

Audit Committee Financial Expertise, Firm Size and Financial Performance of Insurance Companies in Kenya

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ABSTRACT: This study examined the moderating effect of firm size on the relationship between audit committee financial expertise and financial performance of insurance companies in Kenya. The study was anchored on agency theory and adopted a positivist philosophy together with a causal research design. A census approach was applied on 49 insurance firms operating between 2015 and 2024, yielding balanced panel data from 44 firms with complete records. Secondary data were obtained from audited financial statements, annual reports, and regulatory publications. Data were analyzed using descriptive statistics and panel regression models estimated using fixed and random effects with cluster-robust standard errors. The findings revealed that audit committee financial expertise had a negative but statistically insignificant relationship with financial performance ($\beta = -0.034$, $p = 0.784$). Firm size also exhibited a positive but statistically insignificant relationship with ROE ($\beta = 1.061$, $p = 0.460$). Further, the interaction between audit committee financial expertise and firm size was negative and statistically insignificant ($\beta = -2.752$, $p = 0.361$), indicating that firm size does not moderate the relationship between audit committee financial expertise and financial performance among insurance companies in Kenya. The study concludes that audit committee financial expertise does not significantly influence financial performance and that organizational scale does not condition this relationship within the Kenyan insurance sector. The study recommends strengthening the practical effectiveness of audit committees through broader governance reforms, continuous professional development, and enhanced oversight mechanisms within insurance firms.

KEYWORDS: Audit committee financial expertise, firm size, financial performance, insurance companies, Kenya

1 INTRODUCTION

The insurance sector plays an important role in economic development through risk transfer, financial intermediation, and capital mobilisation within economies (Horvey et al., 2024). Globally, the insurance industry continues to contribute significantly to economic stability and financial deepening, with global insurance premiums reaching approximately US\$7.19 trillion in 2023 (Swiss Re Institute, 2024). Despite this importance, insurance firms continue to experience financial performance challenges arising from governance weaknesses, information asymmetry, and ineffective oversight mechanisms within organisations (El-Deeb et al., 2024). In Kenya, the insurance sector has experienced persistent financial and operational challenges characterised by low penetration levels, firm distress, governance concerns, and unstable profitability trends despite continued regulatory reforms (Insurance Regulatory Authority, 2024). Although audit committees have increasingly been recognised as important governance mechanisms for strengthening financial reporting quality and accountability, emerging evidence suggests that the effectiveness of audit committees depends largely on the financial expertise of committee members (Ma et al., 2025). Audit committee financial expertise has therefore emerged as an important governance attribute expected to improve monitoring effectiveness, strengthen reporting credibility, and enhance financial performance within firms (Bazhair, 2022).

Firm size further introduces an important dimension within the governance–performance relationship because larger firms often possess broader resource bases, more formalised governance systems, and greater operational complexity compared to smaller firms (Kyere & Ausloos, 2021). Organisational size may therefore influence the effectiveness and utilisation of audit committee financial expertise within firms. Existing studies indicate that firm size can strengthen governance effectiveness and financial performance through improved access to resources and specialised expertise (Githaiga et al., 2022). However, empirical evidence regarding the moderating role of firm size in the relationship between audit committee financial expertise and financial performance remains inconclusive across different institutional contexts (Pathiraja et al., 2022). This study therefore examines the moderating effect of firm size on the relationship between audit committee financial expertise and financial performance of insurance companies in Kenya.

2 STATEMENT OF THE PROBLEM

The insurance industry plays an important role in economic stability through risk pooling, financial protection, and support for long-term investment within economies (Swiss Re Institute, 2024). In Kenya, the insurance sector continues to contribute significantly to the economy through premium mobilisation and financial intermediation. However, the sector has continued to experience unstable financial performance characterised by declining profitability, low insurance penetration, firm distress, statutory management, and market exits despite continued regulatory reforms (Insurance Regulatory Authority, 2024). Return on equity among insurance firms declined from 11.4 percent in 2015 to 3.9 percent in 2020 before recovering to 8.4 percent in 2024, indicating persistent performance volatility within the sector (Insurance Regulatory Authority, 2024). These challenges have been associated with governance weaknesses, ineffective oversight mechanisms, fraudulent claims, and deficiencies in financial reporting and risk management systems within insurance companies (Kiptoo et al., 2021; Kitaka et al., 2020). The continued instability in financial performance therefore raises concerns regarding the effectiveness of existing corporate governance mechanisms within the Kenyan insurance sector.

Audit committee financial expertise has increasingly been recognised as an important governance mechanism capable of strengthening oversight quality, improving financial reporting credibility, and enhancing financial performance within firms (Bazhair, 2022). Empirical evidence suggests that financially knowledgeable audit committee members improve monitoring effectiveness, reduce earnings management, and strengthen governance outcomes within organisations (Alquhaif & Alobaid, 2024). However, existing findings on the relationship between audit committee financial expertise and financial performance remain inconclusive across different institutional contexts, with some studies reporting positive effects while others report insignificant relationships (Pathiraja et al., 2022). In addition, firm size may influence the effectiveness of governance mechanisms because larger firms often possess broader resource bases and more developed governance systems compared to smaller firms (Kyeré & Ausloos, 2021). Despite this theoretical linkage, it remains unclear whether firm size moderates the relationship between audit committee financial expertise and financial performance among insurance companies in Kenya. This study therefore sought to examine the moderating effect of firm size on the relationship between audit committee financial expertise and financial performance of insurance companies in Kenya.

3 OBJECTIVE OF THE STUDY

To assess the moderating effect of firm size on the relationship between audit committee financial expertise and financial performance of insurance companies in Kenya.

4 RESEARCH HYPOTHESIS

H₀₁: Firm Size has no significant moderating influence on the relationship between audit committee financial expertise and financial performance of insurance firms in Kenya.

5 LITERATURE REVIEW

5.1 Theoretical Review – Agency Theory

Agency theory, posited by Jensen and Meckling (1976), explains the conflicts that arise when ownership is separated from control and managers pursue interests that differ from those of shareholders. These conflicts create agency problems characterised by information asymmetry, moral hazard, and adverse selection, which increase agency costs within organisations. To minimise these costs, firms establish governance mechanisms that strengthen monitoring and align managerial actions with shareholder interests, thereby reducing opportunistic managerial behaviour and improving accountability (Bosse & Phillips, 2016; Fama & Jensen, 1983).

Within insurance companies, agency conflicts are often more pronounced due to the complexity of financial transactions, regulatory requirements, and the involvement of multiple stakeholders such as policyholders, shareholders, managers, and intermediaries (Horvey et al., 2024; Kiptoo et al., 2021). According to Truong and Nguyen (2024), audit committees therefore serve as important internal governance mechanisms designed to strengthen oversight of financial reporting and internal control systems.

Audit committee financial expertise enhances the committee’s ability to interpret complex accounting information, evaluate financial reports, engage effectively with external auditors, and detect opportunistic managerial behaviour (Alquhaif & Alobaid, 2024). Lee (2025) observed that financially knowledgeable audit committee members strengthen reporting oversight and ethical accountability within firms. Financially knowledgeable committee members are therefore expected to improve reporting quality, reduce information asymmetry, and strengthen governance effectiveness, which may ultimately improve financial performance (Baatwah et al., 2018; Ma et al., 2025).

Agency theory further suggests that organisational characteristics such as firm size may influence the effectiveness of governance mechanisms (Kyeré & Ausloos, 2021; Nguyen & Dang, 2023). Larger firms often possess more complex financial structures,

broader resource bases, and more developed governance systems, which may strengthen the utilisation and effectiveness of audit committee expertise (Githaiga et al., 2022; Chang et al., 2021). In contrast, smaller firms may experience limitations in attracting or fully utilising specialised financial expertise, thereby weakening governance effectiveness and monitoring capacity (Obaje et al., 2021; Al Lawati & Hussainey, 2021). In this study, agency theory provides the foundation for explaining the relationship between audit committee financial expertise and financial performance, as well as the moderating role of firm size within insurance companies in Kenya.

5.2 Conceptual Framework

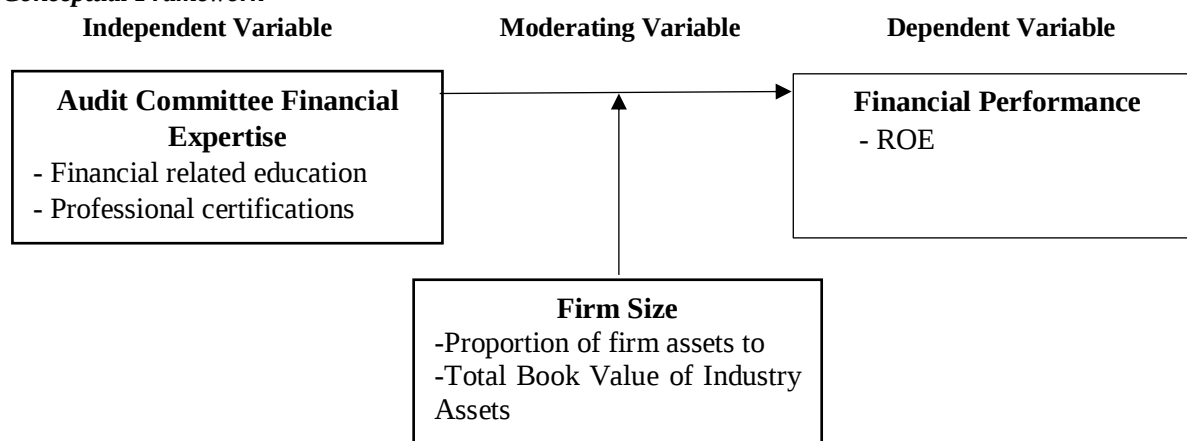


Figure 1 Conceptual Framework

5.2.1 Audit Committee Financial Expertise

Audit committee financial expertise refers to the knowledge, competencies, and professional capabilities possessed by audit committee members in accounting, finance, auditing, and financial reporting (Ma et al., 2025). Audit committee financial expertise enhances the committee’s ability to interpret financial statements, oversee reporting processes, engage effectively with auditors, and strengthen internal control systems within organisations. Financially knowledgeable audit committee members are also expected to improve governance quality, reduce information asymmetry, and strengthen financial reporting credibility within firms (Ananzeh, 2024). Audit committee financial expertise was operationalised using financial-related education and professional certifications (Ma et al., 2025).

5.2.2 Firm Size

Firm size refers to the relative scale and operational magnitude of a firm measured through its asset base, market presence, and resource capacity (Kyere & Ausloos, 2021). Larger firms often possess broader financial resources, more formalised governance systems, and greater operational complexity compared to smaller firms. Organisational size may therefore influence the effectiveness of governance mechanisms and the utilisation of specialised financial expertise within firms (Githaiga et al., 2022). Firm size was operationalised using the proportion of firm assets relative to the total book value of industry assets (Corvino et al., 2019).

5.2.3 Financial Performance

Financial performance refers to the ability of a firm to generate returns from its available resources and achieve profitability objectives efficiently and effectively (Bazhair, 2022). Financial performance reflects the extent to which management utilises shareholders’ investments to create organisational value and improve shareholder wealth. Effective corporate governance mechanisms are expected to strengthen financial performance through improved oversight, accountability, and reporting quality within firms (Oudat et al., 2021). Financial performance was operationalised using Return on Equity (ROE), measured as profit after tax divided by total shareholders’ equity (Kyere & Ausloos, 2021).

5.3 Empirical Review

Recent empirical studies indicate that audit committee financial expertise plays an important role in improving financial performance through strengthened governance oversight, enhanced reporting quality, and improved accountability mechanisms within firms. Audit committee financial expertise has been associated with reduced earnings management, stronger internal control systems, improved reporting timeliness, and enhanced governance effectiveness, all of which contribute to improved financial performance outcomes such as return on equity and firm value (Alquhaif & Alobaid, 2024).

Bazhair (2022) established that firms with financially knowledgeable audit committee members are more likely to achieve improved financial performance due to enhanced monitoring and reporting credibility. Similarly, Oudat et al. (2021) found that audit committee characteristics positively influence financial performance through improved governance effectiveness, while Lee

(2025) observed that financially skilled audit committees strengthen ethical accountability and governance oversight that support sustainable organisational performance. Empirical evidence further suggests that firm size may influence the effectiveness of governance mechanisms and financial performance by strengthening the availability and utilisation of specialised expertise within larger firms (Githaiga et al., 2022). Ayumba et al. (2024) established that firm size strengthens the relationship between audit committee characteristics and financial performance among deposit-taking SACCOs in Kenya, while Saleh (2021) found that firm characteristics, including firm size, enhance governance and reporting outcomes within listed firms. However, some studies report insignificant relationships between audit committee expertise, firm size, and financial performance across different institutional contexts (Pathiraja et al., 2022). These mixed findings indicate that the moderating role of firm size in the relationship between audit committee financial expertise and financial performance remains theoretically and empirically unresolved, thereby justifying the present study.

6 RESEARCH METHODOLOGY

The study adopted a positivist philosophy and a causal research design to examine the moderating effect of firm size on the relationship between audit committee financial expertise and financial performance of insurance companies in Kenya. The study targeted 49 insurance firms operating between 2015 and 2024 and applied a census approach, yielding balanced panel data from 44 firms with complete records. Secondary data were collected from audited financial statements, annual reports, and regulatory publications. Audit committee financial expertise was measured using financial-related education and professional certifications, while firm size was measured using the proportion of firm assets relative to total industry assets. Financial performance was measured using Return on Equity (ROE). Data were analysed using descriptive statistics and panel regression techniques in R and SPSS to estimate both direct and moderating effects. The study estimated the model $Y_{it} = \beta_0 + \beta_1 X_{1it} + \beta_2 X_{2it} + \beta_3 (X_{1it} * X_{2it}) + \varepsilon_i$, Where Y_{it} represents ROE, X_{1i} represents audit committee financial expertise, X_{2it} represents firm size, and $X_{1it} * X_{2it}$ represents the interaction term. Diagnostic tests including multicollinearity, normality, heteroscedasticity, serial correlation, stationarity, and model specification tests were conducted to ensure reliability and validity of the regression results.

7 FINDINGS AND DISCUSSION

7.1 Descriptive Statistics

Across the 440 firm-year observations, audit committee financial expertise ranged from 20% to 100%, with a mean of 64% (SD = 16%), a median of 60%, and a mode of 60%. These findings indicate moderate levels of financial expertise among audit committee members across the sampled insurance firms. The relatively low standard deviation and near-zero skewness (0.020) suggest a fairly balanced distribution of expertise levels across firms, with most firms clustering around the average level of expertise. The negative kurtosis value (-0.503) further indicates a relatively flat distribution without excessive concentration around the mean. Firm size, measured as the proportion of total firm assets relative to total industry assets, ranged from 0.0875% to 15.74% (range = 15.66%), with a mean of 1.961% (SD = 3.102%), a median of 0.8605%, and a mode of 0.2503%. These findings indicate that most insurance firms controlled relatively small proportions of industry assets, while a few firms dominated the sector in terms of asset concentration. The size distribution was strongly right skewed (skewness = 2.843) and highly leptokurtic (kurtosis = 7.347), confirming substantial concentration of assets among a limited number of large insurers. Financial performance, measured using return on equity (ROE), ranged from -88.87% to 187.19% (range = 276.06%), with a mean of 5.19% (SD = 20.94%), a median of 6.96%, and a mode of 9.74%, indicating considerable variation in profitability across firms and periods. The positive skewness (0.436) and high kurtosis (16.073) indicate the presence of extreme profitability values, with some firms recording unusually high gains or substantial losses during the study period. Overall, the descriptive results suggest substantial variation in firm size and financial performance across insurance firms, while audit committee financial expertise remained relatively stable across the sector.

Table 1: Audit Committee Attributes, Firm Size and Financial Performance

Statistic	Expertise	Firm Size	Return on Equity
Range	80%	15.66%	276.06%
Minimum	20%	0.0875%	-88.87%
Maximum	100%	15.74%	187.19%
Mean	64%	1.961%	5.19%
Standard Deviation	16%	3.102%	20.94%
Median	60%	0.8605%	6.96%
Mode	60%	0.2503%	9.74%
Skewness	0.020	2.843	0.436

Std. Error of Skewness	0.116	0.116	0.116
Kurtosis	-0.503	7.347	16.073
Std. Error of Kurtosis	0.232	0.232	0.232

Standard Error for Skewness: 0.116; Standard Error for Kurtosis: 0.232

7.2 Correlation Analysis

Table 2 presents the Pearson correlation coefficients among audit committee financial expertise, firm size, and financial performance. Financial performance, measured using ROE, is negatively and statistically significantly associated with audit committee financial expertise ($r = -0.276$, $p < 0.01$), indicating that firms with higher levels of audit committee expertise tended to report relatively lower contemporaneous financial performance during the study period. Firm size shows a positive and statistically significant relationship with ROE ($r = 0.469$, $p < 0.01$), implying that larger insurance firms generally recorded higher profitability levels. In contrast, firm size is negatively and significantly correlated with audit committee financial expertise ($r = -0.520$, $p < 0.01$), suggesting that larger firms tended to exhibit relatively lower levels of audit committee financial expertise. The findings therefore indicate that while larger firms recorded stronger financial performance, audit committee financial expertise exhibited a negative association with both firm size and ROE. However, correlation analysis only measures the strength and direction of association between variables and does not account for interaction effects or firm-specific heterogeneity.

Table 2: Pearson Correlation

Variable	Firm Performance	Audit Committee Expertise	Firm Size
Firm Performance	$r = 1$		
Audit Committee Expertise	$r = -0.276^{**}$ Sig. = 0.000	$r = 1$	
Firm Size	$r = 0.469^{**}$ Sig. = 0.000	$r = -0.520^{**}$ Sig. = 0.000	$r = 1$

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

*****. Correlation is significant at the 0.05 level (2-tailed).

7.3 Random Cluster-Robust Moderation Effects

Table 3 presents the random effects moderation model estimated using firm-clustered robust standard errors. The results indicate that audit committee financial expertise has a negative but statistically insignificant association with financial performance measured using ROE ($\beta = -0.034$, $p = 0.784$). Firm size also shows a positive but statistically insignificant relationship with ROE ($\beta = 1.061$, $p = 0.460$), suggesting that variations in organisational scale do not significantly influence financial performance among the sampled insurance firms. The interaction term between audit committee financial expertise and firm size is negative and statistically insignificant ($\beta = -2.752$, $p = 0.361$), indicating that firm size does not significantly moderate the relationship between audit committee financial expertise and financial performance. The findings therefore suggest that the influence of audit committee financial expertise on ROE remains relatively stable across firms regardless of organisational size.

The model explains approximately 59.8% of the variation in ROE, with within-firm R^2 of 0.599 and between-firm R^2 of 0.596, indicating relatively consistent explanatory power across the panel dimensions. The overall model was statistically significant under cluster-robust inference (Wald $\chi^2 = 785.243$, $p < 0.001$), implying that the explanatory variables collectively account for a significant proportion of the variation in financial performance across the 440 firm-year observations from 44 insurance firms. However, despite the overall model significance, the insignificant interaction effect confirms that firm size does not condition the relationship between audit committee financial expertise and financial performance within the Kenyan insurance sector.

Table 3: Random Cluster-Robust Moderation Effects

Variable	β	SE	t	p-value
Intercept	-0.002	0.061	-0.032	0.975
Audit Committee Expertise	-0.034	0.122	-0.275	0.784
Firm Size	1.061	1.443	0.735	0.460
Expertise $\times$ Firm Size	-2.752	2.976	-0.925	0.361
Model Statistics				

R ² (within)	0.599
R ² (between)	0.596
Overall R ²	0.598
Wald χ^2 (cluster-robust)	785.243***
Observations (N)	440
Firms	44

***p < 0.001

Using the random effects cluster-robust moderation results in Table 3, the fitted moderation model was: $ROE_{it} = -0.002 - 0.034X_{1it} + 1.061X_{2it} - 2.752(X_{1it} * X_{2it})$, Where: ROE_{it} represents financial performance measured using return on equity for firm i at time t , X_{1it} represents audit committee financial expertise, X_{2it} represents firm size, and $X_{1it} * X_{2it}$ represents the interaction term between audit committee financial expertise and firm size.

7.4 Fixed Cluster-Robust Moderation Effects

Table 4 presents the fixed effects moderation model estimated using firm-clustered robust standard errors. The results indicate that audit committee financial expertise has a negative but statistically insignificant relationship with financial performance measured using ROE ($\beta = -0.044$, $p = 0.700$). Firm size also shows a positive but statistically insignificant association with ROE ($\beta = 3.767$, $p = 0.291$), suggesting that changes in organisational scale within insurance firms over time do not significantly influence financial performance. The interaction term between audit committee financial expertise and firm size is negative and statistically insignificant ($\beta = -3.218$, $p = 0.330$), indicating that firm size does not significantly moderate the relationship between audit committee financial expertise and financial performance. The findings therefore suggest that changes in audit committee financial expertise do not produce significantly different financial performance outcomes across firms of different sizes over time.

The model explains approximately 63.3% of the variation in ROE, with within-firm R² of 0.653 and between-firm R² of 0.612, indicating relatively stronger explanatory power within firms over time than across firms. The overall model was statistically significant under cluster-robust inference (Wald $\chi^2 = 1276.319$, $p < 0.001$), implying that the explanatory variables jointly explain a significant proportion of the variation in financial performance across the sampled insurance firms. However, despite the overall model significance, the insignificant interaction effect confirms that firm size does not condition the relationship between audit committee financial expertise and financial performance. The findings are therefore consistent with the random effects results, indicating that the relationship between audit committee financial expertise and financial performance remains relatively stable regardless of organisational scale.

Table 4: Fixed Cluster-Robust Moderation Effects

Variable	β	SE	t	p-value
Audit Committee Expertise	-0.044	0.115	-0.385	0.700
Firm Size	3.767	3.590	1.049	0.291
Expertise $\times$ Firm Size	-3.218	3.305	-0.974	0.330
Model Statistics				
R ² (within)	0.653			
R ² (between)	0.612			
R ² (overall)	0.633			
Wald χ^2 (cluster-robust)	1276.319***			
Observations (N)	440			
Firms	44			

***p < 0.001

7.5 Hypothesis Testing

The study tested the null hypothesis stating that firm size has no significant moderating influence on the relationship between audit committee financial expertise and financial performance of insurance companies in Kenya. Moderation was evaluated using the interaction term between audit committee financial expertise and firm size from the random effects cluster-robust model. The interaction term was negative and statistically insignificant ($\beta = -2.752$, $p = 0.361$), indicating that firm size does not significantly alter the relationship between audit committee financial expertise and financial performance. Based on these findings, the null

hypothesis was not rejected. The results therefore indicate that organisational size does not strengthen or weaken the influence of audit committee financial expertise on financial performance among insurance companies in Kenya.

7.6 Discussion of Findings

The findings indicate that audit committee financial expertise had a negative but statistically insignificant relationship with financial performance measured using ROE among insurance companies in Kenya. Similarly, the interaction term between audit committee financial expertise and firm size was statistically insignificant, indicating that firm size does not moderate the relationship between audit committee financial expertise and financial performance. These findings suggest that variations in organisational scale do not strengthen or weaken the influence of audit committee financial expertise on financial performance within the Kenyan insurance sector.

The findings are consistent with Pathiraja et al. (2022), who reported insignificant relationships between audit committee expertise and firm performance across different institutional contexts. The results also support findings by De Silva and Hewage (2022), who established that audit committee characteristics did not significantly influence financial performance among commercial banks in Sri Lanka. However, the findings differ from studies by Bazhair (2022) and Oudat et al. (2021), which found that financially knowledgeable audit committee members positively influence financial performance through enhanced governance oversight and reporting quality. The insignificant moderating effect of firm size further contrasts with findings by Ayumba et al. (2024) and Githaiga et al. (2022), who reported that organisational size strengthens governance effectiveness and financial performance outcomes within firms.

8 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

8.1 Summary

The study examined the moderating effect of firm size on the relationship between audit committee financial expertise and financial performance of insurance companies in Kenya using panel data from 44 insurance firms covering the period 2015 to 2024. The findings established that audit committee financial expertise had a negative but statistically insignificant relationship with financial performance measured using ROE. Firm size also exhibited a positive but statistically insignificant relationship with financial performance. Further, the interaction between audit committee financial expertise and firm size was statistically insignificant, indicating that firm size does not moderate the relationship between audit committee financial expertise and financial performance among insurance companies in Kenya.

8.2 Conclusions

The study concludes that audit committee financial expertise does not significantly influence financial performance among insurance companies in Kenya. The findings further demonstrate that firm size does not significantly condition the relationship between audit committee financial expertise and financial performance. Consequently, variations in organisational scale do not strengthen or weaken the effect of audit committee financial expertise on ROE within the Kenyan insurance sector. The findings imply that the mere presence of financially knowledgeable audit committee members may not necessarily translate into improved financial performance without complementary governance and operational mechanisms within firms.

8.3 Recommendations

The study recommends that insurance companies strengthen the effectiveness of audit committees by complementing financial expertise with broader governance reforms aimed at improving accountability, internal control systems, and strategic oversight within firms. Regulators and policymakers should also focus on enhancing the practical effectiveness of audit committees beyond compliance requirements by promoting continuous professional development, governance evaluation frameworks, and stronger oversight mechanisms within insurance firms. Further studies should examine additional governance and organisational factors that may influence the relationship between audit committee financial expertise and financial performance within regulated financial sectors.

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