billion under short term insurance business. In total, the GPW for the whole industry in 2013 was KES. 91.96 billion. The development of commercial insurance in Kenya is closely related to the historical emancipation of Kenya as a nation. With the conquest of Kenya as a British colony, settlers initiated various economic activities, particularly farming and extraction of agricultural products. These substantial investments needed some form of protection against various risk exposures. British insurers saw an opportunity in this, and established agency offices to service the colony's insurance needs.

Prosperity in the colony soon justified expansion of these agencies to branch networks with more autonomy and expertise to service the growing insurance needs. By independence, most branches had been transformed to fully-fledged insurance companies. Since then, Kenya's insurance industry has flourished.

1.1.5 Top Ten Insurance Company in Kenya

In the context of insurance companies, companies are grouped in terms of asset size, customers served, insurance premiums for both life and non-life insurance. In this study peer grouping is based on cumulative performance of the insurance companies for the year 2013. Grouping by asset base, large companies constituted total net assets of Ksh13.73 billion; medium companies had aggregate net assets of Ksh8.07 billion while the small companies had aggregate net assets of Ksh6.19 billion (IRA, 2014).

The IRA 2013 industry performance report, British American Insurance (18.07%), Jubilee Insurance Company (15.34%), ICEA Lion Life Assurance (14.53%), Pan Africa Insurance Company (12.54%), CFC Life Assurance Company (9.32%), CIC Life Assurance Company (6.76%), Kenindia Assurance Company (4.77%), UAP Life Assurance Company (4.18%), Old Mutual Life Assurance (3.25%) and Madison Insurance Company (2.78%) (Appendix II).

1.2 Research Problem

The theory of organizational culture and organizational effectiveness has a direct impact on its effectiveness and performance. Strategies, structures and their implementation are rooted in the basic beliefs and values of organizations and present both limits and opportunities for what may be accomplished (Denison, 1990). Every organization understands that a clear and directed strategy is needed to achieve business success, but the role of culture in regard to strategy and performance is often not recognized. If leaders do not develop the skills necessary to execute a strategy and organizational culture lacks the attribute necessary to support the strategy, the strategy will fail. Assessing what your organization has and developing what your organization needs is critical to achieve strategic objectives (HCG, 2005).

Insurance penetration remains dismally low in Kenya by international standards, in spite of a wealth of insurance packages and agents, a situation that leads to both health and financial problems for the uninsured in the event of accident or emergency. Kenya has 46 insurance companies and 4,576 registered insurance agents, yet a paltry 3 percent of Kenyans have insurance cover.

This is in sharp contrast to countries like South Africa, with a 9 percent penetration or Malaysia, which has an estimated 41 percent of the population covered by some form of life insurance. Studies have shown the uninsured people are less likely to seek medical attention for fear of high bills, yet those uninsured that do suffer injuries or illnesses are far more likely to pay more for any eventual healthcare or suffer serious repercussions from their ailments. In light of this, it is necessary to find out more about the strategic management process in top ten insurance companies in Kenya.

Various empirical studies indicate that better organizational structure guarantee the payback to the customers and limit the risk of the investment. Slevin (2003) highlight organizational structure as a critical antecedent to financial performance. Ouchi & Wilkins (1983) note that ‘the contemporary student of organizational culture often takes the organization not as a natural solution to deep and universal forces but rather as a rational instrument. The association between quality of organizational structure and firms' profitability is a main focus in governance studies, but one cannot predict much on the direction due to contrasting views on the results, Jensen & Meckling (1976).

Locally, studies on the relationship between organizational structure and firm performance remain inconclusive and contradictory. Another study by Black burn (1989) researched on strategic and operational planning uncertainty and performance in small firms. Although his study stressed the relationship between strategic planning and financial planning, it did not consider strategy types yet it cannot be assumed that all types of strategy will have the same kind of relationship with performance.

This study was confined to small firms which obviously have different characteristics from big firms. Ngetich (2005) carried out a study to establish the relationship between, ownership structure, governance structure and performance among the Firms Listed with the Nairobi Stock Exchange.

Some of the empirical evidence that supports a negative relationship between firm performance and organizational structure are from studies undertaken by Waiyaki (2006), and Chacha (2005). Kariuki (2001) carried out a research investigating the aspects of culture and their effects on the marketing strategies in the beverage industry in Kenya. However, this study did not address the effects of culture on strategic planning and resultant performance. Although some studies have been done on firms in various sectors in other parts of the world, this study seek to provide answers to the question; what is the influence of organizational culture on the relationship between strategy and performance on the top ten insurance companies in Kenya?

1.3 Research Objectives

The objective of the study was:

To establish the influence of culture on the relationship between strategy and performance of the top ten insurance companies in Kenya.

1.4 Value of the Study

The study was a source of reference material for future researchers on other related topics; it will also help other academicians to undertake the same topic in their studies. The study highlights important relationships that require further research on the management strategies used by the insurance institutions. The study contributes to theories already put down for example the resource-based management and strategic capability theory, where it incorporates external factors such as institutional and market position in relation to the implementation of strategic management. Where it is necessary to consider the shifting character of the external environment and hence the key role of strategic management, which is predominantly about adapting, integrating and reconfiguring internal and external organizational skills, resources and functional competencies towards the changing environment.

The findings of this study is beneficial to the organizations since it points on the management strategies and thus aid them in assessing the performance and the organizational effectiveness. The study finding gives a guide on the requirements by the organizations on how to improve the performance and gain competitive advantages. The study is contributing more to the understanding of the process of strategic management in healthcare, life and non-life insurance with specific reference to top ten insurance companies; moreover the study help future researchers to understand the relationship between strategic management process and organizational performance, especially in private healthcare institutions such as top ten insurance companies. The study also form aground for further research; the study form a basis for other studies that may be taken in this area of strategic management in other firms.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature reviewed on the management strategies process used by the health institutions with reference to top ten insurance companies. The first section gives the theoretical founds of the study. The second section extensively discusses on the relationship between organizational culture, strategic managements and the performance.

2.2 Theoretical Foundation

The currently dominant view of business strategy resource-based theory or resource-based view (RBV) of firms is based on the concept of economic rent and the view of the company as a collection of capabilities. This view of strategy has a coherence and integrative role that places it well ahead of other mechanisms of strategic decision making (Kay, 2005). Traditional strategy models such as Michael Porter's five forces model focus on the company's external competitive environment. Most of them do not attempt to look inside the company. In contrast, the resource-based perspective highlights the need for a fit between the external market context in which a company operates and its internal capabilities.

There are two useful theoretical frameworks that serve to complement dynamic capability theory and the resource-based view analysis in assessing a firm's strategic management process. The resource-based view of the firm (RBV) combines two perspectives: the internal analysis of phenomena within a company, and an external analysis of the industry and its competitive environment.

Moreover, dynamic capability theory on the other hand extends analysis by combining internal and external perspectives and provides a useful framework for exploring why some firms are more successful than others, Graham (2007). Specifically, the RBV considers the firm as a bundle of resources: tangible resources, intangible resources, and organizational capabilities. Competitive advantages that are sustainable over time generally arise from the creation of bundles of resources and capabilities. For advantages to be sustainable, four criteria must be satisfied: rareness, valuable, difficulty in imitation, and difficulty in substitution. Fred David (1997).

The above school thought is supported by Peters (2001) who provide an additional insight into agency theory in particular relevance to stakeholders' theory where they distinguish between delegated and intrinsic agency. They say that delegated common agency arises when several parties voluntarily and independently bestow the right to make certain decisions upon a single (common) agent. In addition, intrinsic common agency arises instead when an individual is naturally that is not voluntarily and not independently endowed with the right to make a particular decision affecting other parties who may in turn attempt to influence that decision.

2.3 Concept of Strategic Management Practices

The overall plan for deploying resources to establish a favorable position. Strategy is how a business defines and attacks its short and long term goals. This involves an internal and external analysis of the firm an understanding of the firm's competitive advantage and the design and execution of a strategy taking into account the business's strength and competitive advantage. Miles and snow (1978)

The primary purpose of strategy is to guide management decisions towards superior performance through establishing competitive advantage. Miles and snow (1978) distinguish four strategy types, namely prospectors, defenders, analyzers and reactors. Prospectors firms constantly seek new markets opportunities and compete largely through new product market innovations. Such firms consistently attempt to be the first movers in the market with additions or changes to its products and services. Hence monitoring of external environment and organizations flexibility is emphasized to ensure quick response to market changes planning in prospector firms fends to be broad and organizational structures are decentralized to facilitate responsiveness to changing market conditions. These organizations thrive in changing business environments that have an element of unpredictability and succeed by constantly examining the market conditions. These organizations thrive in changing environments that have an element of unpredictability and succeed by constantly examining the market in a quest for new opportunities.

They regularity experiment with potential responses to emerging environmental trends. Key executives are also likely to come from outside than inside and have a shorter tenure than defenders. Defender firms at the other end of the strategic spectrum, operates in relatively stable market domains and complete mainly on the basis of price, quality and services. They have narrow product market domains. Tight control and cost efficiencies are their focus in order to maintain competitiveness. Consequently planning is more intensive while organizational structures and processes are more formalized and centralized .top managers in defenders firms are highly expert in their organizations limited are of operation but do not tend to search outside of their domains for new opportunities. Miles and snow (1978)

As a result of their narrow focus, these organizations seldom need to make major adjustments in their technology, structure or methods of operations instead they primary attention to improving the efficiency of their existing operations (Miles and snow, 1978).Analyzer firms, being hybrids, combines the characteristics of both prospectors and defenders. They operate in stable product-market as well as selectively entering new markets in their stable areas; these organizations operate routinely and efficiently through use of formulized structures and processes. In their more turbulent areas, top managers watch their competitors closely for new ideas and then they rapidly adopt those that appear to be the most promising. Production and cost efficiencies are emphasized in established in new markets, particularly in new areas with demonstrated promises. Hence analyzers are usually second or late movers. Consequently analyzers are organizationally more complex, combining both centralization and decentralization characteristics to suit the different and varying markets served (Miles and snow, 1978).

Analyzers basic strategy include a mixture of products and markets, some stable, others changing successful imitation through extensive marketing surveillance and followers of change and growth normally occurs through market product and market development. These companies exhibit dual technology as a core characteristics; moderate efficiency; dominant coalition in marketing applied research and production, an intensive and comprehensive planning; a matrix, functional and product structure, difficult control and must be able to trade off efficiency and effectiveness, a coordination that is both simple and complex; managerial focus is dual efficiency versus past, effectiveness verses similar organizations (Miles and snow, 1978). Reactors are organizations I which top managers frequently perceive change and uncertainty occurring in their organizational environments but are unable to respond effectively.

Because this type of organization lacks a consistent strategy –structure relationship, it seldom makes adjustments of any sort until forced to do so by environmental pressures (Miles and Snow 1978).The basic strategy common in these organizations include the failure by managements to articulate viable organization’s strategy; or management articulates an appropriate strategy but technology, cultures ,structure and process are not linked to strategy appropriately and /or management adheres to a particular strategy structure relationship that is not relevant to the environment. Reactors from are therefore characterized by the absence of a consistent strategy and are usually viewed as unstable and non-viable (Miles & snow, 1978)**.**

2.4 Organizational Culture, Organizational strategy and Organizational performance

There is a growing recognition of the importance of organizational structure in aligning the success and financial performance of any organization. Organizational structure must therefore be aligned to achieve organizational goals and objectives. Individual work needs to be coordinated and managed. Organizations therefore can function within a number of different structures, each possessing distinct advantages and disadvantages. Morgan & Vorhies (2011) are of the view that the link between organizational culture and strategy affects the results and the performance of an organization. They shared that culture of an organization affects those who make the strategy for the organization and the strategy which is made affects the resultant performance of the organization. Naranjo-Valencia et al (2011) have argued that organizational culture determines the strategy of the organization as they confirmed in their study that type of strategy an organization uses depends on the culture of that organization.

However, firm’s strategic orientation also implies the adoption of some behavioral traits aimed effective exploitation and sustainability of competitive advantage. Although researchers have agreed on the positive influences of firm’s strategic orientation, they also insist on the importance of considering the moderating effects of other variables to achieve a greater understanding of the relationship (Wikhod and Shepherd, 2005). Firm’s behavior should include the adaption of internal systems and procedures that facilitate the development and achieve firm’s objectives (Morgan and Strong, 2003). Studies on the link between culture and organization’s performance are a relatively recent phenomenon. Thomas peter and Robert waterman (1982) told managers that an organization success depends on having a strong culture and laying down a formula for such culture. They state that without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies. Moreover, the stronger the culture and the more it was the need for policy manuals, organization charts or detailed procedures and rules.

A company’s strategic actions typically reflect its cultural traits and managerial values. In some cases a company’s core beliefs and culture even dominate the choice of strategic moves. This is because culture related values and beliefs become so embedded in management’s strategic thinking and actions that they condition how the enterprise respond to external events. Such form’s a culture driven bias about how to handle strategic issues and what kinds of strategic moves it will consider or reject. Strong cultural influences partly account for why companies gain reputations for strategic traits as technological leadership, product innovation, and dedication to superior craftsmanship proximity for financial wheeling and dealing, desire to grow rapidly by acquiring other companies, strong people orientations or unusual emphasis on customer service or total customer satisfaction (Thompson & Strickland, 1996).

Scholars of organization's culture have sought to find the key to unlock the mystery and power of culture and its influence on the performance of organizations and groups. (Barrett & bass, 1976) observed that most research in industrial and organization's psychology is done within one cultural context. This context puts constraints upon both our theories and our practical solutions to the organization's problems. Lahey (2001) researched on the impact of strategic planning on organizations effectiveness and culture. This study never addressed the need to align culture to strategy and how this impacts on performance. Gregory (2003) carried out a research on the impact of formal strategic planning on financial performance in the food processing sector. Whereas the results of the strategic planning tools used in the study revealed a positive financial performance as measured by the three year pre-tax return on assets be first never considered the cultural perspective on performances and second took only a sectoral analysis.

Blackburn (1989) researched on the strategic and operational planning uncertainty and performance in small firms. This study also stressed on the relationship between strategic planning and financial performance. Performance of a company included the level of satisfaction by other stakeholders – customers, employees, shareholders, suppliers, the community, the government, investors, creditors et cetera. Peter & waterman (1982) wrote without exception the dominance and coherence of culture and the more it was directed toward the market place, the less need was three for policy manuals, organizational charts, or detailed procedures rates in these companies people way down the line and know what they are supposed to do in most situation because the handful of guarding values is crystal clear.

However, close to Kenya in the south and central Africa countries of South Africa, Zambia and Zimbabwe, Frese et al (2003) carried out three different studies on the psychological action strategy characteristics in African business owners and success. This study identified four psychological strategy characteristics. Complete planning (planning ahead and actively structure the situation), critical points strategy (working on and planning the most important point first), opportunistic strategy (proactive orientation on opportunities with little planning and deviation from any goals when new opportunities are perceived) and reactive strategy which implies that one reacts to the situation; thus the owner is neither proactive nor planning) the two underlying dimension in this study are proactively and planning.

A reactive strategy is not proactive and does not plan. Opportunistic strategy does not plan, but is highly proactive in finding opportunities to be exploited. Critical point, plans to a certain extent and is proactive to a certain extent and finally compete planning is both proactive and planning (Free et al, 2003). There is enough evidence revealing that a reactive strategy is negatively related to success. This means that those owners who react to the situation, who make decisions only after the market or other people tell them to, who do not attempt to influence their environment do worse in every environment. Results on planning are also relatively similar – planning is positive in Zambia and in Zimbabwe, although in South Africa only central to success. The most important difference occurs with opportunistic strategy.

This strategy is only significant and positively related to success in South Africa but not so in the other two countries. One possible interpretation is to look at cultural differences. In South Africa, there is a higher degree of uncertainty avoidance than in the other two countries. This would actually imply that culture fit hypothesis. Uncertainty avoidance suggests that one would plan to overcome anxieties related to success. Those who behave uncharacteristically for their culture (and do not plan but go about things opportunistically) are better off than those who have a fit of their strategy and their culture (Frese et al 2003).

Mahinder (2003) based her research on the influences of culture on human resources, practices by manufacturing firms registered by the Kenya association of manufacturers. First her research was industry specific and limited to manufacturing sector. Strategy is process and context sensitive. Research findings in the manufacturing sectors may therefore be very different from those of other sectors such as agricultural, service or financial.In line with this setback; she recommended further research based on other sections industries. Second her research was limited in that it did not unearth the link if any between an organizations adopting strategic planning on performance. Thirdly she observed that a further research adding incision into culture and performance would perhaps improve research findings. Lastly, she notes that manager's risk ignoring organizations culture in the process of strategic decision at their own peril. More importantly, strategy in once industry need not be the same in the other industry. Hence the need to study these inter-industry differences.

2.5 Chapter Summary

The study reviews that objective strategy management process requires an integrative point of view. These finding have advanced understanding of the determinants and performance effects of organizational culture. But they go away unreciprocated the applicability of existing results across national boundaries.

There are some aspects of corporate culture may enhance performance in one national setting but they may not be effective and may even be dysfunctional in another. Thus one of the main reasons for the common popularity and interest in the study of organizational cultures is due to the argument or assumptions that certain organizational cultures legal to superior organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that was used for the study. It outlines the research design, population and data collection method. The method of data analysis is also identified.

3.2 Research Design

The research design was a cross sectional survey. Survey was deemed more appropriate since this study involved relationships and comparative analysis. It was used to explore the relationships of organization culture, strategy and performance in the top ten insurance companies in Kenya.

The methods of collecting data for descriptive research can be employed singly or in various combinations, depending on the research questions at hand. Descriptive research often calls upon quasi-experimental research design (Campbell and Stanley, 1963). Most research falls into two areas: Studies that describe events and studies aimed at discovery inferences of casual relationship. Descriptive studies are aimed at finding out "what is" so observational and survey methods are frequently used to collect descriptive data (Borg and G all, 1989).

3.3 Population of the Study

The populations of the study were all registered insurance companies in Kenya; however the target population was the top ten insurance companies. The study put emphasis on the companies which have exhibited growth in the recent past with the aim of gathering information useful to both large and small enterprises in the industry and respondents were drawn from middle level management and the senior level management.

Insurance Regulatory Authority groups insurance companies in terms of their asset base ashown in Appendix II. Thus top ten insurance companies will include: British American Insurance, Jubilee Insurance Company, ICEA Lion Life Assurance, Pan Africa Insurance Company, CFC Life Assurance Company, CIC Life Assurance Company, Kenindia Assurance Company, UAP Life Assurance Company, Old Mutual Life Assurance and Madison Insurance Company (IRA, 2014).According to Mugenda and Mugenda (2003), is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated and have observable characteristics to which the researcher intends to generalize the results of the study.

3.4 Data Collection

Data collection will involve self-administered questionnaires as the main instrument for data collection. Questionnaires was considered as they collect information that is not directly observable and are less costly in addition to using less time as instruments of data collection (Megenda and Mugenda, 2003).

The primary research data was collected from the managers and senior employees of the insurance companies using the questionnaires. The questionnaire was semi-structured in nature, with both open and close-ended questions for qualitative and quantitative data, respectively.

The questionnaire to be used is divided into four sections with Part one meant to get the general information about the insurance company including the area of operation, age, size and profitability trends. Part two is intended to gather information on organizational culture within the firms whereas Part three is dedicated to get data on firm strategy. Part four on the other hand helped to analyze organization performance. The questionnaire is attached in Appendix I. The questionnaires was administered through a drop and pick later method because of the busy schedule of the target respondents.

3.5 Data Analysis

After data collection, the filled-in and returned questionnaires was edited for completeness, coded and entries made into Statistical package for Social Sciences (SPSS version 20). This will ensure that the data are accurate, consistent with other information, uniformly entered, complete and arranged to simplify coding and tabulation. With data entry, the data collected was captured and stored.

Data was analyzed using descriptive statistic such as mode, mean and frequencies tabular analysis using average which was used to identify the dominant culture and strategy types. Return on investment was used to measure performance. Regression analysis was used to establish the relationship between culture and performance and between strategy and performance.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the empirical results that are obtained from employing cross sectional panel data from the major insurance firms. The analysis dwells on the assessment of the link that exists in organizational culture in the relationship between strategy and performance in the top ten insurance companies in Kenya, through their components. The analysis of the data is based on the structured and unstructured questions in the questionnaire and this gave rise to the qualitative and quantitative data in this chapter and the following chapter five. This study has made use of SPSS to generate frequencies and cross tabulations, beside Chi square measures and tests. The analysis below shows the empirical results obtained after analysis of the collected data.

4.2 Response Rate

In total 18 questionnaires were administered of which 13 were submitted back giving a response rate of 72.2%. The non-response was attributed to unavailability of some of the respondents at the time of collection of the questionnaires. Despite this, the researcher considered the 72.2% response rate as adequate for the study. Table 4.1 presents company representation in the sample.

Table 4.1: Response Rate

Category	Respondents	Percentage
Responded	13	72.2
Did not respond	5	27.8
Total	**18**	**100.00**

Source: Primary data, 2014

By organizations

As shown in Table 4.2, UAP, Pan African, Britam, and Old Mutual have contributed a larger portion of respondents and hence data with their percentage in response rate at 23.1%, 23.1%, 15.4%, and 15.4% respectively.

Table 4.2: By Company Response Rate

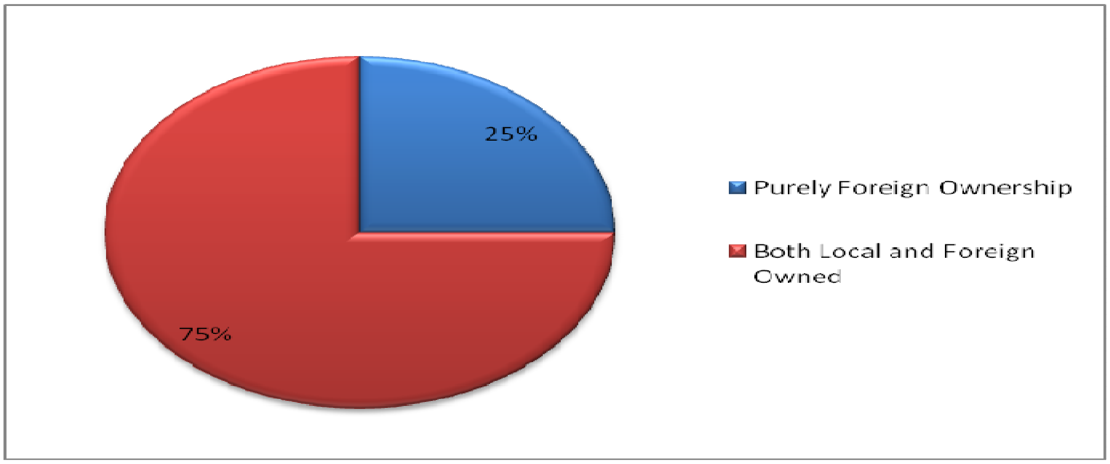
Unit of response		**Frequency**	**Percentage**
	Cic insurance	1	7.7
	Britam insurance	2	15.4
	Kenindia insurance	1	7.7
	Madison insurance	1	7.7
	Old mutual	2	15.4
	Pan African life Insurance	3	23.1
	UAP insurance company	3	23.1
	Total	**13**	**100.0**

Source: Primary data, 2014

4.3 Demographic Information

Diagrammatical representation of the following; Ownership of the Firms, Company Length of Operation, Company Level of Management, Cost Consciousness, Time consciousness, appreciation of employees, Management Reference of employees, Decision Making, employee retention, Confidentiality, Results versus Relationships, concern for personal problems, Key executives, Customer satisfaction rate, Supervisor roles, Environmental Conditions, Intensive and comprehensive planning, Company Strategy**,** Reactive responses, and Cross selling percentage.

4.3.1 Ownership of the Firms



Source: Primary data, 2014

Figure 4.1 Ownership of the firms

As can be seen from Figure 4.1 most of the respondents in this study (75%) worked for both foreign and locally owned firms while 25% worked for purely foreign owned firms.

4.3.2: By Cadre: Question- Your current position

The roles played and positions held by the questionnaire respondents are as below, with underwriters taking a larger portion of the sample at 23.1% with rest at 7.7% each as indicated in Table 4.3.

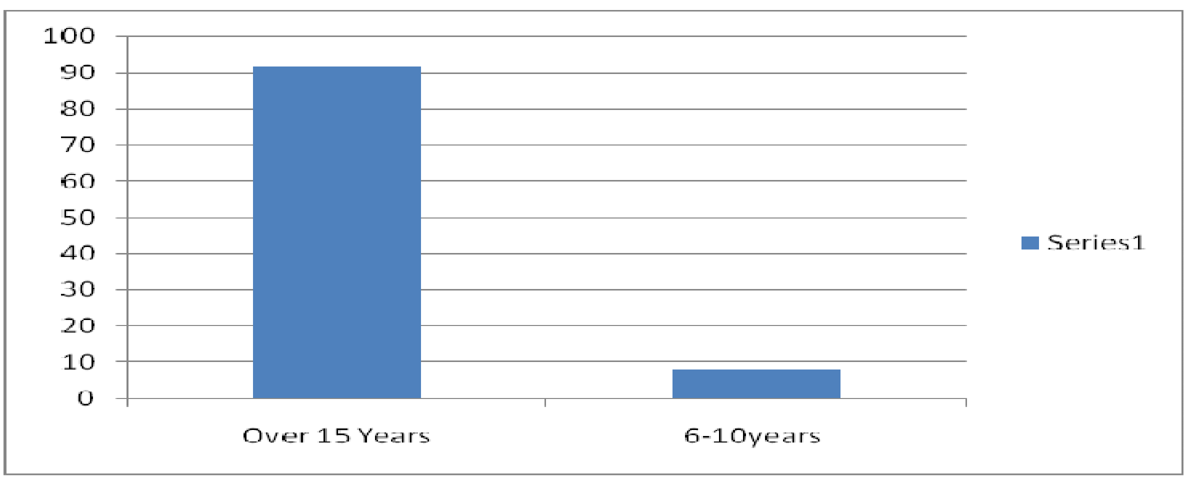
Table 4.3: By Job Cadre: Question- Your current position

		Frequency	Percentage
	Missing	1	7.7
	Assistance manager	1	7.7
	Business analyst	1	7.7
	Chief manager	1	7.7
	Financial controller	1	7.7
	Motor assessor	1	7.7
	Premium administrator	1	7.7
	Reporting manager	1	7.7
	Team leader-Administration	1	7.7
	Training manager	1	7.7
	Underwriter	3	23.1
	Total	**13**	**100.0**

Source: Primary data, 2014

4.3.3 Company Length of Operation:

This figure outlines the length of company operations and most firms surveyed have existed beyond 15 years, at 91.7% of the total sample of 13 achieved.



Source: Primary data, 2014

Figure 4.2: Company Length of Operation

4.3.4 Response in terms of level of profitability

Out of a full sample of 100%, large firms in terms of profitability were at 69.2% followed by far by small firms at 15.4% and lastly medium firms 7.7%.

Table 4.4: In terms of level of profitability

Variables		Frequency	Percentage
	Small	2	15.4
	Medium	1	7.7
	Large	9	69.2
	Total	12	92.3
	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

4.3.5: Work Experience

A larger (38.5%) portion of employee respondents have worked in their firms for between 6-10 years followed closely by those over 10years at 30.8% and lastly those who have worked for 2-5 years at 23.1%. This is as shown in the table below for valid percentages.

Table 4.5: In terms of experience in years

Variables		Frequency	Percentage
	2-5 years	3	23.1
	6-10 years	5	38.5
	Over ten years	4	30.8
	Total	12	92.3
	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

4.3.6: Cadre and department of respondents

Operations were represented by 38.5% followed by human resources and ‘others’, both at 23.1%. This is as shown in Table 4.6.

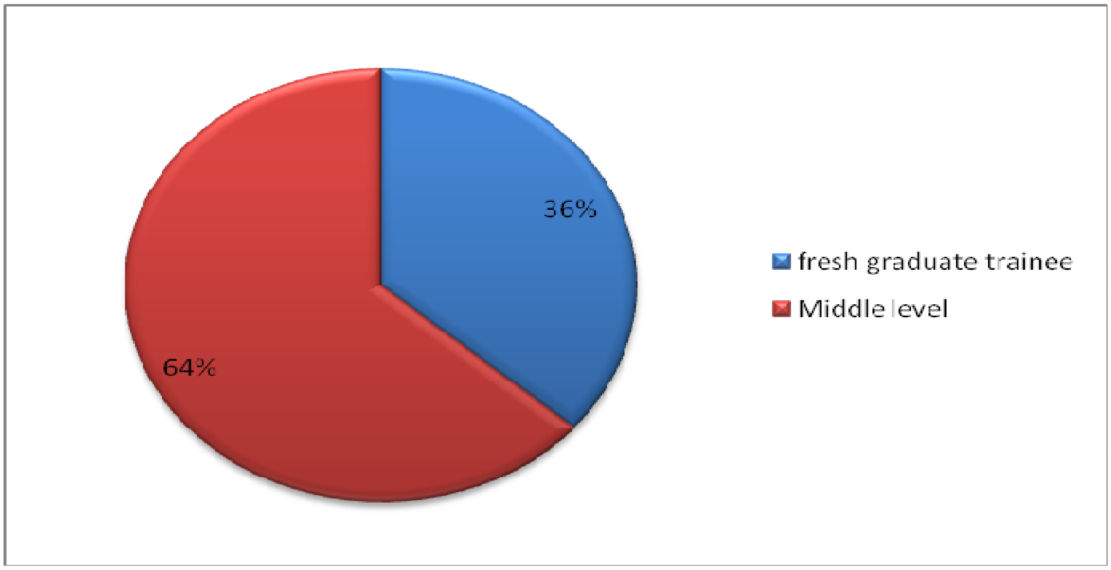
Table 4.6 Cadre and department of respondents

Variables		Frequency	Percentage
	Planning	1	7.7
	Human resources	3	23.1
	Operations	5	38.5
	Others	3	23.1
	Total	12	92.3
	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

4.3.7: Company Level of Management

The management trainees inferring management in waiting and not necessarily the fresh graduate trainee programs stood at 64% of the respondents with mid-level management at the remaining 36% of the respondents as shown in Figure 4.3.



Source: Primary data, 2014

Figure 4.3: Company Level of Management

4.3.8: Top Management Skills versus Organizational Culture

Top management pursues good virtues and workplace ethics in their subordinates, this is agreed on by 50% in both 'great extent' and 'very great extent as shown in Table 4.7.

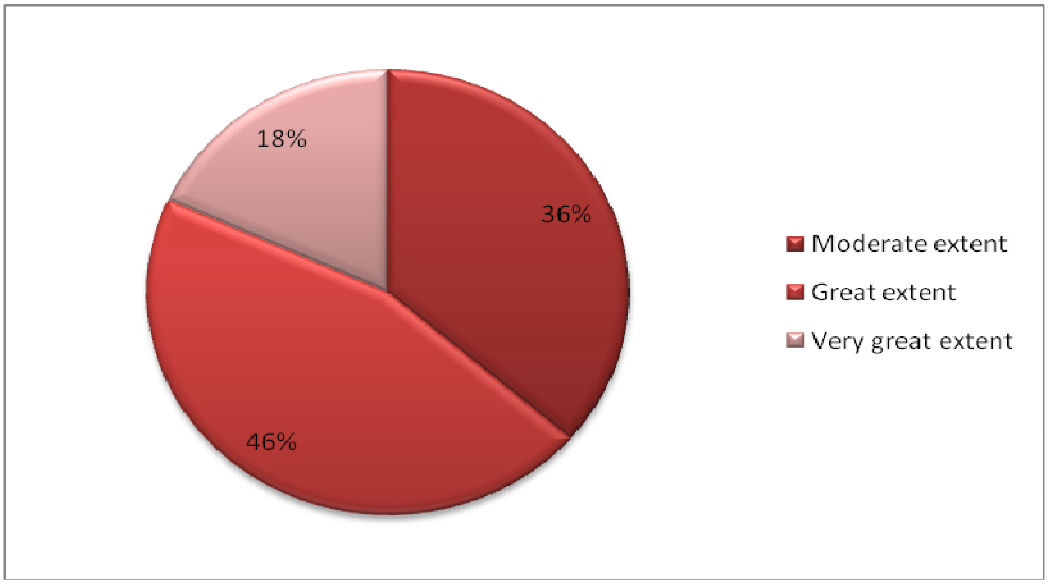
Table 4.7: Top Management Supervision Skills

Variables	Frequency	Percentage
Great extent	6	46.2
Very great extent	6	46.2
Total	12	92.3
System	1	7.7
Total	**13**	**100.0**

Source: Primary data, 2014

4.3.9: Everybody in this company is cost conscious

The 'great extent' score for those who believe that the company is cost conscious stands at 46% followed by 'moderate extent' at 36%. The rest of the scores are as illustrated in Figure 4.4.

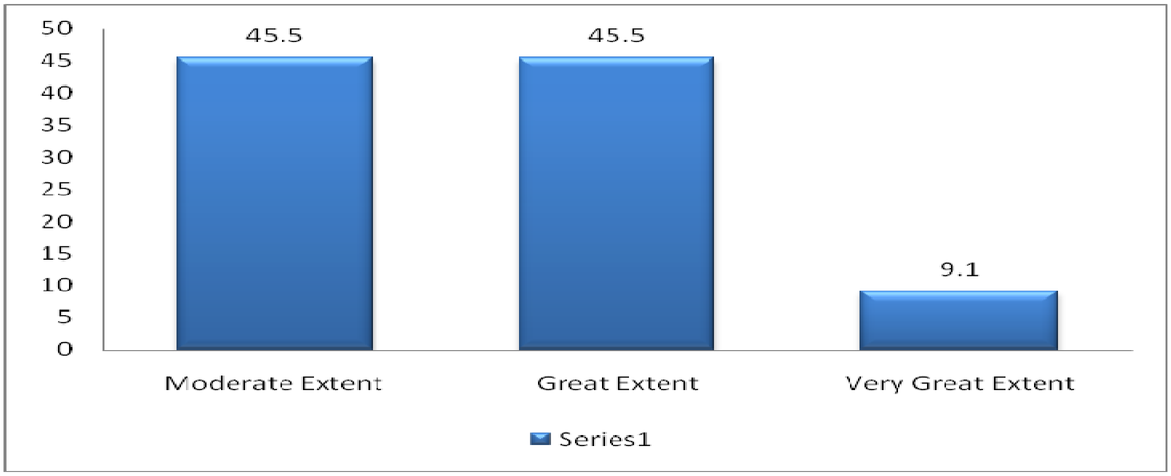


Source: Primary data, 2014

Figure 4.4: Company Level of Cost Consciousness

4.3 Meeting times are kept punctually in this company

The 'great extent' score for those who believe that the company is meetings' time-conscious stands at 45.5% followed by 'moderate extent' at 45.5%. The rest of the scores are as illustrated in Figure 4.5.

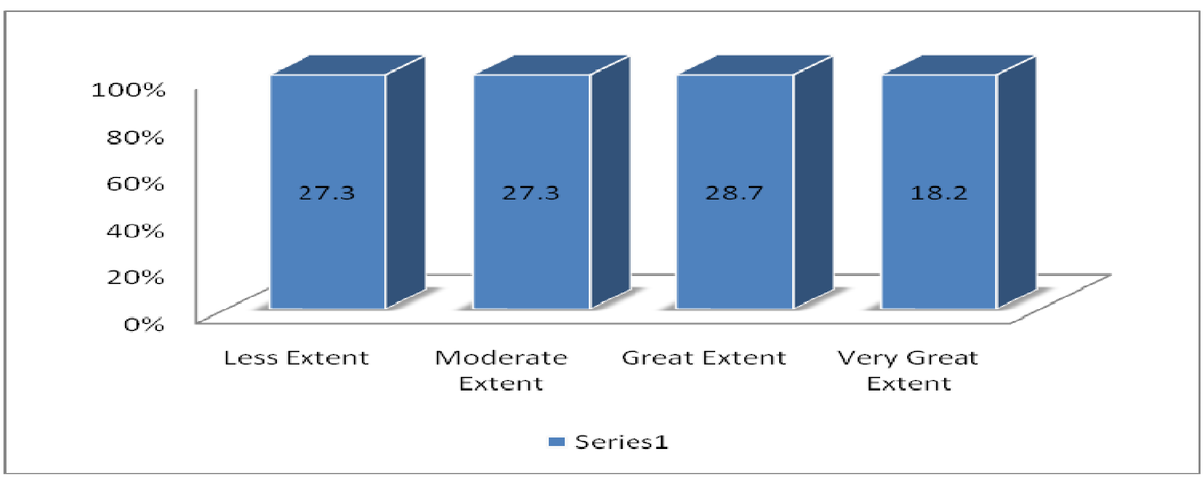


Source: Primary data, 2014

Figure 4.5: Company Level of time consciousness

Employees are told when good job is done and rewarded accordingly

The 'great extent' score for those who believe that the company is award and recognition system conscious stands at 27.3% followed by 'moderate extent' at 27.3%. The rest of the scores are as illustrated in Figure 4.6.

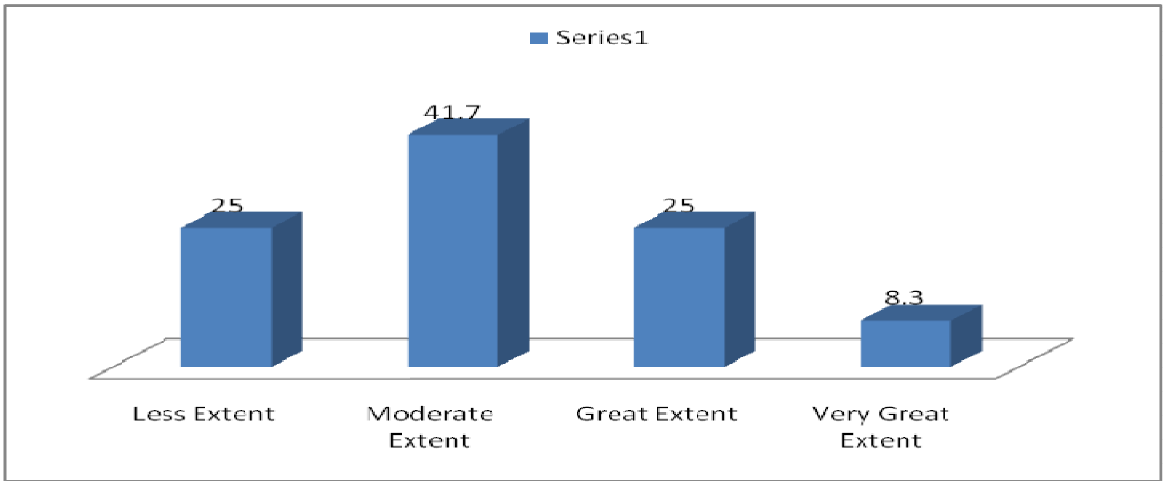


Source: Primary data, 2014

Figure 4.6: Company Level of appreciation of employees

Company Level of Management Reference of employees: (I can do almost anything I want without consulting my boss)

The 'great extent' score for those who believe that the company employees exercise their roles without necessarily consulting management stands at 25% followed by 'moderate extent' at 41.7%. The rest of the scores are as illustrated in Figure 4.7.

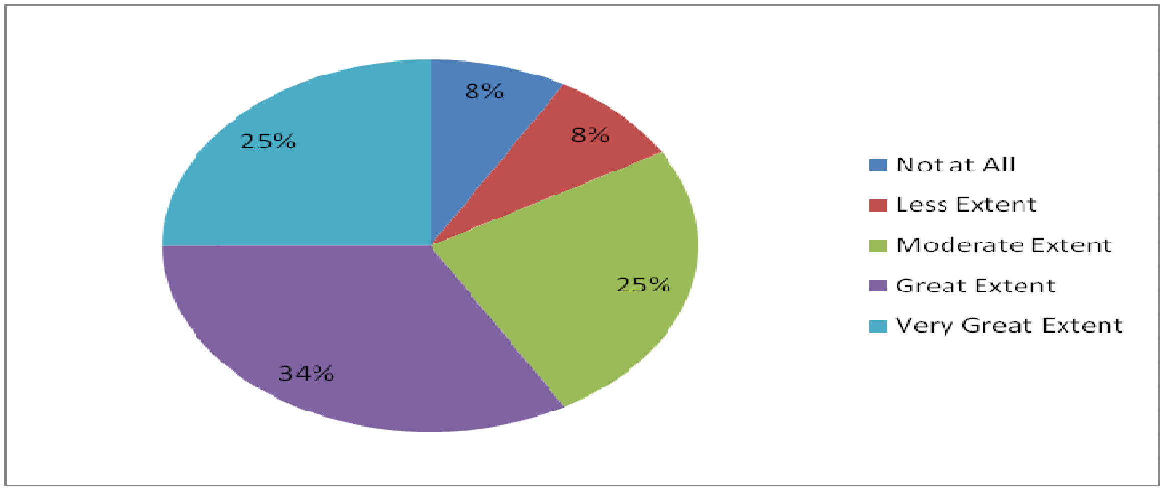


Source: Primary data, 2014

Figure 4.7: Company Level of Management Reference of employees

Company Level of Management Decision Making

The 'great extent' score for those who believe that the company is exercising consultations in decision making vertically stands at 34% followed by 'moderate extent' at 25%. The rest of the scores are as illustrated in Figure 4.8.

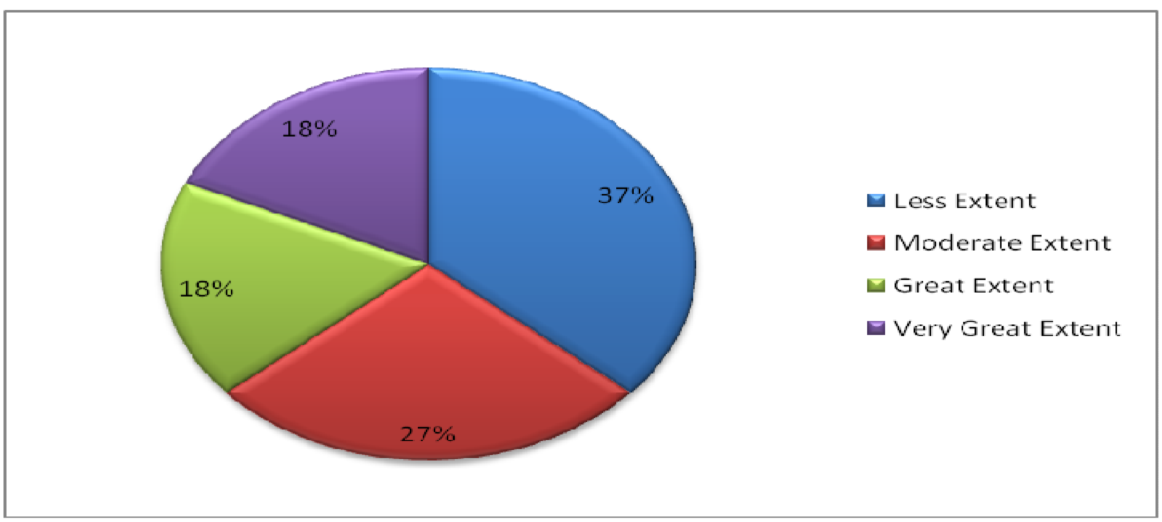


Source: Primary data, 2014

Figure 4.8: Company Level of Management Decision Making

Managers struggle to keep good employees in their departments

The 'less extent' score for those who believe that the company's management struggles to keep employees stands at 37% followed by 'moderate extent' at 27%. The rest of the scores are as illustrated in Figure 4.9.



Source: Primary data, 2014

Figure 4.9: Company Level of departmental employee retention

Cooperation and trust between departments

The 'great extent' score for those who believe that the company is experiencing trust between departments stands at 46.2% followed by 'moderate extent' at 23.1%. The rest of the scores are as illustrated in Table 4.8.

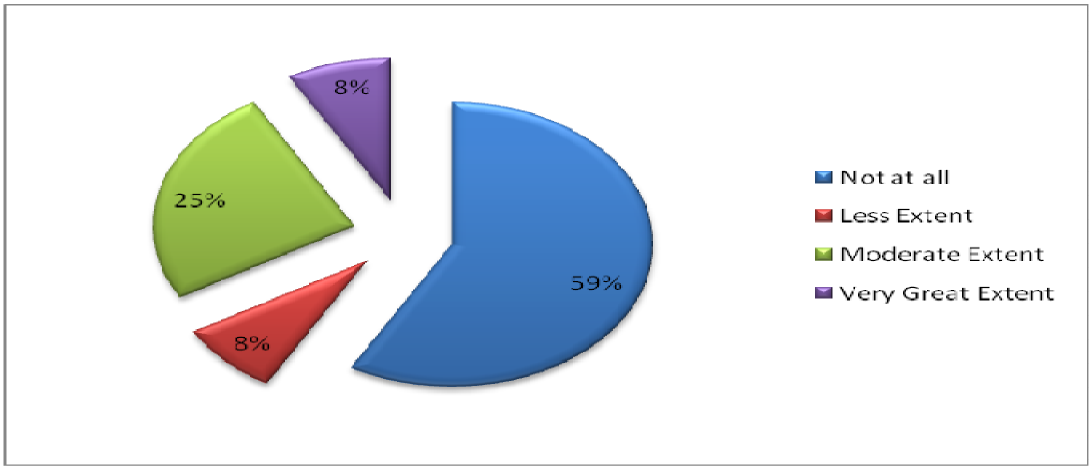
Table 4.8: cooperation between departments

Variables		Frequency	Percent
	Less extent	1	7.7
	Moderate extent	3	23.1
	Great extent	6	46.2
	Very great extent	2	15.4
	Total	12	92.3
	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Confidentiality: Employees are secretive and tend to withhold information

The 'moderate extent' score for those who believe that the company employees withhold information stands at 25% while 'very great extent' is at 8% with 'not at all' leading with 59%. The rest of the scores are as illustrated in Figure 4.10.



Source: Primary data, 2014

Figure 4.10: Confidentiality in information among employees

Clientele Handling Culture

The 'great extent' score for those who believe that the company is experiencing a good link between culture and commendable client handling stands at 53.8% while 'very great extent' is at 38.5%. The rest of the indicative statistics are as illustrated in Table 4.9.

Table 4.9: Clientele Handling Culture

Variables		**Frequency**	**Percent**
Valid	Great extent	7	53.8
	Very great extent	5	38.5
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Market Hunting Culture

The 'great extent' score for those who believe that the company is good in new markets' hunting stands at 23.1% while 'very great extent' is at 15.4% and 'moderate extent standing at 38.5%. The rest of the indicative statistics are as illustrated in Table 4.10.

Table 4.10: Market Hunting Culture

Variables		Frequency	Percent
	Less extent	2	15.4
	Moderate extent	5	38.5
	Great extent	3	23.1
	Very great extent	2	15.4
	Total	12	92.3
	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Competent employees Retention

The 'great extent' score for those who believe that the company is experiencing good retention of employees among departments stands at 15.4% while 'less extent' is at 15.4% and 'moderate extent standing at 61.5%. The rest of the indicative statistics are as illustrated in Table 4.11.

Table 4.11: Competent employees Retention

Variables		Frequency	Percent
	Less extent	2	15.4
	Moderate extent	8	61.5
	Great extent	2	15.4
	Total	12	92.3
	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Job Competence Criterion for recruitment

The ‘great extent’ score for those who believe that the company is good criterion for recruitment stands at 30.8% while ‘less extent’ is at 15.4% and ‘moderate extent standing at 23.1%. The rest of the indicative statistics are as illustrated in Table 4.12 .

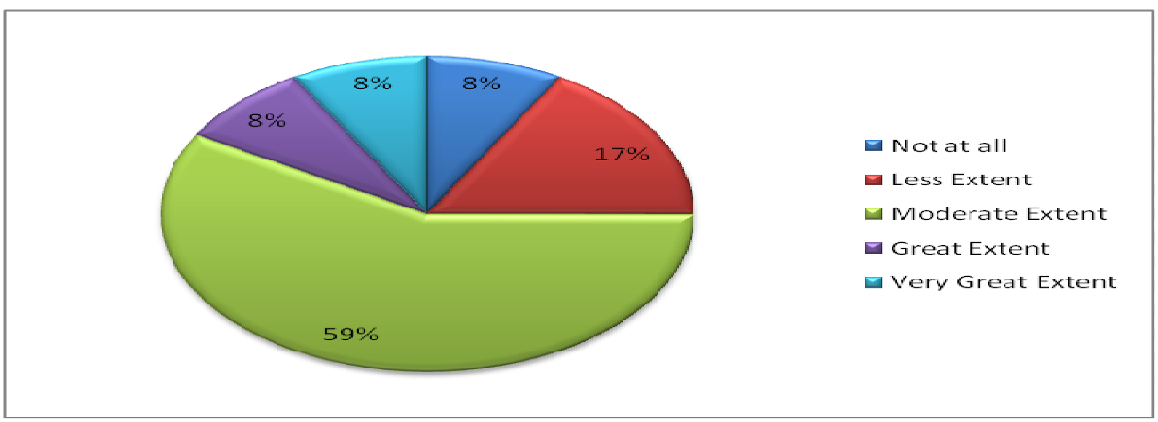
Table 4.12: Competent employees Retention

Variables		Frequency	Percent
	Less extent	2	15.4
	Moderate extent	3	23.1
	Great extent	4	30.8
	Very great extent	3	23.1
	Total	12	92.3
	System	1	7.7
Total		**13**	**100.0**

Source: primary data, 2014

Results versus Relationships

The ‘great extent’ score for those who believe that the company values results more than relationships stands at 8% while ‘less extent’ is at 17% and ‘moderate extent standing at 59%. The rest of the indicative statistics are as illustrated Figure 4.11.



Source: Primary data, 2014

Figure 4.11: Results more important than relationships in this company

Is the private life of people their own business?

The 'great extent' score for those who believe that the company does not value employees' personal issues stands at 33.3% while 'less extent' is at 8.3% and 'moderate extent standing at 25%. The rest of the indicative statistics are as illustrated in Figure 4.12.

Is there any concern for personal problems of employees in insurance company?

Source: Primary data, 2014

Figure 4.12: concern for personal problems of employees

This company is socially responsible

The 'great extent' score for those who believe that the company employees are socially responsible stands at 38.5% while 'less extent' is at 0% and 'moderate extent standing at 23.1%. The rest of the indicative statistics are as illustrated in Table 4.13.

Table 4.13: socially responsible employees

Variables		Frequency	Percent
Valid	Moderate extent	3	23.1
	Great extent	5	38.5
	Very great extent	4	30.8
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

A lot of emphasizes is placed on meeting customers' needs in the insurance company

The 'great extent' score for those who believe that the company a lot of emphasis is placed on meeting customer needs in this insurance company stands at 15.4% while 'less extent' is at 0% and 'very great extent standing at 76.9%. The rest of the indicative statistics are as illustrated in Table 4.14.

Table 4.14: Meeting customers' needs

Variables		Frequency	Percent
Valid	Great extent	2	15.4
	Very great extent	10	76.9
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Actively developing new products

The ‘great extent’ score for those who develop new products stands at 30.8% while ‘less extent’ is at 7.7% and ‘very great extent standing at 23.1%. The rest of the indicative statistics are as illustrated in Table 4.15.

Table 4.15: new products

Variables		Frequency	Percent
Valid	Less extent	1	7.7
	Moderate extent	4	30.8
	Great extent	4	30.8
	Very great extent	3	23.1
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Short term performance is emphasized

The ‘great extent’ score for those who emphasize short term performance stands at 46.2% while ‘less extent’ is at 23.1% and ‘very great extent standing at 7.7%. The rest of the indicative statistics are as illustrated in Table 4.16.

Table 4.16: Short term performance is emphasized

Variables		Frequency	Percent
Valid	Less extent	3	23.1
	Moderate extent	2	15.4
	Great extent	6	46.2
	Very great extent	1	7.7
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Future concerns

The ‘great extent’ score for those who believe that the company does not value future concerns stands at 46.2% while ‘less extent’ is at 0% and ‘moderate extent standing at 7.7%. The rest of the indicative statistics are as illustrated in Table 4.17.

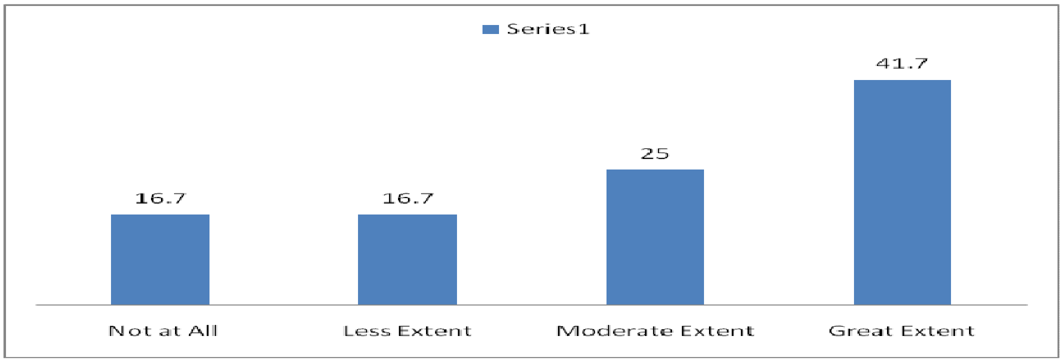
Table 4.17: Future concerns are emphasized

Variables		Frequency	Percent
Valid	Moderate extent	1	7.7
	Great extent	6	46.2
	Very great extent	5	38.5
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Key executives

The ‘great extent’ score for those who believe that the company key executives come from outside the organization stands at 41.7% while ‘less extent’ is at 16.7% and ‘moderate extent standing at 25%. The rest of the indicative statistics are as illustrated in Figure 4.13.

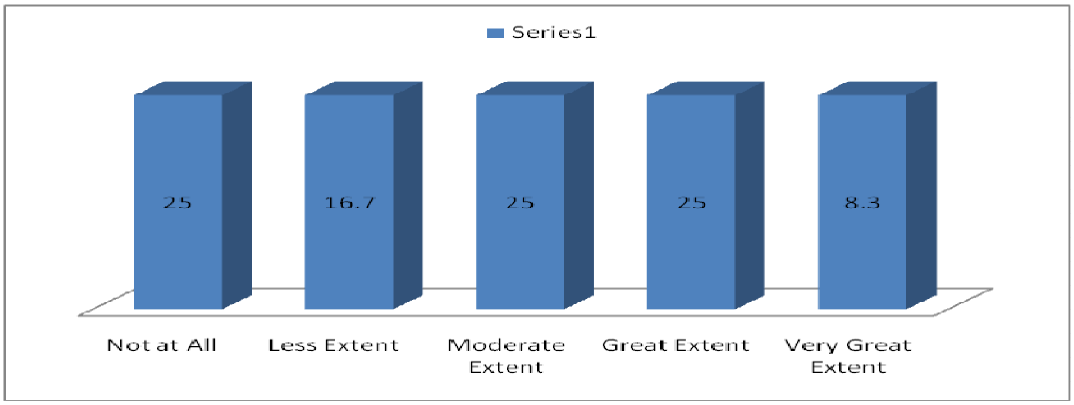


Source: Primary data, 2014

Figure 4.13: Key executives come from outside the organization

There can be little action taken until a supervisor approves a decision

The 'great extent' score for those who believe that the company does not restrict supervision roles stands at 25% while 'less extent' is at 16.7% and 'moderate extent standing at 25%. The rest of the indicative statistics are as illustrated in Figure 4.13.



Source: Primary data, 2014

Figure 4.13: Supervisor roles

Products Prices

The 'great extent' score for those who believe that the company products are the cheapest in the market stands at 23.1% while 'less extent' is at 23.1% and 'moderate extent standing at 23.1%. The rest of the indicative statistics are as illustrated in Table 4.18.

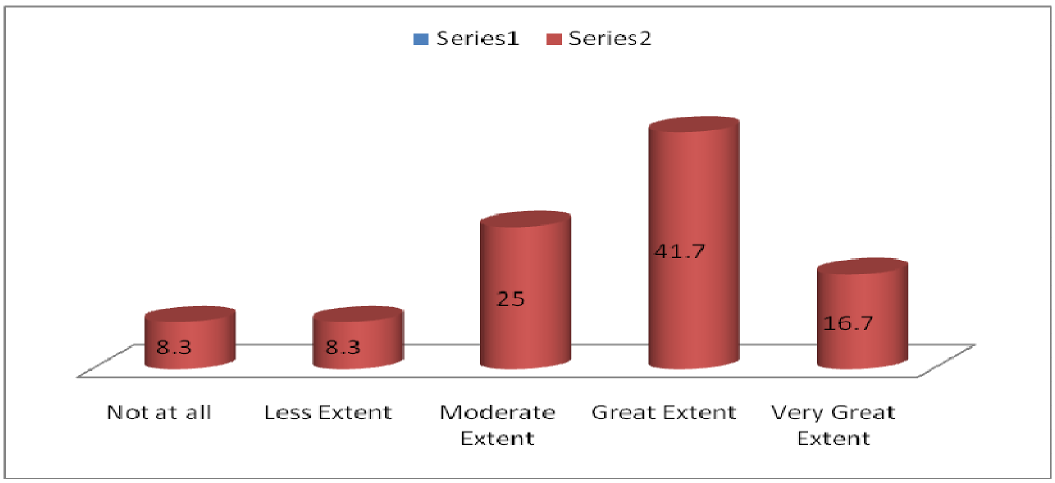
Table 4.18: Our products are the cheapest in the market

Variables		**Frequency**	**Percent**
	Less extent	3	23.1
	Moderate extent	3	23.1
	Great extent	3	23.1
	Very great extent	3	23.1
	Total	12	92.3
	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Environmental Conditions, Trends and Events Monitored

The 'great extent' score for those who believe that the company gets the environmental conditions, trends and events monitored stands at 41.7% while 'less extent' is at 8.3% and 'moderate extent standing at 25%. The rest of the indicative statistics are as illustrated in Figure 4.15

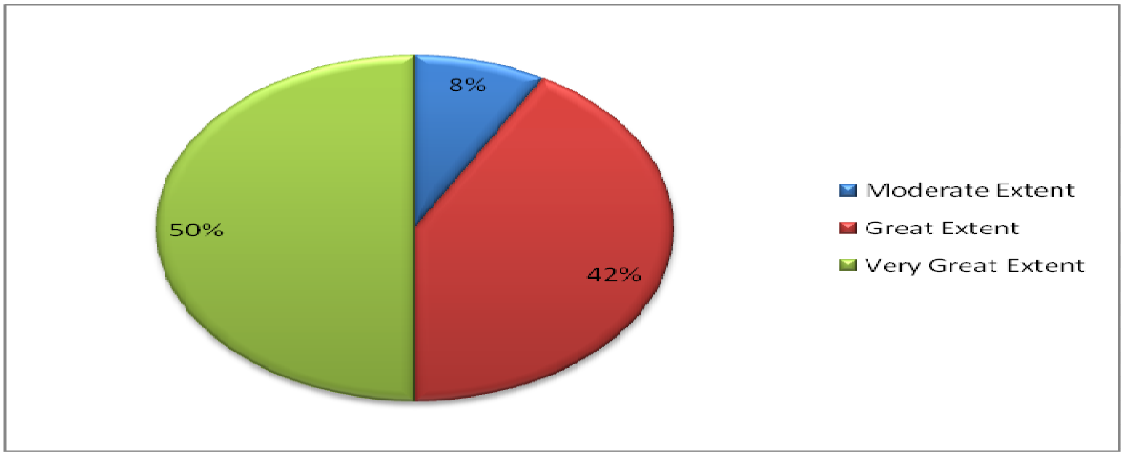


Source: Primary data, 2014

Figure 4.15: Are the environmental conditions, trends and events monitored?

Intensive and comprehensive planning practiced

The 'great extent' score for those who believe that the company practice intensive and comprehensive planning stands at 42% while 'less extent' is at 0% and 'very great extent' standing at 50%. The rest of the indicative statistics are as illustrated in Figure 4.16.

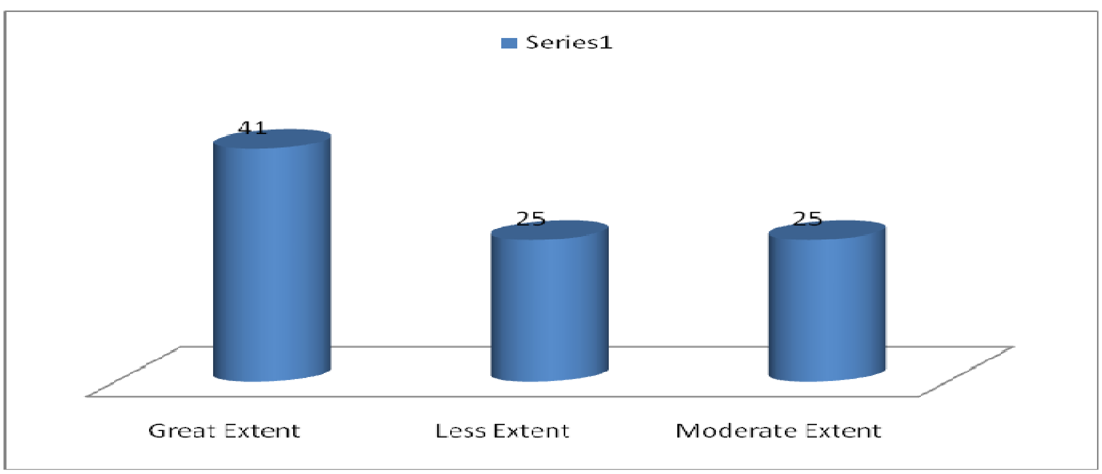


Source: Primary data, 2014

Figure 4.16: Is Intensive and Comprehensive Planning Practiced?

Company Strategy

The predominant characteristic of this company include the failure by management to articulate a viable insurance Company's strategy those who believe 'great extent' stands at 41% while 'less extent' is at 25% and 'moderate extent standing at 25%. The rest of the indicative statistics are as illustrated in Figure 4.17.

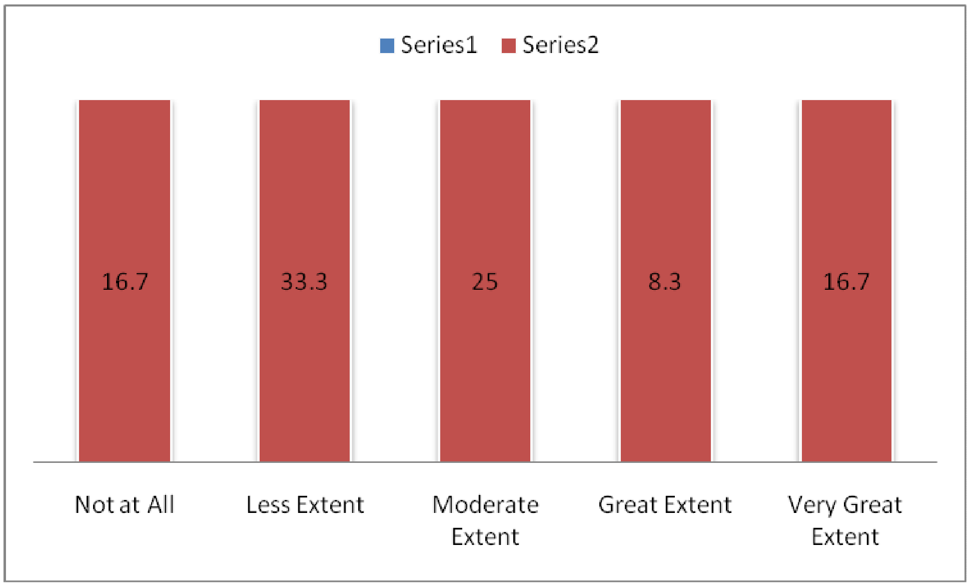


Source: Primary data, 2014

Figure 4.17: Company Strategy

Reactive responses

The 'great extent' score for those who believe that the company gets reactive responses that are common stands at 8.3% while 'less extent' is at 33.3% and 'moderate extent standing at 25%. The rest of the indicative statistics are as illustrated in Figure 4.18.



Source: Primary data, 2014

Figure 4.18: Reactive responses are common in our company

Average annual total costs

The average annual total cost for those who believe that the company gets between '2501-3000" score for average annual revenue stands at 7.7% while '1001-1500" is at 7.7% and 'above 3001 extent standing at 53.8%. The rest of the indicative statistics are as illustrated in Table 4.19.

Table 4.19: Average annual total costs

Variables		Frequency	Percent
Valid	1001-1500	1	7.7
	1501-2000	2	15.4
	2001-2500	1	7.7
	2501-3000	1	7.7
	Above 3001	7	53.8
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Average annual revenue

The average annual revenue for those who believe that the company gets between ‘2501-3000” score for average annual revenue stands at 7.7% while ‘1501-2000” is at 7.7% and ‘above 3001 extent standing at 53.8%. The rest of the indicative statistics are as illustrated in Table 4.20.

Table 4.20: Average annual total revenues

Variables		Frequency	Percent
Valid	1501-2000	1	7.7
	2001-2500	3	23.1
	2501-3000	1	7.7
	Above 3001	7	53.8
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Total assets

The total assets for those who believe that the company gets between ‘2501-3000” score for average annual revenue stands at 15.4% while ‘1501-2000” is at 7.7% and ‘above 3001 extent standing at 69.2%. The rest of the indicative statistics are as illustrated in Table 4.21.

Table 4.21: Total assets (in millions

Variables		Frequency	Percent
Valid	1501-2000	1	7.7
	2501-3000	2	15.4
	Above 3001	9	69.2
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Number of new products

The 'great extent' score for those who believe that the company gets new products issues stands at 23.1% while 'less extent' is at 15.4% and 'moderate extent standing at 7.7%. The rest of the indicative statistics are as illustrated in Table 4.22.

Table 4.22: Number of new products

Variables		Frequency	Percent
Valid	Less extent	2	15.4
	Moderate extent	1	7.7
	Great extent	3	23.1
	Very great extent	6	46.2
	Total	12	92.3
Missing	System	1	7.7
Total		**13**	**100.0**

Source: Primary data, 2014

Mean time response to all call hours

The 'great extent' score for those who believe that the company gets mean time response stands at 30.8% while 'less extent' is at 15.4% and 'moderate extent standing at 38.5%. The rest of the indicative statistics are as illustrated in Table 4.23.

Table 4.23: Mean time response to all call hours

Variables		Frequency	Percent
Valid	Less extent	2	15.4
	Moderate extent	5	38.5
	Great extent	4	30.8
	Very great extent	1	7.7
	Total	12	92.3
Missing	System	1	7.7
Total		13	100.0

Source: Primary data, 2014

Customer Complaint Rate

The 'great extent' score for those who believe that the company gets or customer complaints rate stands at 15.4% while 'less extent' is at 15.4% and 'moderate extent standing at 53.8%. The rest of the indicative statistics are as illustrated Table 4.24.

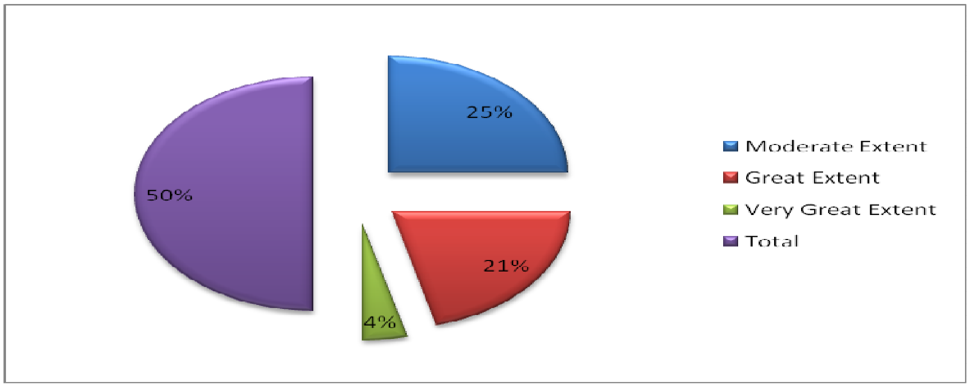
Table 4.24: Customer Complaint Rate

Variables		Frequency	Percent
Valid	Less extent	2	15.4
	Moderate extent	7	53.8
	Great extent	2	15.4
	Very Great Extent	1	7.7
	Total	12	92.3
Missing	System	1	7.7
Total		13	100.0

Source: Primary data, 2014

Customer Satisfaction Rate

The 'great extent' score for those who believe that the company customer satisfaction rate is high stands at 21% while 'less extent' is at 0% and 'moderate extent' standing at 25%. The rest of the indicative statistics are as illustrated in Figure 4.19.

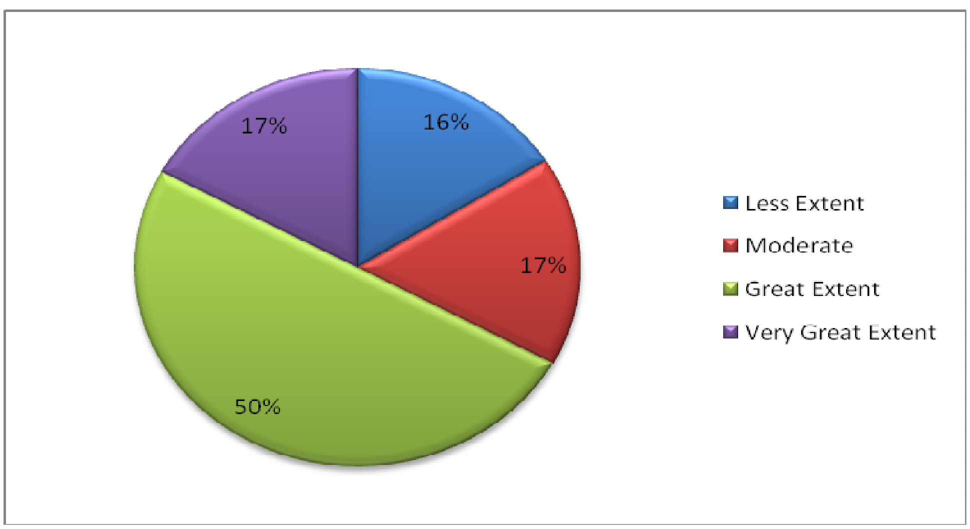


Source: Primary data, 2014

Figure 4.19: Customer satisfaction rate (percentage)

Cross selling percentage

The 'great extent' score for those who believe that the company does Cross selling percentage stands at 50% while 'less extent' is at 16% and 'moderate extent standing at 17%. The rest of the indicative statistics are as illustrated in Figure 4.20 .



Source: Primary data, 2014

Figure 4.20: Cross selling percentage

New customer accusation rates percentage

The ‘great extent’ score for those who believe that the company gets new customer accusation percentage rate stands at 30.8% while ‘less extent’ is at 15.4% and ‘moderate extent standing at 15.4%. The rest of the indicative statistics are as illustrated in Table 4. 25.

Table 4. 25: New customer accusation rates percentage

Variables		Frequency	Percent
	Less extent	2	15.4
	Moderate extent	2	15.4
	Great extent	4	30.8
	Very great extent	4	30.8
	Total	12	92.3
	System	1	7.7
Total		13	100.0

Source: Primary data, 2014

4.4 Regression Analysis

Multiple regression analysis was used to measure the relationship between of organizational culture on the relationship between strategy and performance of the top ten insurance companies. The regression model’s goodness of fit was determined using overall correlation and the coefficient of determination between the independent variables and organization performance; that is, the strength of the relationship.

Table 4.3 presents a correlation coefficient of 0.986 and determination coefficients of 0.972. This depicts a strong relationship between organization performance, strategy and organization culture. Thus, strategy and organization culture account for 97.2% of the variations in organization performance. Durbin Watson (DW) test which check if the residuals of the models were not auto correlated in order to determine the independence of the residuals produced a value of 2.029. It can, thus, be concluded that there was no autocorrelation.

Table 4.26: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.986[a]	.972	.971	.0073998	2.029

Source: Primary data, 2014

Analysis of Variance (ANOVA) was used to test the significance of relation exists between variables; thus, model's significance. The ANOVA results presented in Table 4.4 shows that the regression model has a margin of error of $p < .001$. This indicates that the model has a probability of less than 0.1 of giving false prediction; this point to the significance of the model.

Table 4.27: Analysis of Variance (ANOVA)

Variables	Sum of Squares	df	Mean Square	F	Sig.
Regression	.101	2	.034	615.760	.000b
Residual	.003	10	.000		
Total	.104	12			

Source: Primary data, 2014

Table 4.5 shows that the regression coefficients of independent variables. The following regression model was established:

Organization Performance = 0.039 + 1.002*Strategy + 1.039*Organization Culture

From the equation, the study found that holding strategy and organization culture at zero organization performance becomes 0.039. Additionally, when organization culture is constant, a unit increase in strategy would lead to a 1.002 increase in organization performance. When strategy is constant, a unit increase in organization culture would lead to a 1.039 increase in organization performance.

Cross Tabulations

The number of years Insurance Company has been operating in Kenya between (6 -10) =1 over 15 years =11

Table 4.28: Name of the organization * How long has your insurance company been operating in Kenya? cross tabulation

Variables		How long has your insurance company been operating in Kenya?		Total
		6-10	Over 15 years	
Name of the organization	Britam insurance	0	2	2
	Kenindia insurance	0	1	1
	Madison insurance	0	1	1
	Old mutual	1	1	2
	Pan African life Insurance	0	3	3
	UAP insurance company	0	3	3
Total		1	11	12

Source: Primary data, 2014

Cross Tabulations

The 'great extent' scores for those who believe that the company gets everybody in this company is cost conscious stands at 3 while 'less extent' is at 2 and 'moderate extent standing at 1.The rest of the indicative statistics are as illustrated in Table 4.29.

Table 4.29: Everybody in this company is cost conscious * Number of new products

Variables		Number of new products				Total
		Less extent	Moderate extent	Great extent	Very great extent	
Everybody in this company is cost conscious	Moderate extent	1	1	1	1	4
	Great extent	1	0	2	2	5
	Very great extent	0	0	0	2	2
Total		2	1	3	5	11

Source: Primary data, 2014

Cross Tabulations

The 'great extent' everybody in this company is cost conscious stands at 4 while 'less extent' is at 1 and 'moderate extent standing at 5.The rest of the indicative statistics are as illustrated in Table 4.30.

Table 4.30: everybody in this company is cost conscious * Mean time response to all call hours

Variables		Mean time response to all call hours				Total
		Less extent	Moderate extent	Great extent	Very great extent	
Everybody in this company is cost conscious	Moderate extent	0	2	2	0	4
	Great extent	0	2	2	1	5
	Very great extent	1	1	0	0	2
Total		1	5	4	1	11

Source: Primary data, 2014

Cross Tabulations

The 'great extent' everybody in this company is cost conscious stands at 3 while 'less extent' is at 0 and 'moderate extent standing at 3.The rest of the indicative statistics are as illustrated in Table 4.31 .

Table 4.31: Everybody in this company is cost conscious * Total revenue cross tabulation

Variables		Total revenue			Total
		Moderate extent	Great extent	Very great extent	
Everybody in this company is cost conscious	Moderate extent	2	1	1	4
	Great extent	1	1	3	5
	Very great extent	0	1	1	2
Total		3	3	5	11

Source: Primary data, 2014

Cross Tabulations

The ‘great extent’ everybody in this company is cost conscious stands at 1 while ‘less extent’ is at 0 and ‘moderate extent standing at 3.The rest of the indicative statistics are as illustrated Table 4.32.

Table 4.32:Everybody in this company is cost conscious * Return on investment Percentage Cross tabulation

Variables		Return on investment percentage: Moderate extent	Great extent	Very great extent	Total
Everybody in this company is cost conscious	Moderate extent	2	1	1	4
	Great extent	0	0	5	5
	Very great extent	1	0	1	2
Total		3	1	7	11

Source: Primary data, 2014

Cross Tabulations

The ‘great extent’ everybody in this company is cost conscious stands at 4 while ‘less extent’ is at 0 and ‘moderate extent standing at 3.The rest of the indicative statistics are as illustrated in Table 4.33.

Table 4.33: Everybody in this company is cost conscious * Profit rate percentage

Cross tabulation

Variables		Profit rate percentage: Moderate extent	Great extent	Very great extent	Total
Everybody in this company is cost conscious	Moderate extent	2	1	1	4
	Great extent	0	3	2	5
	Very great extent	1	0	1	2
Total		3	4	4	11

Source: Primary data, 2014

Cross Tabulations

The meeting time are kept punctually in the company score between '2501-3000" for average stands at 2 while '1501-2000" is at 1 and 'above 3001 extent standing at 8. The rest of the indicative statistics are as illustrated in Table 4.34.

Table 4.34 :Meeting times are kept punctually in this company * Total assets(in millions)

Cross tabulation

Variables		Total assets(in millions): 1501-2000	2501-3000	Above 3001	Total
Meeting times are kept punctually in this company	Moderate extent	1	1	3	5
	Great extent	0	1	4	5
	Very great extent	0	0	1	1
Total		1	2	8	11

Source: Primary data, 2014

Cross Tabulations

The ‘great extent’ everybody in this company is cost conscious stands at 4 while ‘less extent’ is at 0 and ‘moderate extent standing at 3.The rest of the indicative statistics are as illustrated in Table 4.35 .

Table 4.35: This insurance company is good place for a person who wants to make decisions Profit rate percentage cross tabulation

Variables		Profit rate percentage			Total
		Moderate extent	Great extent	Very great extent	
This insurance company is good place for a person who wants to make decisions	Not at all	0	0	1	1
	Less extent	0	1	0	1
	Moderate extent	1	1	1	3
	Great extent	1	1	2	4
	Very great extent	1	1	1	3
Total		**3**	**4**	**5**	**12**

Source: Primary data, 2014

Cross Tabulations

The ‘great extent’ everybody in this company is cost conscious stands at 1 while ‘less extent’ is at 0 and ‘moderate extent standing at 3.The rest of the indicative statistics are as illustrated in Table 4.36.

Table 4.36: This insurance company is good place for a person who wants to make decisions * Return on investment percentage cross tabulation

Variables		Return on investment percentage			Total
		Moderate extent	Great extent	Very great extent	
This insurance company is good place for a person who wants to make decisions	Not at all	0	0	1	1
	Less extent	0	0	1	1
	Moderate extent	1	1	1	3
	Great extent	1	0	3	4
	Very great extent	1	0	2	3
Total		**3**	**1**	**8**	**12**

Source: Primary data, 2014

4.5 Discussion of Findings

The study found that organizational culture is crucial as a determinant to performance owing to strategic maneuvers. Culture was rated highly by 88% of the respondents as affecting the global sourcing of efficiency in the insurance sector in Kenya. Morgan and Vorhies (2011) are of the view that the link between organizational culture and strategy affects the results and the performance of an organization.

They shared that culture of an organization affects those who make the strategy for the organization and the strategy which is made affects the resultant performance of the organization. -Valencia et al (2011) have argued that organizational culture determines the strategy of the organization as they confirmed in their study that type of strategy an organization uses depends on the culture of that organization.

Studies on the link between culture and organization's performance are a relatively recent phenomenon. Thomas peter and Robert waterman (1982) told managers that an organization success depends on having a strong culture and laying down a formula for such culture. They state that without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies.

The study found that 77% of the respondents said that organizational-culture affects employees affected performance sector. Scholars of organization's culture have sought to find the key to unlock the mystery and power of culture and its influence on the performance of organizations and groups. (Barrett & bass, 1976) observed that most research in industrial and organization's psychology is done within one cultural context.

The study found that organization culture influences employee performance at insurance sector to a great extent. Lahey (2001) researched on the impact of strategic planning on organizations effectiveness and culture. This study never addressed the need to align culture to strategy and how this impacts on performance.

Gregory (2003) carried out a research on the impact of formal strategic planning on financial performance in the food processing sector. Whereas the results of the strategic planning tools used in the study revealed a positive financial performance as measured by the three year pre-tax return on assets be first never considered the cultural perspective on performances and second took only a sectoral analysis.

Blackburn (1989) researched on the strategic and operational planning uncertainty and performance in small firms. This study also stressed on the relationship between strategic planning and financial performance. Performance of a company included the level of satisfaction by other stakeholders – customers, employees, shareholders, suppliers, the community, the government, investors, creditors et cetera. Peter & waterman (1982) wrote without exception the dominance and coherence of culture and the more it was directed toward the market place, the less need was three for policy manuals, organizational charts, or detailed procedures rates in these companies people way down the line and know what they are supposed to do in most situation because the handful of guarding values is crystal clear.

On the effect of integration of strategy and performance, it was established that 85% of the respondents said that workplace behaviors' previously assessed affects employee productivity in insurance sector in Kenya. Fagan (2006) also cited that more and more firms are purchasing the materials, employee attributes through trainings, strategies and services from a worldwide arena to compete and cut down lead times in global markets where price competition is fierce. Global sourcing has gradually become a more important part of a firm's competitive strategy and is often regarded as a critical tool, for firms seeking to achieve competitive advantage.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a brief report of the summary findings, conclusion, recommendations and suggestions for further study.

5.2 Summary of Findings

5.2.1 The role of organizational culture in the relationship between strategy and performance in the top ten insurance companies in Kenya

It was established that between 62% and 85% organizational culture in the relationship between strategy and performance of the respondents. Kotabe and Murray (2004) point out that researchers have concluded that unit price reduction, is the main outcome of workplace efficiency. Culture, among other factors, is crucial as a determinant to performance owing to strategic maneuvers. The cost and time-saving justification for organizational culture in the 1970s and 1980s has been increasingly supplanted by quality and reliability concerns in the 1990s (Kotabe and Murray 2004). A review of global organizational culture literature concluded that many managers view strategy sourcing as a quick means to achieve short – term cost advantages without regard to a sustainable firm competitive position. Not surprisingly, researchers have concluded that efficiency rise, although not necessarily total efficiency is the main outcome of integrating culture and strategy.

5.2.2 Effects of Corporate-culture relationships on employee performance of insurance companies in Kenya

In the study, 77% of the respondents said that corporate-culture affects employees affected performance sector. Christopher and Lee (2004) point out that the importance of building trust in relationships. The present the “risk spiral”, arguing that lack of visibility leads to a lack of confidence in the clientele handling.

This, in turn causes a build-up of corporate buffers (e.g. culture), which increase the performance assurance. As a consequence of increased performance, corporate visibility worsens.

The authors state that to break the spiral, end – to – end visibility will enable supply chains to be transparent, and the right information would be available to the right member of the supply chain at the right time. In order to build trust, Spekman and Davis (2004) suggest that the following actions should be undertaken: - Bebin by defining a plan internally where objectives and goals are set. This plan can be communicated to the supply chain partners and function as a basis for the negotiation of mutual goals in the supply chain; ensure open lines of communication so that all members feel comfortable with sharing sensitive information. Level of commitment, degree of comfort and willingness to exchange the sensitive information are important parameters here; and take the partner’s perspective from time to time in order to better understand what drives the partner’s decision process.

5.2.3 How culture affects the strategy sourcing of employee in the insurance sector in Kenya

Culture was rated highly by 88% of the respondents as affecting the global sourcing of efficiency in the insurance sector in Kenya. Chadan (2006) observes that we are living through the most dynamic organizational environment where technological advancements and breakthroughs are continuously occurring in every important part of the production process. In global sourcing, organizations must be able to respond quickly to new developments and create innovations of their own. In global sourcing technological advancement will be associated with the creation of new products, new production techniques and new ways of management of resources and also communication with suppliers in different parts of the world. Many organizations are faced with challenges as far as global sourcing is concerned because of delay in adapting to new ways of technological thinking. Therefore, organizations should be adaptable to new technologies both for survival as well as growth. New technologies, to –day, are redefining global sourcing and is also forcing organizations to reconsider their purpose and methods of operations.

5.2.4 Effects of integration of strategy and performance towards Sourcing Strategy in Insurance sector in Kenya

It was established that 85% of the respondents said that workplace behaviors' previously assessed affects employee productivity in insurance sector in Kenya. Kotabe and Murray (2004) state that global competition has led to an increase in global sourcing employee of components, parts, raw materials and finished products.

Fagan (2006) also cited that more and more firms are purchasing the materials, employee attributes through trainings, strategies and services from a worldwide arena to compete and cut down lead times in global markets where price competition is fierce. Global sourcing has gradually become a more important part of a firm's competitive strategy and is often regarded as a critical tool, for firms seeking to achieve competitive advantage. However, Christopher and Lee (2004) point out that the increase globalization of insurance supply chains and the prevalent use of subcontract risk services and off-shore sourcing can potentially lengthen lead times and hence lead to a loss of competitiveness. This is consistent with Trent and Monczka (2005) who highlight the risk of coping with longer distances, rules and regulations and the problems of cross-locational coordination. Das and Handfield (1998) argue that global sourcing has been catching the attention of both academic and business levels, due to the increasing awareness of its potential strategic importance to the business firm. Business firms have now become conscious that globalization is a fact of life, in order to compete globally, firms must also buy globally.

5.3 Conclusion

In a highly competitive global market, insurance business firms are looking into ways and means of cutting down costs of services. The firms are looking for cheaper outlets within their economies and elsewhere in the world. Insurance business firms are not only looking for cheaper labour outlets and strategy elsewhere in the world, they are also interested in getting better quality services to clientele at shorter lead times and costs so that they are able to meet the demanding tastes and preferences of their customers.

Strategy will remain a challenge for business firms in developing countries. Even when they are able to afford, (in some cases they cannot afford the integrating the culture, performance and strategy), they may lack the expertise to utilize that outcomes, New cultures today are redefining global insurance employee sourcing and is also forcing organizations to reconsider their purpose and methods of operations to raise efficiency

Building trust in corporate-strategy and performance relationships is an important factor for successful global sourcing of raw materials. In a supply chain, the building of trust is key and cannot be realized without effective and strong corporate strategy and performance relationships.

5.4 Recommendations

In order to mitigate risks involved in integrating organizational culture with performance, and create an effective and efficient environment to do employee-steered business, strong corporate-strategy relationships must be maintained at all times.

Performance capabilities are crucial to maintain the flow of information between many businesses units involved in the whole supply chain process. Kioi (2009) argues that maintaining technical capacities in the short-run is expensive, but not having it can be fatal in the long run. Technological strategy particularly in global sourcing of raw materials must be coordinated consciously with the overall production strategy so that it supports the organization and it should be intended for long term productivity of the business firm.

In a highly competitive global arena, the main theme surrounding the supply chain process is cutting down unit costs of production. The cost of time and labour versus employee productivity can only be kept at the lowest levels if the other factors point out in this study, i.e. technology, corporate-strategy relationships and labour lead times are effectively and efficiently put in place in the short-run period, medium term and also in the long run period.

5.5 Suggestions for Further Study

This study has dwelt on four (4) factors affecting corporate strategy performance of insurance companies assessed by employee performance, but future researchers could consider other factors such as government policy, global employee infrastructure and the workplace environmental effects and find out that influence on this important topic.

5.6 Limitations

The researcher conducted a survey of the top ten insurance companies operating in Kenya. She used drop and pick method. However it was difficult to ensure that only the targeted respondents fill the questionnaires. In addition the targeted respondents were busy employee, who did not have time for filling questionnaires leading to a response rate of 72.2%.A further census study aimed at face to face interview of the respondents would perhaps increase the response rate and results of this findings.

A research using performance for a different period or over a longer time period would be encouraged to confirm any changes in culture and strategy choices and their resultant effects on the performance of the insurance companies. This is because strategy is sensitive to time. Research in all insurance companies would perhaps be important to study in – depth the culture and strategies and any relationship with performance.

This is because the researcher was not able to interview all the insurance companies to gain a broader view of aspects of culture as well as the valued strategies which they may not want to divulge or were not captured by the questionnaires

5.7 Implications on Policy, Theory and Practices

The study established that organizational culture is crucial as a determinant to performance owing to strategic maneuvers. Culture was rated highly by 88% of the respondents as affecting the global sourcing of efficiency in the insurance sector in Kenya. The implication is that the insurance sector in Kenya is not effectively implementing its strategies because employees have a culture that they do not want strategy to change.

The study also found that organizational structure influences employee performance at the insurance sector in Kenya. The implication from this is that if strategy formulators formulate vague strategies, they will not have ab effect in improving employee performance at the insurance sector.

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APPENDICES

Appendix I: Questionnaire

INSTRUCTION: Please answer all the questions honestly and exhaustively by putting a tick (√) or numbers in the appropriate box that closely matches your view or alternatively writing in the spaces provided where necessary.

PART 1: GENERAL INFORMATION

(Please tick as appropriate)

1. Name of the organization …………………………………………………………

2. Your current job position …………………………………………………………

3. Is your insurance company

   Purely locally owned ( ) Purely foreign owned ( )

   Both locally and foreign owned ( )

4. How long has your insurance company been operating in Kenya?

   A. 1 – 5 Years ( ) B. 6 – 10 Years ( ) C. 11 15 Years ( ) D. Over 15 Years ( )

5. What is the size of your insurance company in terms of level of profitability?

   Small ( ) Medium ( ) Large ( )

6. How long have you worked in this insurance company?

   A. Below two years ( ) B. From two to five years ( ) C. From six to ten years ( ) D. Over ten years ( )

7. Currently, which department are you working in?

   A. Planning ( ) B. Finance ( ) C. Human Resource ( ) D. Operations ( )

   E. Others (specify) …………………………………………………………

8. Which job category do you belong to in your current organization?

A. Senior management ( ) B. Middle level management ( ) C. Management trainee ( )

PART 2: ORGANIZATIONAL CULTURE

9. The following statement relates to the organization culture of your insurance company. Please rate the extent to which each of the following statements best describes insurance company. The scale ranges from 1 to 5. One (1) stands for ‘’not at all’’ and five (5) ‘’ stands for ‘’ to a very great extent’’

Statement	**Not at All**	**Less Extent**	**Moderate Extent**	**Great Extent**	**Very Great Extent**
Top management fundamentally ensures that certainty, predictability, safety, accuracy and dependability of this insurance company are attained					
Everybody in this insurance company is cost conscious					
Meeting times are kept punctually in this company					
Employees are told when good job is done and rewarded accordingly					
I can do almost anything I					

want without consulting my boss					
Even small matters have to be referred to someone higher up for a final answer					
This insurance company is a good place for a person who likes to make his own decisions					
The needs of this insurance company come first					
This insurance company is extremely dedicated to the customer					
Managers struggle to keep good employees in their departments					
There is cooperation and trust between departments					
Employees are secretive and tend to withhold information					
This insurance company's management makes every attempt to ensure unity, close connection with and intense dedication to the customer					

Genuine mistakes are tolerated in this insurance company					
Only very competent employees are retained in this insurance company					
Job competence is the only criterion for hiring people in this insurance company					
Results more important than relationships in this insurance company					
The culture of this insurance company is all about excellence, uniqueness per se and of one of a kind products or services					
The framework for information and knowledge at this insurance company is built essentially around its goals and the extent to which those goals are met					

This insurance company 's culture mainly centers on its values and ideals and the extent to which they are adhered to					
There is concern for personal problems of employees in this Insurance Company					
People's private life is their own business in this insurance company					
This insurance company is socially responsible					
A lot of emphasis is placed on meeting customer needs in this insurance company					
This insurance company stays close to the customer					

PART 3: FIRM STRATEGY

10. The following statement relates to the strategy of your insurance company. Please rate the extent to which each of the following statements best describes insurance company. The scale ranges from 1 to 5. One (1) stands for ‘’not at all’’ and five (5) ‘’ stands for ‘’ to a very great extent’’

Statement	**Not at All**	**Less Extent**	**Moderate Extent**	**Great Extent**	**Very Great Extent**
We actively develop new products					
This insurance company constantly seeks new market opportunities					
Short term performance is emphasized					
Future concerns are emphasized so much					
In our insurance company, key executives usually come from outside the organization					
We make an effort to put into practice new technological practices					
There can be little action taken here until a supervisor approves a decision					
We pursue long range					

programs in order to acquire Insuring capabilities in advance					
There is a lot of emphasis on cost minimization in this insurance company					
Our products are the cheapest in the market					
This insurance company is aggressively maintains prominence within its chosen market segment					
The insurance company emphasizes efficient use of resources					
The planning process at this insurance company is controlled at the top					
The budget is devolved to different units					
The insurance company monitors environmental conditions, trends, and events					
This insurance company practices successful imitation through extensive marketing surveillance					

This insurance company practices an intensive and comprehensive planning					
This insurance company uses a coordination that is both simple and complex					
The predominant characteristic of this insurance company include the failure by management to articulate a viable insurance company's strategy					
Reactive responses are common in our insurance company					

PART 4: ORGANIZATIONAL PERFORMANCE

11. Kindly indicate the average performance of your Insurance Company in terms of annual revenues, total costs incurred and the value of assets invested.

Average Annual Revenues (In Millions)

Below 500 (Please specify)

501 - 1,000 [ ] 1,001 - 1,500 [ ]

1,501 - 2,000 [ ] 2,001 - 2,500 [ ]

2,501 – 3000 [ ] Above 3001 [ ]

Average Annual Total Costs (In Millions)

Below 100 [ ] 101 – 500 [ ]

501 – 1000 [ ] 1001 – 1500 [ ]

1501 – 2000 [ ] 2001 – 2500 [ ]

Above 2,501 [ ]

Total Assets (In Millions)

Below 500 [ ] 501 – 1000 [ ]

1001 – 1500 [ ] 1501 – 2000 [ ]

2001 – 2500 [ ] 2,501 – 3000 [ ]

Above 3,001 [ ]

12. The following statement relates to the nonfinancial performance indicators in a balance score card (BSC) of your insurance company. Please rate the extent to which each of the following statements best describes non-financial performance of your insurance company. The scale ranges from 1 to 5. One (1) stands for ‘’not at all’’ and five (5) ‘’ stands for ‘’ to a very great extent’’

Statement	Not at All	Less Extent	Moderate Extent	Great Extent	Very Great Extent
Number of new products					
Service error rate (percentage)					
Mean-time response to a service call (hours)					
Customer complaints rate (percentage)					
Customer satisfaction rate (percentage)					
Cross selling percentage					
New customer acquisition rate (percentage)					
Customer retention rate (percentage)					
Implementation rate for strategic plans (percentage)					
Mean-time to re-skilling per employee (hours)					
Investment rate in information technology and systems					
Total revenue					
Cost reduction percentage					
Profit rate (percentage)					
Return on investment (percentage)					

THANK YOU FOR YOUR TIME

Appendix II: List of Companies

Insurance Companies	**Market Share (%)**
British American Insurance	18.07
Jubilee Insurance Company	15.34
ICEA Lion Life Assurance	14.53
Pan Africa Insurance Company	12.54
CFC Life Assurance Company	9.32
CIC Life Assurance Company	6.76
Kenindia Assurance Company	4.77
UAP Life Assurance Company	4.18
Old Mutual Life Assurance	3.25
Madison Insurance Company	2.78

Source: Insurance Regulatory Authority (2014)