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Factors Affecting Performance Management of Immigration Department in Zanzibar: A Case of Abeid Amani Karume International Airport (AAKIA)

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Abstract

Immigration department at Abeid Amani Karume International Airport plays a critical role in managing and regulating the movement of people in and out of the country. Performance management is a critical aspect of ensuring that the department meets its objectives effectively and efficiently. However, several factors affect the effectiveness of performance management in the department, including staff motivation, human resources capacity and technological infrastructure. This study aimed to identify the factors that affect performance management in the Immigration department at Abeid Amani Karume International Airport. The study employed a quantitative approach, using questionnaire method to collect data from 147 sample size of Immigration

officers at Abeid Amani Karume International Airport. The results indicated that staff motivation and technological infrastructure have positive and statistically significant influence on the performance management of immigration department whereas human resource capacity has a negative and statistically significant effect on the performance management of Immigration department. The findings contribute to a better understanding for the management of Immigration department to capacitate its human resources in terms of allocating sufficient numbers of staffs at AAKIA and give them refresher courses that will lead to improve the management performance and provision of immigration services.

Keywords: Staff Motivation, Human Resource Capacity, Technological Infrastructure, Performance Management

1. Introduction

For quite a long time, a performance management system was regarded as a critical factor in organization survival. Governments worldwide are under pressure to improve their public service and to control their costs (Alexander and Georgios, 2014). Performance management is one of the important keys why organizations keep performing at a high level for many years because of the magnificent effect it brings to the organization.

Performance management can be defined as a continuous process of improving organizational performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to attain organizational objectives or goals, reviewing and assessing progressive performances, and developing the knowledge for employees (Michael, 2017) ^[10]. Performance management improves both the quality and quantity of work done and brings all activities in line with institution or organization goals. Performance management incorporates all those aspects of human resource management that are designed to improve the efficiency and effectiveness of both the individual and the organization, for instance, the relationship between employee and employer.

The introduction of performance management and the growth of information and communication technologies (ICTs) have affected every walk of life in society and led to reform in delivering technology-based public services (Khelifi *et al.* 2020) ^[8]. The Immigration Department is one such department that has undertaken reforms. The immigration department has over the years been challenged to reinvent their people, processes, procedures and practices with a view to ensuring that the services they provide are not only effective and efficient but also timely and customer focused.

Historically, immigration services such as passports, citizenship, visa, and residence permits were in paper form, a range of application forms and procedures had to be completed for a customer to apply for services. Passports were issued in handwritten booklets, which varied in size as time went on. Visas were issued in stamps at immigration entry points. Residence permits and passes were issued as leaflets, whereas personal information was in handwritten form. All these processes were through manual files whose storage and movements in the service delivery chain were slow. The time spent to accomplish a single immigration service application was ultimately long.

In order to improve the performance management of the immigration department, from the year 2005, the government-initiated efforts to modernize immigration services. The passport issuance system changed into a semi-electronic service delivery system because application processes remained manual, but printing became electronic. Passports had a Machine-Readable Zone (MRZ) where applicant information was stored in a specific data storage device (Larkotey *et al.*, 2017) ^[7]. The introduction and implementation of electronic immigration (e-immigration) system in 2017 through e-passport, e-visa, e-permit, and e-border control management were demanded by the incident of the terrorist attacks, identity fraud, and also to control illegal migrants at entry points such as Airports (Khelifi *et al.*, 2020) ^[8]. Among all these initiatives the customers are not satisfied with the performance management of the department.

2. Statement of the Problem

The Abeid Amani Karume International Airport (AAKIA) is one among an International airport located at Kisauni Zanzibar receiving passengers from different areas around the world. Every year, the total number of passengers landing on AAKIA and access immigration services increases whereby in 2021, passengers who landed at AAKIA reached 637,244, a combination of 317,300 outbound and 319,944 inbound compared to 2020 which landed 313,161 passengers (Immigration Annual report, 2021). The AAKIA Immigration Office is in charge of the immigration services for all arrivals and departures. Thus, immigration officials are among the first and last interactions that travellers would have with the Zanzibar country when arriving and departing at AAKIA. In light of this, immigration department may have a direct contribution to the number of passengers landing to AAIKA.

Customers fell short of desired levels with the immigration performance at AAKIA complaining several structural weaknesses in the immigration inquiry portal. First, many travellers complaining excessive waiting times for entering and exiting the country, of more than 20–40 minutes of inspection due to the fluctuation of internet (Immigration Annual Report, 2021). Second, the organization structure with separate divisions for arrivals and departures reinforce passive attitude of employees, which led to inflexible and insufficient staffing of inspectors. Third, needlessly complicate procedures from immigration department and other agencies such as bank services (Immigration department Annual Report, 2021) ^[5]. Therefore, the researcher wanted to assess the factors affecting performance management of immigration department at AAKIA specifically focused with staff motivation, human resources capacity and technological infrastructure

3. Objectives of the Study

The general objective of the study is to assess factors affecting performance management of Immigration department in Zanzibar.

The specific objectives were to: -

1. To assess how staff motivation affects performance management of immigration department at AAKIA;
2. To determine how human resource capacity affects performance management of immigration department at AAKIA; and

- To determine how technological infrastructure affects performance management of immigration department at AAKIA.

4. Literature Review

4.1 Theoretical Literature Reviews

Theoretical review is based on the theoretical foundation of the study developed by researchers. This section chooses different theories which can be used to help the author to conduct this study. The following theories were reviewed by the researcher conducting a study assessing factors affecting performance management of Immigration department at AAKIA.

4.1.1 Equity Theory

Equity theory developed by Adams in 1963 recognizes that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also with the relationship of the amount to what others receive (Armstrong, 2010). When people perceive an imbalance in their outcome-input ratio relative to others, tension is created. The tension provides the basis for motivation, as people strive for what they perceive as equity and fairness (Robbins, 2005) ^[11]. Equity involves feeling and perceptions and it is always a comparative process. That would be inequitable, if the deserved to be treated differently.

Equity theory is linked with the 'felt-fair' principle as defined by Jaques, (1961) which states in effect that pay systems was fair if they are felt to be fair. Adams (1965) suggested that person expectations about equity or "fair" correlation between inputs and outputs are learned during the process of socialization and through the comparison with inputs and outcomes of others. This felt-fair principle has passes into the common language of those concerned with employee rewards. It is often used as the final alter of how a job should be graded, sometimes overriding the conclusions reached by an analytical job evaluation exercise. Equity theory states, in effect, that people was being better motivated if they are treated equitably and de-motivated if they are treated inequitably (Armstrong, 2010). The theory helped the researcher to understand how motivation can be determined as a factor affecting performance management of immigration department at AAKIA.

4.1.2 Resource Based Theory (RBT)

Resource Based Theory was first put forward by Penrose (2009) who propose a model on the effective management of firms' resources, diversification strategy and productive opportunities. Penrose's publication was the first to propose conceptualizing a firm as a coordinated bundle of resources to address and tackle how it can achieve its goals and strategic behaviour (Penrose, 2009). RBT provides a framework to highlight and predict the fundamentals of organization performance and competitive advantage.

The focus of RBT on the firm performance based on mesa perspectives was a reaction to the earlier managerial interest in the industry structure, a more macro perspective. RBT addresses an internally driven approach by focusing on internal organization resources as opposed to the external driven approaches to understand the accomplishment or failure of leveraging organizational activities (Kozlenkova, Samaha & Palmatier, 2014) ^[9]. The theory helped the

researcher to understand how human resource capacity can be determined as a factor affecting performance management of immigration department at AAKIA.

4.1.3 Technology Acceptance Model (TAM)

The technology Acceptance Model was introduced by Fred Davis in 1986 as a theory of information systems that shape user perceive and use a technology. According to TAM, the actual use of technological systems is directly or indirectly influenced by the users' behavioural intentions, attitude, perceived usability of the system and ease of user's system. Perceived usefulness and perceived ease of use are positively associated with technology adoption (Bagozzi and Warshaw, 1989). TAM evolved overtime to TAM2, expanding the original model to account for perceived usefulness and intention to use, including social influences; cognitive tool processes and experiences (Venkatesh and David, 2000).

It shows how the information system is defined by the pattern of behaviour, determined by the intention of the pattern of behaviour and attitude of the persons to use the system. According to (Venkatesh and David, 2000), an individual's attitude is not only a determining factor in the use of the system but also the technological infrastructure of the place has the effect on organizational performance. The model helped the researcher to understand how technological infrastructure can be determined as a factor affecting performance management of immigration department at AAKIA.

5. Methodology

Research Design

The study adopted a case study design. A case study design was chosen because the results are more easily understood by a wide audience including non-participants as they are frequently written in everyday and non-professional language (Kothari, 2004) [6].

Sample Size & Sampling Techniques

A sample 147 staffs was selected from Immigration department at Abeid Amani Karume International Airport. A purposive sampling procedure was used to yield a total sample size.

Data Collection

Questionnaires were used to get required information. Likert Scale method was administered on the questionnaires to collect data from respondents. Permission was sought before conducting the study.

Reliability and Validity

The instrument's reliability was determined using the Cronbach alpha coefficient at 0.96. A Cronbach alpha coefficient of 0.70 or more implies a high degree of reliability of data was adopted. According to Kothari (2004) [6], Validity is a degree to which an instrument measures what it is supposed to measure. The study determined the accuracy, truthfulness and meaningfulness of inferences that are based on the data collected from the use of questionnaire. Content validity was adopted to measure the degree to which data collected using a particular tool represents a specific domain of indicators as a content of a particular concept. The academic experts at the department

of Public Administration established the validity of the research instrument.

Data Analysis

Preliminary analysis procedures of cleaning, frequencies, consistency checks, and debugging were done on the data obtained. Data analysis involved descriptive statistics to determine mean, mode and percentages of data collected. Inferential statistics was adopted to determine correlation and regression of the data collected. Questions testing were done using Pairwise Correlation and regression analysis; correlation was used to determine the relationship between the independent variable and dependent variable. Regression analysis was used to determine the contribution of each of the independent variable to the dependent variables. Data was analyzed with the aid of computer software (SPSS version 26).

Profile of the Respondents

Table 1: Profile of the Respondents

Variable	Group	Frequency	Percent
Gender	Male	66	62.3
	Female	40	37.7
Age	Less than 30 years	16	15.1
	31-40	46	43.4
	41-50	32	30.2
	Above 51	12	11.3
Education level	Certificate	12	11.3
	Diploma	36	34.0
	Undergraduate	44	41.5
	Postgraduate	2	1.9
Working Experience	Others	12	11.3
	0-5	22	20.8
	6-10	26	24.5
	11-15	40	37.7
	More than 16 years	18	17.0

Source: Field Survey, 2023

Table above shows that 66 (62.3%) of the respondents were males, whereas 40 (37.7%) of them were female respondents. As far as this study was concerned, of the respondents, the majority were youngsters under 31-40 years of age that accounting for 46 (43.4%) followed by ages between 41 and 50, which was about 32 (30.2%), the age accounted for less than 30 years were 16 (15.1%) and those who were above 51 years of age accounted for 12 (11.3%), respectively. The majority of the respondents were having undergraduate level of education, which accounts for 44 (41.5%), followed by a diploma level of education 36 (34%) while who have certificate level accounted for 12 (11.3%) and those who have postgraduate level were 2(1.9%). The remaining portion of sample respondents was found with other level of education with the metric value of 12 (11.3%). The survey indicates that the majority of subjects of this study have working experience between 11 and 15 years with a total of 40 (37.7%) followed by those who work between 6 and 10 years 26 (24.5%), those who work under 5 years were accounted for 22 (20.8%) and those who have experience of more than 16 years account for 18 (17%). The findings imply that both male and female with different age group who worked in different years were involved in this study. Using these respondents helped the researcher to obtain information related to the study.

Correlation Analysis

Table 2: Pairwise Correlation Matrix

		Performance management of Immigration department at AAKIA	Staff Motivation	Technological Infrastructure	Human Resource Capacity
Performance management of Immigration department at AAKIA	Correlation Coefficient	1	0.417	0.284	-.480**
	Sig. (2-tailed)	0.001	0.001	0.098	0.004
	N	106	106	106	106
Staff Motivation	Correlation Coefficient	0.417	1	0.089	0.215
	Sig. (2-tailed)	0.001	.	0.612	0.214
	N	106	106	106	106
Technological Infrastructure	Correlation Coefficient	0.284	0.089	1	0.244
	Sig. (2-tailed)	0.098	0.612	.	0.159
	N	106	106	106	106
Human Resource Capacity	Correlation Coefficient	-.480**	-0.215	-0.244	1
	Sig. (2-tailed)	0.004	0.214	0.159	1
	N	106	106	106	106

**Correlation is Significant at the 0.01Level (2-tailed)

The correlation coefficient between the performance management of Immigration department at AAKIA and the staff motivation are positive and statistically significant which implies that the performance management of Immigration department at AAKIA and the staff motivation change in the same direction while the relationship between human resource capacity and the performance management of Immigration department at AAKIA is negative and statistically significant, which implies that human resource capacity and the performance management of Immigration department at AAKIA change in different direction. Moreover, the relationship between technological

infrastructure and the performance management of Immigration department at AAKIA is positive and statistically significant, which implies that technological infrastructure and the performance management of Immigration department at AAKIA change in the same direction.

Multiple Regression Analysis

A multiple regression was run to determine the collective contribution of coastal tourism on poverty eradication. The multiple regression model used is given below.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	7.153	1.125	6.358	0.000	-13613616	1530496	
	SMN	0.427	0.138	3.086	0.004	.990	.998	
	HRC	-0.347	-0.141	-0.349	2.454	0.021	.985	1.067
	TIN	0.172	0.149	0.161	1.157	0.086	.984	1.033

a. Dependent Variable: PMT

The Effect of Staff Motivation SMN on the Performance Management PMT

The study found out that, if the coefficient is ($\beta = 0$), motivation of staff in increasing performance management becomes 7.153 units. Staff motivation has positive and statistically significant effects on the performance management of Immigration department ($\beta = 0.427$, $p = 0.004$). This implies that holding other factors constant, one percent increase in staff motivation leads to 0.427 increase in the performance management of Immigration department due to the existing positive relationship between staff motivation and the performance management of Immigration department along with the condition that all other factors are constant. The benchmarks for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and $\alpha = 0.05$. If the probability value was less than α , the predictor variable was significant or else it would be insignificant.

Since the probability value is less than 0.05, it means that staff motivation is a statistically significant effect on the performance management of Immigration department. The findings resemble with the results of Beatrice (2014) [3] who conducted a study to determine the influence of performance management (PM) on employee productivity in the Immigration Department of Kenya who concluded in the study that the department should also train and develop employee needs with proper knowledge and skills and reward performances not only to motivate them, but also reduce staff turnover.

The Effect of Human Resource Capacity HRC on the Performance Management PMT

Furthermore, human resource capacity has a negative and statistically significant effect on the performance management of Immigration department ($\beta = -0.347$, $p = 0.02$). The coefficient shows that a one percent increase in human resource capacity leads to -0.347 increase in

performance management of Immigration department with regard to the existing negative relationship between human resource capacity and performance management of Immigration department, taking into account that all other factors remain constant. The benchmarks for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and $\alpha = 0.05$. If the probability value was less than α , the predictor variable was significant or else it would be insignificant. Since the probability value is less than 0.05 it means that human resource capacity has a statistically significant effect on the performance management of Immigration department. The findings concurred with the results of the study conducted by Edgar (2014) ^[4] who investigated the implementation of the performance management system in the Ministry of Foreign Affairs and International Co-operation of the Botswana public service and found out that inadequate human and institutional capacities is one among the challenges facing the Ministry in the implementation of performance management system.

The Effect of Technological Infrastructure TIN on the Performance Management PMT

Moreover, technological infrastructure has a positive and statistically significant influence on the performance management of immigration department ($\beta = 0.435$, $p = 0.086$). This implies that holding other factors constant, one percent increase in technological infrastructure leads to 0.435 increase in performance management of immigration department because of the existing positive relationship between technological infrastructure and performance management of immigration department; taking into account the condition that all other factors are constant. The benchmarks for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and $\alpha = 0.05$. If the probability value was less than α , the predictor variable was significant, or else it would be insignificant. Since the probability value is less than 0.05, it means that technological infrastructure is a statistically effect on the performance management of immigration department. The results concurred with findings obtained by Aliyu (2021) ^[2] who investigated the impact of information technology on organizational performance management of Nigeria Immigration Service (NIS), Kebbi State Command which revealed that there is a positive relationship between the information technology and organizational performance; it also shows that information technology has significant effect on organizational performance. The study revealed that the use of IT infrastructure contributed to increase in revenue generation, helped provide the up-to-date technology in computers, and improved the data collection process and reporting by the NIS personnel.

6. Conclusion

Performance management is viewed as a major public sector vehicle towards the accomplishment of the department objectives, thus the performance management system that is aimed at improving the performance of the public departments and institutions in order to attain high levels of productivity and delivery quality services which will result in achieving efficient and effectiveness in the public sectors.

It is therefore believed and acknowledged that when the PM is implemented successfully, it will yield positive results. The PMS should not only be a function of human resources but should be integrated with all activities within the Immigration department at Abeid Aman Karume International Airport as this will assist the management to improve the ability to provide quality immigration services.

7. Recommendations

This study suggested that the management and staff of the Immigration department that were given the responsibility in administering or institutionalizing of the performance management shall be encouraged and motivated by getting proper incentives as they are tasked with one of the big challenges to drive the department into a success of providing quality immigration services. Also, Immigration department shall capacitate its human resources in terms of allocating sufficient numbers of staffs at AAKIA and give them refresher courses that will lead to improve the performance management and provision of immigration services.

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