

**INFLUENCE OF EMPLOYEES MOTIVATION ON SECURITY  
PERFORMANCE OF PARAMILITARY INSTITUTIONS: A CASE OF  
IMMIGRATION IN THE TANGA REGION**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
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**CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation entitled “**Influence of Employee’s Motivation on Security Performance of Para Paramilitary Institutions. A Case Of Immigration In Tanga Region** ” in partial fulfilment of the requirements for the award of the Master Degree of Human Resources Management of The Open University of Tanzania.

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**DECLARATION**

I, **Irene Ngaiza**, declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the degree of the Master's Degree of Human Resources Management of The Open University of Tanzania.



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Signature

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## **DEDICATION**

My sincere thanks to the Almighty for his mercies on me are expressed at the outset of this dissertation. In addition, I'd like to dedicate this work to my devoted spouse Julius Rumbas and our treasured kids, Ethan, Evance, Elvis, and Jackline. Their continuous patience and support helped me get through the hard hours of studying and helped me succeed academically. Additionally, I would like to express my gratitude to my lovely mother Annamary as well as my friends Nosigwe, Patric, Pastor, Sara, and Zaburon who have served as my pillars of support throughout my academic career. This accomplishment is both yours and mine. I want to express my sincere gratitude to you all for making my dream come true.

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## ABSTRACT

This study was conducted to explore the influence of employee motivation on the security performance of para-paramilitary institutions. A case of immigration in the Tanga region. The objectives of the study were to examine the influence of training opportunities on the security performance of paramilitary institutions of immigration, explore the influence of promotion opportunities on the security performance of paramilitary institutions of immigration, and investigate the influence of extra duty allowance on security performance of paramilitary institutions of immigration in Tanga region. The study adopted a mixed research approach where simple random sampling and purposive sampling were used to obtain a sample size of 65 respondents from the immigration department. Interviews and questionnaires were used for data collection. The study findings revealed that training opportunities influence employees' performance by imparting and enhancing knowledge and skills by providing them with on-the-job training and off-job training. The study has found that due to training employees' commitment has improved, service provision has been well done employee performance has been realized to increase. The study found that motivated employees give greater performance in their work roles. Moreover, the findings revealed that OPRAS, Progress reports and financial budgets were the major tools used in promotion. Therefore, the study found that promotion is useful and valuable to individual and department performance. The study findings also revealed that revealed that immigration officers stayed extra hours of work and in stressful conditions, they were given extra duty allowances to increase their working morale. The study recommends that the immigration department should consider enabling employees to further their studies to improve their qualifications for better performance.

**Key Words:** *Motivation, Performance, Paramilitary, Immigration.*

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**LIST OF ABBREVIATION**

HR	Human Resource
HRM	Human Resource Management
NSSF	National Social Security Fund
OPRAH	Open Performance Review and Appraisal System
SPSS	Statistical Package For Social Sciences

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter describes the background information, the statement of the problem, the research objectives, and research questions, the significance of the study and the organization of the study.

#### **1.2 Background to the Study**

Globally, it is commonly understood that the effectiveness of paramilitary groups, particularly inside immigration units, is a critical component, particularly in the context of border security (Bessick, 2016). These organizations are in charge of managing citizenship applications, managing immigration control, issuing passports and other travel documents to citizens, approving residence permits for visitors, and maintaining national security (Johnson, 2018). Personnel working in immigration units need to be motivated to carry out these activities successfully and efficiently (Brunnett, 2021). Employee performance is directly impacted by the motivation process, which depends on meeting their unique demands (Deng, 2020).

There is a growing understanding in the United States that modern paramilitary organizations require adaptable, qualified personnel structured into units that can be quickly deployed and skilled in the use of contemporary technologies. This is crucial for carrying out national security-related responsibilities, such as immigration control, successfully (Bukwizu, 2021). The administration of paramilitary institutions is directly impacted by employee motivation, which has a huge impact on how well they operate in the United States. Nshoma (2020) argues that paramilitary

organization personnel must have a history of success in past positions, the necessary abilities for their current duties, and the prospect for career advancement. All of this depends on the right kind of motivation, especially since many security-related responsibilities, like border control, demand complex skills that are difficult to master in everyday life. Paramilitary security personnel operating in immigration units, for instance, frequently face challenges such as cultural misinterpretations, language issues, bias and discrimination, legal status, and hazardous working circumstances. Highly motivated employees are required to perform under such circumstances, and they are frequently encouraged by incentives like extra duty allowances, medical allowances, and transportation allowances (Johnson, 2018).

In South Sudan, for instance, where the Ministry of Defense is in charge of defending the nation and thwarting foreign threats, including those from immigration, there has been a huge investment in Africa. The ministry occasionally experiences operational inefficiencies that have an impact on its performance notwithstanding this investment. Employee performance at the Ministry of Defense in Juba has been impacted by several issues, which have led to an excessive and inappropriate use of resources. Given the crucial role that employee productivity plays in performance, the crucial question is how to boost employee motivation inside the ministry to produce favourable effects on its performance (Mihaela, 2020).

Tanzania has implemented several laws and initiatives to improve employee motivation in the public sector, similar to many other nations. One of these is the 2010 Public Service Pay and Incentive Policy, albeit there have been complaints about how it has been put into practice. The Open Performance Review and Review



System (OPRAS), which was implemented in 2004, intends to encourage public employees to participate in performance reviews. Susan (2018) contends that the coordination of policies that harmonize employee performance in Tanzania is the responsibility of paramilitary institutions, such as the Immigration cadre, which was constituted by Section 4(1) of the Immigration Revised Act No. 8 of 2015. According to the 2010 Public Service Pay and Incentive Policy, it is the duty of public institutions to provide proper management of their workers by providing appropriate budgetary guidelines, practices, instructions, technical support, capacity building, and motivational allowances.

The immigration department is crucial in addressing potential irregular migration, improving border management, identifying irregular entries, and ensuring compliance with visa and stay conditions to prevent overstays in Tanzania's border regions, including the Tanga region (Pinde, 2018). However, there are several obstacles that staff in the immigration division must overcome to work effectively. The local community discriminates against immigrant officers, which fosters a hostile work environment. Bias and discrimination are among these difficulties. Additionally, personnel in immigration departments encounter challenges as a result of their legal situation, which affects their access to job-related perks, training opportunities, and official work. For immigrant security officers, language issues are a major problem that prevents them from effectively communicating with officers from other nations. By addressing these issues through employee motivation, their working environment and general performance can be greatly improved. As a result, this study will focus on the immigration department in the Tanga region and explore

the effect of staff motivation on the security performance of paramilitary organizations.

### **1.3 Statement of the Problem**

To guide the firm toward reaching its goals, immigration departments all over the world rely on rules and initiatives designed to improve employee performance (Johnson, 2018). Employee performance is centred on both individuals and teams that are involved in comprehending, directing, and influencing organizational decision-making processes of all sizes (Brunnett, 2021). The importance of employee performance is felt by institutions all over the world, affecting a variety of tasks and activities carried out by these companies (Peter, 2019). The level of motivation among employees within a particular business has a significant impact on this performance, which in turn affects daily plans and operations (Bessick, 2016).

Worldwide, businesses make enormous investments in their workforce and related employees to ensure the achievement of their planned goals. The regions and entities involved profit, both financially and non-financially, when employees inside paramilitary organizations are more productive. Employee productivity on an individual, team, and overall basis determines how well an organization performs (Johnson, 2018). The increased competitiveness among businesses in regions like Africa, such as Kenya, has led to a greater understanding of the significance of motivation. The tremendous impact of technological development has prompted businesses to make significant investments in their human resources to enhance employee performance. This necessitates significant and continuing expenditures for employee motivation (Bugema, 2021).

Numerous businesses, both public and private, actively work to inspire their employees to increase their value as vital resources for the Tanzanian government. Public sector entities like Immigration in particular have outlined a vision intended to be effective and focused in assisting Tanzania's development. The department's aim goes beyond merely offering the public efficient services; it also includes running operations sustainably to support Tanzania's socioeconomic development (Nyamizi, 2019).

A study on the effects of downsizing on the financial performance and worker productivity of the security sector in Tanga was done by Mogire (2020). The results of the study demonstrated a direct relationship between staff productivity and resource usage, which enhanced financial performance. Alphonse (2018) has looked at how government employees' financial performance is impacted by their motivation at work. The findings of this study revealed that workplace performance is positively impacted by employee motivation. Notably, the impact of employee motivation on performance in the security sector, notably in the immigration department, was not specifically covered by this research. The current research effort, which aims to address this deficit, is motivated by this information gap. With a focus on the immigration department in the Tanga region, this study attempts to investigate the impact of employee motivation on the security performance of paramilitary institutions. The goal of the study is to examine the effects of training possibilities, career advancement options, and additional duty pay on the security performance of paramilitary institutions inside the Tanga region's immigration department.

## **1.4 Research Objectives**

### **1.4.1 General Objective**

The general objective of this study was to examine the influence of employee motivation on the security performance of Para military institutions in a case of immigration in the Tanga region

### **1.4.2 Specific Objectives**

- i. To examine the influence of training opportunities on the security performance of Paramilitary institutions of immigration in the Tanga region
- ii. To explore the influence of Promotion opportunities on the security performance of Paramilitary institutions of immigration in the Tanga region
- iii. To investigate the influence of extra duty allowance on the security performance of paramilitary institutions of immigration in the Tanga region.

## **1.5 Research Questions**

This study sought to answer the following research questions;

- i. How do training opportunities influence the security performance of Para military institutions of immigration in the Tanga region?
- ii. To what extent does the promotion opportunity influence the security performance of Para military institutions of immigration in the Tanga region?
- iii. How does the extra duty allowance influence the security performance of Para military institutions of immigration in the Tanga region?

## **1.6 Significance of Study**

The results of this study may aid the immigration department in creating new motivation-related policies through the improvement of staff performance-enhancing

motivation programs. Additionally, the results of this study may aid in the development of effective public service pay and incentive policies that will have a significant positive impact on employee performance, particularly in paramilitary security institutions. The study's findings could, however, contribute to the body of knowledge and lay the groundwork for more research.

### **1.7 Scope of the Study**

The study was conducted in Tanga specifically in the border immigration office, regional immigration office and district offices of the Tanga region. The study focused on training opportunities on the security performance of paramilitary institutions of immigration, promotion opportunities on the security performance of paramilitary institutions of immigration in the Tanga region and extra duty allowance on the security performance of paramilitary institutions of immigration in the Tanga region.

### **1.8 Organization of the Study**

The background information, the problem statement, the research objectives, the research questions, the significance of the investigation, and the study's scope are all described in Chapter One. The literature reviews, which are included in chapter two of this research study, are operational definitions of important terms, theoretical reviews, empirical reviews, knowledge gaps for the investigation, and conceptual framework for the study. The topics of research design and methods are covered in chapter three. These topics include research strategies, survey populations, research areas, sampling design and procedures, variables and measurement procedures, data collection methods, data processing and analysis, anticipated study outcomes,

research schedules, work plans, and estimated research budgets. The study's findings and analysis are presented in chapter four, and the study's summary, conclusion, and recommendations are presented in chapter five.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Chapter Overview**

This chapter describes the literature reviews including the operational definition of key terms, theoretical review, empirical literature review, conceptual framework and knowledge gap of the study.

#### **2.2 Operational Definition of Key Terms**

##### **2.2.1 Motivation of Staff**

Employee motivation is the level of dedication, vigour, and creativity that a company's personnel exhibits while at work (Nshoma, 2020). 2020 (Nshoma) Consider employee motivation to be their attitude toward their work. According to another researcher, employee motivation is the drive that propels workers toward attaining their objectives, which in turn helps the organization as a whole succeed (Bugema, 2021). Thus, according to this study, employee motivation refers to the level of dedication, dynamism, and creativity exhibited by a company's employees when they are at work (Nshoma, 2020).

##### **2.2.2 Performance of Employees**

Is the successful performance of duties by a chosen individual or individuals to pre-defined acceptable standards as a set and measured by a supervisor or organization, while efficiently and effectively utilizing available resources in a changing environment (Pinde, 2018). The ability of an employee to complete activities that have been delegated to them in an organizational environment is referred to as employee performance (Bukwizu, 2021). However, (Luka, 2020) suggested that

employee success is determined by how various employees carry out the responsibilities of their roles, accomplish necessary tasks, and behave at work. As a result, the authors of this study argue that an employee's performance is defined as the successful completion of tasks by a chosen individual or individuals to pre-defined acceptable standards while effectively and efficiently utilizing available resources in a changing environment (Pinde, 2018).

### **2.2.3 Military Institution Para**

This is an organized agency, like the police, fire department, or immigration that handles civil security duties in a nation (Samuel, 2020). According to another researcher (Hamad, 2022), a paramilitary is an organization that resembles a professional military in terms of structure, tactics, training, subculture, and function but is not a part of a nation's official or legal armed forces. 2018 (Johnson) asserts that paramilitary refers to a group of civilians that have received military training and organization. This kind of organization provides a clear chain of command and a rigid set of guidelines for completing the activities and goals necessary for the current employment.

### **2.2.4 Immigration**

Refers to the security division of the paramilitary institution that oversees and controls the movements of people inside and outside the nation by issuing passes and residence permits to foreign nationals living there (Mogire, 2020). On the other hand, I contend (Bessick, 2016) that immigration refers to the area at an airport or a country's border where government agents examine the documentation of visitors.



(Deng, 2020) Define immigration as the division of government in charge of immigration and immigrant laws.

### **2.2.5 Instruction**

This refers to the process of learning by which individuals within an organization gain the abilities, expertise, and information necessary to execute their jobs more effectively and achieve organizational objectives. 2018; Muganyizi. On the other hand, training is defined by (Justine, 2016) as the process of developing in oneself or others any knowledge, skills, or fitness that pertain to particular practical abilities. The purpose of training is to increase one's ability, capacity, productivity, and performance. (Peter, 2019) argues that training is the process of improving a worker's knowledge and abilities so they can do a specific job. It aims to enhance trainees' work behaviour and performance on the job.

### **2.2.6 Advertising**

Promotion, according to Luka (2020), is the elevation of an employee to a higher role with more responsibility, status, and pay. It is the promotion of a worker up the organizational ladder to a position with more authority, greater status, and better working circumstances. According to (Peter, 2019), a promotion occurs when an employee moves up to a position with a higher income grade, or in some cases, when a promotion signifies the acceptance of significantly more responsibility at the same grade. On the other hand, promotion, according to (Yator, 2017), is the appointment of current employees to another post or office at a higher grade than the one they previously held. This may be the outcome of either a successful application for a position that was advertised or, when necessary, a personal promotion.

### **2.2.7 Extra duty Allowance**

This is compensation given to an employee whose supervisor asks them to perform tasks of a unique character that come with added obligations (Mihaela, 2020). On the other hand, extra duty allowances are payments made to employees as a result of working longer hours than are required to complete the physician's regular assignment and discharge their primary task. (Braun, 2020). According to another scholar, an extra duty allowance is a sum of money given to an employee in addition to their base pay for labour performed on special projects outside of their normal workday.

### **2.2.8 Training on the Job**

During this time, new hires pick up abilities that are relevant to their position at work (Bugema, 2021). It is a style of practical instruction that emphasizes hands-on learning in a real-world or simulated training setting, usually with the supervision of a supervisor or mentor (Hamad, 2022). In this study, job training is called training takes place to boost job performance at the office. On-the-job training is based on the regular tasks performed by the company so that its goal can be achieved.

### **2.2.8 Off-the-job Training**

This refers to training that is completed, received, or occurring outside of or between jobs (Peter, 2019). Off-the-job training offers structured programs and theoretical knowledge appropriate for the development of a wider range of skills (Bukwizu, 2021). Off-the-job training is defined in this study as non-work-related training that teaches employees about aspects of their social lives that are separate from their jobs, such as fire safety, HIV/AIDS education, or security measures.

### **2.3 Review of the Theoretical Literature**

This study will look at two important theories of motivation: Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs Theory. These two hypotheses were chosen because they applied to the objectives of the investigation. However, Herzberg's Two-Factor Theory will be the dominant theory because the hierarchy of needs theory does not account for the fact that not all employees are motivated by the same needs and that these needs may vary over time.

#### 2.3.1 The Theory of the Hierarchy of Needs

Abraham Maslow created this hypothesis in his 1954 book on motivation and personality. Maslow's hierarchy of needs is frequently depicted as a pyramid (Maslow, 1954), with the need for self-actualization at the top and the greatest and most basic level of requirements at the base. The needs are classified as psychological, safety, social, esteem, and self-actualization needs, starting with the most fundamental requirement. Maslow asserts that humans are driven to meet their basic needs before attempting to meet their higher wants.

**Psychological Need:** For a person to survive, they must have certain psychological needs. All humans need air, food, and water to survive on a metabolic level. The need to fulfil these psychological wants is stronger in a person than the drive to fulfil any other kind of need. The wages and salaries paid by an organization help to meet these needs (Maslow, 1954).

**Safety Need:** After the individual's bodily needs have been met to a large extent, their safety needs take precedence and control their conduct. Employees may suffer from

post-traumatic stress disorder or Tran's generational trauma if there is no physical safety due to war, a natural disaster, or terrible working circumstances. Due to the economic crisis and a lack of employment possibilities, there is no sense of financial security. These safety needs might be seen as preferences for employment security, grievance procedures to safeguard against arbitrary authority, savings accounts, insurance plans, and fair handicap accommodations, among other things. Personal security, financial security, health and well-being, and an emergency safety net are all necessities for safety and security. Therefore, if these demands are not addressed, it may result in subpar work output in the workplace.

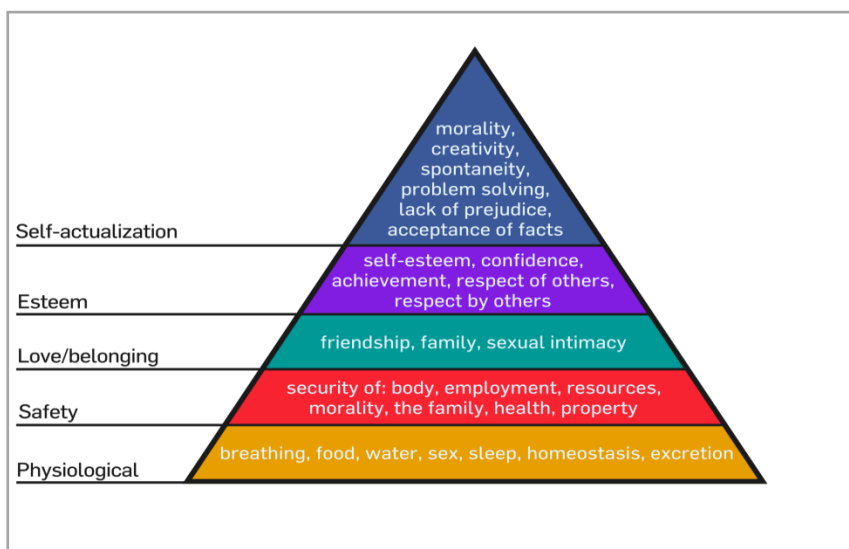
**Adoration and Belonging** Whether it comes from a broad social group, such as clubs, workplace culture, professional groups, sports teams, or small ties (family members, intimate partners, mentors, confidence), humans need to feel a feeling of belonging and acceptance. They require both love and love in return (Maslow, 1954).

**Esteem Need:** According to Maslow (1954), all people need to feel valued and have a healthy sense of self-worth. Esteem demonstrates how much most people want to be liked and respected by other people. People need to be active to be noticed and to have a hobby or other activity that makes them feel as though they have contributed, which helps them feel appreciated. As a result, the esteem demand that motivates workers to be recognized as well as valued by others may be mentioned regarding the study's promotion prospects that resulted in merit recognition.

**Self-Actualization Need:** (Maslow, 1954) states that a man must be what he is capable of being. The apparent need for self-actualization is based on this. Maslow

emphasizes this urge to always improve on who one already is and to realize one's full potential. This can be accomplished without the aid of promotions by controlling one's environment and establishing and fulfilling goals (Maslow, 1945).

Three significant contributions from Maslow's theory are made in this research. First of all, he identifies crucial need categories that can assist employers in developing powerful positive reinforcers. The theory's second addition is that it is useful to consider two general categories of demands, with the idea that lower-level wants must be met before higher-level needs take centre stage. Maslow also educates employers on the significance of personal development and self-actualization.



**Figure 2: 1 Maslow's Hierarchy of Needs**

The Maslow theory does have some flaws, though. The Maslow-proposed hierarchical structure of needs does not exist. Not every employee is motivated by the same demands, and these needs can vary over time.

### **2.3.2 The Two-Factor Theory of Herzberg**

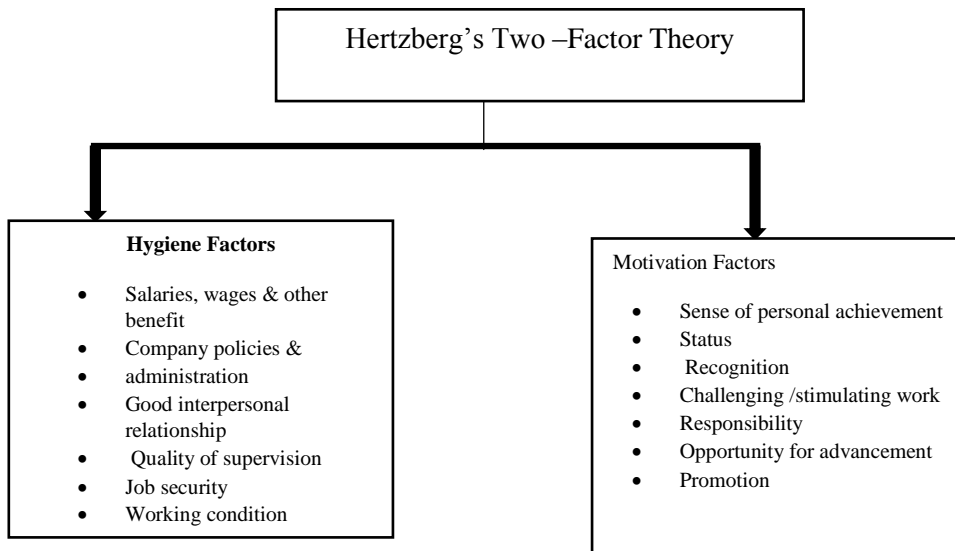
Frederick Herzberg first proposed this theory in 1959. According to Herzberg, higher-order wants, such as motivators, are distinct from lower-order demands, such as hygienic elements. While hygiene elements do not significantly contribute to job happiness, they are necessary to meet employee expectations and prevent workplace dissatisfaction. Motivation factors are those aspects that strongly influence job satisfaction.

Aspects of hygiene Herzberg contends that if these elements are perceived as insufficient or negative, employees won't be highly driven. Salary or remuneration, job security, interpersonal relationships, working environment, technical supervision, and corporate regulations and administration are examples of hygiene factors. According to Herzberg, increasing the number of cleanliness requirements for work is a terrible method to inspire employees because lower-order needs can be met relatively fast.

Motivators: Motivator factors are determined by a person's urge for personal development. Motivator elements actively contribute to job happiness when they are present. If they are successful, they may inspire someone to put forth more effort and do better than usual. A sense of accomplishment, acknowledgement, accountability, personal status, personal progress, and the work itself are some of these motivators.

Herzberg (1959) goes on to claim that the nature of the job or task is the primary motivator. If the task is not engaging, difficult, and significant, motivation will not be easy to come by. According to Herzberg, the job's design must be such that motivational variables can be effective if the motivation problem is to be solved. He

offers three options on how to accomplish this, focusing on job enrichment, job rotation, and job growth.



**Figure 2: 2 Herzberg Two Factors Theory**

The theory is pertinent to the study because it offers a closer look at how employees view their jobs. To find the internal forces that motivate employees, one looks within. The idea confirms that other factors, such as business policies and processes, rather than poor work performance are to blame for a lack of job satisfaction. According to the theory, managers should encourage, support, and motivate their teams throughout the whole project life cycle. Encourages managers to pay attention to staff members who might find it more challenging to be satisfied at their jobs. This guarantees that their complaints are heard and that adjustments are made as needed. Since it's challenging to gauge success solely in terms of these motivational variables, the theory may result in team conflicts between managers and teams. For instance, a team member might be happy with their work, but the boss might think there's room for development. The disconnect between motivation and performance:

Even while working well, a project team member could occasionally feel unsatisfied with their employment. If such occurs, the management needs to take note of these worries and do something about them. Productivity and satisfaction are not the same: According to the two-factor approach, satisfied employees will produce more. However, it does not take into account the fact that several factors other than an employee's motivation affect productivity. The hypothesis also revealed factors that need to be addressed in some way. It served as a foundation for assessing how effective earlier motivations were as well as clear guidance for pinpointing motivating variables. Training requirements, promotion requirements, and additional duty allowances are the three results. This study was conducted to close the performance gap that these three reasons indicated.

## **2.4 Empirical Literature Review**

### **2.4.1 Influence of Employee Training Opportunity on the Security Performance of Military Institutions**

In a study focused on the Immigration division, Muganyizi (2018) investigated the impact of training on employee performance inside public sector companies. A case study methodology was used in the investigation, which included 57 respondents who were chosen at random. The methods used to acquire the data were questionnaires, interviews, and document reviews. The study's conclusions showed that training in the immigration department was primarily focused on increasing customer service and employee performance by teaching employees about and how to use E-services. On-the-job training and off-the-job training were the two main types of training offered. The study also showed that training enhanced service



performance, improved employee commitment, and improved customer happiness. The effect of motivation on worker performance in Kenya was examined in a different study by Mogire (2020), with a focus on the prison service in Trans-Nzoia County. A descriptive design was used for the study, which included 345 participants. Interviews and questionnaires were used to gather data. The study stressed that to close the performance gap, it is important to offer training interventions that would help employees gain certain skills and abilities, which will ultimately improve their performance. It was noticed that by targeting areas where employees lacked the essential knowledge or abilities, training played a key part in achieving targeted levels of employee performance. The survey also highlighted the fact that employees frequently have a certain level of expertise pertinent to their specific responsibilities. Online surveys were also utilized to gather data for a Pinde (2018) study on the function of motivation in organizational behaviour. The study made the case that training is important for developing individuals' personal qualities, creativity, and competencies and enabling them to contribute effectively and efficiently to corporate goals. Enhancing knowledge and abilities, as well as positively influencing attitudes and behaviours, are the main goals of training. Training is a strong motivator that can improve performance on both a personal and an organizational level. Employees need to be prepared to adopt new procedures and production techniques as technology continues to improve knowledge, skills, and capacities.

The impact of HRM (Human Resource Management) practices on business performance in Russia was the focus of a Nyamizi (2019) study. Data were gathered

for the study from a sample of 250 individuals using questionnaires, interviews, and document reviews. The results underscored how crucial it is to raise employee competencies through efficient training initiatives. Employee development improves both their effectiveness in their current responsibilities and their abilities, knowledge, and attitudes for potential future roles, which contributes to organizational excellence overall. Interesting findings from an earlier study on the connection between training and employee performance suggest that training improves employee performance through increasing their knowledge, skills, abilities, competencies, and conduct. Training may also improve performance consistency under various settings. For instance, Muganyizi (2018) carried out a study with 79 students from the U.S. Navy Technical School who were given a computer-based task to complete. These trainees took part in a stress-exposure training session where they learned how to manage stressors including loudness and time pressure as well as their possible effects on performance. According to the findings, such training was advantageous since it helped trainees perform well even when exposed to new stresses and given challenging tasks. As a result, stress training helped to sustain steady performance. The development of trainees' self-efficacy and self-management abilities may also contribute to this constancy.

#### **2.4.2 Influence of Employee Promotion Opportunities on the Security Performance of Para Military Institutions**

Regarding Mihaela's (2020) investigation of the elements influencing the job motivation of Romanian army commanders. Inter and questions were utilized as the instruments for data collection in the project's case study research design. According

to the study, promotion entails switching to a position with a higher level of status and responsibility (Mihaela, 2020). The transition to a higher position typically comes with an increase in pay and perks. In this context, Mogire, (2020) argues that promotions improve employees' intrinsic motivation due to the greater responsibility as well as their extrinsic motivation due to the higher status, income, and perks. Employees feel more content when they are promoted from a lower level to an upper level. Giving them more money, status, and duties, raises their level of job satisfaction and motivation. Promotion lowers labour turnover by increasing loyalty. The promotion encourages self-improvement and sparks enthusiasm in programs for training and development (Mihaela, 2020).

However, Johnson (2018) points out that promotion should not only be viewed as a means of merely rewarding employees but also as a means of placing employees in positions they are qualified for. Johnson's study focused on the motivating and enabling factors for military service members earning a post-secondary degree and used a sample of 300 respondents through simple random sampling. According to this perspective, promotions have an impact on both an organization's (the employer's) welfare and the well-being of its employees. As a result, firms should carefully apply their policies and procedures when promoting people. Promotion, on the other hand, negatively affects how well employees perform.

In contrast, Mogire (2020) studied the impact of motivational factors on workers' performance in Tanzania. Both qualitative and quantitative methodologies were used in the investigation. According to the study, organizations practice promotion primarily for two reasons: first, to increase employee engagement and ultimately

achieve organizational success; and second, to ensure that individual employees' interests are met. Promotion is a crucial activity in this context for ensuring mutual existence between the company and its personnel. To meet their demands, it motivates employees to stay longer with the company, which increases organizational stability and performance (Mwijarubi, 2021).

Francis's research on organizational behaviour and work motivation was published in 2019. 350 respondents were chosen for the study using a combination of basic random selection and deliberate sampling. According to the report, promotions are given as incentives for improved job performance and conduct that is sanctioned by the organization. If people believe that their efforts will result in a promotion, they will work more. It gives employees satisfaction, which raises their morale, productivity, and allegiance to the company. Since promotion depends on performance, which results from ongoing learning and development, promotion offers opportunities for personnel development. The effectiveness of each individual is increased by this procedure, which also improves organizational effectiveness (Bukwizu, 2021).

According to a study by Jucious (2019) titled "Perception of civil servants towards promotion on merit," many firms use promotion on merit as a means of encouraging their staff to work harder. It is regarded as a just way to recognize individuals whose performance is deemed excellent and, in the process, motivates everyone to strive for excellence. According to Robbins (2007), promotions open up opportunities for social advancement, increasing degrees of responsibility, and personal development. According to Barton (2002), the acknowledgement of a company's reward system

sets it apart from the competition. According to Ali & Ahmed (2009), there is a connection between motivation and satisfaction and rewards and recognition, respectively. According to the study, there would be a comparable change in employee motivation and pleasure at work if rewards or recognition were to be changed.

#### **2.4.3 The Influence of Employee's Extra Duty Allowance on the Security Performance of Military Institutions**

Specifically, Ludewa District Council, which is located in the Iringa Region, was the focus of Luka's study (2020) on the effect of allowance on the performance of local government personnel in Tanzania. 40 respondents were included in the study sample, which included both qualitative and quantitative research methods. Data from focus groups, interviews, and questionnaires were collected for the study. The results of the study showed that extra duty pay has a significant impact on employee performance; hence, it was determined that the existing employee minimum salary does not adequately influence employees' performance. Johnson (2018), on the other hand, employed a sample of 300 respondents in his study on the motivating and enabling factors for military service members earning in Nigeria. The Statistical Package for Social Sciences (SPSS) was used to examine the data. The study's conclusions showed that several employee allowances should be provided to incentivize employees in the public sector and improve performance effectiveness. These payments include housing allowances, sitting allowances, acting allowances, travel allowances, overtime and extra-duty payments, and so forth. Extra duty compensation is the most effective method of motivating employees to perform their

tasks more skillfully by making full use of their abilities, perspectives, and limits in the service of the company. The implementation of their tasks, confidence in their abilities, dedication to their work, and tenacity are also considered additional obligation allowances for organizing, progressing, committing, and rousing labourers (Samuel, 2020).

According to Bugema's (2021) study, extra duty pay has a positive impact on workers in hazardous environments. His study employed a case study research design, with questionnaires serving as the primary methods of data collection, and a sample size of 450 respondents was collected by simple random sampling. According to the study, people who work in environments with higher levels of risk receive some extra duty pay by way of arrangements of events that provide a specialist or an individual with justification, strength, quality, direction, and support for their efforts in achieving specific objectives. Bukwizu, 2021, in his study on the relationship between extra duty allowances and work performance, used a sample of 460 respondents through interviews and questionnaires as data collection techniques. The study explained extra duty allowances from two different points of view, for example, the mental and the executive viewpoints, for example, the Psychological point of view looks at the psychological condition of workers that influences the beginning of certain practices. But from the perspective of the executives, it becomes increasingly clearer how the leader and the boss relate to the employees of the company through coordinating performance, limit, and motivation.

In 2020, Winfrey did research on non-financial motivation as a tactic for enhancing the effectiveness of the police force, using the Tanzanian police force's headquarters

as a case study. He employed stratified simple random to ensure that respondents from various strata were represented while using purposive sampling to identify the key informants for the interview. According to his research, workers have a generally positive attitude toward financial incentives at work, which can both motivate them and be employed in addition to monetary incentives. According to his research, non-financial rewards could be tremendously motivating in this firm if both management and employees hold them in high regard. This study has a gap since the chosen study focuses on the banking industry while it is focused on the police force.

## 2.5 Summary of Literature

**Table 2. 1 Summary of Literature**

<b>Author and year</b>	<b>Title</b>	<b>Findings</b>
Muganyizi, (2018)	The impact of training on staff performance in public sector organizations of Immigration department.	The main goals of training at the immigration department are to enhance employee performance by teaching staff more about E-services and boosting their customer service skills. On-the-job training and off-the-job training were the two main types of training provided to personnel at the Immigration Department.
More, (2020)	The Impact of Motivation on Employee Performance in kenya,	Training made it easier to identify the performance levels of employees and where they fell short. This will enable us to determine what areas of expertise they lack. Employees must constantly have a specific level of expertise in various tasks.
Pinde, (2018)	The work of motivation in organizational behavior	Employees are empowered by training to contribute effectively and efficiently to pursue the given purpose to achieve the company goal. Training fosters individual ability, inventiveness, and competencies.
Nyamizi, (2019)	Effect of HRM practices on firm performance in Russia	Through efficient training programs, employees' competencies must be

		improved. Training employees helps them perform better overall in their current employment as well as develops their attitudes, abilities, and knowledge for future positions, which helps the organization as a whole.
Mihaela, (2020)	Factors affecting the work motivation of officers in the Romanian army	Promotions increase responsibility, which increases employee intrinsic motivation, and they also boost status, salary, and perks, which increases extrinsic motivation.
Johnson, (2018)	Motivating and enabling factors for military service members earning a post-secondary degree	Promotion should be viewed as more than just a way to reward employees; it should also be viewed as a way to place workers in roles that suit them.
Luka, (2020)	The impact of allowance on the performance of the local government staff in Tanzania	It was determined that the existing employee minimum compensation is not sufficiently influencing the employees' performance since extra duty allowance has a significant impact on employee performance.
Johnson, (2018)	Motivating and Enabling Factors for Military Service Members Earning in Nigeria	A variety of employee allowances must be provided to incentivize employees in the public sector and improve performance effectiveness. These compensations include housing allowances, sitting allowances, acting allowances, overtime and extra-duty allowances, and travel allowances.
Bugema, (2021)	The influences of extra duty allowance to employees working under higher risk environment	When tying extra duty allowance to the planning of events that provide a specialized or a specific explanation, power, quality, direction, and support of fight in pursuit of specified aims, it is included for employees operating in higher risk circumstances.

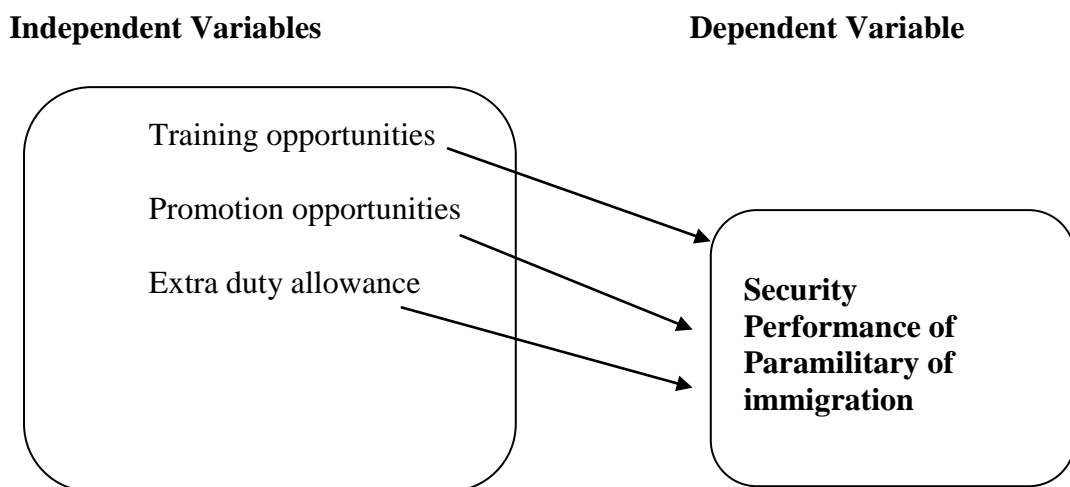
**Source:** Literature review, 2023

## 2.6 Research Gap

Previous studies like (Deng, 2020), (Mihaela, 2020), (Luka, 2020), (Samuel, 2020), and (Johnson, 2018) showed that motivation affects employee service performance through salary motivation, medical benefits, transportation benefits, merit



recognition, and bonus. However, there have been few studies on training, promotion, and extra duty allowances (Bukwizu, 2021), (Muganyizi, 2018). The effect of employee motivation on performance in security paramilitary institutions, specifically in the Immigration division, was not addressed by these studies, leaving a knowledge gap that this study aims to fill. Additionally, it was discovered that no studies on the impact of employee motivation on job performance within the immigration department had been carried out in Tanga immigration offices. Another study gap has been found in this area. By concentrating on how promotion, training, and extra duty allowance affect the security performance of paramilitary institutions of immigration in the Tanga region, the current study aims to close the existing gap.



**Figure 2: 3 Conceptual Framework**

The conceptual framework typically identifies the key variables that hold significance within the study. These variables are generally categorized into two primary groups: dependent variables and independent variables, as outlined by Kaliba (2018). In this study, employee motivation is framed as an independent

variable, influenced by factors such as training opportunities, promotion prospects, and extra duty allowances. On the other hand, the performance of the immigrant department is conceived as a variable determined by several aspects, including citizen satisfaction, the attainment of organizational objectives, and employees' understanding of their roles.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

The chapter describes the methodology that will be used for the study. This chapter covers the research design, the target population, the sample method and size, the data collecting source, the research tool, administration of the tool, data analysis, and ethical considerations.

#### **3.2 Philosophy of Research**

This is a reference to a collection of fundamental assumptions that direct the planning and conduct of a research project (Dudovicky, 2018). The researcher in this study followed the pragmatic philosophy, which is a sort of research philosophy that incorporates operational choices based on "what will work best" in addressing the research questions (Bugema, 2021). According to Dudovicky (2018), pragmatic philosophy acknowledges that there are numerous ways to do research and interpret the world, that no single point of view can ever provide a complete picture, and that there may be multiple realities. To obtain complementary information from the study area, a researcher could employ both a qualitative and a quantitative technique thanks to this concept.

#### **3.3 Research Strategy**

A research approach is a strategy and set of guidelines that covers everything from general hypotheses to specific techniques for gathering, analyzing, and interpreting data. Research Methodology: Methods and Techniques, Fourth Edition, Kothari, 2018. Both a qualitative and a quantitative methodology were used in this

investigation. Through interviews, the qualitative approach was employed to ascertain the underlying causes, viewpoints, and motives of respondents. According to Kothari's 2018 edition of *Research Methodology: Methods and Techniques*, a qualitative method collects and examines non-numerical data to understand people's attitudes, beliefs, and motivations about their social reality. The results from several data-gathering techniques, including surveys and interviews, were presented with the use of a mixed research philosophy.

### **3.4 Research Design**

According to Kothari (2004), research design refers to the overall strategy you select to integrate the various study components coherently and logically, ensuring you have adequately addressed the research problem. It serves as a guide for the collection and analysis of data. Explanatory case study research methodology was employed in this study. This research method focuses on looking at a person, group, community, or institution during a certain moment. By conducting face-to-face interviews with the participants, the researcher was able to better understand their motivations, experiences, and contributions to the immigration cadre.

### **3.5 The Area of Study**

This research was carried out in the Tanga region's immigration offices. The accessibility of immigration cadres, such as border immigration offices, regional immigration offices, and district offices, was a factor in the researcher's choice of this area of study. Additionally, the Raphael Kubaga Immigration Training College is only located in the Tanga region, which made it easier to obtain reliable information from all immigration cadres who are not present in other regions.

### **3.6 Target Population**

The entire population for which information is needed is referred to as the target population (Kothari, *Research Methodology: Methods and Techniques*. (4th ed. ), 2018). Therefore, the immigration office employees who fall into two categories—common cadre, which includes accountants, drivers, and secretaries, and immigration officers, such as soldiers—make up the target group for this study. Employees from the Horohoro border office, Mkinga immigration office, and Tanga immigration office make up the population under study.

### **3.7 Sample Size and Sampling Techniques**

#### **3.7.1 Sampling Techniques**

The term "sampling technique" describes the action of choosing several people or things from a population such that the chosen group contains characteristics that are present in the full population (Kombo, 2019). Both probability and non-probability sampling were utilized in the investigation. Simple random sampling, in which respondents were chosen at random to fill out the questionnaire's information, was made possible by the use of probability sampling. Purposive sampling is a form of non-probability sampling strategy where units are chosen because they possess traits you need in your sample (Kothari, *Research Methodology: Methods and Techniques*, 4th ed., 2018). To provide a proper representation of the diverse perspectives about employee motivation and job performance, a researcher employed purposive sampling to choose the employees in the immigration department.

#### **3.7.2 Sample Size**

Joje (2018) claims that the precise number of things chosen from a population to make up a sample is determined by sample size. The sample was drawn from the

entire workforce in the research area. To gather accurate data on the study issue, the researcher used 65 respondents as a sample size that was carefully chosen. The decision to choose 65 respondents was made because the researcher wanted to use an interview tool to get data, and by choosing such a size sample, it was manageable when the interview tool was used to find perspectives and experiences about the research problem. Table 1 below shows the composition sample of the responders.

**Table 3. 1 Respondent Composition Sample**

<b>S/N</b>	<b>Categories of Respondents</b>	<b>Number of selected Respondents</b>
1	Managerial officers	5
2	Regular officers	60
	Total	65

**Source:** Researcher, 2023

### **3.8 Data Collection Methods**

Data were gathered for the study from primary and secondary sources. While secondary data was gained through document reviews, primary data was gathered through interviews. A variety of data collection methods were used, including surveys, document reviews, and interviews.

**Interviews:** Using a structured questioning strategy, interviews involved face-to-face exchanges between the researcher and the respondents. These interviews were conducted to gather firsthand information on a variety of study-related topics, including training, motivation, and additional duty allowances. Three interviews were held, each of which concentrated on training, inspiration, and additional duty allowances. **Document Review:** Examining existing materials, such as earlier research, books, reports, and articles obtained through services like Google Scholar, involves document review. These records offered insightful information about

security performance and employee motivation. The researcher also looked into several human resources-related documents utilized by the immigration cadre.

Employees of the Immigration offices in the Tanga region were given questionnaires that mixed open-ended and closed-ended questions.

### **3.9 Expected Outcomes**

An outline of the research goals was provided by the anticipated outcomes. The study sought to determine how training opportunities affected the security performance of military institutions in the Tanga region's immigration department. Additionally, it intended to investigate the possibilities for promotions, the standards for promotions, the proportion of employees who earned promotions, and the different training programs accessible to employees. The study also looked at how extra duty allowances affected worker performance.

### **3.10 Data Analysis**

To answer research questions, data analysis required organizing, interpreting, and analyzing the data. Thematic analysis was used to conduct a qualitative analysis, with an emphasis on finding and interpreting patterns and themes in the qualitative data. The research questions informed the transcription, translation, and analysis of interview data. Emerging themes in training, motivation, and extra duty allowances were identified and presented through the analysis using citations and paraphrases. Descriptive analysis was used for quantitative data, which included presenting frequencies and percentages as tables.

### **3.11 Research's validity and dependability**

Validity of Research: In research, validity is the degree to which the conclusions accurately represent the raw facts. The study made sure that various viewpoints were included and that individual experiences and points of view were appropriately expressed to increase validity. To establish that the testimonies were from diverse perspectives, the researcher also looked for overlaps and discrepancies. This was accomplished by listening to previously recorded interviews again, examining new topics, and adhering to the participants' stories.

Research reliability is dependent on how consistently measurement techniques are used. The study engaged participants for a long time and compared its findings to earlier studies to ensure reliability. A study diary was kept to record participant experiences and viewpoints, and a thorough description of the research procedure was given.

### **3.12 Ethical Considerations**

The observance of norms and standards of conduct in research is referred to as research ethics. The Open University of Tanzania and the immigration department, among other pertinent authorities, granted clearance for the study. Avoiding plagiarism, getting interview subjects' agreement after fully informing them, ensuring confidentiality and anonymity, and safely keeping and safeguarding data were all ethical considerations. To ensure ethical conduct throughout the research, precautions were taken such as the use of password-protected recording devices and the cautious archiving of data.



## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.1 Overview**

The study's goal was to investigate how employee motivation affected paramilitary institutions' security performance in the context of immigration to the Tanga region. The key conclusions that address these study topics are presented in this chapter. To the study's aims, the findings are presented in a topical sequence.

#### **4.2. Respondent's' Profile**

The respondents' profiles include the gender, age, degree of education, and employment history of the department of immigration staff. The subsections below give a profile of the respondents.

##### **4.2.1 Gender of Respondents**

To determine the distribution of gender between men and women among the respondents. Analysis was made and presented in the table below. Table 4.1 reveals that 35 of the respondents, or 54% of the total, were men and that 30 of the respondents, or 46% of the total, were women. The results imply that both men and women were involved in this investigation. Male respondents outnumbered female respondents in the survey. This provides the appearance that the immigration department has more male staff than female ones.

**Table 4. 1 Gender of Respondents**

<b>Variable</b>	<b>Frequency</b>	<b>percentage</b>
Male	35	54
Female	30	46
<b>Total</b>	<b>65</b>	<b>100</b>

**Source:** Field data, 2023

### 4.3.2 Age of Respondents

The respondents' age range was also examined. The results are outlined below; Table 4.2 reveals that 35 respondents, or 59.6% of them, fall within the 36–45 age range. While 20 responses, or 31% of the total, fall within the 26 to 35 age range. 15 respondents, or 23% of the sample, are over 45 years old, and 7 respondents, or 11% of the sample, are between the ages of 18 and 25. The researcher concludes that the bulk of the immigration department's workforce is between the ages of 36 and 45 and that these are active groups.

**Table 4. 2 Age of Respondent**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
18-25	7	11
26-35	20	31
36-45	23	35
Above 45	15	23
<b>Total</b>	<b>65</b>	<b>100</b>

**Source:** Field data, 2023

### 4.3.3 Academic Qualifications

The educational background of the respondents who participated in the study was another question the researcher wished to answer. The examination of the respondents' academic backgrounds is shown in Table 4.3 below. According to the results shown in Table 4.3, 8 (12%) of the respondents are at the Ordinary level, and

22 (34%), or respondents, have earned a diploma. Additionally, 9 respondents (14%) and 26 respondents (40%) each hold a master's degree. The researcher can therefore conclude that the immigration department today employs a greater proportion of individuals with a first-degree education based on the analysis and interpretation shown above.

**Table 4. 3 Academic Qualification**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Ordinary level	8	12
Diploma	22	34
First Degree	26	40
Master	9	14
<b>Total</b>	<b>65</b>	<b>100</b>

**Source:** Field data, 2023

#### **4.3.4 Work Experience of Respondent**

As a result of the findings, table 4.4 below analyzes and presents the respondents' work experiences. Table 4.4 shows that 45 respondents, or 69% of the total respondents, had worked in the department for between one and ten years. While 7 respondents, or 11% of the total, have work experience of 21 years or more, 13 employees, or 20% of the total, have work experience ranging from 11 to 20 years.

**Table 4. 4 Work Experience of Respondent**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
1-10	45	69
11-20	13	20
Above 21	7	11
<b>Total</b>	<b>65</b>	<b>100</b>

**Source:** Field data, 2023

## **4.2 The Influence of Training Opportunity on the Security Performance of Paramilitary Institutions of Immigration in the Tanga Region**

The main objective of the study was to determine how training opportunities affected the security performance of paramilitary immigration facilities. To find out how training opportunities affected the security capacities of immigration paramilitary units, respondents were asked. The findings analysis was finished, and the subsections provide the results below.

### **4.2.1 On the Job Training at Immigration Cadre**

Findings from the respondents revealed that immigrant officers are offered on-the-job training. The respondents pointed out that on-the-job training is referred to as training that takes place to enhance the job performance at the cadre. On-job training is based on the daily duties of the department so that the objective of the organization can be reached.

**Table 4. 5 On Job Training Responses**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagreed	3	5
Disagreed	2	3
Agreed	33	55
Strongly agree	22	37
<b>Total</b>	<b>60</b>	<b>100</b>

**Source:** Field data, 2023

Table 4.5's findings reveal that 3 (5%) of the respondents strongly disagreed with the statement that the department does not always give on-the-job training. 35 (54%) of the respondents agreed that on-the-job training is one of the forms of training being conducted at the department, while 2 (3%) only disagreed. While 25 (or 38% )

strongly concurred. This suggests that the majority of respondents approved of the Department of Immigration's provision of on-the-job training.

The results of the aforementioned analysis and interpretation create the impression that the immigration department prioritizes on-the-job training. This is a result of its significance in raising workplace performance. However, information gleaned from interviews reveals that the immigration service offered on-the-job training. According to a quote from an interviewee,

*“We always offer job training at our office hence we want to impart our employees with the current job performance techniques, the trainings that mostly offered to our employees including electronic service provision and customer care.”*(AB, 2023)

However, another respondent from the interview session also said that;

*“After being employed I undertook induction training that mostly focused on familiarization of job role, within an immigration department. The training enabled me with the basic information needed to settle down quickly and happily and start my today work”* (AC, 2023)

To get more facts about the induction training, a researcher asked a Human resource officer about the induction training that is undertaken by new employees, the response was quoted said that;

*“Induction training is a process of making the new employee familiar with the work environment and the fellow employees. The new employee is inducted into the organization by introducing his job, fellow workers, supervisors and subordinates. He should be oriented to the new organization and its policies, rules and regulations”.* (AD, 2023)

According to Mugaizi (2019), induction training is a socialization process by which the organization tries to make the new employee its agent for the achievement of its aims and objectives while the new employee seeks to make the organization into an

agent to achieve his personal goals. This argument is supported by the findings mentioned above. The process of induction makes a new employee feel at home and aids in his adjustment to the organization's new environment.

Although most people participated in training for a variety of reasons, a researcher was curious to discover how much the primary motivation varied. Some respondents who provided quotes revealed this;

*"Am always interested in attending any trainings provided by the immigration officer due to different reasons, some of these reasons include to do my job better and improve career prospects, To increase my knowledge and skills on my existing job that interests me"(AE, 2023)*

The above finding is supported by Herzberg's theory (1959) which contends that the core of a motivator is the nature of the job or task. Motivators will not be readily present unless the job itself is interesting, challenging and meaningful. Herzberg sees the solution to the motivation problem is the design of the job itself, so that motivator factors can take effect. He suggests three ways in which this could be done especially through job enrichment, job rotation and job enlargement.

Moreover, another respondent reported different views and reasons about why she preferred to attend training offered by the immigrant department, she said that;

*"I don't undertake every training offered by our department but the common reasons that drive me and some colleagues know are To obtain a certificate'; 'To increase my possibilities of changing a job and profession'; and to be less likely to lose my job".(AF, 2023)*

The findings obtained imply that training participation depends much on the need of the employee, therefore training to be significant to employees should be offered regarding the needs and interests of the employees.

### 4.2.2 Off-job Training

A researcher wanted to find out if job training one of the types of training is being practiced at the Immigration Department. The findings are presented in Table 4.6 below.

**Table 4. 6 Off-Job Training Responses**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagreed	2	3
Disagreed	3	5
Agreed	30	50
Strongly agree	25	42
<b>Total</b>	<b>60</b>	<b>100</b>

**Source:** Field data, 2023

According to the data in Table 4.6, 2 (3% of respondents) strongly disagreed with the statement that off-the-job training is never done, while 3 (5%) just disagreed. Additionally, 30 (or 50%) of the respondents concurred that one of the training methods used by the Immigration Department is off-the-job training. While 25 (42%) of the respondents strongly agreed that the department offers off-the-job training, The results create the impression that the department is engaging in off-the-job training.

These results are corroborated by those from the training manager's interview, which showed that Off-the-job training refers to training that is not directly relevant to the employee's employment; this training educates staff members about aspects of society that are not directly related to their profession, such as security measures, HIV/AIDS education, and fire safety. These were backed up by the interviewee's quoted statements;

*“We offer off training to both employees and students as short courses. For example, all students studying at this college of Raphael Kubaga are required to attend two-week courses and these training are namely as "Core work skills training". These orient our students and employees with knowledge and skills of team working, communication skills, problem-solving skills and entrepreneurship skills”. (AG, 2023)*

However, the study seeks to understand the common methods being used for training at the department of Immigration. The responses were quoted said that;

*"When we provide the training we use different methods such methods can include lecture, demonstrations, discussions and seminars and participants are seen as they are happy and flexible with these methods hence most of the time we give them the room to choose the appropriate methods to be used”(AH, 2023)*

The aforementioned conclusion demonstrates that the immigration department provides common training methods like workshops and seminars. Staff members receive training in these techniques both on and off the job. As a result, on-the-job training is the examination of how people acquire and develop a wide range of abilities through formal education acquired on the job.

Findings from interviews with the senior human resource manager of the immigration department suggest that the main goal of training and development activities within the organization is to enhance staff capacity with great knowledge and skills to meet the changes with new technology by gaining new insights. This is done to achieve the organization's objective or goals. The results indicate that improving employee performance in the department is the primary goal of training. HR was quoted as saying;



*“Taking the year 2020/2021 as a baseline, due to staff training which helps the employees to acquire knowledge, skill attitude and good behaviour which creates ability and competence to the staff about the performance of their duties, the department has increased its productivity by 60 % from the year 2021 to 2022” (AI, 2023)*

Majora (2018) suggested that the primary goal of staff training is primarily to improve the knowledge, abilities, and attitudes of the employees necessary for the future job to contribute to superior organizational performance, which is supported by the aforementioned findings. Training makes ensuring that employees are knowledgeable and capable of advancing their careers, which boosts performance within a particular firm. Employee training must be a key component of an organization's complete quality management strategy.

Additionally, Deng (2020). Argued that giving employees training and development opportunities improves job-related skills and competencies, encourages high performance, and enables workers to adapt to changes in the workplace, such as the introduction of new technology. Additionally, the results line up with those of Bukwizu's study from 2021. Who advocated for adequate training, an improved motivational package, suitable working equipment, and greater employee participation in decision-making to ensure better performance.

### **4.3 The Influence of Promotion Opportunities on the Security Performance of Paramilitary Institutions of Immigration in the Tanga Region**

The relationship between employee performance and promotion appears to be a motivating element that encourages individuals to be dedicated to their jobs, leading to improved organizational performance and service delivery. The findings of this

study evaluated how well immigration department employees understood the promotion requirements based on their responses to questionnaire forms. The outcomes are shown in table 4.5 below;

**Table 4. 7 Criteria of Employee’s Promotion**

<b>Criteria</b>	<b>Number respondents</b>	<b>of Percentage</b>
Experience	24	40
Good Performance	22	37
Qualification	10	17
Skills	4	7
<b>Total</b>	<b>60</b>	<b>100</b>

**Source:** Field data, 2023

Analysis of data from Table 4.5 regarding promotion criteria reveals that 24 respondents (40%) indicated experience as the most important factor, followed by (37%) good performance, (14%) qualification, and (7%), talents. This implies that personnel of the immigration department have varying levels of awareness regarding these criteria.

Additionally, research from key informants, including department directors and human resource officers, found that prior criteria for promotion include work performance, competency (professionalism), experience, and financial capability. Academic qualification based on the educational requirements for the position as stated in the 2019 Public Service Scheme; Good character and integrity as evidenced by his appearance, interactions with others, conduct toward others, manner of expression, and track record.

However, a human resource officer was quoted saying;

*“Work performance is how an employee has performed the agreed objectives for a certain period by using efficiently the resources available for that job. Professional competency is determined by the skill level of that profession; Experience is determined by the length of time an employee served in the same post or equivalent post particularly known as seniority”.*(AJ, 2023)

However, according to the Public Service Employment Policy of 1999 and the Public Service Regulations of 2003, the primary factors taken into consideration when determining whether or not to promote public employees in Tanzania are work performance, job knowledge, efficiency, and discipline, as well as academic qualifications, prior promotions, studies taken, and financial capacity, as stated in Section 15 of the Public Service Regulations of 2003. The findings show that respondents comprehended the promotion criteria and agreed that they should be taken into account when elevating personnel.

Additionally, the results showed that Department of immigration staff members are aware of the promotion process employed during promotion exercises, according to evidence supplied by one respondent who was quoted as;

*“To our department, the issue of promotion procedure is commonly known to every employee, the most procedures being used including open Performance Review Appraisal System (OPRAS), Forms are filled together with the employees and superiors. Heads of department are concerned with appraising promotion and recommending promotion”* (AK, 2023)

The above finding implies that the promotion procedure helps the employees to know their rights and the obligation of the employer’s role, such as providing training opportunities to its employees to enhance skills acquirement for future developments. Evidence from the interview showed that motivated employees give

greater performance in their work roles. This was confirmed by respondents during interview sessions who said that;

*"The employees are motivated by promotion and become committed to working hard for the betterment of Individual level, and organizational level. For example last year my promotion increased status and my salary increased when there was an increase in salary the income was also enhanced for acquiring basic needs and this helped me to concentrate on my job retention"*(AL, 2023)

The above findings show that promotion brings motivation to employees; motivated employees are committed to their jobs and work hard in the Attainment of immigration department objectives. This is supported by Johnson, (2018) who argues that promotion touches not only the welfare of the employee but also that of an organization (employer). Therefore, the Promotion of employees in organizations should be carefully implemented and contrary to that, promotion turns into a setback to the employees' performance.

However, the findings from the interview revealed that employees have certain expectations from their jobs. If their expectations are met they feel satisfied. It's true that employees seek satisfaction in the context and environment of their jobs but also attach importance to the opportunities for promotion that these jobs offer. This was confirmed during an interview session with one of employees who quoted said;

*"In our immigration department, there is a need for present job positions to offer opportunities for promotion in future to provide more satisfaction. If the opportunity for such is lacking, it will reduce satisfaction"* (AM, 2023)

The above finding is supported by Mogire, (2020) who argues that promotion is an important practice in ensuring mutual existence between the organization and

employees. It encourages people to stay longer with the organization for them to satisfy their needs, which in turn leads to increased organizational stability and performance.

On the other hand, the findings revealed that promotion contributes to employees' development because of time-to-time schemes of service change which lead to employees being required to attend training and upgrade their skills so that they can acquire the needed qualifications. This was confirmed during an interview session by one respondent who said that;

*"After being promoted to my current position, I was required to attend different workshops and seminars so that I could get more skills that I missed, the skills gained included leadership skills, and public and presentation skills to mention just a few. And am confident now I can encourage my colleagues to work hard so that they can be promoted like me" (AN, 2023)*

The above finding is supported by Mihaela, (2020) who argued that promoting employees from the lower level to the upper level creates a feeling of content among the employees. It improves their job satisfaction and motivation by providing greater income, status and responsibilities. By building up loyalty, promotion reduces, labour turnover. Promotion stimulates self-development and creates interest in training and development programs that make an employee gain soft skills like leadership skills and communication skills

However, the study seeks to understand also the measures ways used by the department in promoting the employees. The findings revealed that OPRAS, Progress reports and financial budgets were the major tools used in promotion. This was confirmed by the Human Resource Officer who found that the topmost

measurement of employee performance is OPRAS and that is why the government issued circular No. 2 of 2004 to enforce the implementation of OPRAS in public service.

According to Government Circular No 2 of 2004, the Implementation of Open Performance Review Appraisal System (OPRAS) to public service, OPRAS is a tool used to measure performance of employees in public service because this is the pre-requisite given for final approval of promotion. However, the extent to which the process of implementation of a system of OPRAS is to ensure that the organizational objectives are met.

#### **4.4 The Influence of Extra Duty Allowance on the Security Performance of Paramilitary Institutions of Immigration in the Tanga Region**

The study sought to explore the extent extra duty allowance influences the security performance of paramilitary institutions of immigration in the Tanga region. The data were found through interview sessions made with employees of the immigration department. The analysis and discussion of the obtained findings are presented below;

*“Extra duty allowance is important to employees because when you motivate your employees by extra duty allowance we use our effort, skills and knowledge due to the increase of morale to perform the assigned duties”*(AO, 2023)

The finding above also was supported by a human resource officer who said that;

*“Extra duty allowance leads to stability of workforce. This is because extra duty allowance reduce turnover rate and employees are satisfied with what he /she receives from his /her employer”* (AP, 2023)

From the above findings therefore the study found that to improve performance among public servants, there is a high need to offer the public servants motivating allowances. This may bring about high work morale and high performance.

The findings of this study show that extra duty allowance is a crucial motivational package to employees as confirmed by managerial staff respondent who, during an interview was quoted saying;

*“The department provides our allowance on time. In that regard, workers perform their duties diligently with the assurance of having their extra duty allowance on time. This improves their job performance and the department uses it as a motivational package to its employees” (AQ, 2023)*

This implies that the immigration department uses extra duty allowance as a motivation technique. However, the study also found that the immigration department provides an extra duty allowance to its employees who have to work unusually long hours in terms of transport allowance to raise the performance of their employees as confirmed by managerial staff during an interview said;

*“Majority of employees are coming from distant places this increases the cost of living in terms of spending daily bus fare to and from our working place. Therefore the provision of transport allowances as extra duty allowance by our employees motivates us in our daily endeavors at the department. This increases our morale and commitment to work, and as a result, our job performance increases too” (AR, 2023)*

The human resource officer identified the kind of officers who are eligible for extra duty allowances during the interview session he confirmed said that;

*“Officers, eligible for overtime, are those who work under pressure and at extra and irregular hours for timely completion of activities not within the normal scope of their schedule of duties, and in connection with special assignments” (AS, 2023)*

The above findings were based on the fact that immigrant officers are very often required to put in extra hours of work in stressful conditions and thus, they are eligible for extra duty allowances to increase their working morale.

These findings imply that the extra duty allowance offered has an impact on employee performance. More results of this study on the provision of allowances for extra duties were reported from the responses provided by managerial staff as said;

*"As we all know salary has never been enough for employees, therefore the presence of allowances for extra duties helps employees to accomplish most of their needs. Indeed these allowances have been a big support for us because they are paid to us on a weekly basis hence help to accomplish our needs"* (AT, 2023)

Additional results of this study come from the interview results of managerial staff who contributed to that;

*"We tend to recognize good job-performing workers annually and provide financial incentives and bonuses from our employer. This inculcates a sense of hardworking and commitment to work amongst employees bearing in their mind that their effort is recognized and honoured"* (AU, 2023)

These results are consistent with the recommendations made by Faraji (2019), who suggested improving motivating prospects by giving staff prizes that are fair and transparent and go above and beyond market remuneration to recognize their accomplishments. This can then result in a rise in staff motivation. Herzberg's motivation theory, which highlights that motivational variables comprise a variety of elements including overtime, paid leave, bonuses, training, and extra duty allowances, is consistent with the theoretical perspective presented here.

The study of Samuel (2020), who stated that extra duty allowances represent a highly significant kind of motivation that motivates employees to perform their work more



effectively, provides more support for this result. Such incentives encourage workers to fully utilize their abilities, ideas, and potential to contribute to the success of the company. Workers' execution of their duties, confidence, dedication, and commitment to their work are all indications of the function extra duty allowances play in organizing, promoting, and inspiring them.

These results are in line with a study by Sara et al. (2019), which acknowledges monetary incentives such as increased duty allowances as effective motivational strategies. Muogbo (2018) highlighted the continued difficulty for companies in creating compensation policies and practices that entice, inspire, keep, and satisfy their workforces.

Deng (2020) also argues that out of all the resources possessed by a firm, human resources are the most crucial. Maintaining an effective and seasoned team is crucial to an organization's overall effectiveness. A motivated workforce can considerably improve an organization's competitiveness, value addition, and profitability. According to Bugema (2021), workers who succeed in mentally demanding positions that allow them to put their skills and abilities to use are likely to have higher levels of job satisfaction. Modern motivation systems often link employee performance to the organization's success through the use of incentives, awards, and recognition.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Overview**

This chapter deals with a summary of the findings, a conclusion, and recommendations related to the findings of a case study on immigration in the Tanga region that examined the impact of employee motivation on the security performance of paramilitary institutions.

#### **5.2 Recap**

According to the study's findings, the primary goal of training activities at the immigration department is to increase the security performance of the paramilitary and employees' job performance in terms of service delivery. According to research, the Immigration Department primarily provides on-the-job training, induction training, and off-the-job training to staff. The Immigration Department's most common training method is talk and demonstration. The use of lectures and presentations as teaching tools is another option.

However, it has been seen that the training provided to the personnel at the immigration department improves both individual performance and realization of organizational objective performance as it enables them to acquire skills, and knowledge, and adapt their behaviour and personalities to perform a better job. Through increased productivity, training enhanced performance at the Immigration Department. Additionally, providing personnel with a variety of training opportunities aids in the enhancement of corporate performance and the development of leadership skills, which in turn promote a healthy work environment.

According to the study's second aim, the immigration department offers promotions based on factors such as work performance, competency (professionalism), experience, and financial ability. Employees at the Department of Immigration are informed by the study about the OPRAS form and other advancement requirements. However, the study indicated that motivated workers perform better in their jobs. The results also showed that the main promotion tools were OPRAS, Progress reports, and financial budgets. Promotion is therefore beneficial and important to both individual and departmental performance, according to the study.

According to the report, the Department of immigration gives its employees who must put in extra duty time a transportation allowance to improve their performance. The survey also showed that immigration officers worked longer hours and under stressful circumstances received more duty pay to boost their morale at work.

### **5.3 Study Implications**

#### **5.3.1 Implications for Law Enforcement**

This study lays the groundwork for policymakers to create an employee motivation policy that would provide instructions to all stakeholders on how the program would be implemented and, as a result, would show the management's commitment to employee motivation. Employees should have access to the legal documents controlling employment policies in the public sector. The Public Service Regulations, the Code of Ethics, periodic circulars, and other similar papers are intended to clearly state the terms and circumstances, rights, and obligations.

#### **5.3.2 Implications for the Department of Immigration**

The findings may be useful to the immigration department in developing ideal

working conditions, which help employees do their tasks efficiently and may foster strong relationships among employees, increasing job satisfaction. As a result, employees will perform at a high level at work. The immigration department might encourage workers to deliver quality work. This can be accomplished by offering incentives, rewards, and other advantages. Employees need to be given the skills they need to adopt new technology and advance their careers.

### **5.3.3 Educational Implications**

The study's findings are a valuable addition to the body of literature already available on the impact of staff motivation on paramilitary institution security performance. Additionally, the study could serve as a resource for future researchers who might be interested in researching the subject of worker motivation and productivity. To meet the prerequisites for The Open University of Tanzania's Master of Human Resource Management degree, this study is used.

### **5.4 Recommendations**

According to the study's findings, paramilitary institutions of the immigration department's security performance are influenced by training opportunities. It has an on-the-job training program that was started when the department first existed. The training activities have improved performance, efficiency, and competence while also enabling the acquisition of new knowledge and skills. However, the study concludes that budgetary capacity, work performance, competency (professionalism), and experience all helped staff members receive promotions. However, it has been demonstrated that motivated individuals perform better in their jobs thanks to promotions.

Furthermore, it is evident from the results of this study that retention of staff incentive programs is necessary since they have a positive impact on organizational performance. This implies that all efforts made by the department to inspire employees may result in strong overall departmental performance. In this regard, the immigration department has a responsibility to take employee motivation into account for better outcomes.

In light of the aforementioned, this study concludes that department and national government collaborations have a significant impact on employee motivation. Tanzanian organizations' operational effectiveness. According to the data, praise should inspire firms in Tanzania to embrace their greatest employee performance.

### **5.5 Suggestions**

Based on how paramilitary institutions' security performance is impacted by training opportunities. The existing on-the-job training program offered by the immigration department is successful, but the department should also think about allowing employees to continue their education to raise their qualifications. The immigration department should keep up its on-the-job training programs and periodically evaluate them to determine their efficacy, their ability to meet the unique needs of its personnel and their conformity to current trends.

Based on how the security performance of paramilitary institutions is impacted by personnel advancement prospects. To ensure the effectiveness of the promotion practice to the employees' performance, it is hereby advised that criteria like experience, good performance, qualification, and talents be taken into consideration.

in light of how extra duty pay affects paramilitary institutions' ability to maintain security. Given that motivation is viewed as having a significant impact on the immigration department, it is now proposed that more enticing extra duty allowances be given to employees. This will inspire them, stimulate the workplace spirit, and ultimately result in good performance.

### **5.6 Areas for Additional Research**

Tanzania's Tanga region served as the location of this investigation. Through a qualitative research technique, it was intended to investigate how employee motivation affected the security performance of paramilitary organizations in the context of immigration to the Tanga region. To enable the broad applicability of the study findings, a comparable study on the impact of employees' motivation in other regions and nations might be conducted in the future.

To broaden the scope of addressing motivation issues in Tanzania, it is also advised that another study be carried out on the impact of motivation on organizational performance using a quantitative research technique.

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## **APPENDICES**

### Appendix I: Interview Guide Questions

1. What is your department cadre?
2. What is your work experience at your cadre?
3. What is your work position at your current?
4. What kind of trainings offered to Para military institutions of immigration?  
Explain
5. How does training opportunities influence security performance of Para military institutions of immigration in Tanga region?
6. Why Immigrant officers need to be trained?
7. To what extent does the promotion opportunity influence security performance of Para military institutions of immigration in Tanga region?
8. Why Promotion is important to the Immigrant officers?
9. What kind of extra duty allowances do you think are most important to be provided to immigrant officers? Explain
10. How does the extra duty allowance influence security performance of Para military institutions of immigration in Tanga region
11. Why the extra duty allowances are important to immigrant officers?

**THANK YOU FOR YOUR PARTICIPATION**

**THE UNITED REPUBLIC OF TANZANIA**

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

**THE OPEN UNIVERSITY OF TANZANIA**

Ref. No OUT/PG202186162

3<sup>rd</sup> August, 2023

Regional Administrative Secretary (RAS),  
Tanga Region,  
P.O.Box 5095,  
**TANGA.**

Dear Regional Administrative Secretary,

**RE: RESEARCH CLEARANCE FOR MS. IRENE NGAIZA, REG NO: PG202186162**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Irene Ngaiza, Reg. No: PG202186162** pursuing **Master of Human Resource Management (MHRM)**. We here

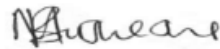
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by grant this clearance to conduct a research titled “: **Influence of Employee’s Motivation on Security Performance of Paramilitary Institutions: A Case of Immigration in Tanga**”. She will collect her data at Regional Immigration Office, District Immigration Office, and Raphael Kubaga Immigration College from 4<sup>th</sup> August to 4<sup>th</sup> September 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

**THE OPEN UNIVERSITY OF TANZANIA**



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**

**THE INFLUENCE OF TRAINING OPPORTUNITIES ON THE SECURITY  
PERFORMANCE OF PARAMILITARY INSTITUTIONS OF  
IMMIGRATION IN THE TANGA REGION**

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**ABSTRACT**

*This study was conducted to explore the influence of employee promotion on the security performance of para-paramilitary institutions. The study adopted a mixed research approach where simple random sampling and purposive sampling were used to obtain a sample size of 65 respondents from the immigration department. Interviews and questionnaires were used for data collection. The study findings revealed that promotion is useful and valuable to individual and department performance. The study recommends that the immigration department should consider timely promotion to staff in order to motivate and therefore improve the performance.*

*Keywords: training, Employees Performance, On the Job Training, Off the Job Training*

## **INTRODUCTION**

Globally, it is commonly understood that the effectiveness of paramilitary groups, particularly inside immigration units, is a critical component, particularly in the context of border security (Bessick, 2016). These organizations are in charge of managing citizenship applications, managing immigration control, issuing passports and other travel documents to citizens, approving residence permits for visitors, and maintaining national security (Johnson, 2018). Personnel working in immigration units need to be motivated to carry out these activities successfully and efficiently (Brunnett, 2021). Employee performance is directly impacted by the motivation process, which depends on meeting their unique demands (Deng, 2020).

There is a growing understanding in the United States that modern paramilitary organizations require adaptable, qualified personnel structured into units that can be quickly deployed and skilled in the use of contemporary technologies. This is crucial for carrying out national security-related responsibilities, such as immigration control, successfully (Bukwizu, 2021). The administration of paramilitary institutions is directly impacted by employee motivation, which has a huge impact on how well they operate in the United States. Nshoma (2020) argues that paramilitary organization personnel must have a history of success in past positions, the necessary abilities for their current duties, and the prospect for career advancement. All of this depends on the right kind of motivation, especially since many security-related responsibilities, like border control, demand complex skills that are difficult to

master in everyday life. Paramilitary security personnel operating in immigration units, for instance, frequently face challenges such as cultural misinterpretations, language issues, bias and discrimination, legal status, and hazardous working circumstances. Highly motivated employees are required to perform under such circumstances, and they are frequently encouraged by incentives like extra duty allowances, medical allowances, and transportation allowances (Johnson, 2018).

In South Sudan, for instance, where the Ministry of Defense is in charge of defending the nation and thwarting foreign threats, including those from immigration, there has been a huge investment in Africa. The ministry occasionally experiences operational inefficiencies that have an impact on its performance notwithstanding this investment. Employee performance at the Ministry of Defense in Juba has been impacted by several issues, which have led to an excessive and inappropriate use of resources. Given the crucial role that employee productivity plays in performance, the crucial question is how to boost employee motivation inside the ministry to produce favourable effects on its performance (Mihaela, 2020).

Tanzania has implemented several laws and initiatives to improve employee motivation in the public sector, similar to many other nations. One of these is the 2010 Public Service Pay and Incentive Policy, albeit there have been complaints about how it has been put into practice. The Open Performance Review and Review System (OPRAS), which was implemented in 2004, intends to encourage public employees to participate in performance reviews. Susan (2018) contends that the coordination of policies that harmonize employee performance in Tanzania is the responsibility of paramilitary institutions, such as the Immigration cadre, which was



constituted by Section 4(1) of the Immigration Revised Act No. 8 of 2015. According to the 2010 Public Service Pay and Incentive Policy, it is the duty of public institutions to provide proper management of their workers by providing appropriate budgetary guidelines, practices, instructions, technical support, capacity building, and motivational allowances.

The immigration department is crucial in addressing potential irregular migration, improving border management, identifying irregular entries, and ensuring compliance with visa and stay conditions to prevent overstays in Tanzania's border regions, including the Tanga region (Pinde, 2018). However, there are several obstacles that staff in the immigration division must overcome to work effectively. The local community discriminates against immigrant officers, which fosters a hostile work environment. Bias and discrimination are among these difficulties. Additionally, personnel in immigration departments encounter challenges as a result of their legal situation, which affects their access to job-related perks, training opportunities, and official work. For immigrant security officers, language issues are a major problem that prevents them from effectively communicating with officers from other nations. By addressing these issues through employee motivation, their working environment and general performance can be greatly improved. As a result, this study will focus on the immigration department in the Tanga region and explore the effect of staff motivation on the security performance of paramilitary organizations.

To guide the firm toward reaching its goals, immigration departments all over the world rely on rules and initiatives designed to improve employee performance

(Johnson, 2018). Employee performance is centred on both individuals and teams that are involved in comprehending, directing, and influencing organizational decision-making processes of all sizes (Brunnett, 2021). The importance of employee performance is felt by institutions all over the world, affecting a variety of tasks and activities carried out by these companies (Peter, 2019). The level of motivation among employees within a particular business has a significant impact on this performance, which in turn affects daily plans and operations (Bessick, 2016).

Worldwide, businesses make enormous investments in their workforce and related employees to ensure the achievement of their planned goals. The regions and entities involved profit, both financially and non-financially, when employees inside paramilitary organizations are more productive. Employee productivity on an individual, team, and overall basis determines how well an organization performs (Johnson, 2018). The increased competitiveness among businesses in regions like Africa, such as Kenya, has led to a greater understanding of the significance of motivation. The tremendous impact of technological development has prompted businesses to make significant investments in their human resources to enhance employee performance. This necessitates significant and continuing expenditures for employee motivation (Bugema, 2021).

Numerous businesses, both public and private, actively work to inspire their employees to increase their value as vital resources for the Tanzanian government. Public sector entities like Immigration in particular have outlined a vision intended to be effective and focused in assisting Tanzania's development. The department's aim goes beyond merely offering the public efficient services; it also includes running

operations sustainably to support Tanzania's socioeconomic development (Nyamizi, 2019).

A study on the effects of downsizing on the financial performance and worker productivity of the security sector in Tanga was done by Mogire (2020). The results of the study demonstrated a direct relationship between staff productivity and resource usage, which enhanced financial performance. Alphonse (2018) has looked at how government employees' financial performance is impacted by their motivation at work. The findings of this study revealed that workplace performance is positively impacted by employee motivation. Notably, the impact of employee motivation on performance in the security sector, notably in the immigration department, was not specifically covered by this research. The current research effort, which aims to address this deficit, is motivated by this information gap. With a focus on the immigration department in the Tanga region, this study attempts to investigate the impact of employee motivation on the security performance of paramilitary institutions. The goal of the study is to examine the effects of employees training of paramilitary institutions inside the Tanga region's immigration department.

## **LITERATURE REVIEW**

### **Performance of Employees**

Is the successful performance of duties by a chosen individual or individuals to pre-defined acceptable standards as a set and measured by a supervisor or organization, while efficiently and effectively utilizing available resources in a changing environment (Pinde, 2018). The ability of an employee to complete activities that have been delegated to them in an organizational environment is referred to as

employee performance (Bukwizu, 2021). However, (Luka, 2020) suggested that employee success is determined by how various employees carry out the responsibilities of their roles, accomplish necessary tasks, and behave at work. As a result, the authors of this study argue that an employee's performance is defined as the successful completion of tasks by a chosen individual or individuals to pre-defined acceptable standards while effectively and efficiently utilizing available resources in a changing environment (Pinde, 2018).

### **Military Institution Para**

This is an organized agency, like the police, fire department, or immigration, that handles civil security duties in a nation (Samuel, 2020). According to another researcher (Hamad, 2022), a paramilitary is an organization that resembles a professional military in terms of structure, tactics, training, subculture, and function but is not a part of a nation's official or legal armed forces. 2018 (Johnson) asserts that paramilitary refers to a group of civilians that have received military training and organization. This kind of organization provides a clear chain of command and a rigid set of guidelines for completing the activities and goals necessary for the current employment.

### **Immigration**

Refers to the security division of the paramilitary institution that oversees and controls the movements of people inside and outside the nation by issuing passes and residence permits to foreign nationals living there (Mogire, 2020). On the other hand, I contend (Bessick, 2016) that immigration refers to the area at an airport or a country's border where government agents examine the documentation of visitors.

(Deng, 2020) Define immigration as the division of government in charge of immigration and immigrant laws.

### **Training on the Job**

During this time, new hires pick up abilities that are relevant to their position at work (Bugema, 2021). It is a style of practical instruction that emphasizes hands-on learning in a real-world or simulated training setting, usually with the supervision of a supervisor or mentor (Hamad, 2022). In this study, job training is called training takes place to boost job performance at the office. On-the-job training is based on the regular tasks performed by the company so that its goal can be achieved.

### **Off-the-job Training**

This refers to training that is completed, received, or occurring outside of or between jobs (Peter, 2019). Off-the-job training offers structured programs and theoretical knowledge appropriate for the development of a wider range of skills (Bukwizu, 2021). Off-the-job training is defined in this study as non-work-related training that teaches employees about aspects of their social lives that are separate from their jobs, such as fire safety, HIV/AIDS education, or security measures.

### **Maslow Hierarchy of Needs**

Abraham Maslow created this hypothesis in his 1954 book on motivation and personality. Maslow's hierarchy of needs is frequently depicted as a pyramid (Maslow, 1954), with the need for self-actualization at the top and the greatest and most basic level of requirements at the base. The needs are classified as psychological, safety, social, esteem, and self-actualization needs, starting with the most fundamental requirement. Maslow asserts that humans are driven to meet their basic needs before attempting to meet their higher wants.

**Psychological Need:** For a person to survive, they must have certain psychological needs. All humans need air, food, and water to survive on a metabolic level. The need to fulfil these psychological wants is stronger in a person than the drive to fulfil any other kind of need. The wages and salaries paid by an organization help to meet these needs (Maslow, 1954).

**Safety Need:** After the individual's bodily needs have been met to a large extent, their safety needs take precedence and control their conduct. Employees may suffer from post-traumatic stress disorder or Tran's generational trauma if there is no physical safety due to war, a natural disaster, or terrible working circumstances. Due to the economic crisis and a lack of employment possibilities, there is no sense of financial security. These safety needs might be seen as preferences for employment security, grievance procedures to safeguard against arbitrary authority, savings accounts, insurance plans, and fair handicap accommodations, among other things. Personal security, financial security, health and well-being, and an emergency safety net are all necessities for safety and security. Therefore, if these demands are not addressed, it may result in subpar work output in the workplace.

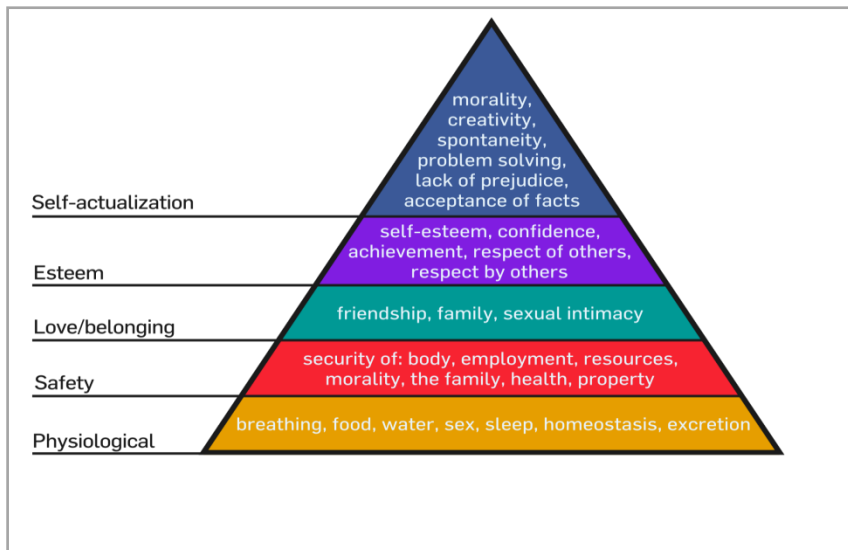
**Adoration and Belonging** Whether it comes from a broad social group, such as clubs, workplace culture, professional groups, sports teams, or small ties (family members, intimate partners, mentors, confidence), humans need to feel a feeling of belonging and acceptance. They require both love and love in return (Maslow, 1954).

**Esteem Need:** According to Maslow (1954), all people need to feel valued and have a healthy sense of self-worth. Esteem demonstrates how much most people want to be

liked and respected by other people. People need to be active to be noticed and to have a hobby or other activity that makes them feel as though they have contributed, which helps them feel appreciated. As a result, the esteem demand that motivates workers to be recognized as well as valued by others may be mentioned regarding the study's promotion prospects that resulted in merit recognition.

Self-Actualization Need: (Maslow, 1954) states that a man must be what he is capable of being. The apparent need for self-actualization is based on this. Maslow emphasizes this urge to always improve on who one already is and to realize one's full potential. This can be accomplished without the aid of promotions by controlling one's environment and establishing and fulfilling goals (Maslow, 1945).

Three significant contributions from Maslow's theory are made in this research. First of all, he identifies crucial need categories that can assist employers in developing powerful positive reinforcers. The theory's second addition is that it is useful to consider two general categories of demands, with the idea that lower-level wants must be met before higher-level needs take centre stage. Maslow also educates employers on the significance of personal development and self-actualization.



**Figure 2: 4 Maslow's Hierarchy of Needs**

The Maslow theory does have some flaws, though. The Maslow-proposed hierarchical structure of needs does not exist. Not every employee is motivated by the same demands, and these needs can vary over time.

In a study focused on the Immigration division, Muganyizi (2018) investigated the impact of training on employee performance inside public sector companies. A case study methodology was used in the investigation, which included 57 respondents who were chosen at random. The methods used to acquire the data were questionnaires, interviews, and document reviews. The study's conclusions showed that training in the immigration department was primarily focused on increasing customer service and employee performance by teaching employees about and how to use E-services. On-the-job training and off-the-job training were the two main types of training offered. The study also showed that training enhanced service performance, improved employee commitment, and improved customer happiness.

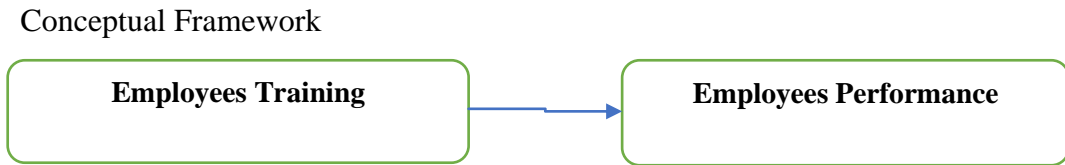


The effect of motivation on worker performance in Kenya was examined in a different study by Mogire (2020), with a focus on the prison service in Trans-Nzoia County. A descriptive design was used for the study, which included 345 participants. Interviews and questionnaires were used to gather data. The study stressed that to close the performance gap, it is important to offer training interventions that would help employees gain certain skills and abilities, which will ultimately improve their performance. It was noticed that by targeting areas where employees lacked the essential knowledge or abilities, training played a key part in achieving targeted levels of employee performance. The survey also highlighted the fact that employees frequently have a certain level of expertise pertinent to their specific responsibilities.

Online surveys were also utilized to gather data for a Pinde (2018) study on the function of motivation in organizational behaviour. The study made the case that training is important for developing individuals' personal qualities, creativity, and competencies and enabling them to contribute effectively and efficiently to corporate goals. Enhancing knowledge and abilities, as well as positively influencing attitudes and behaviours, are the main goals of training. Training is a strong motivator that can improve performance on both a personal and an organizational level. Employees need to be prepared to adopt new procedures and production techniques as technology continues to improve knowledge, skills, and capacities.

The impact of HRM (Human Resource Management) practices on business performance in Russia was the focus of a Nyamizi (2019) study. Data were gathered for the study from a sample of 250 individuals using questionnaires, interviews, and document reviews. The results underscored how crucial it is to raise employee competencies through efficient training initiatives. Employee development improves both their effectiveness in their current responsibilities and their abilities, knowledge, and attitudes for potential future roles, which contributes to organizational excellence overall. Interesting findings from an earlier study on the connection between training and employee performance suggest that training improves employee performance through increasing their knowledge, skills, abilities, competencies, and conduct.

Training may also improve performance consistency under various settings. For instance, Muganyizi (2018) carried out a study with 79 students from the U.S. Navy Technical School who were given a computer-based task to complete. These trainees took part in a stress-exposure training session where they learned how to manage stressors including loudness and time pressure as well as their possible effects on performance. According to the findings, such training was advantageous since it helped trainees perform well even when exposed to new stresses and given challenging tasks. As a result, stress training helped to sustain steady performance. The development of trainees' self-efficacy and self-management abilities may also contribute to this constancy.



**Figure 1: Conceptual framework**

## **METHODOLOGY**

### **Philosophy of Research**

This is a reference to a collection of fundamental assumptions that direct the planning and conduct of a research project (Dudovicky, 2018). The researcher in this study followed the pragmatic philosophy, which is a sort of research philosophy that incorporates operational choices based on "what will work best" in addressing the research questions (Bugema, 2021). According to Dudovicky (2018), pragmatic philosophy acknowledges that there are numerous ways to do research and interpret the world, that no single point of view can ever provide a complete picture, and that there may be multiple realities. To obtain complementary information from the study area, a researcher could employ both a qualitative and a quantitative technique thanks to this concept.

### **Research Strategy**

A research approach is a strategy and set of guidelines that covers everything from general hypotheses to specific techniques for gathering, analyzing, and interpreting data. Research Methodology: Methods and Techniques, Fourth Edition, Kothari, 2018. Both a qualitative and a quantitative methodology were used in this investigation. Through interviews, the qualitative approach was employed to

ascertain the underlying causes, viewpoints, and motives of respondents. According to Kothari's 2018 edition of *Research Methodology: Methods and Techniques*, a qualitative method collects and examines non-numerical data to understand people's attitudes, beliefs, and motivations about their social reality. The results from several data-gathering techniques, including surveys and interviews, were presented with the use of a mixed research philosophy.

### **Target Population**

The entire population for which information is needed is referred to as the target population (Kothari, *Research Methodology: Methods and Techniques*. (4thed. ), 2018). Therefore, the immigration office employees who fall into two categories—common cadre, which includes accountants, drivers, and secretaries, and immigration officers, such as soldiers—make up the target group for this study. Employees from the Horohoro border office, Mkinga immigration office, and Tanga immigration office make up the population under study.

### **Sampling Techniques**

The term "sampling technique" describes the action of choosing several people or things from a population such that the chosen group contains characteristics that are present in the full population (Kombo, 2019). Both probability and non-probability sampling were utilized in the investigation. Simple random sampling, in which respondents were chosen at random to fill out the questionnaire's information, was made possible by the use of probability sampling. Purposive sampling is a form of non-probability sampling strategy where units are chosen because they possess traits

you need in your sample (Kothari, *Research Methodology: Methods and Techniques*, 4th ed., 2018). To provide a proper representation of the diverse perspectives about employee motivation and job performance, a researcher employed purposive sampling to choose the employees in the immigration department.

### **Sample Size**

Jope (2018) claims that the precise number of things chosen from a population to make up a sample is determined by sample size. The sample was drawn from the entire workforce in the research area. To gather accurate data on the study issue, the researcher used 65 respondents as a sample size that was carefully chosen. The decision to choose 65 respondents was made because the researcher wanted to use an interview tool to get data, and by choosing such a size sample, it was manageable when the interview tool was used to find perspectives and experiences about the research problem. Table 1 below shows the composition sample of the responders.

**Table 1 Respondent Composition Sample**

<b>S/N</b>	<b>Categories of Respondents</b>	<b>Number of selected Respondents</b>
1	Managerial officers	5
2	Regular officers	60
	Total	65

**Source: Researcher, 2023**

### **Data Collection Methods**

Data were gathered for the study from primary and secondary sources. While secondary data was gained through document reviews, primary data was gathered

through interviews. A variety of data collection methods were used, including surveys, document reviews, and interviews.

Interviews: Using a structured questioning strategy, interviews involved face-to-face exchanges between the researcher and the respondents. These interviews were conducted to gather firsthand information on a variety of study-related topics, including training, motivation, and additional duty allowances. Three interviews were held, each of which concentrated on training, inspiration, and additional duty allowances.

### **Data Analysis**

To answer research questions, data analysis required organizing, interpreting, and analyzing the data. Thematic analysis was used to conduct a qualitative analysis, with an emphasis on finding and interpreting patterns and themes in the qualitative data. The research questions informed the transcription, translation, and analysis of interview data. Emerging themes in training, motivation, and extra duty allowances were identified and presented through the analysis using citations and paraphrases. Descriptive analysis was used for quantitative data, which included presenting frequencies and percentages as tables.

### **Research's validity and dependability:**

Validity of Research: In research, validity is the degree to which the conclusions accurately represent the raw facts. The study made sure that various viewpoints were included and that individual experiences and points of view were appropriately expressed to increase validity. To establish that the testimonies were from diverse

perspectives, the researcher also looked for overlaps and discrepancies. This was accomplished by listening to previously recorded interviews again, examining new topics, and adhering to the participants' stories.

Research reliability is dependent on how consistently measurement techniques are used. The study engaged participants for a long time and compared its findings to earlier studies to ensure reliability. A study diary was kept to record participant experiences and viewpoints, and a thorough description of the research procedure was given

## **FINDINGS AND DISCUSSION**

### **Gender of Respondents**

To determine the distribution of gender between men and women among the respondents. Analysis was made and presented in the table below. Table 2 reveals that 35 of the respondents, or 54% of the total, were men and that 30 of the respondents, or 46% of the total, were women. The results imply that both men and women were involved in this investigation. Male respondents outnumbered female respondents in the survey. This provides the appearance that the immigration department has more male staff than female ones.

**Table 2 Gender of Respondents**

<b>Variable</b>	<b>Frequency</b>	<b>percentage</b>
Male	35	54
Female	30	46
<b>Total</b>	<b>65</b>	<b>100</b>

Source: Field data, 2023

### Age of Respondents

The respondents' age range was also examined. The results are outlined below; Table 3 reveals that 35 respondents, or 59.6% of them, fall within the 36–45 age range. While 20 responses, or 31% of the total, fall within the 26 to 35 age range. 15 respondents, or 23% of the sample, are over 45 years old, and 7 respondents, or 11% of the sample, are between the ages of 18 and 25. The researcher concludes that the bulk of the immigration department's workforce is between the ages of 36 and 45 and that these are active groups.

**Table 3 Age of Respondent**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
18-25	7	11
26-35	20	31
36-45	23	35
Above 45	15	23
<b>Total</b>	<b>65</b>	<b>100</b>

**Source: Field data, 2023**

### Academic Qualifications

The educational background of the respondents who participated in the study was another question the researcher wished to answer. The examination of the respondents' academic backgrounds is shown in Table 4 below. According to the results shown in Table 4, 8 (12%) of the respondents are at the Ordinary level, and 22 (34%), or respondents, have earned a diploma. Additionally, 9 respondents (14%) and 26 respondents (40%) each hold a master's degree. The researcher can therefore



conclude that the immigration department today employs a greater proportion of individuals with a first-degree education based on the analysis and interpretation shown above.

**Table 4 Academic Qualification**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Ordinary level	8	12
Diploma	22	34
First Degree	26	40
Master	9	14
<b>Total</b>	<b>65</b>	<b>100</b>

**Source: Field data, 2023**

#### **Work Experience of Respondent**

As a result of the findings, table 5 below analyzes and presents the respondents' work experiences. Table 5 shows that 45 respondents, or 69% of the total respondents, had worked in the department for between one and ten years. While 7 respondents, or 11% of the total, have work experience of 21 years or more, 13 employees, or 20% of the total, have work experience ranging from 11 to 20 years.

**Table 5 Work Experience of Respondent**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
1-10	45	69
11-20	13	20
Above 21	7	11
<b>Total</b>	<b>65</b>	<b>100</b>

**Source: Field data, 2023**

### **On the Job Training at Immigration Cadre**

Findings from the respondents revealed that immigrant officers are offered on-the-job training. The respondents pointed out that on-the-job training is referred to as training that takes place to enhance the job performance at the cadre. On-job training is based on the daily duties of the department so that the objective of the organization can be reached.

**Table 6 On Job Training Responses**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagreed	3	5
Disagreed	2	3
Agreed	33	55
Strongly agree	22	37
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Field data, 2023**

Table 6 findings reveal that 3 (5%) of the respondents strongly disagreed with the statement that the department does not always give on-the-job training. 35 (54%) of the respondents agreed that on-the-job training is one of the forms of training being conducted at the department, while 2 (3%) only disagreed. While 25 (or 38% ) strongly concurred. This suggests that the majority of respondents approved of the Department of Immigration's provision of on-the-job training.

The results of the aforementioned analysis and interpretation create the impression that the immigration department prioritizes on-the-job training. This is a result of its

significance in raising workplace performance. However, information gleaned from interviews reveals that the immigration service offered on-the-job training. According to a quote from an interviewee, *“We always offer job training at our office hence we want to impart our employees with the current job performance techniques, the trainings that mostly offered to our employees including electronic service provision and customer care.”*(AB, 2023)

However, another respondent from the interview session also said that;

*“After being employed I undertook induction training that mostly focused on familiarization of job role, within an immigration department. The training enabled me with the basic information needed to settle down quickly and happily and start my today work”* (AC, 2023)

To get more facts about the induction training, a researcher asked a Human resource officer about the induction training that is undertaken by new employees, the response was quoted said that; *“Induction training is a process of making the new employee familiar with the work environment and the fellow employees. The new employee is inducted into the organization by introducing his job, fellow workers, supervisors and subordinates. He should be oriented to the new organization and its policies, rules and regulations”*. (AD, 2023)

According to Mugaizi (2019), induction training is a socialization process by which the organization tries to make the new employee its agent for the achievement of its aims and objectives while the new employee seeks to make the organization into an agent to achieve his personal goals. This argument is supported by the findings

mentioned above. The process of induction makes a new employee feel at home and aids in his adjustment to the organization's new environment.

Although most people participated in training for a variety of reasons, a researcher was curious to discover how much the primary motivation varied. Some respondents who provided quotes revealed this; *"Am always interested in attending any trainings provided by the immigration officer due to different reasons, some of these reasons include to do my job better and improve career prospects, To increase my knowledge and skills on my existing job that interests me"*(AE, 2023)

The above finding is supported by Herzberg's theory (1959) which contends that the core of a motivator is the nature of the job or task. Motivators will not be readily present unless the job itself is interesting, challenging and meaningful. Herzberg sees the solution to the motivation problem is the design of the job itself, so that motivator factors can take effect. He suggests three ways in which this could be done especially through job enrichment, job rotation and job enlargement.

Moreover, another respondent reported different views and reasons about why she preferred to attend training offered by the immigrant department, she said that;

*"I don't undertake every training offered by our department but the common reasons that drive me and some colleagues know are To obtain a certificate'; 'To increase my possibilities of changing a job and profession'; and to be less likely to lose my job"*.(AF, 2023)

The findings obtained imply that training participation depends much on the need of the employee, therefore training to be significant to employees should be offered regarding the needs and interests of the employees.

#### 4.2.2 Off-job Training

A researcher wanted to find out if job training one of the types of training is being practiced at the Immigration Department. The findings are presented in Table 4.6 below.

**Table 4. 8 Off-Job Training Responses**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagreed	2	3
Disagreed	3	5
Agreed	30	50
Strongly agree	25	42
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Field data, 2023**

According to the data in Table 4.6, 2 (3% of respondents) strongly disagreed with the statement that off-the-job training is never done, while 3 (5%) just disagreed. Additionally, 30 (or 50%) of the respondents concurred that one of the training methods used by the Immigration Department is off-the-job training. While 25 (42%) of the respondents strongly agreed that the department offers off-the-job training, The results create the impression that the department is engaging in off-the-job training.

These results are corroborated by those from the training manager's interview, which showed that Off-the-job training refers to training that is not directly relevant to the employee's employment; this training educates staff members about aspects of society that are not directly related to their profession, such as security measures, HIV/AIDS education, and fire safety. These were backed up by the interviewee's quoted statements; *“We offer off training to both employees and students as short courses. For example, all students studying at this college of Raphael Kubaga are required to attend two-week courses and these training are namely as "Core work skills training". These orient our students and employees with knowledge and skills of team working, communication skills, problem-solving skills and entrepreneurship skills”*. (AG, 2023)

However, the study seeks to understand the common methods being used for training at the department of Immigration. The responses were quoted said that;

*“When we provide the training we use different methods such methods can include lecture, demonstrations, discussions and seminars and participants are seen as they are happy and flexible with these methods hence most of the time we give them the room to choose the appropriate methods to be used”*(AH, 2023)

The aforementioned conclusion demonstrates that the immigration department provides common training methods like workshops and seminars. Staff members receive training in these techniques both on and off the job. As a result, on-the-job training is the examination of how people acquire and develop a wide range of abilities through formal education acquired on the job.

Findings from interviews with the senior human resource manager of the immigration department suggest that the main goal of training and development activities within the organization is to enhance staff capacity with great knowledge and skills to meet the changes with new technology by gaining new insights. This is done to achieve the organization's objective or goals. The results indicate that improving employee performance in the department is the primary goal of training. HR was quoted as saying;

*“Taking the year 2020/2021 as a baseline, due to staff training which helps the employees to acquire knowledge, skill attitude and good behaviour which creates ability and competence to the staff about the performance of their duties, the department has increased its productivity by 60 % from the year 2021 to 2022*

Majora (2018) suggested that the primary goal of staff training is primarily to improve the knowledge, abilities, and attitudes of the employees necessary for the future job to contribute to superior organizational performance, which is supported by the aforementioned findings. Training makes ensuring that employees are knowledgeable and capable of advancing their careers, which boosts performance within a particular firm. Employee training must be a key component of an organization's complete quality management strategy. Additionally, Deng (2020). argued that giving employees training and development opportunities improves job-related skills and competencies, encourages high performance, and enables workers to adapt to changes in the workplace, such as the introduction of new technology. Additionally, the results line up with those of Bukwizu's study from 2021. who advocated for adequate training, an improved motivational package, suitable working

equipment, and greater employee participation in decision-making to ensure better performance.

## **CONCLUSION**

The study found that training opportunities have a significant positive influence on the security performance of paramilitary institutions of immigration in the Tanga region. The study also found that the type of training, the duration of training, and the training delivery methods all play a role in the security performance of paramilitary institutions of immigration. The study's findings have several implications for policymakers and practitioners. First, policymakers should invest in training opportunities for paramilitary institutions of immigration. Second, practitioners should develop training programs that are tailored to the specific needs of paramilitary institutions of immigration. Third, practitioners should use a variety of training delivery methods to ensure that all paramilitary personnel have the opportunity to benefit from training. The study's findings also have implications for future research. Future research should examine the long-term impact of training opportunities on the security performance of paramilitary institutions of immigration. Additionally, future research should examine the impact of training opportunities on other aspects of paramilitary performance, such as job satisfaction and retention.

## **RECOMMENDATIONS**

Increase investment in training: The government and other stakeholders should increase their investment in training opportunities for paramilitary personnel. This investment could be made through the provision of funding for training programs, the development of training partnerships with private sector



organizations, and the provision of incentives for paramilitary personnel to participate in training programs.

**Develop targeted training programs:** Paramilitary institutions of immigration should develop training programs that are tailored to the specific needs of their personnel. These training programs should be designed to develop the knowledge, skills, and abilities that paramilitary personnel need to perform their duties effectively. For example, training programs could be developed to cover topics such as border security, immigration law, and the use of force.

**Use a variety of training delivery methods:** Paramilitary institutions of immigration should use a variety of training delivery methods to ensure that all paramilitary personnel have the opportunity to benefit from training. This could include face-to-face training, online training, and blended learning. Using a variety of training delivery methods would also help to accommodate the different learning styles of paramilitary personnel.

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