

**EFFECT OF E-GOVERNMENT SYSTEM ON THE COMMUNICATION
PERFORMANCE OF AN ORGANIZATION; A CASE OF IMMIGRATION
DEPARTMENT HEAD OFFICE ZANZIBAR**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that he has read and at this moment recommends for acceptance by the Open University of Tanzania a dissertation entitled: **“Effect of E-Government System on the Communication Performance of an Organization: A Case of Immigration Department Head Office Zanzibar”**, in Partial fulfillment of the requirements for the degree of master of human resource management (MHRM) of the open university of Tanzania.

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DECLARATION

I, **Hafidh ABuu Idrisa**, at this moment, declare that this dissertation is my original work. 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 fulfillment of the requirement for the Degree of Master of Human Resource Management (MHRM)

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Signature

.....

Date

DEDICATION

I dedicate this dissertation to my wife Nasra Ali Hamid and my children Hasnast
Hafidh Abuu and Fahim Hafidh Abuu.

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Several people for one way or the other have contributed to the planning and writing of this dissertation. However, it is not easy to mention everyone who has provided their support while writing this dissertation. I would therefore commence by expressing my profound thanks to the Open University of Tanzania for allowing me to undertake this research, enriching my academic knowledge, and honing my scholarly skills.

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ABSTRACT

This study examines the effect of e-government implementation on the communication performance of an organization. Three objectives guided this study. To determine the effect of enhanced accessibility, efficient information dissemination and automation of processes on the communication performance of the Immigration department in Zanzibar. The E-Government Adaptation Model and System approach model were employed in this study. Positivist philosophy was employed in this study. A quantitative research approach and explanatory research design were also used. A stratified sampling technique was used to draw a sample of 143 respondents from the migration department in Zanzibar were a sample from population of 222. Structured questionnaires were solely used as primary data collection. Descriptive statistics for measuring descriptive of variables and multiple regression analysis for testing the relationship between variables were used as data analysis instruments for this study. This study found that all independent variables; enhanced accessibility, information dissemination and automation of processes are positive and statistically significant related to the communication performance of the Immigration department in Zanzibar. Based on these findings this study recommends ensuring that all stakeholders can effectively use digital platforms to access services and communicate with the department. Also, to develop the department's website and communication materials in Kiswahili, English, and potentially other relevant languages to cater to a wider audience. Lastly, to analyze current immigration processes to pinpoint repetitive tasks suitable for automation (e.g., initial application screening, fee calculation).

Keywords: *E-Government, information accessibility, information dissemination, information dissemination, communication Performance*

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LIST OF ABBREVIATIONS

APA	Automation of Processes
CPI	Communication Performance of Immigration
EA	Enhanced Information Accessibility
EGA	E-government Agency
E-government	Electronic Government
EID	Efficient Information Dissemination
HRM	Human Resource Management
ICT	Information and Communication Technology
IDZ	Immigration Department Zanzibar
IT	Information Technology
LGA's	Local Government Authorities
MDAs	Ministry Department and Agencies
NBS	National Bureau for Statistics
SPSS	Statistical Package for Social Science
URT	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter introduces the background of the study; it provides an overview of the problem statement; the general and specific objectives; research questions; significance of the study; scope and organization of the study.

1.2 Background of the Study

The integration of Information and Communication Technology (ICT) into an organization's operational procedures has been found to have several benefits. These include the reduction of communication bureaucracy, alleviation of work burden, minimization of administration costs, alteration of business processes, and transformation of staff roles through the implementation of work automation (Pérez-López et al., 2018). In addition, the implementation of e-government systems contributes to enhanced levels of government transparency and accountability. The utilization of this system streamlines governmental communication processes with many ICT stakeholders, including citizens, employees, private institutions, and other governmental entities (Zeebaree et al., 2020). To effectively realize the advantages of e-government, it is important to adopt and implement a range of technologies within government institutions.

The Tanzanian government has made significant strides in the adoption and implementation of e-government initiatives. In 2004, the National Information and Communication Technology Policy was released, emphasizing the use of ICT in

public institutions to enhance efficiency and service delivery (Lwoga & Chigona, 2020). To ensure successful adoption, the government established the E-government Agency (EGA) in 2010, tasked with providing guidelines and standards to Ministries, Departments, Agencies, and Local Government Authorities (MDAs and LGAs) (Ngonzi & Sewchurran, 2019). However, challenges arose, leading to the formulation of a new ICT policy in 2016 and the E-government Agency Strategic Plan 2017/2018 to 2020/2021 (Svedin & Valero, 2020). This demonstrates the government's commitment to addressing issues that emerged during the implementation of the 2004 NCT policy.

The problems that were found in Tanzania are similar to problems that are found around the world when e-government is put into place. These problems are not unique to Tanzania; they happen in many other countries as well. This shows how hard it is to adopt e-government and how many different plans are needed to deal with them (Chimkono & Deya, 2019; Zong et al., 2022; Dhonju & Shakya, 2019; Middleton, 2022; Obodo & Anigbata, 2018; Erizal et al., 2022). Many developing countries have trouble with their e-government efforts because they need help from outside sources and don't have enough IT experts (Chimkono & Deya, 2019; Zong et al., 2022; Schwandt et al., 2018; Dhonju & Shakya, 2019; Middleton, 2022; Erizal et al., 2022).

To make the use of e-government in public institutions work well Citizens, leaders at all levels of government, and local IT/ICT experts from both the public and private sectors were that e-government should be seen as a necessity, not a nice-to-have. In

addition, the researcher used a Systems Approach model to effectively depict, forecast, and explain the development of e-government in the public organization.

1.3 Statement of the Problem

The introduction of e-government projects in the current public administration environment signifies a significant and fundamental change in the operations and communication methods of government organizations. It is crucial to comprehend the consequences of e-government on communication performance as digital technologies become essential to administrative activities.

Even though the government of Tanzania worked hard to make sure that e-government adoption and implementation went smoothly in its MDAs and LGAs, problems arose when the government tried to use it (Ngonzi, & Sewchurran, (2019). the National ICT policy the National ICT policy (2016), the e-government Agency strategic plan 2016/2017 to 2020/2021, and the creation of an E-government Agency all of these efforts failed to meet the government's goals. The Zanzibar Ministry of Home Affairs Immigration Department Head Office has implemented e-government technology. However, there is a notable lack of comprehension regarding the impact of these digital interventions on communication effectiveness inside the organization (Khamis, 2021).

Moreover, the study conducted by the International Journal of Law, government and Communication in 2023 about e-government services in Zanzibar City reveals that the successful execution of e-government programmes frequently encounters

obstacles associated with technology infrastructure, personnel education, and user acceptance. The Ministry of Home Affairs Immigration Department faces obstacles that hinder efficient communication performance due to low technical resources, insufficient training programmes, and staff opposition to change (Journal & Law, 2023). Other biggest problem was a lack of skilled workers, not using ICT infrastructure to its full potential, unhelpful leadership, resistance to openness and accountability, and too much ICT technology for safety reasons (Journal & Law, 2023). The many obstacles hurt the efficacy and efficiency of e-government implementation in the MDAs and LGAs.

Consequently, this study specifically examined how the use of e-government affects the communication effectiveness of the Zanzibar Immigration Department and fills the existing research gap. Research on this topic helped in Implementing an e-government system that can potentially streamline communication processes within the Immigration Department. By studying its effects, you can assess whether it enhances efficiency and effectiveness in handling immigration-related matters.

1.4 General Objective

The general objective of this study is to examine the effect of e-government implementation on the communication performance of an organization.

1.4.1 Specific Objectives

- i. To determine the effect of Accessibility on the communication performance of the Immigration department in Zanzibar

- ii. To determine the effect of Information Dissemination on the communication performance of the Immigration department in Zanzibar
- iii. To determine the effect of Automation of Processes on the communication performance of the Immigration department in Zanzibar

1.5 Significance of the Study

This study provided valuable insights to the immigration department regarding the utilization, administration, and comprehension of their e-government system and its impact on the organization's communication procedures. The results and recommendations of this study have provided policymakers with valuable information regarding the advantages and disadvantages of the implemented e-government system on the organization's communication system.

Also, understanding how the e-government system influences communication within the Immigration Department can lead to improvements in service delivery. Effective communication is crucial for delivering timely and accurate information to stakeholders, including citizens, businesses, and other government agencies. Moreover, a well-functioning e-government system can streamline communication processes, reduce bureaucratic delays, and enhance overall operational efficiency within the department. This can lead to cost savings, improved resource allocation, and better utilization of staff time.

The findings can provide empirical evidence to support policy decisions related to technology adoption and communication strategies within the Immigration

Department. Policymakers can use these insights to allocate resources effectively and implement targeted interventions to enhance communication effectiveness.

Understanding how technology influences communication dynamics can spur innovation within the Immigration Department. It can inspire the development of new digital tools, communication platforms, or training programs aimed at improving staff competencies in using the e-government system.

The study can contribute valuable insights to the academic literature on e-government, communication management, and organizational performance. It may serve as a reference for future studies exploring similar topics in other government agencies or contexts.

Last, effective communication facilitated by the e-government system can enhance public trust in the Immigration Department. Transparent and responsive communication can improve citizen satisfaction, strengthen community relationships, and foster a positive perception of government services.

1.6 Scope of the Study

Geographically, the study specifically focuses on the Immigration Department Head Office in Zanzibar, considering the unique administrative and operational context of this location within the broader framework of Tanzania's governance structure. The primary focus is on understanding how the e-government system influences communication processes within the Immigration Department. This includes

interactions between departmental staff, stakeholders (such as citizens, businesses, and other government entities), and external service providers.

The study examines various communication channels facilitated by the e-government system, including but not limited to internal communications among departmental staff, external communications with stakeholders regarding immigration services, policies, and procedures and communication through digital platforms, including the department's website, online portals, and social media channels.

Based on the time frame, the study examines the current state of communication performance within the Immigration Department, considering recent developments and implementations of the e-government system. It may also explore historical trends or changes over time, providing insights into the evolution of communication practices.

1.7 Organization of the Study

This study comprised five chapters. Chapter one is an introduction, whereby the background of the study, statement of the problem, objectives, significance, scope and organization of the study are presented. Chapter two provided the literature review related to the topic under study. The definition of key concepts, theoretical literature review, empirical review, research gap and conceptual framework are presented. Chapter three is the research methodology whereby positivist philosophy, research design, the study area, population, sampling method and size, frame, data types, instrument for data collection and data processing, analysis, measurements of

data reliability and validity and ethical considerations are presented. Chapter four is the research findings and discussion presentation whereby demographic characteristics of the respondents, descriptive statistics of the variables, regression assumptions, multiple regression analysis results and discussion are found. The last chapter five is comprised of a summary, conclusion, implication and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter provides a review of the relevant literature. This chapter discusses the relevant theories and the concept of e-government. In addition, the chapter presents an empirical review that summarizes the findings of other researchers in the same field of study, as well as the conceptual framework and research gap.

2.2 Definitions of Key Terms

2.2.1 Communication

According to Khoiriah et al., (2023), communication is the act of exchanging information, ideas, and emotions among individuals. It is accurate to note that communication encompasses not just spoken and written language, but also nonverbal cues such as body language, personal idiosyncrasies, and style. Communication is the process of transmitting information, ideas, or thoughts from one individual, group, or entity to another through verbal, non-verbal, or written means (Fatimayin, 2018). In this study, communication is referred to as Communication is the process of exchanging information, ideas, thoughts, and feelings between individuals or groups through various mediums such as speech, writing, gestures, or signals.

2.2.2 Communication Performance

According to Desta and Chamiso (2023), communication performance refers to the extent to which messages are successfully transmitted from sender to receiver,

ensuring that the intended information is conveyed accurately and comprehensively. While Sineke, (2021) defined communication performance as the accuracy and consistency of information exchanged, ensuring that messages are truthful, reliable, and aligned with organizational objectives and values. In this study communication performance refers to the effectiveness, efficiency, and quality of communication within an organization or between individuals, groups, or entities.

2.2.3 Enhanced Accessibility

Enhanced accessibility refers to the improvement of physical infrastructure and facilities to accommodate the needs of individuals with disabilities or mobility challenges, ensuring that they can navigate and use spaces, buildings, and transportation systems with ease (Salha, et al., 2020). While Mitee,(2017) defined enhanced accessibility refers to ensuring that legal and regulatory frameworks are accessible and understandable to all individuals, including those with limited literacy or legal knowledge, to facilitate access to justice and legal rights. In this study enhanced accessibility refers to the improvement or optimization of systems, environments, or resources to make them more readily available, usable, and inclusive for a broader range of individuals or groups.

2.2.4 Efficient Information Dissemination

Efficient information dissemination involves the timely distribution of information to the intended recipients, ensuring that relevant updates, announcements, or data are delivered promptly and without delay (Chen et al., 2011). Arisanty, et al., (2020) defined Efficient information dissemination as involves selecting and utilizing the

most effective communication channels and platforms for conveying messages, whether it be through traditional media, digital channels, social media, email, or other means. In this study, efficient information dissemination refers to the rapid, accurate, and targeted distribution of information to intended recipients using optimized communication channels and strategies.

2.2.5 Automation of Processes

Automation of processes refers to the use of software, robotics, or other automated systems to perform routine tasks or activities automatically, without the need for human intervention (Hofmann, Samp, & Urbach, 2020). While Aldoseri, Al-Khalifa, and Hamouda, (2023) defined Automation of processes leverages predictive analytics and machine learning algorithms to anticipate future events, trends, or outcomes and automate actions or decisions accordingly, enabling proactive and adaptive responses. In this study, Automation of processes refers to the use of technology, software, or machinery to perform tasks or workflows with minimal human intervention.

2.2.6 E-Government

According to Adams and Paul, (2023), defined e-government as the use of technology, specifically the Internet, to enhance the accessibility and provision of governmental information and services to residents, businesses, government personnel, and other agencies. In this study, e-government means the utilization of ICTs by public administration to establish a networked system for interconnection, service provision, efficiency, transparency, and accountability. However, Khan, and

Krishnan, (2021) defined E-government as the use of electronic communication and information technologies by government agencies to enhance the delivery of public services, improve governance processes, and foster citizen engagement. In this study, e-government is referred to as short for electronic government, which refers to the utilization of information and communication technologies (ICTs) by government agencies to enhance the delivery of public services, streamline administrative processes, improve governance efficiency, and foster citizen engagement.

2.3 Review of Theoretical Literature

This study adopted two theories related to the e-government communication system; the system approach model and the e-government process model.

2.3.1 E-Government Adaptation Model

The approach proposed by Andersen and Henriksen, (2006) is referred to as the Public Sector Process Rebuilding (PPR) Maturity approach. The model posits that e-government development can be divided into four distinct phases, which are further explained in the following sections:

Phase 1: The cultivation

It involves the integration of both horizontal and vertical hierarchy within the public organization and Minimal use of the intranet. The service provided by the organization is only one way. For example, public websites do not allow feedback from end users because they are designed to serve informational purposes. Also, they allow file downloading but filed documents are returned to the office manually. According to Andersen and Henriksen, (2006);

Phase 2: Extension stage

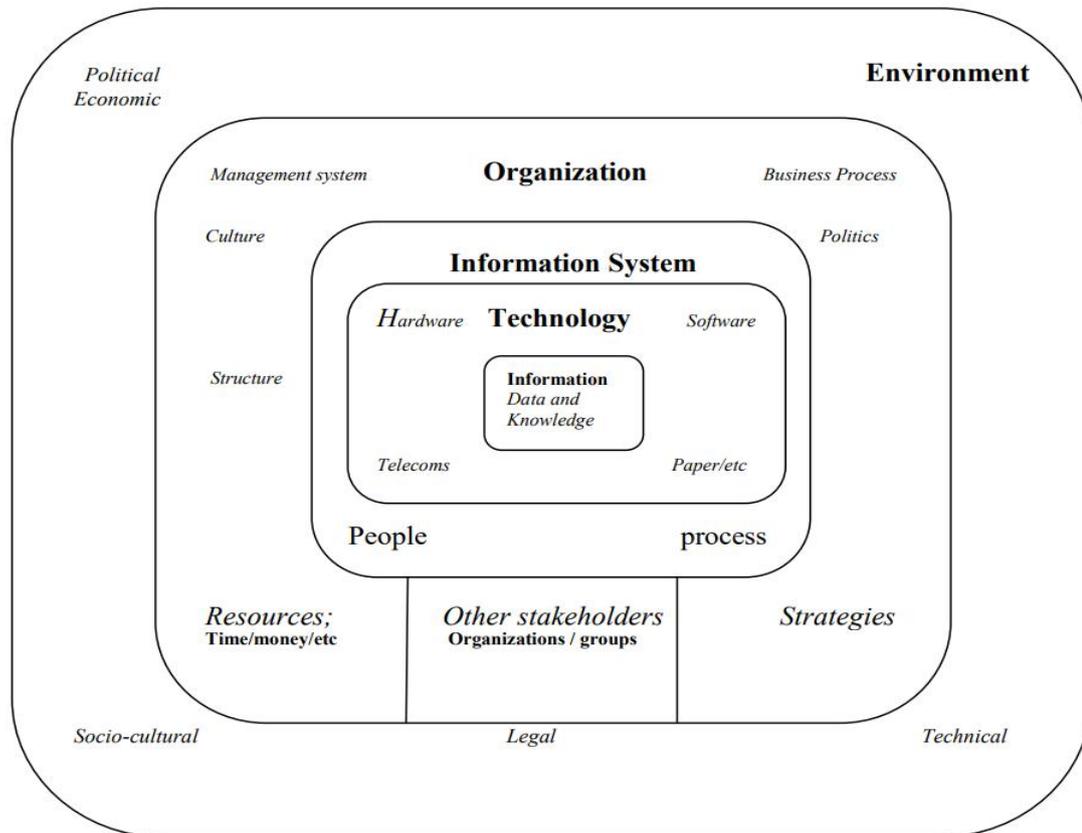
During this phase, web design prioritizes the end user over the Authorities or typical internal communication procedure. In this step, similar to the initial stage, there are still manual procedures involved, such as downloading forms and information.

Phase 3: Maturity Stage

During this phase, there is a convergence of intra and internet networks to efficiently serve clients by transmitting information and handling their demands. The primary objective of utilizing online communication is to reduce the costs associated with providing services, in contrast to the second phase of customer self-service where the emphasis is placed on sharing feedback rather than solely presenting organizational structure and introductory information. Furthermore, websites are being revised with the latest information accessible within an organization.

Phase 4: Revolutionary stage

This is a more advanced stage of e-government adaption in the public sector which is characterized by data and application mobility. Customers are the main focus of data usage. Employees' performance and actions can be traced online. For public organizations to attain this level, it needs extra effort because most of them are at phase 1.

Figure 2.1: Full Model of e-government

The e-government model is pertinent to the present study as it encompasses not only internet usage but also all digital devices employed in organizational communication systems, including fax machines, telephones, video conferences, printing machines, digital cameras, and voicemail. These devices are utilized to streamline communication processes within organizations. However, the main focus lies on the devices that utilize internet applications such as e-mail, web services, and both inter and intranets.

The E-Government Adaptation Model assumes that the target population (e.g., government officials, and citizens) has sufficient access to and familiarity with

digital technologies necessary to engage with e-government services and platforms. Also, it assumes that adequate technological infrastructure (e.g., internet connectivity, hardware devices) is in place to support the deployment and operation of e-government systems. Moreover, assumes that there is a supportive policy and regulatory framework in place that encourages the adoption and integration of e-government initiatives within governmental processes. Last, it assumes that e-government systems are subject to continuous evaluation, feedback, and improvement to adapt to evolving technological advancements and user requirements.

Applying an E-Government Adaptation Model to study the effect of the e-government system on the communication performance of the Immigration Department Head Office in Zanzibar involves a systematic approach to understanding and improving digital governance. Evaluating the department's current technological infrastructure and readiness to adopt e-government systems. Also, assess the department's organizational structure, resources, and capabilities to implement and manage e-government initiatives.

The strength of an E-Government Adaptation Model lies in its ability to provide a structured framework for understanding and facilitating the successful adoption and implementation of e-government initiatives within governmental contexts. First, the model typically encompasses various dimensions of e-government adaptation, including technological, organizational, policy, and societal factors. This comprehensive approach allows for a holistic understanding of the complexities involved in transitioning to and sustaining e-government systems.

Secondly, it guides policymakers, government officials, and stakeholders on strategic decision-making related to the adoption, implementation, and enhancement of e-government initiatives. This includes identifying critical success factors, prioritizing investment areas, and allocating resources effectively.

Third, the model serves as a diagnostic tool to assess the readiness of government organizations and stakeholders for e-government adoption. It helps identify strengths, weaknesses, opportunities, and threats (SWOT analysis) related to digital transformation efforts.

Fourth, by incorporating theoretical frameworks and empirical insights, the model can predict potential challenges and barriers to e-government adaptation. This proactive approach enables preemptive strategies to mitigate risks and enhance project success rates.

Fifth, the model promotes the identification and dissemination of best practices in e-government implementation. Highlighting successful case studies and benchmarks encourages knowledge sharing and replication of successful strategies across different jurisdictions.

Lastly, the strength of the model is reinforced through empirical validation and evidence-based research. Integrating empirical data and case studies enhances credibility and reliability in guiding policy decisions and investment priorities. When considering the weaknesses of an E-Government Adaptation Model, particularly in

the context of studying the effect of the e-government system on communication performance at the Immigration Department Head Office in Zanzibar, several challenges may arise. E-Government Adaptation Models can be complex and encompass broad scopes, which may overwhelm stakeholders and decision-makers within the organization. Also, stakeholders may struggle to grasp the entirety of the model's framework and may find it difficult to prioritize specific components relevant to communication performance.

Moreover, resistance from stakeholders, including staff members and external users, towards adopting new e-government systems and communication methods. Last, Inadequate technological infrastructure, such as unreliable internet connectivity or outdated hardware, can pose significant barriers to implementing and utilizing e-government systems effectively.

2.3.2 System Approach Model

Stefan Kühl (1989) suggested a Systems Approach to effectively depict, forecast, and explain the development of e-government in the public sector. Stefan Kühl is a sociology professor at the University of Bielefeld in Germany.

Stefan Kühl's System Approach Model, proposed in 1989, is a theoretical framework that emphasizes the interconnectedness and interdependence of various elements within a system. While Kühl's work primarily focuses on organizational systems, his model can be applied to various contexts, including immigration departments. The system model has several assumptions; The model assumes that organizations,

including immigration departments, are complex systems composed of interconnected and interdependent parts (Bettencourt, 2021). These parts include individuals, departments, processes, and external stakeholders. The behaviour of the system as a whole is influenced by the interactions and relationships among these parts.

Secondly, the model takes a holistic view of organizations, considering them as integrated wholes rather than collections of isolated components (Wang, 2021). This assumption implies that changes or interventions in one part of the system can have ripple effects throughout the organization. Therefore, understanding the entire system is essential for effective management and decision-making.

Lastly, the system model considers organizations as open systems that interact with their environment (Reitz, 2012). This assumption implies that organizations are influenced by external factors such as political, economic, social, and technological changes. Additionally, organizations can influence and shape their environment through their actions and decisions.

The system model has several applications in this study. Applying Stefan Kühl's System Approach Model to analyze the effect of an e-government system on the communication performance of the Immigration Department Head Office in Zanzibar involves considering the organization as a complex system with interconnected parts.

First, identify System Components by beginning to identify the key components of the immigration department as an organizational system. This includes individuals (e.g., department staff, immigrants, government officials), departments (e.g., visa processing, document verification), processes (e.g., application processing, communication protocols), and external stakeholders (e.g., other government agencies, international organizations).

Secondly, understanding interconnections by analyzing the interconnections and relationships among the system components. For example, the effectiveness of communication channels between department staff and immigrants may influence visa application processing times. Similarly, coordination between the immigration department and other government agencies may impact policy implementation and enforcement.

Lastly, identify feedback mechanisms within the system that enable monitoring and adjustment of communication performance. This could include feedback loops for gathering input from stakeholders on the usability of the e-government system, response times to inquiries, and satisfaction with communication experiences.

The system model has several strengths; Kühl's model encourages viewing organizations as integrated wholes rather than fragmented entities. By considering the interconnectedness of various parts within an organization, including individuals, departments, processes, and external stakeholders, the model offers a holistic understanding of organizational dynamics.

Secondly, the System Approach Model draws on insights from multiple disciplines, including sociology, systems theory, and organizational behaviour. This interdisciplinary approach allows for a nuanced analysis of organizational phenomena, considering both social and structural factors that influence organizational functioning.

Lastly, the model highlights the interdependence of system components, emphasizing that changes or interventions in one part of the system can have ripple effects throughout the organization. This perspective encourages considering the broader implications of organizational decisions and actions.

However, although the theory becomes useful in the study by elucidating the organization's development through the adoption and utilization of new technology, it is also susceptible to several objections. An initial critique is that the theory fails to emphasize the consequences of the organization utilizing information and communication technology (ICT) to streamline its operations.

Despite the criticism, the theory remains relevant to the current study as it elucidates the significance and implementation of Information and Communication Technology, such as e-government in public sectors, and how technology has facilitated the ease of work as part of organizational change. Hence, this theory proved valuable in comprehending the impact of e-government on the communication efficacy of an organization, specifically in public organizations.

2.4 Review of Empirical Literature

2.4.1 The Effect of Enhanced Accessibility

Bossey (2020) researched accessibility in all fields. Views of the UK live music industry regarding the state of the art and developments in ICT that improve accessibility for people with disabilities or the deaf who attend music festivals. Ten professionals from the UK live music industry served as a sample for primary research on supply-side factors. The research's geographical and artistic boundaries were set at open-air music festivals, locations that host music festivals, and Sector Support Organizations. Open-ended questions provided qualitative details about the following: co-creation potential; awareness of accessibility and inclusivity initiatives; existing technological influences; non-digital advancements; and projected digital futures for accessible "live" experiences. Four respondents completed a structured, self-administered email questionnaire a conceptual framework was established and semi-structured face-to-face interviews were conducted with six respondents.

The results show that ICT can reduce current social exclusion, enhance discussion with audience members who can attend and those who cannot, and enhance the overall visitor experience (Duffy et al., 2019). Every respondent acknowledged the value of physical improvements, and a few also brought up customer service and communications. Respondents reported using ICT at music festivals in increasingly ambitious ways, which could validate assertions of a trend toward virtual experiences (Robertson et al., 2015). According to recommendations made by the Department for Culture, Media & Sport (2015), online ticketing systems can provide individuals who are Deaf or disabled with equal functionality. The potential benefits of ICT on more

accessible live events at music festivals that maintained their authenticity and "liveness" were largely embraced by respondents.

Consequently, Bossey's research focuses on enhancing accessibility in the context of music festivals for those who are deaf or disabled. This is in line with larger worries in organizational and public administration contexts about guaranteeing fair access to information and services for all individuals, including those with impairments. In a similar vein, the goal of an e-government system is to increase communication channels and service delivery while also improving accessibility and inclusivity.

In their 2018 study, Razali, Saraih, Shaari, Abd Rani, and Abashah examined the effects of market accessibility, competitive advantages, and effectiveness on the performance of SMEs in Malaysia. This cross-sectional study, which focuses on SMEs operating internet companies, was conducted. 200 SMEs in Malaysia's food and beverage (F&B), apparel and textile (A&T), and health and cosmetic (H&C) sectors were specifically given questionnaires. The findings show that the only factor influencing the performance of internet company owners inside SMEs is market accessibility.

Thus, the study by Razali et al. (2018) looks at the relationship between operational effectiveness and SME success. In a similar vein, the Immigration Department's processes can be streamlined by an e-government system, which may improve productivity in handling requests, processing applications, and sharing data. This efficiency can improve responsiveness and cut down on delays, which can have a

direct effect on communication performance. Okundaye, Fan, and Dwyer's 2019 study looked at how ICTs affected Nigerian small and medium-sized enterprises. The study's participants were executive-level SME leaders who had the authority to approve ICT development within their particular companies. Individual interviews with the participants were done to find out more about their experiences selecting and utilizing ICT. The technology acceptance model, which served as a framework to explain the ICT adoption methods of Nigerian SMEs, outlines the relationship between perceived utility, perceived ease of use, attitude toward computer use, and desire to utilize technology. Four primary themes emerged from the data analysis: SME success determinants, ICT adoption factors, ICT functions and advantages, and the involvement of the government. The findings of this study may help government and SME officials overcome several barriers that impede Nigerian SMEs from adopting ICT.

Okundaye et al. might look at how ICT adoption increases the operational efficacy and efficiency of SMEs. In a similar vein, the Immigration Department can implement an e-government system to improve data management, automate repetitive tasks, and expedite administrative operations. These improvements can immediately enhance communication performance by facilitating faster reaction times, more accurate information sharing, and more efficient service delivery to the public and stakeholders.

Mwashiyua and Mbamba (2020) researched the impact of information and communication technology adoption on the operational performance and

accessibility of financial services provided by microfinance organizations in Tanzania. Surveys were employed to gather information from 322 MFI's clientele. Five factors were produced by using factor analysis to limit the number of variables to a reasonable quantity. The characteristics of the respondents were examined using descriptive analysis. This suggests that spending in fundamental ICT platforms can facilitate communication, cut expenses, improve corporate operations, and provide financial resources via electronic distribution channels. On the impact of sophisticated information technology deployment in MFIs on access to financial services and operational success, more research is advised.

As a result, Mwashiyu and Mbamba probably investigate how ICT adoption raises operational effectiveness and efficiency in microfinance organizations. Comparably, the Immigration Department can improve data management, minimize paperwork, and speed procedures by putting in place an e-government system. Through quicker reaction times, more accurate information sharing, and better public service delivery, these enhancements can help improve communication performance.

2.4.2 The Effect of Efficient Information Dissemination

In 2020, Raza, Khan, Shahbaz, and Saleem conducted research on the efficiency of information and communication technology as a source of knowledge for Pakistani farmers. 400 randomly chosen farmers were the subjects of a cross-sectional survey-based study design utilizing the Uses and Gratification Theory as the theoretical framework. Descriptive statistics and cross-tab analysis were used to assess the data that were gathered using an approved interview schedule. The majority of

respondents in the research area were small farmers, with a literacy rate of 45%, according to the results. A little over 85.0, 79.8, and 45.8% of the respondents said they owned a radio, TV, and cell phone. However, 17.8, 9.3, and 3.8% of respondents had a landline phone, a computer, and the internet, respectively.

Raza et al. probably talks about how ICTs give farmers better access to information so they can stay up to speed on government regulations, market trends, and agricultural practices. Similarly, by using ICTs to inform the public about immigration rules, application processes, and policy changes, an e-government system can improve communication performance at the Immigration Department. This guarantees that stakeholders have access to accurate and current information while also increasing transparency and reducing information asymmetry.

Musalli (2016) researched the impact of policies and staff development on the effectiveness of immigration officers stationed in the northern borders of Nigeria. It has been discovered that religious disputes in Nigeria have a detrimental impact on governance, security, migration, education, and economic growth. The personal, social, economic, and environmental pillars of sustainable development are negatively impacted as a result. To mitigate the detrimental impact of religious disputes on Nigeria's sustainable development, this article has suggested the purposeful repackaging of current, pertinent, reliable, and correct information.

Ndibalema (2019) conducted research on the dissemination of soil and water management methods through effective communication, to promote sustainable

smallholder agriculture in Tanzania. For this study, questionnaires, semi-structured interviews, and a net-map tool were utilized to gather both qualitative and quantitative data. The reason for the preference was because these channels are inclusive and engaging, providing farmers with the chance to comment on the information being shared, in addition to being more informative than traditional mass media.

Ndibalema likely talks about persuasive communication techniques to encourage smallholder farmers to embrace sustainable practices. In a similar vein, the Immigration Department's communication performance can be improved by an e-government system through the implementation of methods to involve stakeholders, such as citizens, residents, and other governmental agencies. This might entail distributing immigration policies, updates, and feedback via digital platforms, social media, and online forums to promote inclusive decision-making processes.

2.4.3 The Effect of Automation of Processes

Abusalma (2021) researched the impact of artificial intelligence implementation on work performance in Jordanian commercial banks. The findings demonstrated that artificial intelligence has a statistically significant impact on job performance through GA and IA alone. Furthermore, the findings demonstrated a statistically significant impact of years of experience, gender, and educational background on work performance in Jordan's commercial banks. Future research on the same variables and the study community is advised by the study, although Abusalma most likely looks at how AI deployment improves job performance and operational

efficiency in commercial banks. Similarly, the Immigration Department can automate repetitive processes including handling databases, processing applications, and answering questions by putting in place an e-government system. Because automation reduces administrative hassles, minimizes errors, and frees up workers to work on higher-value jobs that call for human skill, it can greatly increase communication effectiveness. Other nations, to extrapolate the findings.

Using Trans Nzoia, a Kenyan county government, as a case study, Madegwa, Makokha, and Namusonge (2018) examined how tax-collecting automation affects county government performance. The design of this study was a descriptive survey. Forty revenue collectors, fifteen accountants, and seven senior managers made up the study's population. The stratified proportionate random sampling method was used to choose the 62 respondents that comprised the sample. The study used a self-administered, semi-structured questionnaire to collect data from the participants. Before the qualitative data were presented in prose, they underwent content analysis. The study also used regression analysis to ascertain the relationship between the variables. The study concluded that the Trans Nzoia County government office's performance is significantly impacted by the online approach of automating revenue collection procedures. The study also finds that automating revenue collection procedures provides a great deal of efficient management; it also finds that the online payment system used to automate revenue collection processes has a significant impact on the performance of the Trans Nzoia County Government Office. The study also finds that performance at the Trans Nzoia County Government Office is significantly impacted by time savings, adhering to regulations, controlled cross-

border movement of commodities, revenue payment routes, and collection expenses. The study also finds that the automation of revenue collection operations through online response processes has a significant impact on the functioning of the Trans Nzioa County Government Office.

Madegwa et al. most likely look at how automation improves operational efficacy and service delivery in county government revenue collection. In a similar vein, by implementing an e-government system, the Immigration Department can automate processes such as citizenship requests, residency permits, and visa applications. This automation can enhance communication performance by reducing errors, expediting processing, and ensuring that applicants and stakeholders receive consistent service.

In Arusha, Tanzania, Foya, Kilika, Muathe, and Herman Foya (2015) conducted research on the relationship between technology-based CRM and service quality in the telecoms sector. A cross-sectional descriptive survey design was employed in the investigation. The study's population was made up of a variety of Tanzanian telecom industry players. According to the test results for the hypotheses, neither system automation nor system functionality showed a statistically significant correlation with service quality. Nonetheless, the research indicates a statistically significant correlation among system integration, service quality, user acceptance, and quality. Discussions about using CRM data for decision-making in service businesses can benefit from the insights provided by Foya et al. Implementing an e-government system for the Immigration Department entails gathering and evaluating data on user interactions, service requests, and performance metrics. By offering insights into

service patterns, this data-driven strategy strengthens communication performance, helps evidence-based decision-making, and optimizes resources in two designated districts of Tanzania,

2.5 Research Gap

The field of e-government communication systems has been the subject of extensive research worldwide. Based on empirical analysis, it is evident that several academics have concentrated on the topic of e-government, including its idea, adoption, and implementation. Some notable examples include Mwilongo and Kachota, (2023), Zeebaree et al., (2023), Scholl, (2018), and Ingrams et al., (2020). Additionally, other research on e-government has primarily concentrated on the perspective of customers, neglecting the potential impact that e-government could have on organizations. Also, several studies that examined the customer perspective include Makene's (2018) case study on TANESCO, Mwilongo and Kachota, (2023) focus on Tanzania's ICT policy, Di Mario's (2017) research, Hany Fanida et al., (2021) study, and Mtebe and Sausi, (2021) analysis.

Only a small number of studies have specifically examined the influence of e-government on organizational communication performance. For instance, Akimov and Kadysheva, (2023) conducted research on the impact of ICT on communication performance in certain healthcare organizations. There has been no research undertaken on the specific effects of e-government on communication performance within the public sector. This study aims to address the existing gap by conducting research on the Immigration Department's head office in Zanzibar as a case study.

2.6 Conceptual Framework

In this study, the variables under investigation are constantly influencing one another. In essence, a conceptual framework is a concept that is derived from the relationship between different variables, including both independent and dependent variables. It demonstrates the influence of e-government variables (independent variables) on the performance of organizational communication variables (dependent variables). The study's conceptual framework is depicted in the figure below:

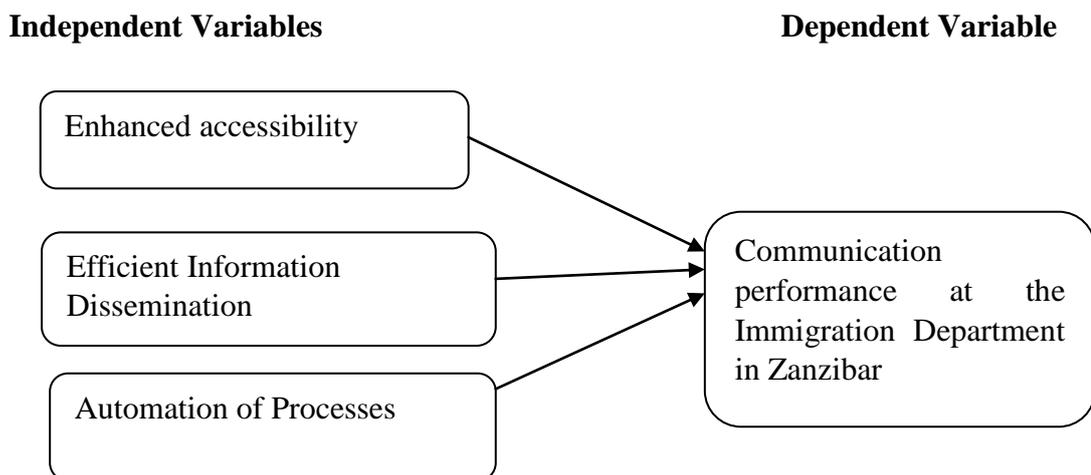


Figure 2.2: Conceptual Framework

2.7 Theoretical Framework

2.7.1 The Effect of Enhanced Accessibility on the Communication Performance of the Immigration Department in Zanzibar

According to TAM, the perceived usefulness and ease of use of technology significantly influence its adoption and subsequent usage. Enhanced accessibility, in the context of an e-government system for immigration, refers to the increased ease with which stakeholders (such as immigrants, department staff, and government

officials) can access information, services, and communication channels related to immigration processes.

H₁: Information accessibility has a positive relationship to communication performance at the Immigration department in Zanzibar

2.7.2 The Effect of Efficient Information Dissemination on the Communication Performance of the Immigration Department in Zanzibar

From a communication theory standpoint, efficient information dissemination is essential for effective communication within immigration departments. Communication Theory emphasizes the transmission of information from sender to receiver and how it influences understanding and action. Efficient information dissemination ensures that relevant information reaches the intended recipients promptly, reducing communication barriers and facilitating smooth interactions between immigrants, department staff, and government officials.

H₂: Information Dissemination has a positive relationship to communication performance at the Immigration department in Zanzibar

2.7.3 The Effect of Automation of Processes on the Communication Performance of the Immigration Department in Zanzibar

Automation of processes within immigration departments reduces manual tasks and streamlines workflows. This efficiency improvement ensures that routine tasks, such as data entry, document processing, and form submissions, are completed accurately

and promptly. Consequently, this reduces delays and errors in communication, enhancing the overall communication performance.

H₃: Information Automation of Processes has a positive relationship to communication performance at the Immigration department in Zanzibar

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter explains the research philosophy, research approach, research design, area of the study, population, sample size and sampling technique used in this study. Moreover, it presents how data were collected and analyzed. Further, validity, reliability and ethical issues are covered in this chapter.

3.2 Research Philosophy

The proposed study employed the positivist research philosophy, which is highly structured and based the quantitative research methods (Saunders, Lewis & Thornhill, 2012). Other research philosophies include interpretivism which emphasizes understanding social phenomena from the perspective of the individuals involved and Pragmatism which emphasizes practical outcomes and problem-solving in research.

According to Kothari et al. (2014), philosophy ensures that data collection and measurements are trustworthy and that findings are objectively limited to data collection and interpretation. Moreover, Positivism emphasizes objectivity and rigour in research. It aims to uncover empirical truths through systematic observation, measurement, and analysis, reducing the influence of bias and subjectivity. This focus on objectivity can enhance the credibility and reliability of research findings.

3.3 Research Approach

The selection and utilization of research procedures are influenced by the research problems under investigation and the participants involved as sources of information about the study topic. Typically, scholars employ one of three methodologies: qualitative, quantitative, or hybrid Techo, (2016). In this study, the researcher applied a quantitative approach. The reason is that the method is appropriate because the approach produces objective data that can be communicated through statistics and numbers, also researcher was able to generalize results across a group of people (Dawadi et al., 2021). Moreover, quantitative research enables objective measurement and analysis of variables related to communication performance and e-government system usage. Also, Quantitative methods allow for the use of statistical tools to analyze data, identify patterns, and establish relationships between variables. Above all, quantitative research often involves larger sample sizes and random sampling techniques, which enhance the generalizability of the findings.

3.4 Research Design

This study adopted an explanatory research design. Other research designs are like Correlational research designs which examine the relationship between two or more variables without manipulating them (Pirlott, & MacKinnon, 2016). Descriptive research designs aim to describe and characterize phenomena as they naturally occur. Cross-sectional research designs involve collecting data from a single point in time across different individuals or groups. Case studies involve in-depth exploration and analysis of a particular individual, group, or phenomenon within its real-life context. Hayes (2018) provides that an explanatory research design, also known as

explanatory research or explanatory research strategy, aims to explore causal relationships between variables by uncovering the underlying mechanisms or processes that lead to certain outcomes. It seeks to answer the question of why by providing explanations for observed phenomena or relationships.

Moreover, explanatory research designs allow researchers to explore causal relationships between variables (Möttus et al.,2020). By identifying the factors that influence or cause certain outcomes, researchers can gain deeper insights into the dynamics of the phenomena under study. This is particularly valuable for advancing scientific knowledge and theory development. Also, explanatory research seeks to answer the "why" and "how" questions by providing explanations for observed patterns or associations. It goes beyond merely describing or correlating variables to uncover the underlying mechanisms or processes that give rise to these patterns. Understanding the reasons behind observed phenomena is essential for making informed decisions and interventions.

Lastly, explanatory was selected because it enhances predictive power by identifying causal mechanisms, explanatory research designs can improve the predictive power of models and theories (Möttus et al.,2020). Understanding the underlying factors that drive outcomes allows researchers to develop more accurate predictive models and theories, which can be valuable for forecasting future trends or outcomes.

3.5 Area of the Study

The study took place in the Immigration Department Zanzibar, specifically at the Head Office Zanzibar. The Immigration Department, a constituent of the Ministry of

Home Affairs, is primarily responsible for upholding law and order within the nation. The department functions in both Mainland Tanzania and Zanzibar, which together constitute the United Republic of Tanzania.

3.6 Population of the Study

According to Kothari, (2018), population refers to the huge group of cases from which the researcher draws a sample to conduct the study. The study focused on the Department of Immigration in Zanzibar as the target population. The study encompassed individuals from various departments and sections or units inside the organization's headquarters. The current number of staff is 222.

Table 3.1 Population of the Study

Employee Category	Total
Immigration Commissioner	1
Heads of Units	5
Heads of Sections	22
Assistant Heads of Sections	22
Normal Employees	172
Grand Total	222

Source: Zanzibar Immigration Department Head Office Database (2023)

3.7 Sampling Method and Size

3.7.1 Sample Size

In this study, the sample size was derived from the total population of 222 staff of the immigration department head office in Zanzibar which are categorized into five groups; immigration commissioner, heads of units, heads of sections, assistant heads of sections and normal staff. In that case, the Yamane formula (1967) was used to

calculate a suitable sample size with a confidence level of 95% to extract the sample size from the total population, because it is recommended by scholars since it is a more simplified formula in calculating sample size with a high degree of precision (Singh & Masuku, 2014). Therefore the marginal error (e) was 0.05. Generally, the formula is:

Whereby; N stands for the population size = 222 employees

$$n = \frac{N}{1 + N(e)^2}$$

e - stands for the level of precision (margin of error limit) = 0.05

n - stands for the sample size

From the formula

$$n = \frac{222}{1+222(0.05)^2} = 142.76 \approx 143$$

The sample size is estimated to be 143. The proportional allocation of the estimated sample size is calculated as shown in Table 3.1 below:

Table 3.2: Sample Size

Staff Category	MSMEs ratio	Proportionate Sample size
Immigration Commissioner	1:222*143	1
Heads of Units	5:222*143	3
Heads of Sections	22:222*143	14
Assistant Heads of Sections	22:222*143	14
Normal/non-managerial staff	172:222*143	110
Total		143

3.7.2 Sampling Technique

Probability sampling was employed in the process of selecting the sample size for the investigation. The study utilized a stratified sampling technique. Sampling

techniques are methods used to select a subset of individuals or items from a larger population to conduct research or analysis (Mweshi, & Sakyi, 2020). These techniques help researchers gather data efficiently and make inferences about the entire population based on the sample. There are two main sampling techniques, the probability sampling technique designed for quantitative research and the non-probability sampling technique designed for qualitative study. In this study, since it quantitative study probability-type sampling technique was used. Precisely stratified sampling technique.

Stratified sampling is a method of sampling used in research where the population is divided into distinct subgroups, or strata, based on certain characteristics that are important to the study (Zhao, Liang, & Dang,2019). The objective of stratified sampling is to ensure that each subgroup is adequately represented in the sample, thereby allowing for more precise analysis and generalization of results.

Stratified sampling technique was applied in this study because Stratified sampling allows for the division of the population (in this case, users of the e-government system) into different strata based on relevant characteristics such as demographic factors (e.g., age, gender), professional roles (e.g., staff, stakeholders), or usage patterns (e.g., frequency of system use) (Howell, Su Nassel, Agne, & Cherrington, 2020). This ensures that each subgroup is adequately represented in the sample, providing insights into how different user groups perceive and interact with the system. Secondly, by stratifying the sample, researchers can compare the communication performance of the Immigration Department across different user

groups. For example, they can analyze whether the system's impact on communication effectiveness varies between staff members, citizens, and businesses interacting with the department.

Moreover, Stratified sampling reduces sampling variability and increases the precision of estimates compared to simple random sampling (Singh, & Masuku, 2014). This is crucial when studying the effects of an e-government system, as it allows researchers to make more accurate assessments of how the system influences communication processes within specific segments of the department's stakeholders. In addition, different strata may have varying levels of familiarity or proficiency with the e-government system. Stratified sampling allows researchers to gather targeted insights into how different levels of familiarity or usage affect communication performance metrics such as response time, clarity of information provided, and overall user satisfaction.

Last, by stratifying based on relevant criteria such as departmental roles (e.g., frontline staff vs. managerial staff) or user demographics (e.g., different age groups or educational backgrounds), the study can ensure comprehensive coverage of all relevant perspectives and experiences related to the e-government system's impact on communication.

3.8 Data Collection Methods and Tools

The proposed study was informed by primary data. Primary data refers to information in its original form that is directly accrued from the field to inform a

specific study (Mackenzie & Knipe, 2006). Primary data was therefore obtained through a self-administered questionnaire. The questionnaire is a basic data collection tool comprising closed questions drafted by a researcher and filled by respondents to accrue research data (Thomas, 2010). Structured questionnaires were administered to 143 immigration officers in Zanzibar.

3.8.1 Questionnaire

A questionnaire is a type of data collection tool in which a respondent responds to questions or assertions that demand factual information (Best and Khan, 2018). Questionnaires offer the advantage of saving time and allowing the researcher to obtain data from a relatively wide sample, allowing for a more comprehensive collection of data to be employed (Kothari, 2018). A questionnaire, on the other hand, has several drawbacks. Some respondents, for example, may fail to submit their questionnaires on time. In addition, some of the questionnaire's questions may be skipped.

3.9 Data Analysis

The Statistical Package for Social Scientists (SPSS) version 20 was used to do descriptive statistical analysis of quantitative data. Because of its ability to handle large amounts of data and perform all of the analyses described in the text as well as much more, SPSS was used to run all regression analyses of the current study (Field, 2009). To do descriptive analyses of questionnaires, SPSS was useful. Additionally, in quantitative data analysis, multi-regression analysis was used with analysis of variance (ANOVA) to test the goodness of fit of the overall regression model and

whether there is a significant difference between independent and dependent variables.

3.9.1 Regression Model

Therefore, the model guiding the analysis is illustrated as follows.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Whereby;

Y = communication Performance

β_0 = Constant Factor

β_1 = Enhanced accessibility

β_2 = Efficient Information Dissemination

β_3 = Automation of Processes

X1= Enhanced accessibility

X2= Efficient Information Dissemination

X3= Automation of Processes

e = Error Term

3.10 Regression Assumptions

A fundamental regression equation often takes into account the assumptions of ordinary least square (OLS) regression. To make sure the data fit the criteria for analysis and the objectives of the regression analysis, the essential assumptions were investigated. The Ordinary Least Square's five fundamental assumptions were studied (Green, 2008; Park, 2011). Multicollinearity, homoscedasticity, outlier, linearity, and normality are a few of them.

3.10.1 Linearity Assumption

Regression can only take place if the relationships between the independent variables are linear. The mean value of the outcome variables follows a straight line for each increment of the predictor. This assumption is confirmed by using P-P graphs to show where they fall along the diagonal line.

3.10.2 Normality Assumption

The regression residuals, or disparities between observed and predicted values, must have a normally distributed distribution for the linear regression model to work (Schmidt, & Finan, 018). The histogram is used to examine for normality. It should be possible to see the bell-shaped distribution of residuals, showing a normal distribution of residuals with a mean around 0 and an SD near 1.

3.10.3 Outlier Assumption

The assumption underlying regression is that residual values outside of histogram 3 are outliers. This is supported by Tabachnick and Fidell (2007), who assert that any number beyond the range of $|3|$ is an outlier. Outliers typically skew estimates for metrics like mean. The sum squares may be altered by outliers to make them appear like outliers.

3.10.4 Homoscedasticity Assumption

Regression assumes that the variance of the error term is constant over all possible independent variable values (Osborne, & Waters, 2019). Plotting the standardized residuals (often referred to as scatter plots) vs. the predicted values showed if points

are distributed rectangularly and equally across all values of the independent variables. It is homoscedastic data.

3.10.5 Multicollinearity Assumption

Multiple regressions assume that the data are not multicollinear and that the independent variables do not significantly correlate with one another. The Variance Inflation Factor (VIF) values were used to check for multicollinearity. Potential remedies include identifying the causes of the multicollinearity threat and removing them using a VIF mean cuff threshold of 5 (Craney & Surles, 2002).

3.11 Measurement of Variables

The dependent variables enhanced accessibility, efficient Information Dissemination and automation of Processes were measured using a 5-point Likert scale whereby the degree of acceptance was 1- strongly disagree, 2- disagree, 3- neither disagree nor agree, 4- agree and 5 strongly agree. This was applied to the dependent variable as well, the communication performance

3.12 Validity

Validity refers to the standard by which a tool measures what it is designed to measure and reflects the truth, whereas reliability refers to the instrument's ability to produce consistent results (Kothari and Garg, 2014). To guarantee content validity, the questionnaires were changed as needed and sent to the supervisor for evaluation; after that, a pilot study was conducted using 10 respondents from immigration but these did not participate in the main research the pilot study results were similar in contexts that all items were internally consistent.

3.13 Reliability

Reliability means consistency and stability of the study results such that if research is conducted elsewhere under the same circumstances yields replicated findings (Kumar, 2019). The reliability of the study was determined using Cronbach's alpha. When recommending the proper internal consistency of the surveying questionnaire, Taherdoost, (2018) used a four-point scale: poor reliability (0.50), moderate reliability (0.50-0.70), high reliability (0.70-0.90), and excellent reliability (>0.90).

Table 3.3 Reliability Test Results

S/N	Variable	Number Of Items	Cronbarch's Alpha Results
1	Enhanced Accessibility	7	.965
2	Efficient Information Dissemination	10	.821
3	Automation of Processes	10	.747
4	Communication Performance	10	.886

Source: Data Analysis, 2024

3.14 Ethical Considerations

Informed Consent was observed, here researcher ensured that all participants (e.g., staff, stakeholders) fully understood the purpose of the research, what their involvement entails, and any potential risks or benefits. Also had to obtain informed consent from all participants before they participated in the study. Clearly explain the voluntary nature of their involvement and their right to withdraw at any time without consequences. Secondly, issues of privacy and confidentiality were observed. Protecting the privacy and confidentiality of participants' personal information,

especially when collecting sensitive data related to communication practices or feedback on the e-government system. Moreover, anonymize and aggregate data wherever possible to prevent the identification of individual participants. Data were stored securely and ensured that only authorized personnel had access to identifiable information. Further, the researcher ensured that the research did not cause harm to participants, including psychological, emotional, or reputational harm. Last plagiarism was avoided by not copying and acknowledging other previous authors.

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

4.1 Overview

The immigration department head office in Zanzibar serves as a case study for the conclusions and debates in this chapter regarding the effect of e-government systems on an organization's communication performance. The demographic distribution which includes age, gender, experience, and degree of education is covered in this chapter. Regression analysis, regression assumption testing, and descriptive statistics of the variables are the next stages. The results are discussed in the final section.

4.2 Demographic Characteristics of the Respondents

Age, gender, marital status, level of education, and experience were all examined and reported in this section. The features of the population being studied are revealed by demographic statistics. Demographic data collection and analysis provided insights into the population's makeup and how various groups might interact with or respond to questionnaires that addressed the impact of e-government systems on an organization's ability to communicate; an example of this was the immigration department head office in Zanzibar.

4.2.1 Age Characteristics of the Respondents

Table 4.1 presents the respondent's age characteristics. The largest proportion is in the 31-40 age group, suggesting this demographic is the most engaged or prevalent in the context of the data. Both the youngest (21-30) and oldest (51 and above) age groups are less represented, which might reflect specific challenges or trends

affecting their participation or representation. The combined middle-aged groups (31-50) make up 70% of the sample, indicating a strong representation of individuals in their prime working and family-raising years.

4.2.2 Gender Characteristics of the Respondents

Table 4.1 shows the gender distribution of the respondents. Male comprises of 68.5%. This segment occupies the larger portion of the pie, indicating that males make up the majority of the sample. The larger portion of males in the sample suggests a significant gender imbalance, with males being more prevalent or engaged in the context of the data collection. Female comprises of 31.5%. This segment is smaller, showing that females are less represented in the sample.

4.2.3 Education-Level Characteristics of the Respondent's Results

Table 4.1 presents the education characteristics results of the respondents. The certificate comprises of 23.1%. This group represents nearly a quarter of the population. It indicates that a significant portion of individuals have a foundational level of education. Diploma comprises of 30.8%. This group is slightly larger, suggesting that many individuals have pursued further education beyond a certificate. The degree comprises 42.0%. This is the largest group, indicating that a significant portion of the population has attained a higher education degree. Masters comprises of 4.2%. This is the smallest group, showing that only a small percentage of individuals have pursued advanced degrees. From those results the largest proportion of the sample has attained a degree, suggesting a well-educated population with higher education credentials. Together, certificate and diploma holders make up over

half of the population, showing that many individuals have pursued post-secondary education, though not necessarily to the level of a degree. The small percentage of individuals with a master's degree indicates that advanced degrees are less common in this population, which could reflect various factors such as the level of necessity for advanced degrees in the job market or accessibility to further education.

4.2.4 Working Experience Characteristics of the Respondents

Table 4.1 shows the working experience of respondents' results. 1-5 Years comprises of 16.1%. This group represents a smaller portion of the population, indicating fewer individuals are in the early stages of their careers. 6-10 Years comprises of 26.6%. This group is moderately represented, suggesting a significant number of individuals with mid-level experience. 11-15 Years comprises of 32.9%. This is the largest group, indicating that a substantial portion of the population has considerable experience. 16-20 Years comprises of 14.7%. This group is smaller, showing fewer individuals with advanced experience. Last is above 20 Years which comprises 9.8%. This is the smallest group, indicating that very few individuals have extensive experience.

Based on the above results, the majority of the population (59.5%) falls within the 6-15 years of experience range, indicating a workforce that is largely in the middle of their career span. The smaller percentages in the 1-5 years and above 20 years categories suggest fewer individuals at the very start or end of their careers, potentially pointing to a stable and experienced workforce with moderate turnover.

Table 4.1 Demographic Statistics Results

S/NO		FREQUENCY	%
1	Gender		
	male	98	68.5
	female	45	31.5
2	AGE		
	21-30	27	18.9
	31-40	62	43.4
	41-50	38	26.6
	51 and above	16	11.2
3	Education		
	Certificate	33	23.1
	Diploma	44	30.8
	Degree	60	42.0
	masters	6	4.2
4	Experience		
	1-5yrs	23	16.1
	6-10yrs	38	26.6
	11-15yrs	47	32.9
	16-20yrs	21	14.7
	above 20yrs	14	9.8

Source: Field Data, 2024

4.3 Descriptive Statistics Results

Analysis was done on the descriptive statistics. Improved accessibility, effective information sharing, and process automation are independent variables, and the Zanzibar Immigration Department's communication effectiveness is the dependent variable. The computation of minimum, maximum, means, and standard deviations was done.

4.3.1 The Effect of Enhanced Accessibility Descriptive Statistics Results

Table 4.2 shows the descriptive statistics for the effect of the enhanced accessibility variable. The key statistics given include the minimum (Min), maximum (Max), mean (Mean), and standard deviation (Std. Dev) for various statements related to

accessibility and communication. The computation of minimum, maximum, means and standard deviations were done. The clarity and effectiveness of communication from the Immigration Department regarding immigration policies, procedures, and updates are excellent and received the highest score ($M = 4.17$, $SD = .937$) followed by I have noticed improvements in communication since enhanced accessibility measures were implemented by the Immigration Department ($M = 4.03$, $SD = .960$). I am satisfied with the communication performance of the Immigration Department in Zanzibar received the lowest score ($M = 3.64$, $SD = 1.166$) followed by I have encountered some challenges or barriers in accessing immigration services or information despite the enhanced accessibility measures ($M = 3.804$, $SD = 1.0632$). Therefore, generally high mean scores (close to 4 or above) for statements regarding improvements and the effectiveness of communication suggest that enhanced accessibility measures have had a positive impact on the user experience. Despite the positive feedback, the mean score regarding challenges faced (3.804) highlights that there are still areas for improvement to fully address all barriers to accessing services.

Table 4.2: The Effect of Enhanced Accessibility Descriptive Statistics Results

	Min	Max	Mean	Std. Dev
The accessibility of immigration services provided by the Immigration Department in Zanzibar is Very good	1	5	3.99	1.031
The channel primarily used to access immigration services is via Mobile Phone	1	5	3.89	.942
I am satisfied with the communication performance of the Immigration Department in Zanzibar	1	5	3.64	1.166
I have noticed improvements in communication since enhanced accessibility measures were implemented by the Immigration Department	1	5	4.03	.960
the clarity and effectiveness of communication from the Immigration Department regarding immigration policies, procedures, and updates are excellent	1	5	4.17	.937
In my opinion, accessibility (e.g., online services, mobile apps) has affected the ease of communication with the Immigration Department	1	5	3.83	1.126
I have encountered some challenges or barriers in accessing immigration services or information despite the enhanced accessibility measures	1.0	5.0	3.804	1.0632

Source: Field Data, 2024

4.3.2 The Effect of Efficient Information Dissemination Descriptive Statistics

Results

Table 3.4 presents the descriptive statistics results for the effect of the efficient information dissemination variable. The efficiency of information dissemination practices within the Immigration Department in Zanzibar is excellent and received the highest score ($M = 3.83$, $SD = 1.014$) followed by there are noticeable improvements in communication since efficient information dissemination practices were implemented by the Immigration Department ($M = 3.80$, $SD = 1.023$). Efficient information dissemination has affected the effectiveness of communication with the Immigration Department received the lowest score ($M = 3.50$, $SD = 1.342$) followed

by the information provided by the government is updated promptly ($M = 3.55$, $SD = 1.315$).

Generally, respondents view the efficiency of information dissemination practices and communication performance positively, with mean scores around 3.7 to 3.8. The effectiveness of communication due to efficient dissemination practices has a lower mean score of 3.50, indicating room for improvement. The availability of information in multiple languages and the use of plain language received positive feedback, suggesting these practices are appreciated.

Table 4.3: The Effect of Efficient Information Dissemination Descriptive Statistics Results

	Min	Max	Mean	Std. Dev
The efficiency of information dissemination practices within the Immigration Department in Zanzibar is excellent	1	5	3.83	1.014
I am satisfied with the communication performance of the Immigration Department in Zanzibar	1	5	3.72	1.141
There are noticeable improvements in communication since efficient information dissemination practices were implemented by the Immigration Department	1	5	3.80	1.023
The clarity and timeliness of communication from the Immigration Department regarding policies, procedures, and updates is very Good	1	5	3.79	1.027
Efficient information dissemination has affected the effectiveness of communication with the Immigration Department	1	5	3.50	1.342
The information provided by the government is updated promptly	1	5	3.55	1.315
Errors in the information provided are rare	1	5	3.58	1.308
Information is available in multiple languages.	1	5	3.62	1.180
Government information is written in plain language.	1	5	3.74	1.260
I prefer to receive information through the government website.	1	5	3.62	1.180

Source: Field Data, 2024

4.3.3 The Effect of Automation of Processes Descriptive Statistics Results

Table 4.4 presents the effect of automation process variable descriptive statistics results. The key statistics given include the minimum (Min), maximum (Max), mean (Mean), and standard deviation (Std. Dev) for various statements related to Automation of Processes. Service delivery times have improved due to automation received the highest score (M = 4.06, SD = 1.056) followed by Automation has increased the output per employee (M = 4.04, SD = 1.056). The automation of processes of information at Migration has significantly reduced processing time and received the lowest score (M = 3.32, SD = 1.325) followed by Appointment scheduling asks within the Immigration Department I believe have been successfully automated (M = 3.48, SD = 1.233).

Therefore, high mean scores for increased output per employee (4.04) and improved service delivery times (4.06) highlight significant positive impacts of automation. Also, The moderate mean scores for the overall level of automation (3.56) and specific aspects such as appointment scheduling (3.48) and reduced processing time (3.32) suggest that while automation has been implemented, there is still room for improvement.

Table 4.4: The Effect of Automation of Processes Descriptive Statistics Results

	Min	Max	Mean	Std. Dev
The level of automation of processes within the Immigration Department in Zanzibar is excellent	1	5	3.56	1.259
Appointment scheduling asks within the Immigration Department I believe have been successfully automated	1	5	3.48	1.233
The automation of processes of information at Migration has significantly reduced processing time	1	5	3.32	1.325
Operational costs have decreased due to automation at Migration	1	5	3.88	1.331
Automation of processes has affected the efficiency of communication with the Immigration Department	1	5	3.59	1.229
The system effectively handles peak loads without performance issues	1	5	3.69	1.241
Tasks are executed uniformly and consistently due to automation.	1	5	3.93	1.046
Automation has increased the output per employee.	1	5	4.04	1.027
Service delivery times have improved due to automation.	1	5	4.06	1.056

Source: Field Data, 2024

4.3.4 The Communication Performance of Immigration Department Descriptive Statistics Results.

Table 4.5 shows the communication performance of the immigration department's descriptive statistics results. The key statistics given include the minimum (Min), maximum (Max), mean (Mean), and standard deviation (Std. Dev) for various statements related to Automation of Processes. The volume of inquiries handled by the Immigration Department is manageable and received the highest score (M = 4.13, SD = .863) followed by the Immigration Department regularly requests feedback on their communication performance (M = 4.10, SD = .850). Staff at the Immigration Department are well-trained in communication protocols and received the highest score (M = 3.87, SD = .898) followed by the public awareness campaigns by the Immigration Department to effectively reach the community (M = 3.83, SD = 1.035).

Therefore, the high means scores (around 3.90 to 4.13) across various aspects indicate a generally positive perception of the Immigration Department's communication practices. The relatively lower standard deviations for protocol compliance and internal feedback mechanisms suggest that these areas are well-regarded and consistently implemented.

Table 4.5: The Communication Performance of the Immigration Department

Descriptive Statistics Results

	Min	Max	Mean	Std. Dev
The Immigration Department provides multiple channels for communication (e.g., phone, email, social media).	1	5	3.90	1.002
The information provided by the Immigration Department is clear and easy to understand.	1	5	3.90	1.070
The public awareness campaigns by the Immigration Department effectively reach the community.	1	5	3.83	1.035
Staff at the Immigration Department are well-trained in communication protocols.	2	5	3.87	.898
There is an effective internal feedback mechanism for staff to suggest improvements in communication.	2	5	4.01	.931
Communications from the Immigration Department comply with established protocols and guidelines.	2	5	4.07	.877
The communication systems of the Immigration Department are reliable and rarely experience downtime.	1	5	3.99	.934
Technical issues related to communication are resolved promptly.	1	5	4.01	1.058
The Immigration Department regularly requests feedback on their communication performance.	2	5	4.10	.850
The volume of inquiries handled by the Immigration Department is manageable.	1	5	4.13	.863

Source: Field Data, 2024

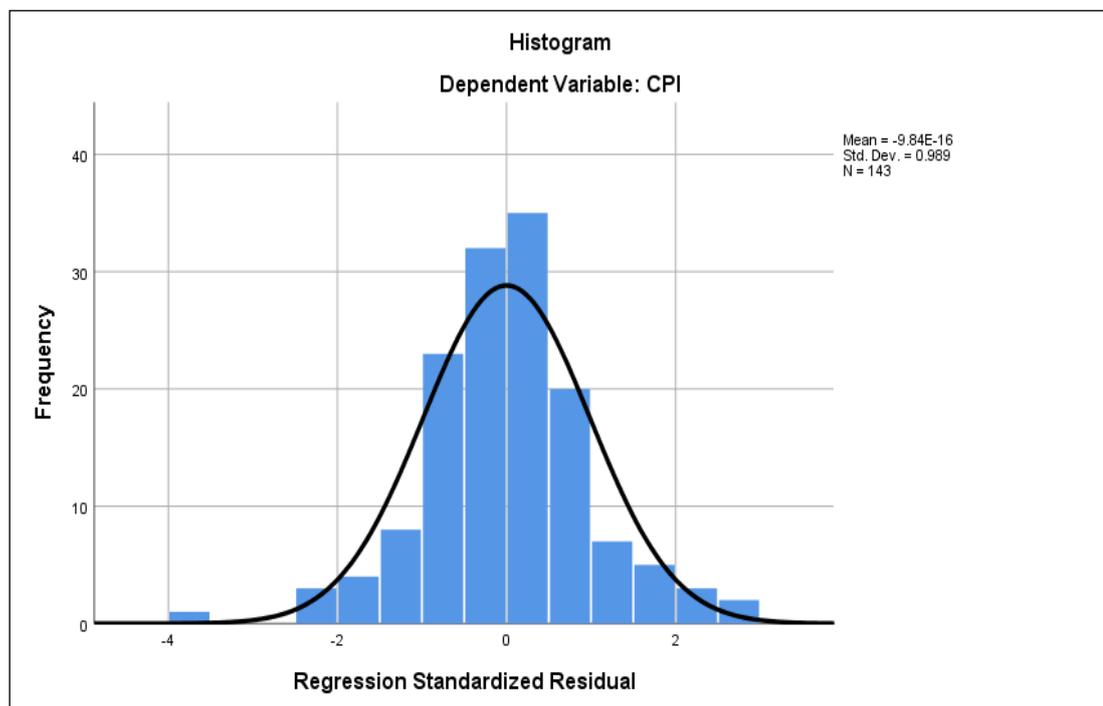
4.4 Regression Assumptions Test Results

4.4.1 Normality Test Results

The results of the normalcy assumption assessment are shown in Figure 4.1. The form of the histogram might reveal information about the distribution of the data.

More specifically, a normal distribution is suggested by a symmetrical bell-shaped curve. A normality test can be used to determine whether the data has a bell-shaped or normal distribution (Sainani, 2012). Many statistical analyses are only valid if the normalcy assumption is met. The residual histogram in Figure 4.1 shows a bell-shaped curve, which denotes a normal distribution. This finding is further supported by the residuals' closeness to zero in terms of mean and standard deviation. Furthermore, there are no outliers, as all residual values that fall inside the three boundaries of the histogram (Figure 4.1) support the standards set by Tabachnick and Fidell (2007), according to which results that exceed the $|3|$ threshold are deemed abnormal.

Figure 4.1: Histogram



Source: Data Analysis, 2024

4.4.2 Linearity Test Results

The conclusions regarding the linearity assumptions are shown in Figure 4.2. To determine if two variables in a regression study show a linear relationship, a statistical test called the linearity test is used. To put it another way, it assesses whether the independent variable (predictor) and the dependent variable (outcome) have a linear relationship. A linear relationship in the data is indicated by the P-P plot's close alignment with the diagonal x-axis in the figure. This implies that data analysis can move forward appropriately.

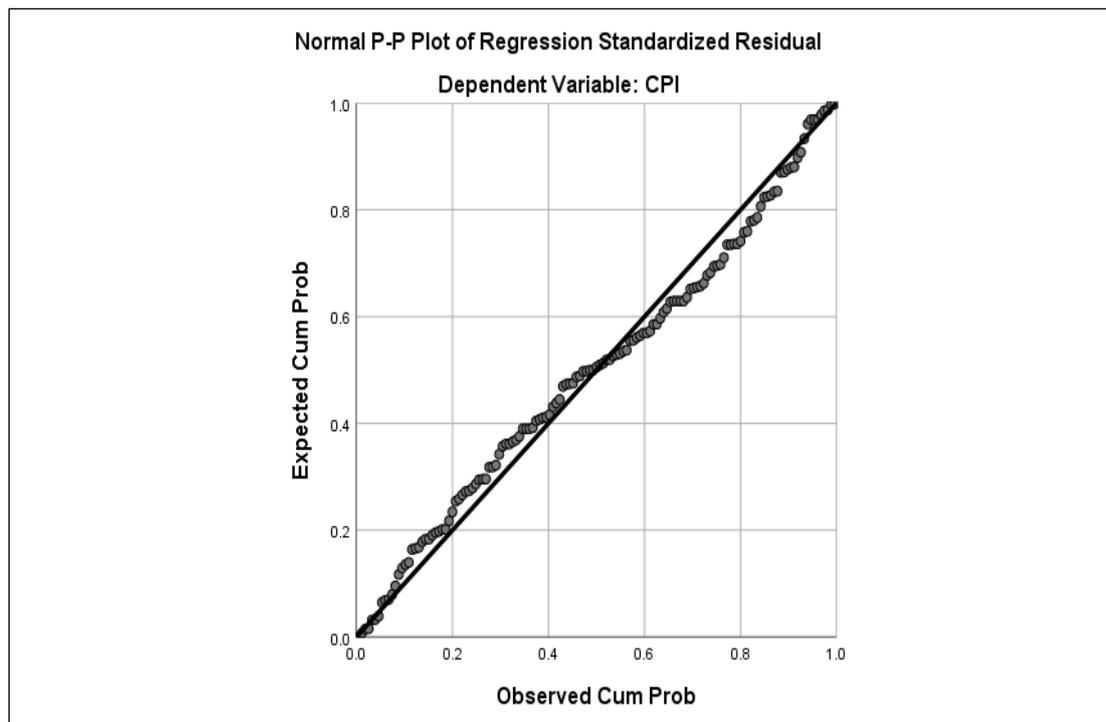


Figure 4.2: P – P Plot for Regression Standardized Residuals Results

Source: Data Analysis, 2024

4.4.3 Homoscedasticity Test Results

The case residual dots, distributed in a rectangle about zero (0), in Figure 4.3 seem to

be homoscedastic (equality of variance). Consequently, there's no need to worry about the heteroscedasticity (unequal variation) of the data. This looks to be a residual plot based on the scatterplot's title and the labels on the x and y axes. To assess how well a linear regression model fits the data, residual plots are utilized. Plotting the standardized expected value (y-axis) against the POP (x-axis) is the method used in this example.

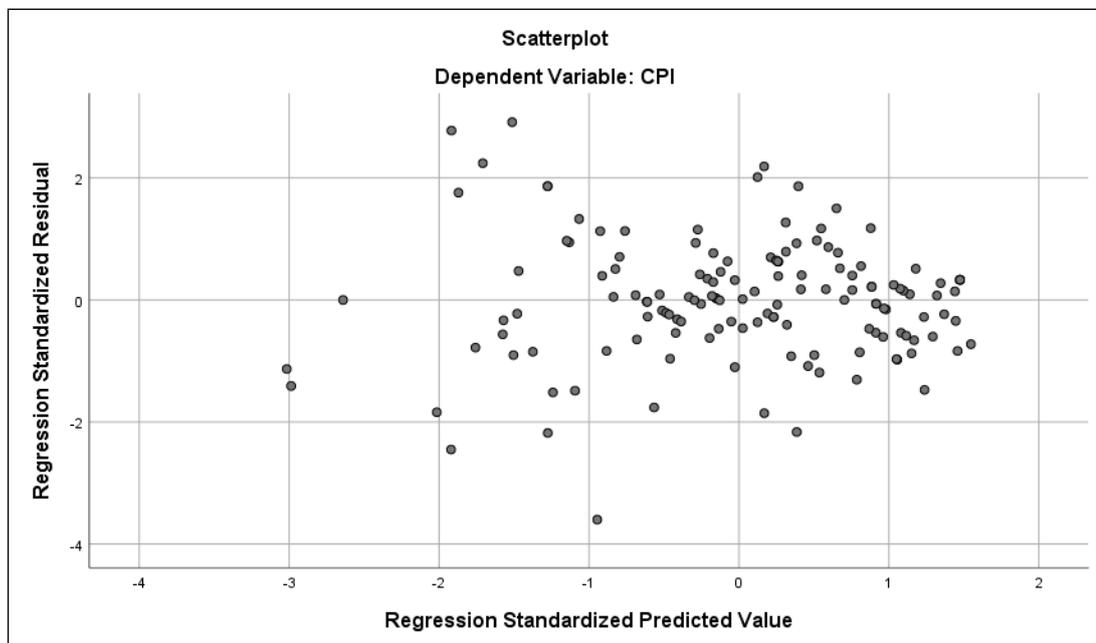


Figure 4.3: Scatter Plot

Source: Data Analysis, 2024

4.4.4 Multicollinearity Test Results

Values above 0.1 (or sometimes 0.2) indicate acceptable levels of multicollinearity. All predictors here have tolerances well above 0.1, indicating no severe multicollinearity concerns. Values below 10 are generally considered acceptable. Here, all VIF values (1.588 to 1.732) are comfortably below 10, further indicating no problematic multicollinearity.

4.5 Multiple Regression Analysis

The relationship between the many independent variables of e-government systems (better accessibility, effective information distribution, and process automation) and the one dependent variable the communication performance of the Immigration Department in Zanzibar was examined using multiple regression analysis.

4.5.1 Model Summary Results

Table 4.6 presents the model summary of the regression analysis. The model summary includes the correlation coefficient (R), the coefficient of determination (R Square), the adjusted R Square, and the standard error of the estimate. The R Square value of 0.674 means that approximately 67.4% of the variance in the CPI can be explained by the predictors (AP, EA, EID). This indicates that the model has a good fit and the predictors are significant in explaining the variability in CPI. The adjusted R Square value of 0.667 is slightly lower than the R Square value. Adjusted R Square accounts for the number of predictors in the model and adjusts for the degrees of freedom. This value suggests that after adjusting for the number of predictors, about 66.7% of the variance in CPI is still explained by the model, indicating a robust model. Therefore, The high R and R Square values indicate that the model has strong predictive power and the predictors (AP, EA, EID) are significant in explaining the variance in the CPI.

Table 4.6: Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.674	.667	.42057

a. Predictors: (Constant), AP, EA, EID

b. Dependent Variable: CPI

Note: AP = Automation of Processes, EA = Enhanced Accessibility, EID = Efficient

Information Dissemination, CPI = Communication Performance of Immigration

Department

Source: Data Analysis, 2024

4.5.2 Analysis of Variance Results

Table 4.7 presents the analysis of variance results. The ANOVA table includes the sum of squares, degrees of freedom (df), mean square, F-value, and significance level (Sig.). The F-value of 95.743 indicates the ratio of the mean regression sum of squares to the mean residual sum of squares. A high F-value suggests that the model explains a significant portion of the variance in the dependent variable relative to the unexplained variance. The p-value of .000 indicates that the results are statistically significant at any common alpha level (e.g., 0.05, 0.01). This means there is a very low probability that the observed.

Therefore, the ANOVA results indicate that the overall regression model is statistically significant ($p < 0.001$), suggesting that the predictors collectively have a significant impact on the dependent variable (CPI). A substantial portion of the variance in CPI (67.4%, as indicated by R Square) is explained by the predictors, as shown by the high F-value and the significant p-value.

Table 4.7: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.805	3	16.935	95.743	.000 ^b
	Residual	24.586	139	.177		
	Total	75.391	142			

a. Dependent Variable: CPI

b. Predictors: (Constant), AP, EA, EID

Note: AP = Automation of Processes, EA = Enhanced Accessibility, EID = Efficient Information Dissemination, CPI = Communication Performance of Immigration

Department

Source: Data Analysis, 2024

4.5.3 Regression Coefficients Analysis Results

Table 4.8 presents the regression coefficients analysis results. Generally, the intercept (constant term) is statistically significant ($t = 6.030$, $p < .001$), indicating that the model as a whole has predictive value. EA was found to have a positive and significant effect on CPI ($b = 0.322$, $p < .001$). EID was found to be positive and significantly related to CPI ($b = 0.073$, $p < .001$). AP was found to be positive and significantly related to CPI ($b = 0.494$, $p < .001$).

EA and AP show statistically significant relationships with CPI, with EA having a moderate effect and AP having a strong effect. The model as a whole is statistically significant and appears to fit the data well based on the provided information.

Table 4.8: Regression Coefficients Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.143	.190		6.030	.000		
	EA	.322	.075	.336	4.307	.000	.386	1.588
	EID	.073	.083	.092	.876	.000	.215	1.654
	AP	.494	.102	.610	4.856	.000	.149	1.732

a. Dependent Variable: CPI

Note: AP = Automation of Processes, EA = Enhanced Accessibility, EID = Efficient

Information Dissemination, CPI = Communication Performance of Immigration

Department

Source: Data Analysis, 2024.

4.6 Discussion of the Findings

The study's results are examined in this part concerning each of the individual goals. Comparing the results of the current study with other research projects carried out by other scholars has facilitated the conversation. In this study effect of the e-government system on the communication performance of an organization; a case of the immigration department head office Zanzibar findings are discussed.

4.6.1 The Effect of Enhanced Accessibility on Communication Performance of Immigration Department Head Office Zanzibar

Enhanced accessibility plays a crucial role in improving the communication performance of the Immigration Department Head Office in Zanzibar. Accessibility refers to the ease with which stakeholders, including citizens, residents, and other entities, can access immigration services, information, and resources. This study

found that enhanced accessibility was positive and significantly related to communication performance. Similarly, Bossey (2020) found that ICT can reduce current social exclusion, enhance discussion with audience members who can attend and those who cannot, and enhance the overall visitor experience, therefore enhancing communication. Also, Razali, Saraih, Shaari, Abd Rani, and Abashah (2018) found that the only factor influencing the performance of internet company owners inside SMEs is market accessibility through communication. Okundaye, Fan, and Dwyer (2019) also found that government and SME officials overcome several barriers that impede Nigerian SMEs from adopting ICT in communication. Mwashuuya and Mbamba (2020) found that This suggests that spending on fundamental ICT platforms can facilitate communication, cut expenses, improve corporate operations, and provide financial resources via electronic distribution channels. On the impact of sophisticated information technology deployment in MFIs on access to financial services and operational success, more research is advised.

However, Paterakis, Erdinç and Catalão, (2017) found that accessibility improvements lead to a surge in demand without corresponding capacity increases, service quality and responsiveness could suffer. This situation might strain communication channels, leading to delays or frustration among stakeholders.

Also, Daramola, Adewumi, Jacks and Ajala, (2024) found that increased accessibility could potentially result in miscommunication if information is not effectively managed or if there are discrepancies between different channels of

communication. This could confuse stakeholders and impair effective communication.

Lastly, Moon, Baker, and Goughnour, (2019) found that while accessibility improvements often involve digital platforms, not all stakeholders may have equal access to or familiarity with technology. This digital divide could hinder effective communication for certain demographic groups.

Therefore, enhanced accessibility ensures that immigration services are readily available and accessible to all stakeholders. This includes providing multiple channels for accessing information and submitting applications, such as online portals, mobile apps, and physical offices. By offering various access points, the Immigration Department can cater to different user preferences and needs, thereby improving service delivery efficiency and effectiveness.

Also, Accessibility ensures that stakeholders can obtain timely and transparent information regarding immigration policies, procedures, and updates. When information is easily accessible through digital platforms or public offices, stakeholders can stay informed about their rights, responsibilities, and legal requirements. This transparency fosters trust and reduces misunderstandings, leading to clearer communication channels between the department and the public.

Moreover, Enhanced accessibility helps overcome barriers that might hinder communication, such as geographical distance, language barriers, or physical

disabilities. By providing accessible formats and multilingual resources, the Immigration Department ensures inclusivity and equal access to services for all stakeholders. This inclusivity not only improves communication performance but also aligns with principles of fairness and equity in public service delivery.

Lastly, embracing enhanced accessibility encourages the Immigration Department to adapt to technological advancements. This includes leveraging new technologies such as artificial intelligence, data analytics, and automation to further improve service delivery and communication effectiveness. By staying current with technological trends, the department can maintain competitiveness, responsiveness, and reliability in delivering immigration services.

4.6.2 The Effect of Efficient Information Dissemination on Communication Performance of Immigration Department Head Office Zanzibar

Efficient information dissemination plays a pivotal role in enhancing the communication performance of the Immigration Department Head Office in Zanzibar. This study found that efficient dissemination is positive and significantly related to communication performance. Similarly, Raza, Khan, Shahbaz, and Saleem (2020) found that the respondents said they owned a radio, TV, and cell phone. However, the majority of respondents had a landline phone, a computer, and the internet, respectively. For efficient communication computers and the internet were the best. Musalli (2016) found that modern communication media phones, internet are powerful for conversation and not one end like TV and Radio no prompt integration. Ndibalema (2019) also found that the reason for the preference was that

these channels are inclusive and engaging, providing farmers with the chance to comment on the information being shared, in addition to being more informative than traditional mass media.

However, Dharmasena, and Jayathilaka (2021) found that excessive information or information overload can overwhelm stakeholders, leading to confusion and reduced comprehension. When stakeholders receive too much information without clear organization or relevance, it can hinder effective communication rather than facilitate it.

Also, Daramola, Adewumi, Jacks, and Ajala, (2024) found that Poorly structured or ambiguous information can lead to miscommunication or misinterpretation among stakeholders. If information is not communicated, lacks context, or contains conflicting messages, it may undermine trust and impair effective communication channels.

Moreover, Lovari, and Bowen, (2020) found that information dissemination relies on channels that stakeholders do not use or trust, such as outdated communication methods or platforms with limited accessibility, which can hinder effective communication. Stakeholders may miss critical updates or feel disconnected from the organization's communication efforts.

Last Lehtinen, Aaltonen, and Rajala, (2019) found that One-way communication without mechanisms for feedback or interaction can limit the effectiveness of

information dissemination. Stakeholders may feel excluded or disengaged if they cannot provide input, seek clarification, or address concerns related to the information received.

Therefore, Effective communication relies on strategic planning, clear messaging, appropriate channel selection, and ongoing evaluation of stakeholder feedback to ensure that information dissemination efforts align with organizational goals and stakeholder needs.

Efficient information dissemination ensures that immigration policies, procedures, and updates are communicated clearly and transparently to stakeholders. When information is readily available through official channels, such as websites, public notices, and information sessions, stakeholders can easily understand their rights, obligations, and available services. This clarity fosters trust and reduces confusion or misinformation, thereby enhancing communication effectiveness.

Effective dissemination of information enables the Immigration Department to respond promptly to inquiries, requests, and emerging issues. Timely updates on policy changes or procedural updates ensure that stakeholders are informed promptly, reducing delays and improving service delivery. This responsiveness enhances stakeholder satisfaction and confidence in the department's ability to address their needs effectively. When information is disseminated efficiently, stakeholders feel empowered to make informed decisions about immigration processes. For instance, clear guidelines on visa applications, residency

requirements, and citizenship procedures enable individuals to navigate these processes independently. This empowerment not only reduces dependency on direct assistance but also facilitates smoother interactions between stakeholders and departmental staff, thereby improving overall communication dynamics.

Last, Well-seminated information helps overcome communication barriers that may arise due to language differences, literacy levels, or technological access. Utilizing multiple communication channels, such as multilingual materials, interactive websites, and community outreach programs, ensures that information reaches a diverse audience. This inclusive approach improves accessibility to services and enhances the department's ability to effectively communicate with all segments of the population.

4.6.3 The Effect of Automation of Processes on the Communication Performance of the Immigration Department in Zanzibar

This study found that the automation process is positive and significantly related to communication performance. Similarly, Abusalma (2021) found that artificial intelligence has a statistically significant impact on job performance through GA and IA alone. Also, Madegwa, Makokha, and Namusonge (2018) found that online process automation of revenue collection processes influences performance in the Trans Nzioa County government office to a great extent. In the same vein, the study further concludes that automation of revenue collection processes offers a great deal of effective management; The study concludes that the online payment process of automation of revenue collection processes influences performance in the Trans

Nzioa County government office to a great extent. Further, the study concludes that time-saving, compliance with government rules, controlled cross-border flow of goods, revenue payment channels and collection costs influence performance in the Trans Nzioa County government office to a great extent. However, Eikebrokk, and Olsen, (2020) found that automation can sometimes lead to a reduction in personal interaction between stakeholders and immigration department staff. In situations where stakeholders require personalized assistance or have complex inquiries, automated systems may not adequately address their needs. This reduction in direct human interaction can lead to frustration, misunderstandings, and a perception of poor communication.

Also, Kozyreva, Lewandowsky, and Hertwig, (2020) found that some automated systems may be overly complex or difficult to navigate, especially for users who are unfamiliar with technology or have limited digital literacy. This complexity can hinder effective communication if stakeholders struggle to understand the system's interface, process their requests, or access necessary information. Poor user experience can lead to dissatisfaction and decreased engagement with automated services.

Moreover, Sharma, Singh, and Panja, (2021) found that despite advancements, automated systems can still experience errors or failures that disrupt communication processes. Technical glitches, software bugs, or system downtime can prevent stakeholders from accessing information or submitting applications, leading to delays and frustration. Such interruptions can negatively impact communication

performance by eroding stakeholder confidence in the reliability of automated systems.

Lastly, Larson, (2019) found that automated systems may inadvertently create barriers for stakeholders with disabilities or those who require accommodations. If systems are not designed with accessibility features such as screen readers, alternative formats, or language options, certain stakeholders may face challenges in accessing information or using services. These accessibility barriers can lead to inequitable communication outcomes and diminish the department's inclusivity efforts.

Automation reduces the manual effort required for routine tasks such as data entry, application processing, and document verification. This efficiency translates into faster response times to inquiries, applications, and requests from stakeholders. For example, automated systems can generate immediate acknowledgement of receipt for applications, providing stakeholders with reassurance and clarity in communication. Automated processes minimize the risk of human error inherent in manual tasks. This accuracy ensures that information provided to stakeholders, such as visa requirements, procedural updates, and legal guidelines, is consistent and reliable. Improved accuracy fosters trust and confidence among stakeholders, enhancing overall communication effectiveness.

Automated systems facilitate seamless data sharing and integration across different departments or agencies involved in immigration processes. This integration

enhances inter-departmental communication by providing a unified platform for sharing information, coordinating efforts, and addressing cross-functional issues efficiently. For instance, automated alerts can notify relevant departments of changes in immigration status or legal requirements, promoting collaborative communication.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter provides a summary of the findings of the study about the specific objectives. Also, the chapter provides the conclusion, recommendations, limitations and areas for further study.

5.2 Summary of the Findings

5.2.1 The Effect of Enhanced Accessibility on Communication Performance of Immigration Department Head Office Zanzibar

This study found that enhanced accessibility is positive and significantly related to communication performance. Enhanced accessibility facilitates faster and more efficient service delivery. Multiple channels for accessing information and submitting applications, such as online portals and mobile apps, ensure that services are available to stakeholders anytime, anywhere.

Stakeholders have better access to accurate and up-to-date information regarding immigration policies, procedures, and updates. This transparency fosters trust and minimizes confusion. The availability of digital tools and platforms reduces wait times and expedites the processing of applications and inquiries, leading to more timely responses. Stakeholders have better access to accurate and up-to-date information regarding immigration policies, procedures, and updates. This transparency fosters trust and minimizes confusion. Centralized and standardized information dissemination ensures that stakeholders receive the same information across various channels, reducing the risk of miscommunication.

5.2.2 The Effect of Efficient Information Dissemination on Communication Performance of Immigration Department Head Office Zanzibar

Efficient information dissemination is crucial for the effective functioning of the Immigration Department Head Office in Zanzibar. Efficient dissemination ensures that immigration policies, procedures, and updates are communicated clearly and accurately. This clarity helps stakeholders understand their rights, obligations, and the steps they need to follow, reducing confusion and misinformation. Providing standardized information across multiple platforms ensures consistency, which helps in building trust and reliability. Stakeholders receive the same message regardless of the communication channel they use. Utilizing digital platforms for information dissemination facilitates two-way communication, allowing stakeholders to ask questions and provide feedback. This engagement is essential for addressing concerns and improving the overall communication strategy. Disseminating information through various channels, including websites, mobile apps, social media, and public notices, ensures that it reaches a broader audience. This multi-channel approach helps cater to different preferences and technological capabilities among stakeholders.

5.2.3 The Effect of Automation of Processes on the Communication Performance of the Immigration Department in Zanzibar

This study found that automation of processes on the communication of performance. Automation reduces the time required for processing applications, verifying documents, and responding to inquiries. This efficiency results in faster service delivery and timely communication with stakeholders. Automated systems,

such as online portals and self-service kiosks, provide round-the-clock access to services and information, enhancing the department's ability to communicate with stakeholders at any time. Automated processes reduce the risk of errors that are common in manual data entry and processing. This accuracy ensures that the information communicated to stakeholders is reliable and consistent. Also, Automated systems centralize information storage and management, making it easier for stakeholders to access the latest information and updates quickly. Automation frees up human resources by handling routine and repetitive tasks. Staff can then focus on more complex and personalized interactions, improving the overall quality of communication.

5.3 Conclusion

The implementation of the e-government system at the Immigration Department Head Office in Zanzibar has significantly enhanced communication performance, resulting in improved efficiency, transparency, and stakeholder satisfaction, despite some challenges that need ongoing attention. The introduction of an e-government system at the Immigration Department in Zanzibar involves integrating digital tools and platforms to manage and deliver services. This system aims to streamline processes, improve service delivery, and facilitate better communication with stakeholders. Enhanced accessibility through multiple channels, such as online portals and mobile apps, has improved the overall experience for stakeholders, making it easier for them to access services and receive updates. Automated systems ensure that all stakeholders receive the same information, reducing misunderstandings and building trust. Real-time notifications and updates keep

stakeholders informed about the status of their applications and any changes in policies or procedures. Improved communication channels facilitate better stakeholder engagement and feedback, allowing for continuous improvement in service delivery.

Not all stakeholders have equal access to or proficiency with digital tools, which can limit the effectiveness of the e-government system for some users. While automation improves efficiency, it can sometimes result in a lack of personal touch, which is essential for handling complex or sensitive issues. Ensuring that automated systems are reliable and secure is crucial to maintaining stakeholder trust and communication performance.

5.4 Implications

An e-government system can provide a 24/7 online platform for citizens to access information and complete immigration processes. This eliminates geographical and time constraints, improving accessibility and responsiveness. Staff need continuous training to effectively utilize new technologies and adapt to changing workflows, which can initially strain resources. Information about visa requirements, application procedures, and fees can be readily available online, promoting transparency and reducing confusion for citizens. Online applications and automated processing can streamline workflows, leading to faster communication and quicker turnaround times for inquiries and applications. E-government platforms can offer features like chatbots, online forums, and email ticketing systems, allowing for targeted communication with specific citizen groups and facilitating easy follow-up. Online

applications and document uploads can minimize paper use and the risk of lost documents, leading to smoother communication and faster processing.

5.5 Recommendations

5.5.1 The Effect of Enhanced Accessibility on Communication Performance of Immigration Department Head Office Zanzibar

This study found that enhanced accessibility is positive and significantly related to communication performance. Based on this finding it is recommended to ensure that all stakeholders can effectively use digital platforms to access services and communicate with the department. This can be done through conducting regular workshops and training sessions for both staff and the public to enhance their digital skills and familiarity with e-government services and Partnering with local organizations to reach underserved communities and provide digital literacy training.

Also, improve the user experience of digital platforms to make them more intuitive and accessible to a broader range of stakeholders. This can be done by involving stakeholders in the design and testing of digital platforms to ensure they meet user needs and are easy to navigate and incorporate features such as screen readers, large print options, and voice commands to make digital platforms accessible to individuals with disabilities.

Moreover, enhances the immediacy and responsiveness of communication with stakeholders. This can be done by implementing live chat features on the department's website and mobile applications to provide real-time assistance to users

and use social media platforms to disseminate information quickly and engage with stakeholders directly.

Last, maintain clarity and consistency in all communications to avoid misunderstandings and build trust. This can be done through the use of standardized templates for emails, notifications, and other communications to ensure consistency clearly explain the steps involved in various procedures and provide timelines to set realistic expectations for stakeholders.

5.5.2 The Effect of Efficient Information Dissemination on Communication Performance of Immigration Department Head Office Zanzibar

This study found that efficient information dissemination is positive and significantly related to communication performance. Based on this finding it is recommended that develop the department's website and communication materials in Kiswahili, English, and potentially other relevant languages to cater to a wider audience. Also, ensure the e-government system and communication channels are optimized for mobile devices, considering Zanzibar's mobile phone penetration rate. When necessary, provide printed brochures or information booths at strategic locations (airports, ferry terminals) for those without internet access.

Moreover, it Presents information on visa requirements, application procedures, and fees in a clear, concise, and easy-to-understand manner. Develop a comprehensive Frequently Asked Questions (FAQs) section to address common inquiries and provide quick answers. And lastly, maintain active social media pages (Facebook,

Twitter) to share updates, announcements, and reminders. It works well if you consider using SMS alerts for critical updates or application status notifications (with opt-in options for privacy).

5.5.3 The Effect of Automation of Processes on the Communication Performance of the Immigration Department in Zanzibar

This study found that automation of processes is positive and significantly related to communication performance. Based on this finding it is recommended that to analyze current immigration processes to pinpoint repetitive tasks suitable for automation (e.g., initial application screening, fee calculation). Also, develop an online application system that guides users through the process, reduces errors, and streamlines data collection. Moreover, integrate an automated system to track application status and provide real-time updates to users via email or SMS (with opt-in options).

Further, regarding Improving Efficiency and Transparency, I recommended implementing automated decision trees to provide preliminary assessments of eligibility based on user input, reducing waiting times and providing clearer timelines. And also, allow citizens to schedule appointments online for document submission or in-person consultations, reducing congestion and wait times.

5.6 Limitations

While the enhanced accessibility through the e-government system at the Immigration Department Head Office in Zanzibar has brought significant

improvements to communication performance, several limitations need to be considered. Not all stakeholders have equal access to digital devices and reliable internet connections, leading to disparities in service access and communication. Variations in digital literacy levels among stakeholders can limit the effectiveness of digital platforms for some users. Also, insufficient digital infrastructure in some areas may hinder the consistent and reliable use of e-government services. Technical issues, such as server outages or software bugs, can disrupt communication and access to services.

Moreover, increased use of digital platforms heightens the risk of data breaches and cyber-attacks, potentially compromising sensitive stakeholder information. Also, Concerns over the privacy of personal information can deter stakeholders from fully engaging with digital services.

5.7 Recommendations for Further Studies

To further explore and enhance the understanding of the effect of enhanced accessibility on communication performance at the Immigration Department Head Office in Zanzibar, the following recommendations for future studies are proposed. Conduct longitudinal studies to track the long-term impact of enhanced accessibility measures on communication performance. This could include assessing changes in stakeholder satisfaction, operational efficiency, and overall service delivery over an extended period.

Secondly, Compare the communication performance of the Immigration Department in Zanzibar with similar departments or agencies that have implemented different

levels of e-government systems. This comparative analysis can provide insights into best practices and areas for improvement.

Third, undertake qualitative studies to explore stakeholders' perceptions, experiences, and challenges related to using digital platforms for accessing immigration services. Focus groups, interviews, and case studies can provide rich, in-depth insights into stakeholder interactions and preferences.

Last, evaluate the effectiveness of digital literacy programs implemented by the Immigration Department to enhance stakeholders' ability to use digital platforms. Assess the impact of these programs on service access, satisfaction, and engagement.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear, respondent, thank you for taking the time to respond. Your feedback is valuable in understanding the impact of e-government on communication performance. Please take a few minutes to complete this questionnaire honestly and to the best of your ability. Your responses will remain confidential and will be used for research purposes only.

There are two segments to this questionnaire (PART A and B). As instructed, please complete the following questions.

A: DEMOGRAPHIC INFORMATION

Instructions: Place a checkmark (✓) in the appropriate answer box for each of the following multiple-choice questions.

1. Gender:
 - a) Male
 - b) Female
 - c) Non-binary / Prefer not to say
2. Your Age?
 - a) 18-20
 - b) 21-30
 - c) 31-40
 - d) 41-50
 - e) 51 and Above
3. What is your Education Level?

- a) Certificate
- b) Diploma
- c) Bachelor's Degree
- d) Master's Degree
- e) Doctorate or Professional Degree

Years of Experience in Current Position:

- a) 1-5 years
- b) 6-10 years
- c) 11-15 years
- d) 16 – 20
- e) 21 and Above

Enhanced Accessibility

S/N	Statement	SCORE				
		1	2	3	4	5
1	The accessibility of immigration services provided by the Immigration Department in Zanzibar is Very good	1	2	3	4	5
2	The channel primarily used to access immigration services is via Mobile Phone	1	2	3	4	5
3	I am satisfied with the communication performance of the Immigration Department in Zanzibar	1	2	3	4	5
4	I have noticed improvements in communication since enhanced accessibility measures were implemented by the Immigration Department	1	2	3	4	5
5	the clarity and effectiveness of communication from the Immigration Department regarding immigration policies, procedures, and updates are excellent	1	2	3	4	5
6	In my opinion, accessibility (e.g., online services, mobile apps) has affected the ease of communication with the Immigration Department	1	2	3	4	5
7	I have encountered some challenges or barriers in accessing immigration services or information despite the enhanced accessibility measures	1	2	3	4	5

Efficient Information Dissemination

S/N	Statement	SCORE				
1	The efficiency of information dissemination practices within the Immigration Department in Zanzibar is excellent	1	2	3	4	5
2	I am satisfied with the communication performance of the Immigration Department in Zanzibar	1	2	3	4	5
3	There are noticeable improvements in communication since efficient information dissemination practices were implemented by the Immigration Department	1	2	3	4	5
4	The clarity and timeliness of communication from the Immigration Department regarding policies, procedures, and updates is very Good	1	2	3	4	5
5	Efficient information dissemination has affected the effectiveness of communication with the Immigration Department	1	2	3	4	5
6	The information provided by the government is updated promptly	1	2	3	4	5
7	Errors in the information provided are rare	1	2	3	4	5
8	Information is available in multiple languages.	1	2	3	4	5
9	Government information is written in plain language.	1	2	3	4	5
10	I prefer to receive information through the government website.	1	2	3	4	5

Automation of Processes

S/N	Statement	SCORE				
1	The level of automation of processes within the Immigration Department in Zanzibar is excellent	1	2	3	4	5
2	Appointment scheduling asks within the Immigration Department I believe have been successfully automated	1	2	3	4	5
3	The automation of processes of information at Migration has significantly reduced processing time	1	2	3	4	5
4	Operational costs have decreased due to automation at Migration	1	2	3	4	5
5	Automation of processes has affected the efficiency of communication with the Immigration Department	1	2	3	4	5
6	The system effectively handles peak loads without performance issues	1	2	3	4	5
7	Tasks are executed uniformly and consistently due to automation.	1	2	3	4	5
8	Automation has increased the output per employee.	1	2	3	4	5
9	Service delivery times have improved due to automation.	1	2	3	4	5
10	Customer feedback has been more positive since the implementation of automation.	1	2	3	4	5

The communication performance of immigration department head office

Zanzibar

S/N	Statement	SCORE				
		1	2	3	4	5
1	The Immigration Department provides multiple channels for communication (e.g., phone, email, social media).	1	2	3	4	5
2	The information provided by the Immigration Department is clear and easy to understand.	1	2	3	4	5
3	The public awareness campaigns by the Immigration Department effectively reach the community.	1	2	3	4	5
4	Staff at the Immigration Department are well-trained in communication protocols.	1	2	3	4	5
5	There is an effective internal feedback mechanism for staff to suggest improvements in communication.	1	2	3	4	5
6	Communications from the Immigration Department comply with established protocols and guidelines.	1	2	3	4	5
7	The communication systems of the Immigration Department are reliable and rarely experience downtime.	1	2	3	4	5
8	Technical issues related to communication are resolved promptly.	1	2	3	4	5
9	The Immigration Department regularly requests feedback on their communication performance.	1	2	3	4	5
10	The volume of inquiries handled by the Immigration Department is manageable.	1	2	3	4	5

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/ PG2022000320

27th May, 2024

Commissioner of Immigration,
Immigration Department Head Office
P.O.Box 1354,
ZANZIBAR.

Dear District Executive Director,

**RE: RESEARCH CLEARANCE FOR MR. HAFIDHI ABUU IRISA REG NO:
PG2022000320**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st 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 1st 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 **Hafidhi Abuu Idrisa** , Reg.

No: PG2022000320, pursuing Master of Human Resource Management (MHRM). We here by grant this clearance to conduct a research titled "Effect of E-Government on Communication Performance of Public organization:A case of Migration Department Head Office Zanzibar ".She will collect her data at your area from 27th May to 27th June,2024.

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.Gwahula Raphael Kimamala

For: **VICE CHANCELLOR**

JAMHURI YA MUUNGANO WA TANZANIA
WIZARA YA MAMBO YA NDANI YA NCHI
IDARA YA UHAMIAJI

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KUMB Na: DE TEMP: 332/517/01/9



OFISI YA KAMISHINA WA UHAMIAJI,
 S. L. P. 1354,
 ZANZIBAR.

DATE: 07 June 2024

Hafidh A. Idrisa,
 Mrakibu Msaidizi wa Uhamiaji,
 Afisi Kuu.

K.K Afisa Utumishi,
 Afisi Kuu.

YAH: RUHUSA YA KUFANYA UTAFITI

Barua kumb. Nc. OUT/PG2022000320 ya tarehe 27/05/2024 kutoka Chuo Kikuu Huria inahusika.

2. Kwa barua hii unajulishwa kuwa Idara imekuruhusu kuendelea na zoezi la kufanya utafiti kwa lengo la kukamilisha masomo yako ya Shahada ya Uzamili.
3. Aidha, unakumbushwa kuzingatia miiko ya utafiti pamoja na taratibu na miongozo ya kazi wakati wa utekelezaji wa zoezi hilo.
4. Nakutakia mafanikio njema.

ASI. Mohamed M. Mohamed

Kny: KAMISHINA WA UHAMIAJI ZANZIBAR.

Nakala: Afisa Mnadhimu