

**MANAGEMENT PRACTICES AND PERFORMANCE OF THE NATIONAL
INDUSTRIAL TRAINING AUTHORITY**
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Abstract

Management Practices play an important role in organization's governance structure and performance. This study sought to establish the effects of management practices on performance of the National Industrial Training Authority. The specific objectives were; to examine the effects of team work on performance of the National Industrial Training Authority, to establish the effects of participatory decision making on performance of the National Industrial Training Authority, to assess the effects of organizational communication on performance of the National Industrial Training Authority and to investigate the effects of delegation on performance of the National Industrial Training Authority in Kenya. This study intended to help the National Industrial Training Authority in Kenya to put in place appropriate management practices that may enhance organizational performance. The study was anchored on the following theories; the upper echelons theory and goal setting theory. Research design adopted in the study was descriptive. The sample of the study was selected using stratified random sampling. The sample size of the study was 171 employees. The study was stratified into the following departments; Finance, HRM, ICT, Audit, Research & Development. Responses were collected using questionnaire. Pilot study was carried out in National Industrial Training Authority within Nairobi City County; this helped to enhance validity and reliability of the questionnaire. Collected data was coded into SPSS for analysis. Descriptive statistics mean, frequency and percentage were used in analyzing quantitative data. The study revealed that team work and organizational performance were statistically significant. Participatory decision making and organizational performance was statistically significant. Organizational communication and organisational performance were statistically significant. Delegation and organizational performance were statistically significant. The study concludes that team work has a positive relationship with organizational performance. Participatory decision making has a positive relationship with organizational performance. Organizational communication has a positive relationship with organizational performance. Delegation is positively related to organizational performance. The management of NITA should promote team work in the organization by first working together in the management level. The management should look into other employee's opinion when making decisions in the organization. The employees may have opinions which are helpful for the organization. In order to have organizational performance that is effective and efficient, it is important for the management to embrace; before communicating ensure ideas have clarity; when communicating understand both the physical and the human environment; thorough analysis of communication purpose.

Keywords: Management Practices, Teamwork, Participatory decision making, Organizational communication, Delegation, Financial performance, Customer Satisfaction, Efficiency Productivity.

Introduction

Public corporations are a very important part of any government in the world. They provide unique goods and services to citizens. Public corporations exist through the creation by the state governments in order to address market deficiencies, capital short-falls, to promote economic development and to reduce mass unemployment (Mutindi, 2013). Playing such roles ensure the state maintains its control on the national economy (Khan, 2005). While governments invest heavily in public corporations, their benefits to the society do not reflect the heavy investment (Shebbs & Njoku, 2016). The weak performance of the corporate bodies has more, often than not, compromised provision of services by the state to the citizens. Their performance has fallen below expectation as regard provisions in aspects such as human rights, democratization, transparency, participation and decentralization of power sharing, sound public administration, accountability, rule of law, effectiveness, equity, and strategic vision (Cheema, 2005).

Priority has to be placed on revamping the management of public corporations if they are to be made more vibrant in providing services to the public. What constitutes management varies from scholar to scholar. While Heimann and Scott (1974) considers management to be about bringing personnel, money, machines, materials, methods and markets together, Fayol (1930) had earlier seen management as the activity of forecasting and planning; organizing; commanding; coordinating and controlling. Koontz (2007) in his view, management is the art in which things get done by use and with people in groups that are organized. The various approaches to management can be explained through the scientific management theory, administrative theory, behavioral theory and systems management theory.

Public organizations have the option of making careful changes in their management practices if they hope to deliver superior goods and services to their citizens. Public corporations cannot ignore the importance of employees and facilities in delivery of services. Management practices can be defined as the identification of the purpose of the organization and the plans and actions to achieve the purpose. It is that set of managerial decisions and actions that determine the long-term performance of a business enterprise (Coulter, 2008). Management practice is an on-going process that evaluates and controls the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy regularly to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment., or a new social, financial, or political environment (Ndirangu, 2013). Management practices define the purpose of the organization and the plans and actions to achieve that purpose.

NITA is a state corporation that has been newly established. Its establishment was done under the Industrial Training (Amendment) Act of 2011. The role of NITA is to ensure that industrial training in the country is of high standards in terms of quality and how efficient they are therefore ensuring that manpower supplied have received proper training. The head office is in

Nairobi, but they have several training centres in Kisumu, Mombasa, and Athi River. There are other two centres that are located in headquarters, “Kenya Textile Training Institute” and “National Industrial and Vocational Training Centre”. In the ITCs they provide different courses that target workers in both formal and informal sectors. There are both long term and short-term courses “proficiency courses, skill upgrading courses, artisan courses, and tailor-made courses.” These institutions provide learners with training rooms, recreational facilities, accommodation, and workshops. NITA has various responsibilities which include; training on management, supervision, inspection and Apprenticeship, they also offer industrial attachment, development in curriculum, they also provide industrial training Levy Fund, (NITA, 2014).

Statement of the Problem

The aim of management strategies are to better how efficient a company is. These practices of management operate as a system that is interdependent, combining other assets of the organization to improve organization performance. The role of public corporations is to provide services to the public. However, the country still suffers the provision of poor services. Efforts to improve the performance of the public corporations generate dismal improvement. For instance, in 2003 the government-initiated reforms to improve the performance of public corporations through the introduction of strategic management based on Vision 2030 development program and Economic Recovery Strategy (Kobia & Mohammed, 2006). Currently, the performance of public corporations does not reflect the amounts of money the government invests in them. Services are still unsatisfactory while expenditures are still being incurred at the expense of the taxpayers (Public Service Commission, 2016). As of 2018, there were 180 state corporations, out of which 69 had no board of directors, thus creating a management crisis given that they receive billions of shillings annually from treasury for operations. Thirty of them, representing 16.7%, are operating without CEOs, including NCA, KPA, NHIF and NSSF CEOs were appointed towards the end of 2018 (Njagih, 2018). Though NITA is governed by the board of directors with the director general being the head, the authority faces challenges in its endeavor to improve industrial training. The challenges are in terms of inadequate technical capacity and inadequate funding which are very critical to enable it to ably drive its mandate.

Empirical studies include; Orony (2016) did a study on strategic management practices and performance of National Irrigation Board of Kenya, Gavrea, Ilies and Stegorean (2011) investigated the determinants of organizational performance in manufacturing companies in Romania with the major limitation being its failure to isolate strategy induced performance. Meier, O’Toole and Boyne (2007) also wrote on strategic management and performance of public organizations in the United Kingdom but the limitation was context. In Kenya, Nyanchoka (2013) wrote on “strategic management practices as a competitive tool in enhancing performance of SMEs” with its limitation being its applicability to the context of SMEs and its descriptive nature; Onyango (2012) studied practices of managing strategies in KBS which limits it to a description of strategic management in the context of the particular organization. From the

empirical study the studies were conducted in various organizations. To the researcher's knowledge there is minimal literature done on management practices on the organizational performance. This study sought to establish the effects of management practices on the performance of the National Industrial Training Authority.

Objective of the Study

The main objective of the study was to establish the effect of management practices on performance of the National Industrial Training Authority.

The specific objectives of this study were as follows;

1. To examine the effects of team work on performance of the National Industrial Training Authority.
2. To establish the effects of participatory decision making on performance of the National Industrial Training Authority.
3. To assess the effects of organizational communication on performance of the National Industrial Training Authority.
4. Investigate the effects of delegation on performance of the National Industrial Training Authority.

Theoretical Review

The Upper Echelons Theory

Hambrick and Mason (1984) published "upper echelons theory" which is one of the management theories (Naranjo, 2016). According to the theory, one can predict the results of an organization through partially observing the managerial behavior of top-level management (Hambrick & Mason, 1984). Hambrick agrees that if one wants to comprehend the reason behind the way things are carried out in an organization and why they are done in that manner it is important to put into the biasness of their actors who are the most powerful. The theory indicates that top individuals in the organization matter unlike what was thought that in large institutions events sway them or that they run themselves as Hall (1977) argued directly and population ecologists have argues the same way but indirectly (Hannan & Freeman, 1977). The top management team of an organization has the discretion to determine the future strategies of the institution (Aosa, 2012).

Goal setting theory

This theory was put forward by Edwin Locke around 1960's. The theory indicates that the performance of a task and goal setting are associated. It further indicates that improved performance of tasks can be achieved by having appropriate feedback mechanism along with high and specific targets (Bangura, 2016). Goal-setting theory by Locke & Latham's (2002) is a motivational theory that has been proved to be very effective. The foundation of the theory was on empirical research that was carried out about four decades ago. Its basis is that actions are

affected by conscious goals (Locke & Latham, 2002). The theory is relevant to this study because it brings out the aspect of goal setting as a management practice that has an impact on the performance of an organization an area of interest for the researcher. Therefore, it helps in explaining the effects of organization communication and delegation on performance of National Industrial Training Authority.

Conceptual Framework

From figure 1, teamwork implies that all the employees in the organization collaborate to achieve the organizational goals.

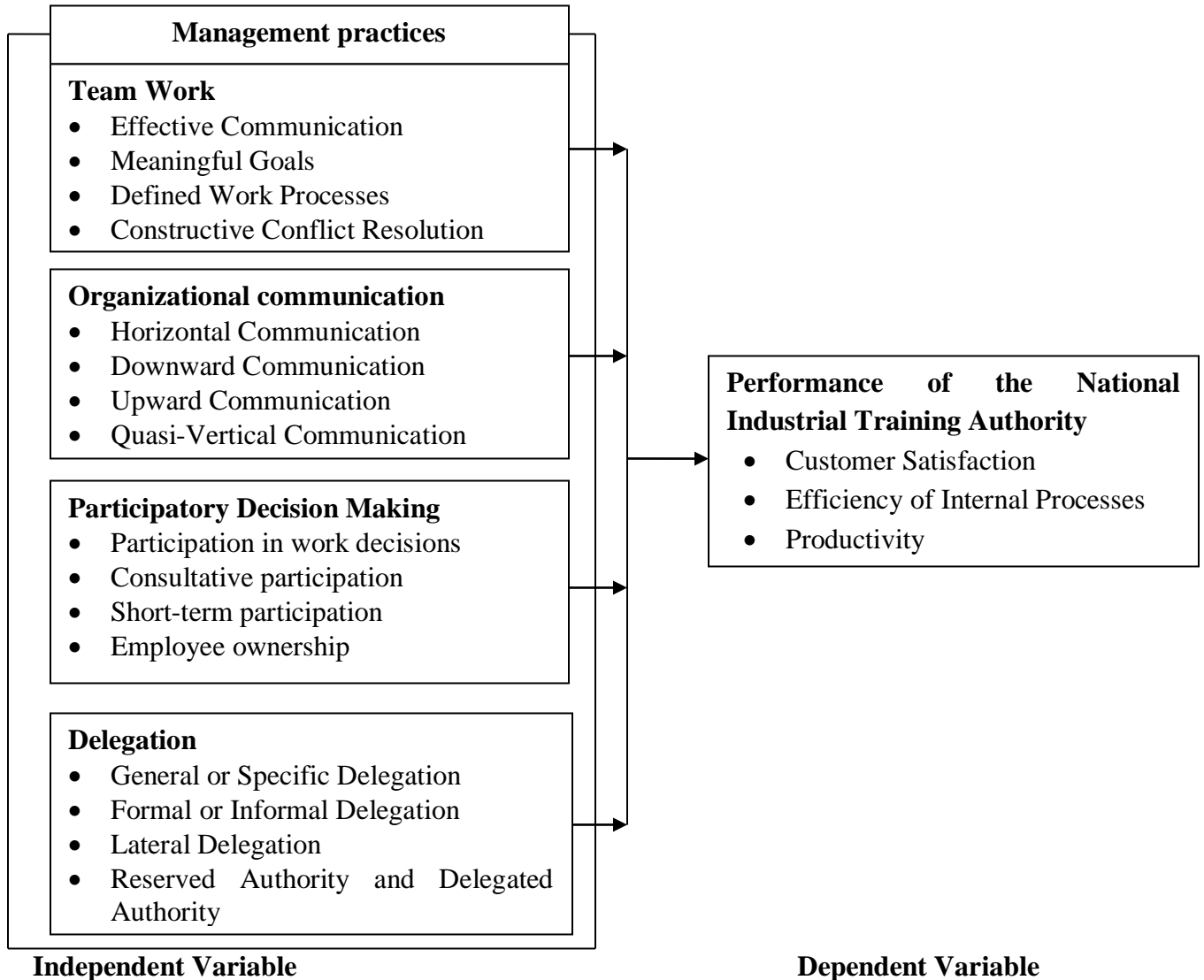


Figure 1: Conceptual Framework

Research Methodology

Explanatory research design was applied to examine the management practices and organisational performance in national industrial training authority. According to Creswell

(2013), explanatory design focuses on explaining the aspects of your study in a detailed manner. In the case of this study, the target population was management level employees in six departments in the national industrial training authority. From the NITA human resources, there are 300 management level employees. This formed the target population for the study.

Table 1: Target Population Distribution

Department	Population	Percent
Finance	70	23
HRM	30	10
ICT	70	23
Audit	10	3
Training	40	13
Research & Development	80	27
Total	300	100

The study adopted stratified random sampling in selecting the sample for this study. Stratified random sampling is a type of random sampling where the population being studies is grouped based on a common attribute they possess. The sample was drawn from management level employees in six departments within the National industrial training authority comprising of 300 employees. Yamane's formula (1973) was used to determine the sample size. The sample size was 171 respondents; this was 57% of the target population. The sample size is as indicated in the Table 3.

Table 2: Sampling Matrix

Department	Population	%sample	Sample
Finance	70	57%	40
HRM	30	57%	17
ICT	70	57%	40
Audit	10	57%	6
Training	40	57%	23
Research & Development	80	57%	46
Total	300	57%	171

Questionnaires were applied in the collection of primary data. Questionnaires were issued to the respondents by the researcher. Data collected was tallied to be used in the study. Mugenda and Mugenda (2003), notes that it is important to pre-test research instruments to be used in the study. Pre-testing the research instrument ensures that it meets all the necessary standards of an effective data collection tool including clarity, length, consistency or coherence in the flow of questions. To ensure validity of the instrument, the researcher carried out a pilot test of the questionnaire so as to incorporate the desired changes prior to the actual data collection. To ensure reliability, the researcher used Cronbach's alpha to test the internal consistency prior to the actual data collection.

Descriptive statistics was applied in analyzing quantitative data and the results were presented in pie charts, contingency tables and bar graphs. Qualitative data was analyzed using content analysis. The association between the predictor and response variables was examined using

measures of association. The mean and standard deviation of each variable was computed and used to determine the level of respondent's deviation from the mean. Besides, Regression model was employed as indicated below: The model is a combination of various equations describing the association which shows the desired results. Therefore, the regression equation was;

$$Y = \beta_0 + \beta_1 TW + \beta_2 PDM + \beta_3 OC + \beta_4 D + \varepsilon$$

Where; Y= Organizational performance; TW= Team work; PDM = Participatory decision making; OC = Organizational communication; D= Delegation; which are the constant variables and ε = error/term which represents the variables that affect the response variable but were not part of the model.

To test the hypotheses, the analysis of variance (ANOVA) and there in the F-test was carried out. A t-test was used to establish relationships between variables, while F-test was used establish the whole model fit (Cooper & Shindler, 2011) based on the statistical significance of R^2 at a level of $P < 0.05$. A null hypothesis H_0 is rejected and alternate hypothesis H_1 accepted if the calculated F-statistic is greater than F- critical and vice versa (Mugenda and Mugenda, 2003; Cooper and Shindler, 2011).

Assumption refers to something that is believed to be the truth and there is no evidence to support it. They usually form the foundation for development of theories. They are the beliefs about the variables which the researcher attempts to discover the correlation (Bryman & Cramer, 2012). The use of linear regression as a form of analysis sought to determine if there are more than one predictor variables that can explain the dependent variable. This regression analysis was made up of five assumptions; homoscedasticity, linear relationship, no auto correlation, multivariate normality and no or very little multicollinearity.

In Linear regression when considering the sample size the rule of thumb is that the analysis should have at minimum 20 cases for each of the independent variable. In this study a number of assumptions based on theories were made namely:

Research Findings and Discussion

The sample targeted in the study was a total of 171 respondents but only 136 filled and returned questionnaires translating to a response rate of 80%. The rate of response was considered representative and therefore satisfactory to make conclusion of the study.

Table 3: Response Rate

Response	Frequency	Percent
Returned	136	80%
Unreturned	35	20%
Total	171	100%

Source: Survey Data (2019).

Table 4: Reliability Results

Scale	Cronbach's Alpha	Number of Items
Team work	0.761	5
Participatory decision making	0.794	4
Organizational communication	0.803	5
Delegation	0.785	3
Overall	0.786	4

Source: Survey Data (2019).

The study aimed to establish whether the research tool was reliable and therefore reliability analysis was computed. The study applied the use of Cronbach's Alpha which measures internal consistency. 0.7 is the acceptable threshold value for Alpha (Gliem & Gliem, 2003) and therefore it formed the benchmark in this study. The findings in Table 4.1 show that team work as an alpha of 0.761, participatory decision making as an alpha of 0.794, organizational communication as an alpha of 0.803 and delegation an alpha of 0.785. From the findings above, the variables were considered reliable because all of them had alpha values greater than 0.7.

Descriptive Statistics

In this section, the respondents were requested to indicate their level of agreement with various statements on factors that influence performance in National Industrial Training Authority. Using a 5-point Likert scale: 1= strongly disagree 2=Disagree 3 = moderate 4= Agree 5=Strongly Agree. The findings were as presented in the following subsections.

Team Work

The study sought respondent's level of agreement on the following statements about the relationship between team work and performance in National Industrial Training Authority. Using the scale Results are as shown in Table 6

Table 5: Team Work

Team Work	Mean	Std. dev.
Company encourages teamwork among employees	3.868	0.849
Staff continuously work as a team	3.956	1.028
Departmental teams are organized to handle key job tasks.	3.838	0.758
Employees embrace teamwork as a means of achieving great results.	3.831	0.808
There is a strong spirit of cooperation in the organization	3.838	0.920
Teamwork provides improved efficiency and productivity	3.919	0.782
Teamwork promotes workplace synergy	3.713	0.945
Teamwork motivates unity in the workplace	3.919	0.854
Aggregate	3.860	0.868

Source: Survey Data (2019)

From the findings in Table 6 the respondents agreed that staff continuously work as a team as shown by a mean of 3.956 and standard deviation of 1.028, teamwork motivates unity in the workplace as shown by a mean of 3.919 and standard deviation of 0.854, teamwork provides improved efficiency and productivity as shown by a mean of 3.919 and standard deviation of

0.782. Moreover, other respondents agreed that employees embrace teamwork as a means of achieving great results as shown by a mean of 3.831 and a standard deviation of 0.808 and teamwork promotes workplace synergy as shown by a mean of 3.713 and a standard deviation of 0.945. The aggregate mean was 3.860 and standard deviation was 0.868. This shows that team work promotes organizational performance.

Participatory Decision Making

The study sought respondents' level of agreement on participatory decision making and organizational performance in National Industrial Training Authority. The results were as presented in Table 7.

Table 6: Participatory Decision Making

Participatory decision making	Mean	Std.
Company involves employees in decision making	3.618	0.833
Employees' suggestions are taken into consideration by management in decision making.	4.037	0.932
There is a system for collecting employees' opinions	3.838	0.806
The company encourages employees to air their views and use the same in decision making.	3.882	0.857
Employee involvement contributes to organizational efficiency	3.875	0.954
Employee involvement facilitates quality decision making	3.772	0.945
Participatory decision making promotes commitment to the outcomes of the decision-making process in the workplace	3.743	0.706
Aggregate	3.824	0.862

Source: Survey Data (2019)

From the findings the respondents agreed that employees' suggestions are taken into consideration by management in decision making as shown by a mean of 4.037 and a standard deviation of 0.932, the company encourages employees to air their views and use the same in decision making as shown by a mean of 3.882 and a standard deviation of 0.857. Participatory decision making promotes commitment to the outcomes of the decision-making process in the workplace as shown by a mean of 3.743 and a standard deviation of 0.706 and company involves employees in decision making as shown by a mean of 3.618 and standard deviation of 0.833. The aggregate mean was 3.824 and standard deviation 0.862. This implies that participatory decision making improves organizational performance.

Organizational Communication

The study sought to establish respondents' level of agreement about effects of organizational communication on organizational performance in National Industrial Training Authority. The findings were as presented in Table 8.

Table 7: Organizational Communication

Organizational Communication	Mean	Std.
The organization has a reporting and clear communication structure	3.897	1.018
There is a system for providing immediate feedback across all sections of the company.	3.941	0.853
Management embraces effective communication and encourages staff to adopt the same culture.	3.816	1.084
Communication policy is in place and staff are trained on effective communication	3.787	0.902
The company has clear communication channels	4.110	0.988
The organization has a well-established communication system	4.162	0.971
Effective communication improves office atmosphere	3.963	0.872
Proper communication channel promotes efficiency in the organization	4.051	0.875
Aggregate	3.966	0.945

Source: Survey Data (2019)

From the findings in table 8, the respondents agreed that the organization has a well-established communication system as show by a mean of 4.162 and standard deviation of 0.971, the company has clear communication channels as show by a mean of 4.110 and standard deviation of 0.988 and proper communication channel promotes efficiency in the organization as show by a mean of 4.051 and standard deviation of 0.875. Management embraces effective communication and encourages staff to adopt the same culture as show by a mean of 3.816 and standard deviation of 1.084 and communication policy is in place and staff is trained on effective communication as show by a mean of 3.787 and standard deviation of 0.902. The aggregate mean was 3.966 and standard deviation 0.945. This shows that organizational communication is important in improving organizational performance.

Delegation

The study sought to determine the level to which respondents agreed with statements on effects of delegation on organizational performance in National Industrial Training Authority. The results are as presented in Table 9.

Table 8: Delegation

Delegation	Mean	Std.
Supervisors and managers delegate the work to direct reports	3.912	0.833
Employees understand and appreciate the importance of delegation of duties	4.103	0.951
Company encourages delegation as a better way of enabling junior employees to gain more skills & experience.	4.132	0.949
Delegation takes place in all functions of the organization.	3.691	0.978
HRM policy encourages delegation of work.	3.978	0.895
All employees have a chance of being delegated	3.941	0.843
Delegation makes employees more responsible in the organization	4.096	1.106
Aggregate	3.979	0.936

Source: Survey Data (2019)

The respondents agreed that company encourages delegation as a better way of enabling junior employees to gain more skills & experience (Mean= 4.132 and SD= 0.949), employees understand and appreciate the importance of delegation of duties (Mean= 4.103 and SD= 0.951), delegation makes employees more responsible in the organization (Mean= 4.096 and SD= 1.106). Supervisors and managers delegate the work to direct reports (Mean= 3.912 and SD= 0.833) and delegation takes place in all functions of the organization (Mean= 3.691 and SD= 0.978). This shows that delegation improves organizational performance. The aggregate mean was 3.979 and standard deviation 0.936.

Organizational Performance

The study sought to determine the level to which respondents agreed with statements on organizational performance. The results were as presented in Table 10

Table 9: Organizational Performance

Performance indicators	Mean	Std.
How important is customer satisfaction offering as part of your organization's performance?	4.103	1.120
How important is profit offering as part of your organization's performance?	4.169	1.199
How important is market share offering as part of your organization's performance?	4.191	1.091
How important is Learning and growth offering as part of your organization's performance?	4.110	1.045
How important is Efficiency of Internal Processes offering as part of your organization's performance?	4.140	0.987
Aggregate	4.143	1.088

Source: Survey Data (2019)

The respondents indicated that market share offering as part of organization's performance is very important (Mean= 4.191 and SD= 1.091), profit offering as part of organization's performance is very important (Mean= 4.169 and SD= 1.199), efficiency of internal processes offering as part of organization's performance is very important (Mean= 4.140 and SD= 0.987), learning and growth offering as part of organization's performance is very important (Mean= 4.110 and SD= 1.045), and customer satisfaction offering as part of organization's performance is very important (Mean= 4.103 and SD= 1.120). The aggregate mean was 4.143 and standard deviation 1.088.

Diagnostic Tests

Multicollinearity Test

Table 10: Multicollinearity Test between the Study Variables

Model	Collinearity Statistics	
	Tolerance	VIF
Team Work	0.893	2.637
Participatory Decision Making	0.775	1.396
Organizational Communication	0.813	1.403
Delegation	0.751	3.515

The study computed VIF to check for existence of Multicollinearity. Sekaran and Bougie (2009) indicated that if the value of VIF exceeds 10 then it causes concern as that would mean presence of multicollinearity. From the findings presented in table 11 the values of VIF ranged from 1 to 4 and hence were not a cause of concern since it was greater than the cut-off of 0.1. Therefore, there was no multicollinearity among the independent variables in the study.

Homoscedasticity

Table 11: Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
1.741	5	134	.037

Equality of variances was assessed using Levene test. The variables that were considered were team work, participatory decision making, organizational communication and delegation. The assumption of regression analysis is that the variances of the selected sample are equal. The results presented in table 12 show that p-value for the test (0.037) is less than the selected critical value of 0.05 which is an indication that there was no difference in the variances of the selected sample; this is as a result of random sampling applied in selecting the sample.

Inferential Statistics

Correlation Analysis

The relationship that exists between the response and the predictor variables was determined by performing correlation analysis. Pearson Moment Correlation analysis was used. Results are as shown in Table 13

Table 12: Correlations Coefficient

		Organizational performance	Team Work	Participatory decision making	Organizational communication	Delegation
Organizational performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Team Work	N	136				
	Pearson Correlation	.863**	1			
Participatory decision making	Sig. (2-tailed)	.000				
	N	136	136			
Organizational communication	Pearson Correlation	.807**	.578	1		
	Sig. (2-tailed)	.001	.043			
Delegation	N	136	136	136		
	Pearson Correlation	.831**	.611	.548	1	
	Sig. (2-tailed)	.001	.039	.069		
	N	136	136	136	136	
	Pearson Correlation	.813**	.396	.489	.425	1
	Sig. (2-tailed)	.001	.071	.040	.087	
	N	136	136	136	136	136

** . Correlation is significant at the 0.01 level (2-tailed). **Source: Survey Data (2019).**

From the findings, team work and organizational performance were found to be strongly and positively correlated as shown by ($r = 0.863$, $p = 0.000 < 0.01$); participatory decision making and organizational performance were positively correlated ($r = 0.807$, $P = 0.001$); organizational communication and organizational performance were positively correlated ($r = 0.831$, $P = 0.001$); delegation and organizational performance were also found to be positively correlated ($r = 0.813$, $P = 0.001$).

Analysis of Variance

The study conducted ANOVA in order to determine whether the data that was used in the study was significant.

Table 13: Analysis Of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.315	4	6.079	73.312	.001 ^b
	Residual	10.862	131	0.083		
	Total	35.177	135			

Source: Survey data (2019)

The findings presented in table 15 show that the significance level of the population parameters is 0.001. Because p-value (0.001) was less than the selected significance level (0.05), the data

was considered to be suitable for analysis and making inference on the population under study. The value of F-critical was less than F calculated ($73.312 > 2.441$). This shows that team work, participatory decision making, organizational communication and delegation significantly influence organizational performance.

Beta Coefficients of the study Variables

Table 14: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.319	0.184		7.168	0.001
Team Work	0.463	0.088	0.425	5.261	0.002
Participatory Decision Making	0.402	0.97	0.383	0.414	0.005
Organizational Communication	0.511	0.11	0.489	4.645	0.004
Delegation	0.438	0.104	0.412	4.212	0.005

Source: Survey data (2019)

From the findings of beta coefficients, the following regression equation was developed;

$$Y = 1.319 + 0.463 X1 + 0.402 X2 + 0.511 X3 + 0.438X4$$

From the above equation, holding team work, participatory decision making, organizational communication and delegation constant, the variables will have a significant influence on organizational performance as shown by constant = 1.319 as shown in Table 15. Team work has statistical significance to organizational performance as shown by ($\beta = 0.463, P = 0.002$). It implies that team work and organizational performance is significantly positive. Therefore increasing team work by a single unit will lead to an increase in organizational performance. Participatory has statistical significance to organizational performance as shown by ($\beta = 0.402, P = 0.005$). It implies that Participatory and organizational performance is significantly positive. Therefore, increasing Participatory by a single unit will lead to an increase in organizational performance. Organizational communication has statistical significance to organizational performance as shown by ($\beta = 0.511, P = 0.004$). It implies that Organizational communication and organizational performance is significantly positive. Therefore, increasing Organizational communication by a single unit will lead to an increase in organizational performance.

Delegation has statistical significance to organizational performance as shown by ($\beta = 0.438, P = 0.005$). It implies that Delegation and organizational performance is significantly positive. Therefore, increasing Delegation by a single unit will lead to an increase in organizational performance.

The findings are in agreement with Boakye (2015) who established that team work and other elements that can be used to establish the way teams perform had positive association with performance of the company. Abdulai and Shafiwu (2014) found that participation of workers in

decision making results to ease in implementation of the decisions reached, they create good work environment, results in increment in job satisfaction and commitment and boosts the morale of the workers because it makes them feel recognized as being members of the organization which in turn leads to better productivity.

Model Summary

The study performed Model summary to determine the variation of response variable as a result of change in predictor variables.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	0.703	0.7	0.01682

Variations of organizational performance due to the changes of team work, participatory decision making, organizational communication and delegation was analyzed. The value of R^2 was 0.703 which implied that there was 70.3% variation of organizational performance as a result of changes of team work, participatory decision making, organizational communication and delegation. The remaining 29.7% suggest that other factors influencing organizational performance that were not discussed in the study exist. The findings are in agreement with Ollows (2012) who found that linking of different practices of managing projects was very important because it led to improved performance of the organization. Orony (2016) found that National Irrigation Board (NIB) had achieved improved performance after adoption of strategic management practices in relation to the situation before adoption of the strategic management concept.

Conclusions

The study established that team work affects performance in the organization. The organization is also working hard to ensure that the employees work together as large team to achieve the organization goals. Team work has proved to enhance cooperation, efficiency, synergy and unity in the organization. Therefore, it was concluded that team work has a positive relationship with organizational performance. It was revealed that participatory decision-making affects performance. Therefore, the organization involves employees in decision making by allowing them to give suggestions on organizational matters, air their view on certain organization matters and also employees' opinions are not taken for granted. This helps in improving organization performance. The study concludes that participatory decision making has a positive relationship with organizational performance.

The study revealed that organizational communication and organizational performance were correlated. This implies that organizational communication affects organizational performance. The organization ensures that proper structures of communication have been put in place to ensure that employees work efficiently to achieve the organization goals. The study concludes that organizational communication is positively related to organizational performance. It was established that delegation and organizational performance are correlated. This implies that

delegation affects organization performance. The organization has found that delegation allow employees to be more responsible hence this improve the performance of the organisation. It is therefore concluded that delegation has a positive relationship with organizational performance.

Recommendations

The study found that team work has a positive relationship with organizational performance. Therefore, the management of NITA should promote team work in the organization by first working together in the management level. This will encourage the overall staff in the organization to work together to achieve the organization goals. Team work also helps employees to correct each other hence improving efficiency in the organization. There is need for NITA to increase empowerment of employees to ensure that they are able to implement tasks on their own without relying on the higher management; this will save on time and also effort and offer customer services and be ready to plan and strategize in relation to the long term objectives of the company.

A positive relationship was found between participatory decision making and performance. The management should look into other employee's opinion when making decisions in the organization. The employees may have opinions which are helpful for the organization. This will improve organization decision making and hence help in improving organizational performance. A positive association was found between organization communication, delegation and organization performance. In order to have organizational performance that is effective and efficient, it is important for the management to embrace; before communicating ensure ideas have clarity; when communicating understand both the physical and the human environment; thorough analysis of communication purpose; communication planning should consult top down and bottom up, and should ensure that all facts are implicit and explicit; the content and tone of the message should be considered; messaged communicated should be of value to the receiver.

Areas for Further Study

The main focus of this study was to establish the effects of management practices on performance of the National Industrial Training Authority. The study was limited to NITA which is a public corporation. The study recommends that other studies should be conducted to establish the effects of management practices on the organizational performance on private organizations.

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