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The Imperative of Intergrating External Stakeholders in the Organisational Training Programs: An Evidence from National Identification Authority in Tanzania

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Introduction

Human resources training and development is widely opined as one of the most important elements for enhancing organization's performance function [1]. This is the mechanism through which the knowledge, talent and attitudes required for the successful operation of organizations are passed on to those who create them. Failure to do so can and will, jeopardize any organization's development and progress over time. Effectively functioning firms and agencies, on average, plan and invest appropriately in training practices [2,3]. Most developed and developing countries have constantly placed emphasis on capacity building as an instrument geared towards improving employees' performance by devoting necessary organizational resources towards manpower training and knowledge transfer. Many businesses strive to look into diverse prospects to help improving and maintaining organizational performance including attributes which enrich employee performance [4]. In the course of strengthening and sustaining organizational performance in the increasingly complex and rapidly changing environment, employee performance is vital. This makes training practices becomes the most valuable input for workers and stakeholders inside and those outside the organization in the course of developing their performances [5,6].

The obviously known role of training practices in assisting the context of organizational performance by increasing the stock of information's provided, skills and the way that employees think to show a result that can affect the organization and to motivate the employee, employer and the organization to become more competitive [7]; training practices are predicted to unleash and show the hidden skills and make maximum use of it to assist in a greater effectiveness in the organization [8,9]. Training practices are significant in improving an organization's growth if it is properly done to proper actors. Training practices entirely focus on developing competencies and gaining a competitive advantage for both internal and external stakeholders [10,11].

Imperatives of Training External Stakeholders

According to Laban et al. [12], training spawns within the realms of learning in the context of human and organization development such that is identified as one of the most effective means for contributing to quality and organizational performance. The fact that key external stakeholders of any given organization play a substantial role as they refer to

individuals, groups or entities that have an interest or influence in the operations and success of a company, but are not part of the internal organization structure. Training practices for key external stakeholders is crucial for organization's long-term success and sustainability, as they can directly and indirectly affect the overall organizational performance. Basing on the evidence from The National Identification Authority (NIDA) located at Ilala Municipality in Dar Es Salaam, the performance of key external stakeholders was envisaged to be of paramount importance since her core operational procedures are highly connected to information and various inputs from various external stakeholders. The available key NIDA external stakeholders include Immigration, LGAs, RITA, BRELA, HESLB, TRA, NHIF, TCRA, Education institutions, financial institutions, Health institutions, Security institutions and many other MDAs institutions which deal with Land, Minerals and licencing roles. The revealed external stakeholders to NIDA which is one of the public organizations in Tanzania, mainly based on the fact that some are Creators and Users of the information generated in the NIDA operational processes.

Given the position of the key stakeholders being Creators and Users of NIDA main services, the following are the imperatives of training external stakeholders including improved coordinated organisational operations, increased organisational delivery level, reduced administrative costs, enhanced working relationships, reduced organizational transport cost, improved organisational information accuracy, enhanced compliance and reliability of service delivery, improved decision-making process and improved organisational visibility. In the course of revealing the imperative of training practices on performance of key external stakeholders, there were various performance measures which were are taking place for the sake of linking information gathering and decision-making processes, which provide a basis for judging the effectiveness of personnel orientation to NIDA operations such that instead of training only internal staff the need of extending training practice to external actors was sought to be of paramount importance. If valid performance data are available from internal and external stakeholders, timely, accurate, objective, standardized and relevant management can maintain consistent promotion and compensation policies throughout the total system, internal control can help an entity achieve its performance and profitability targets, and prevent loss of resources since both internal and external organizational stakeholders will be aligned to the key organizational agenda through the regularly shared initiatives.

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