

# **EFFECT OF TRANSFORMATIONAL ORGANIZATIONAL CHANGE ON HUMAN RESOURCE MANAGEMENT PRACTICES AT THE PARLIAMENTARY SERVICE COMMISSION, KENYA**

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## **ABSTRACT**

Organizations undergo various types of changes in their lifetime to reflect new developments and meet new demands or challenges, either internal, external, or both. Transformational change is one of the most critical changes that require proper measures to be put into place to manage them. Following the change of Kenyan governance from a centralized system into a devolved system, the Parliamentary Service Commission has undergone a transformational change to help manage this new system of governance. The purpose of this study was to determine the effects of transformational organizational change on human resource management practices at the Parliamentary Service Commission of Kenya. Specifically, the study sought to determine the effect of governance institutional changes and technological changes on human resource management practices at the commission. This study targeted 1050 PARLSCOM's top management, middle management, and lower

management employees and used Stratified Random Sampling to generate a sample size of 105 respondents. The study used descriptive research as the research design to carry out in-depth research. The researcher collected data from both primary and secondary sources. A semi-structured questionnaire was used to collect data from the respondents. Governance institutional changes had the largest positive beta coefficient which was significant. Based on this finding, the study concludes that governance institutional changes are key drivers of human resource management practices in an organization. From the results, technological changes had the second largest positive beta coefficient which was significant. Hence, the study concludes that technological changes play a critical role as far as the human resource management practices of the organization are concerned.

**Key Words:** *transformational organizational change, human resource management practices, parliamentary service commission, Kenya*

## **INTRODUCTION**

Change is one of the constant phenomena in the business environment which is mainly caused by globalization, changes in customer tastes and preferences, technological innovations, and changes in legislation among other variables. As change happens, organizations have the option of transforming their operations to align them in line with the changes or risk facing extinction if they do not keep pace with the changes. Successful management of change has become a key aspect in the modern world if organizations are to remain competitive. Transformational change in itself means significant alterations in the processes and the way tasks get performed within an organization as a result of interaction with diverse factors from the environment which makes it necessary for the creation of new behaviors among employees. It is more of organizational reorientation because it causes modifications at organizational and individual levels. Transformational change is mainly caused by the need to achieve greater efficiency, value for money, and a high level of accountability.

Blanke (2016) notes that in most of the cases, transformational organizational change includes the introduction of new tools and technologies to help employees manage the change more effectively. Bratton and Gold (2017) argues that any change to systems, processes, organizational structures, and/or job roles always has a people side and a technical side. Transformational change renders traditional bureaucratic approaches irrelevant and inadequate in dealing with different complex situations that an organization finds itself in. The human resource function plays an important role in change management processes by facilitating transformation across teams and different dimensions of work.

Transformational Organizational change refers to a shift of an organizational or business culture resulting from a change or changes in the underlying processes and strategy that the business or organization has used in the past (Schein, 2015). Different organizations are faced with various external and internal challenges and opportunities that are social, political, and economic in the competitive work and business environments (Shin et al., 2015). Alongside the pressure posed by these factors, organizations compete by finding ways to cope with challenges that arise as a result of technological innovation, globalization, lifestyle changes, workforce issues and acute skill shortage, financial issues, and changes in laws (Hayes, 2018). Hayes (2018) argues that the ability of any given organization to successfully manage change has proven a significant asset for it to succeed in the present competitive and unstable environment. Therefore, transformational organizational change has become one of the most critical types of change that organizations are undertaking to improve their service provision and stay competitive (Holten & Brenner, 2015).

## **STATEMENT OF THE PROBLEM**

The New Constitutional Order (NCO) on devolved governance had direct implications on the staffing of parliament. The increase in the total number of members from 224 to 416 called for enhanced change management for better functioning of PARLSOM (Fact Sheet No. 24, 2017). Additional staff had to be hired to support the expanded number of members in revising the organizational structure and staffing levels. Besides, Article 128 of the COK 2010 provides that there shall be a clerk for each house (Senate and National Assembly) appointed by the PARLSCOM with the approval of the relevant houses, a provision that adds an extra clerk in PARLSCOM. Additionally, PARLSCOM has expanded its members from 532 non-partisan staff in 2010 to 1050 in 2019 (Bratton & Gold, 2017). This number rose primarily due to the need to fully establish newly created units and especially extra offices that have been established for Senate (Kimathi, 2014). The addition of employees presents new challenges to the HR that has to train and develop them alongside the existing ones to manage the extra work (Jumanne, 2018). Devolution has changed the structure of PARLSCOM; it now has members from the Senate as well as the involvement of the Senate in the appointment of its members. For instance, 7 members in the commission are selected from both houses and the Clerk of the Senate serves as the Secretary to the commission (COK, 2010). The functions of PARLSCOM have been restructured, reordered, and realigned. PARLSCOM has to address the issue of affirmative action for the representation of

both houses of parliament in the commission, as well as the administrative transfer of functional responsibilities (Kimathi, 2016). The multiple changes brought by devolution in the parliamentary service commission have presented new challenges to the commission's human resource management practices. For instance, the commission has had to organize the local and external course, workshops, attachments, and seminars for staff development, something that calls for full involvement of the HRM department (Jumane, 2018). Several studies have examined the effect that transformational change in an organization has on its personnel management practices. For instance, Kochan and Dyer (2016) examined how transformational change could be managed in an organization by examining the role played by human resource professionals in Europe. The study identified human resources as a key change agent necessary to drive the organization to a competitive position. In another study, Para-González, et al. (2018) examined how transformational leadership affected organizational performance in Spanish Industrial Companies. The results indicated that adopting transformational leadership styles resulted in improved performance when specific systems of HRM practices, learning, and innovation were developed. Locally, Simiyu (2016) studied the effects of transformational leadership on change management in an organization using the case of Kenya Airways. The results show that change management is influenced by inspirational and intellectual stimulation. A review of the studies above indicates a change in contextual and methodologies adopted which makes it difficult to apply the findings to the current study setting. Hence, this study sought to establish the effects of transformational organizational change on human resource management practices at the Parliamentary Service Commission, Kenya.

## **GENERAL OBJECTIVE**

To determine the effect of transformational organizational change on human resource management practices at the Parliamentary Service Commission, Kenya.

## **SPECIFIC OBJECTIVES**

1. To assess the effect of governance institutional changes on human resource management practices at the Parliamentary Service Commission.
2. To determine the effect of technological changes on human resource management practices at the Parliamentary Service Commission.

## **THEORETICAL REVIEW**

### **Sequential Theory of Decentralization**

This theory was proposed by Tulia Falleti in 2004 and focuses more on elaborating the consequences of decentralization in which it shows that the magnitude of the change brought by devolution ranges from transformational to insignificant. The governance institutional change is a transformational change that resulted in bicameral legislation hence the introduction of two houses,

the Senate and the National Assembly. Falleti (2004) explained this theory based on three main characteristics. The theory defines decentralization as a process, considers the territorial interests of the bargaining actors, and incorporates effects of policy feedback in the analysis of the bargaining situations. Based on the first element, this theory claims that decentralization involves a set of state reforms, meaning that it does not include transfers of power or authority to non-state actors (Falleti, 2004). Furthermore, decentralization reforms may happen in authoritarian and also democratic concepts. According to Moreno (2015), Kenya has assumed the former concept, democratic. Based on the type of authority being devolved, decentralization policies may be classified as administrative, political, or fiscal.

For purposes of this research, administrative decentralization seems more relevant in this context. Hazell and Rawlings (2015), point out that administrative decentralization includes the set of policies that transfer the delivery and administration of social services like social welfare, health, or even housing to sub-national governments, and may also entail devolution of the decision-making authority over such policies.

### **The Theory of Technological Determinism**

According to Thompson (2016), technological determinism serves as a reductionist theory that focuses on providing a causative connection between technology and the nature of society. The theory attempts to explain to what or who could have a controlling influence of power in human affairs. Furthermore, it questions the extent to which technological factors influence human action or thought. Thorstein Veblen coined the term “Technological Determinism” (Thompson, 2016). The theory of technological determinism revolves around the proposition that, in any given society, technology defines its nature, and acts as a driving force of culture while determining the course of history (Thompson, 2016).

Based on the premise that technology defines the nature of society, much of the changes that have occurred in PARLSCOM have succeeded courtesy of new technologies that have been introduced to help with its operations. According to Heeks and Stanforth (2015), human resources systems have been improved to include increased use of ICT to help with operations such as payment systems, mileage claims, procurement processes, and Hansard production by computerizing them. A performance management system alongside an appraisal tool has also been introduced in PARLSCOM to guide on the expectations of output from each member of staff, and reward systems that help in rewarding employees who exceed their expectations (Heeks & Stanforth, 2015).

### **The Matching HRM Model**

This model was developed by Frombrun, Devanna, and Tichy in Michigan school (Beardwell & Claydon, 2007). The Matching Model of HRM provides that, for an organization to achieve its objectives, it has to apply five main functions of HRM effectively. These functions include

selection, performance, appraisal, rewards, and development (Beardwell & Claydon, 2007). An organization has to use appropriate techniques in evaluating the work and contribution of its properly selected workers. It also has to offer some rewards based on the results of appraisal and employee performance. According to the model, this process depends entirely on the Human Resources Development (HRD) procedures and programs of an organization (Beardwell & Claydon, 2007). It further postulates that all five elements are interdependent, and therefore, the value of each of them is very critical for the achievement of the organizational objectives (Beardwell & Claydon, 2007).

PARLSCOM's HRM practices reflect these elements and show how the commission is working to manage the new changes. These practices include recruiting and selection, training and development, compensation and benefits, and employment security (Jumanne, 2018). According to the Matching Model, these practices are interdependent. If the HR carries out one practice successfully, then there is a high likelihood that the others will benefit from success. For instance, if the HR managers recruit and select employees with high qualifications and work experience, it becomes easier for the commission to train and develop them. In a nutshell, the Matching Model advocates for the proper execution of HRM practices to achieve organizational goals in the most effective way possible.

## **EMPIRICAL REVIEW**

### **Governance Institutional Changes**

Siddique, Nawaz, and Majeed (2016) investigated the impact of institutional governance on economic growth. The findings of the results reveal that institutional governance affects the growth of the economy directly. The results also reveal that institutional governance has an indirect impact on the growth of the economy through the channel of the population; as a direct effect of the population is found to be negative and significant, while when institutional governance interacts with the population, the sign turns positive and becomes significant.

Shand (2015) conducted a study on exploring institutional change: The contribution of co-production to shaping institutions. The motive for institutional changes and the creation of governance systems that are more effective and efficient has become central to the current discourse of international development policy. With regard to the rules of the game and systems of governance, the quality of institutions considers objectives and outcome measures to be the best key factors in the development and implementing governance policies. Governance institutional changes should be conceived of as a process of evolutionary change, rather than a set of conditions that can be engineered through policy intervention (McGinnis & Ostrom, 2014).

Siddique, Shehzadi, and Shaheen (2016) researched the impact of governance and institutions on education and poverty alleviation: a panel study of SAARC economies. Governance institutional changes have greatly contributed to the implementation of public sector reform policies which is



believed to rely heavily on the transmission of new rules and policies through structures of the organization that are aimed at shaping the day-to-day activities involved in delivering of services. The goal for governance policy is aimed at detecting routes that influence the arrangements of core changes that are needed to be implemented for purposes of effectively delivering services. Governing of institutional changes is perceived as a social process that allows institutions to organize themselves and engage the state in pursuit of micro-adaptations to institutional arrangements.

Abbott, Green, and Keohane (2016) conducted a study on organizational ecology and institutional change in global governance. Governance institutional change is a continuous process and it is vital for the maintenance of sustainable economic growth. In recent years, the essence of having good governance institutional changes has been a key focus in the development and implementation of policies. Better changes on the way institutions are governed has been perceived as an instrumental value towards the improvement of the economic growth and more equal income distribution, and how this translates into short-to-medium-term policy priorities, especially for institutionally weaker and low-income countries.

A study carried out by Leiden University (2019), established that organizations and people who have a part in the implementation of government policy experience several types of changes, and these impacts on their operations and performance. The researchers found out that changes in governance have a direct impact on public organizations. They argue that one of these effects includes increased responsibility that brings in a demand for more civil servants and human resource managers (Leiden University, 2019). Another study by Van der Voet et al. (2016), found out that institutional changes in governance increase the role of the top management in public organizations associated with the government. The researchers claim that the transformational leadership behavior of the direct supervisors in an organization has a primary role in the implementation of change. According to a study by Kaburi and others (2017), the introduction of a bicameral parliament in Kenya has introduced new challenges to the parliamentary service commission such as the need to support two houses as opposed to one house.

### **Technological Changes**

Mamoudou and Joshi (2014) researched the impact of information technology on human resources management. Changes in the advancement and growth of information technology have brought a lot of improvement in the human resource sector. Advancements like internet usage, mobile communication, and media usage have greatly contributed to the fulfillment of personnel policies of the organization. Technology has allowed the human resource departments to improve their internal processes, core competencies, relevant markets, and organizational structure as a whole. The development of technology is an important activity for the innovation process in the human resource sector and may include acquired knowledge.

Zarqan (2017) researched human resource development in the era of technology; technology's implementation for innovative human resource development. Changes in modern technology have affected the way in which most business organizations operate. Technology has played a key role in helping an organization identify and improve the management of its human resources. The development of the human resource system has allowed human resource professionals to increase the facilitation of human resource plans, evaluate performance, define jobs for their employees, make panned decisions, and provision of cost effective benefits to the employees (Zarqan, 2017). The advancement of the system has also helped in strengthening communication between the employees and their customers. It is through technology changes and advancement that training and orientation of new employees in the human resource sector have been made possible and much easier (Zarqan, 2017).

Stone et al. (2015) investigated the influence of technology on the future of human resource management. The human resource sector's primary goal is to achieve a standard class of committed and skilled workers who will drive organizations towards achieving their set goals and objectives. The human resource sector aims at effectively recruiting qualified, motivated and diverse employees who will help in building customer satisfaction, encouraging creativity, and fostering innovation and this can be achieved and implemented through the usage of various forms of technology innovations which will also attract many of the applicants to apply for an advertised job (Stone et al., 2015).

Parry and Battista (2019) conducted a study on the impact of emerging technologies on work: a review of the evidence and implications for the human resource function. Technological advancements have continued to have a dramatic effect on the way things are done in an organization. Technological changes have affected the organizations and work relations by making it possible to access relevant information electronically. The human resource system has led to the replacement of the traditional human resource processes, something which has led to the realization and achievement of the set goals and objectives of an organization (Parry & Battista, 2019).

Cerika and Maksumic (2017) researched the effects of new emerging technologies on human resources. Increased usage of information technology has led to the standardization of daily routines in an organization. It has enabled human resource professionals to focus on less administrative activities and interpret organizational information more easily. This makes it easier for human resource professionals to get more time to accessing and attending to other related aspects of their jobs. The application of the human resource system has helped reduce data errors, simplify and fasten the processes and activities involved in the human resource departments. This also allows easy access to more information; respond to customer issues appropriately and on time (Cerika & Maksumic, 2017).



## **Human Resources Management Practices**

Based on the adoption of a new organizational structure by PARLSCOM under the new system of government, the commission has created additional technical directorates of Legal, Budget Office, and Center for Parliamentary Studies and Training to make the number of directorates to the commission nine in total (Jumanne, 2018). The commission has thus recruited more staff in different technical areas of Economics, Research, ICT, Finance, and Legal Services, almost doubling the previous number (Kimathi, 2016). Also, a center for parliamentary training has been introduced to help enhance capacity building for both members and staff (2008-2018 Parliamentary Service Commission Strategic Plan). Kimathi (2016) identifies the adoption of the performance management system, communication of the managerial decision, and constant training and development as some of the many strategies the commission is using to reinforce new behaviors.

Furthermore, the commission is reinforcing new behaviors, communicating outcomes, and results of change throughout the organization, making continuous development of staff through training alongside conducting monitoring and evaluating change (Fact Sheet No. 24, 2017). For instance, several members of staff have been sponsored to train in different areas of expertise aimed at improving their technical skills (Jumanne, 2018). The commission has also facilitated the attachment of staff to other appropriate legislative bodies as well as approved exchange programs of staff from other parliaments around the world to share best practices in parliamentary administration (Kimathi, 2016).

## **RESEARCH METHODOLOGY**

The study used a descriptive research design to carry out an in-depth study on the aspect of transformational change and its effects on human resource management practices at the parliamentary service commission (Lewis, 2015). The purpose of the descriptive research design is to collect detailed and factual information that describes an existing phenomenon. It attempts to describe such things as possible behavior, attitudes, values, and characteristics as they exist, (Kothari, 2014). The study targets the parliamentary service commission of Kenya, specifically the top management, middle management, and lower management. The population comprised about 1,050 employees working in the different management levels of the commission. These include both employees working with the commission after and before the introduction of bicameral legislation in executing the various roles of the commission under the new Kenyan Constitution 2010. The number and positions of the members have been affected by devolution and change management to respond to the new changes in national and county governance. The study used stratified sampling to cover the managerial units of the parliamentary service commission which has a substantial share in the entire population. This made it possible to subdivide the target population into 3 mutually exclusive strata which included the top management, middle management, and lower management. The study used simple random sampling to give all the employees of the parliamentary service commission equal opportunity of being included in the

sample. The researcher selected 105 members of staff serving in three departments namely the National Assembly, Joint Service, and the Senate. The sample size for the study was therefore, 10% of the total accessible population which is enough to represent the total study population (Mugenda, 2003). The study mainly employed both primary and secondary sources of data. The primary source was the research itself which used semi-structured questionnaires comprising structured and unstructured questions to collect primary data. However, the secondary sources included existing literature from official statistics, government documents, and records, and also textbooks, and the web. Questionnaires were more preferable for this study since they are inexpensive to administer in that it was relatively easy to reach the respondents with little costs. Besides, questionnaires provided quantifiable answers to the research topic, which were easy to analyze. This research also used semi-structured questionnaires to collect data. The questionnaires were structured to have sections A, B, C, D, E, & F. Each section had 3-5 questions to enable collection opinions and general feedback on both dependent and independent variables. This study used descriptive and inferential statistics in analyzing and interpreting data. Descriptive statistics is the most preferred here since it helps describe the collected data with the aim of summarizing the sample. Similarly, inferential statistics is equally important since it helps interpret the meaning of the descriptive statistics alongside helping make propositions regarding the population. Therefore, inferential statistics were very useful in concluding. The researcher relied on descriptive statistics to classify and organize them in such a way as to make it easier to get measures such as mean, mode, and median. The study included a regression analysis to examine the relationship between the independent variables and the dependent variable. The regression model helped determine whether the independent impacted the dependent variable as well as the extent of this influence. Since there were multiple independent variables, the most desirable model for this study was the Multiple Linear Regression Model. The equation is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where: **Y** is HRM Practices; **X<sub>1</sub>** is Governance institutional changes; **X<sub>2</sub>** is Technological changes; **β<sub>0</sub>** = Intercept **β<sub>1</sub>** and **β<sub>2</sub>**; **ε** = residual (error).

Besides a regression analysis, the study also conducted a correlation analysis to relationship between the variables.

## **RESEARCH RESULTS**

### **Governance Institutional Changes**

From the findings, respondents agreed that new rules have improved recruitment of staff at PARLSCOM and the high level of formalization has improved the operations of PARLSCOM. Respondents also agreed that the newly established codes of conduct have improved the overall hiring practices at PARLSCOM and that new procedures are guiding the selection of staff at PARLSCOM. Respondents shared that governance institutional changes have an effect on key

responsibilities and duties accomplished by employees at various levels. Regression analysis indicated that governance institutional changes have a significant effect on human resource management practices among independent commissions in Kenya.

### **Technological Changes**

The results indicated that respondents agreed that every department is connected through computer systems at PARLSCO. It was also noted that technological changes have allowed for information sharing at PARLSCOM. Respondents further agreed that there are new computer systems for determining compensation at PARLSCOM and that the computer systems have allowed for interdepartmental sharing of information at PARLSCOM. Respondents of the study further agreed that new human resources systems have been adopted at PARLSCOM. It was established that efforts have been put in place to modify the operating procedures and standards at the workplace. The results of the regression analysis showed that technological changes have a significant effect on human resource management practices among independent commissions in Kenya.

### **INFERENTIAL STATISTICS**

The study conducted inferential statistics to determine the relationship and effect of transformational organizational change in human resource management practices. Correlation analysis was conducted to establish the relationship between transformational organizational change and human resource management practices. The results are as presented in Table 1.

**Table 1: Correlation Results**

|                                  |                     | <b>HRM Practices</b> | <b>Governance institutional changes</b> | <b>Technological changes</b> |
|----------------------------------|---------------------|----------------------|---|------------------------------|
| HRM Practices                    | Pearson Correlation | 1                    |   |                              |
|                                  | Sig. (2-tailed)     |                      |   |                              |
|                                  | N                   | 74                   |   |                              |
| Governance institutional changes | Pearson Correlation | .446**               | 1                                       |                              |
|                                  | Sig. (2-tailed)     | .000                 |   |                              |
|                                  | N                   | 74                   | 74                                      |                              |
| Technological changes            | Pearson Correlation | .546**               | .623**                                  | 1                            |
|                                  | Sig. (2-tailed)     | .000                 | .000                                    |                              |
|                                  | N                   | 74                   | 74                                      | 74                           |

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

Table 1 gives the results of the correlation analysis. From the findings, governance institutional changes ( $r = 0.446$ ,  $p < 0.05$ ) were found to have a positive relationship with HRM practices. This implies that an improvement in governance institutional changes would result in the enhancement of HRM practices in the organization. The results are corroborated Van-der-Voet *et al.* (2016) who found out that institutional changes in governance increase the role of the top management in

public organizations associated with the government. Similarly, Siddique et al. (2016) revealed that governance institutional changes have greatly contributed to the implementation of public sector reform policies which is believed to rely heavily on the transmission of new rules and policies through structures of the organization that are aimed at shaping the day-to-day activities involved in delivering of services.

The study further noted that technological changes ( $r = .546, p < 0.05$ ) were seen to have a positive and significant relationship with HRM practices. This can be interpreted to mean that an increase in technological changes would boost HRM practices of the commission. The result is consistent with a number of empirical studies. For instance, Mamoudou and Joshi (2014) noted that technology has allowed the human resource departments to improve their internal processes, core competencies, relevant markets, and organizational structure as a whole. Zarqan (2017) revealed that technology has played a key role in helping an organization identify and improve the management of its human resources. Parry and Battista (2019) revealed that technological changes have affected the organizations and work relations by making it possible to access relevant information electronically. Cerika and Maksumic (2017) noted that increased usage of information technology has led to the standardization of daily routines in an organization and that it has enabled human resource professionals to focus on less administrative activities and interpret organizational information more easily. The results presented in Table 2 present the fitness of the model used of the regression model in explaining the study.

**Table 2: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .879 <sup>a</sup> | .772     | .759              | 92544                      |

Governance institutional changes and technological changes were found to be satisfactory variables in acceptance towards Human resource management practices. This is supported by the coefficient of determination also known as the R square of 77.2%. These variables explain 77.2% human resource management practices at the Parliamentary Commissions. These results further means that the model applied to link the variables was satisfactory. Table 3, provides the results on the analysis of variance (ANOVA).

**Table 3: Analysis of Variance**

|            | Sum of Squares | df | Mean Square | F      | Sig.              |
|------------|----------------|----|-------------|--------|-------------------|
| Regression | 200.365        | 4  | 50.091      | 58.488 | .000 <sup>b</sup> |
| Residual   | 59.094         | 69 | .856        |        |                   |
| Total      | 259.459        | 73 |             |        |                   |

The ANOVA findings at a 5% level of significance indicate an F calculated of 58.588. This value of F calculated is large enough to infer that the overall regression model was a significant predictor of the relationship between transformational organizational changes on human resource management practices in the parliamentary commissions. With a p-value  $0.000 < 0.05$ , this indicates that transformational organizational changes significantly affect the human resource management practices in the Parliamentary Commissions in Kenya.

**Table 4: Regressions of Coefficients**

|                       | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|-------|------|
|                       | B                           | Std. Error | Beta                      |       |      |
| (Constant)            | 24.524                      | 6.862      |                           | 3.574 | .001 |
| Governance            | .449                        | .121       | .363                      | 3.711 | .001 |
| Technological changes | .379                        | .146       | .138                      | 2.596 | .006 |

The established regression becomes:

$$Y = 24.524 + 0.449X_1 + 0.379X_2$$

Where:  $X_1$  is Governance institutional changes;  $X_2$  is Technological changes;  $\beta_0$  = Intercept  $\beta_1$  and  $\beta_2$ ; and  $\epsilon$  = residual (error).

From the findings, holding all factors constant, human resource management practices would be at 24.524. A unit increase in governance institutional changes other factors held constant would result in a 44.9% increase in human resource management practices. A unit increase in technological changes would lead to a 37.9% increase in human resource management practices.

## CONCLUSIONS

Governance institutional changes had the largest positive beta coefficient which was significant. Based on this finding, the study concludes that governance institutional changes are key drivers of human resource management practices in an organization. This means that an improvement in governance institutional changes would significantly enhance the human resource practices of the organization.

From the results, technological changes had the second largest positive beta coefficient which was significant. Hence, the study concludes that technological changes play a critical role as far as the human resource management practices of the organization are concerned. Every department is connected through computer systems at PARLSCOM and the technological changes have allowed for information sharing at PARLSCOM. There are new computer systems for determining

compensation at PARLSCOM and these computer systems have allowed for interdepartmental sharing of information at PARLSCOM.

## **RECOMMENDATIONS**

Administrative transfer of functions had the largest significant effect on human resource management practices. Therefore, this study recommends that when implementing transformational organizational change, the HR managers at PARLSCOM should place much emphasis on administrative transfer of functions as this will significantly enhance the human resource management practices in place.

Based on the findings of the beta coefficients, governance institutional changes had the largest positive beta coefficient which was significant. Thus, the study recommends that PARLSCOM should concentrate more on governance institutional changes as a transformational organizational change to enhance human resource management practices.

The findings of the regression beta coefficients indicated that technological changes had the second largest positive beta coefficient which was significant. Based on this finding, this study recommends that ICT managers at PARLSCOM should focus on the adoption and implementation of technological changes to improve HR practices.

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