The Effect Of E-Services Implementation on Passport Delivery in Tanzania: Evidence from The Immigration Department of Dar Es Salaam

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ABSTRACT

In recent years, governments have increasingly turned to digital platforms to improve the efficiency and accessibility of public service delivery. In Tanzania, the immigration department has adopted e-services as part of efforts to enhance the passport application and issuance process. However, electronic services undoubtedly have many problems in Tanzania. This study aimed to assess the effect of e-services implementation on passport delivery in Tanzania, focusing specifically on the immigration department in Dar es Salaam. The research was guided by three objectives: to examine the effect of the integrated service approach on passport delivery, to assess the impact of e-service processing speed, and to identify challenges affecting e-service implementation. A descriptive research design employing both qualitative and quantitative methods was adopted. Data were collected from 162 respondents using a five point Likert scale questionnaires and semi-structured interviews. Quantitative data were analysed using descriptive statistics and multiple linear regression, while qualitative data were examined through content analysis. The findings revealed that e-service integration enhanced efficiency and convenience, while faster processing improved timeliness and trust in the system. However, challenges such as digital illiteracy, poor internet connectivity, technical problems, and lack of clear service timelines hindered full realization of the benefits. Regression analysis indicated that the integrated service approach had a moderately positive and statistically significant effect on timely passport delivery, with an unstandardised coefficient (B) of 0.471. The combined factors explained over 80% of the variation in passport delivery timeliness. Based on these results, the study recommends strengthening system integration, investing in ICT infrastructure, improving digital literacy, establishing clear service timelines, enhancing government support, and developing inclusive digital platforms to optimize e-service delivery.

Keywords: *E-service, Passport Delivery, Immigration Department, Dar Es Salaam*

1. INTRODUCTION

The adoption of e-services in passport issuance has significantly improved operational efficiency and enhanced the user experience by streamlining application processes and reducing processing times (OECD, 2023). Digital transformation in government services has played a crucial role in improving service accessibility, reducing bureaucratic delays, and increasing transparency, ultimately leading to higher levels of citizen satisfaction (UNDESA, 2023). The studies consistently confirmed that the adoption of e-services in the government systems results in a quicker process (Kipingu & Shayo, 2021), more availability (Siregar & Fathya, 2021), and customer satisfaction (Ali & Hassan, 2022). As an illustration, the implementation of e-immigration systems can help the applicants' complete applications online (Kipingu & Shayo, 2021), pay online (Siregar & Fathya, 2021), and get the real-time information on the application status (Ali & Hassan, 2022). This digitalization is cost effective in terms of saving some time and also mitigating the bureaucracy that has been observed by citizens (Kipingu & Shayo, 2021).

Most countries have adopted the use of digital systems to boost the issuance of passports and passport service provision globally. The United Kingdom and the United States are of particular note when it comes to the adoption of electronic services to process passports. These initiatives have led to faster processing times, greater transparency, and reduced face-to-face interactions, making government services more efficient and user-friendly (Smith, 2020; Jones, 2021; Malisa, 2019).As an example, the e-passport system in the UK offers applicants an opportunity to apply online,

keep an eye on the progress of their application in real-time (Smith, 2020). This system has greatly decreased the time spent working on the application and is reputable as being very secure with the use of biometrics attached to passports (Jones, 2021). The system also reduces issues faced with traditional ways of tracking like making calls to offices or having to visit passport offices (Malisa, 2019).

The e-passport system has had a similar revolution in passport issuing throughout the United States (Jones, 2021). Passport programs have also been digitized so that citizens can apply online or access services at digitized passport centers where transparency has been increased in the processing of these passports (Karanja, 2020). Applicants' records are incorporated into digital forms of databases on this system and this provides good safeguarding of personal information (Smith, 2020). In addition to that, it also eliminated bureaucratic inefficiencies and improved the safety of travel documents (Malisa, 2019).

Some African nations have gone far in the implementation of the e-passport services, which has enhanced efficiency in the delivery of the service (Ghana Immigration Service, 2020). In Ghana, the government has employed the use of an electronic passport issuance process where citizens can fill in their application online (Boakye & Kyei, 2021). By allowing real-time tracking of the passport applying process, this system will decrease the number of delays in passport issuing and will lessen lengthy waiting times at the passport offices (Osei-Tutu, 2022). This has been especially profound in the areas that were densely populated because bureaucracy was another obstacle to service delivery (Asante, 2023).

The implementation of the e-Citizen platform in Kenya has allowed citizens to obtain passports by filling the applications digitally, thus, simplifying the process of issuing passports (Ouma, 2018). This project has mitigated the bureaucracy that is normally accompanied by conventional paper-based systems (Ndungu, 2020) and increased general service effectiveness (Mbugua, 2021). Using e-Citizen, the applicants can also track the status of their applications online thus saving them the travel costs and the time they used to spent traveling to government offices (Macharia, 2022).

This paper sought to evaluate how the use of e-services has impacted on passport issuance in Tanzania as a case study by specifically looking at the department of immigration in the city of Dar es Salaam. It aims to review the contribution of e-services in the important features in the issuing of passports such as speed of processing, accessibility, cost-effectiveness, and customer satisfaction. The study will study the above factors in order to establish how much the e-services have enhanced efficiency, transparency and indeed service delivery in issuance of passports.

1.1 STATEMENT OF THE PROBLEM

Electronic services undoubtedly have many problems in Tanzania especially in the issuance of passports despite the sustained electronic revolution and development of information and communication technology (ICT) in Tanzania. The efficiency of implementing electronic services in the issuance of passports especially by the department of immigration in the country, has not been rising to the expected level and therefore this process requires as thorough an analysis of the issues that plague this process (Hamad, 2019). The Department of Immigration annual reports indicate that the issuance of passports has been hampered by lack of enough IT equipment, human resource and management system that is strong and not fully effective (Mussa & Maro, 2021).

The reviewed literature highlights several challenges in the implementation of e-services within the Immigration Department, particularly in relation to passport issuance. Smith et al. (2018) indicate that IT service availability remains poor in some regions of the country, which significantly hinders the capacity of departments to collaborate strategically. Similarly, Kimaro and Nhampossa (2015) argue that the poor functional performance of available technologies undermines efforts aimed at improving efficiency and transparency in service delivery. Adding to these challenges, Mboera et al. (2021) note the absence of clear guidelines and comprehensive IT policy measures, which complicates the management of passport services and contributes to delays and inconveniences for citizens.

Beyond infrastructural and policy constraints, another significant issue is the limited knowledge of employees in using electronic systems. Karanja (2020) observes that inadequate skills in handling these systems result in poor work performance, further widening the gap between public expectations and the actual capacity of the Immigration Department to deliver efficient services. This knowledge deficit contributes to reduced productivity and undermines the potential benefits of e-government initiatives.

Despite these insights, the literature still presents a clear gap. Most studies have focused on identifying the existence of challenges such as inadequate IT infrastructure, poor system functionality, and limited staff capacity. However, there is insufficient evidence on how these challenges specifically affect the implementation of e-services in passport delivery, especially within the Tanzanian context. The extent to which e-service adoption influences timeliness, efficiency, and accountability in passport issuance has not been adequately examined.

It is against this backdrop that the present study aims to address the identified gap by assessing the effect of e-services implementation on passport delivery in Tanzania. Thus, through doing so, the research intends to provide empirical insights into whether the adoption of electronic systems has translated into improved service delivery outcomes, or whether the existing challenges continue to limit their effectiveness. This focus will contribute not only to academic literature but also to practical recommendations for enhancing the efficiency and transparency of passport issuance. Therefore, this study aim to assess the effect of e-services implementation on passport delivery in Tanzania. Specifically, the study intended to:

a) To examine the influence of integrated service approach on passport delivery

b) To examine the influence of e-service processing speed on passport delivery

c) To examine the challenges that affects the implementation of passport delivery.

2. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Technology Acceptance Model (TAM)

Davis (1989) developed the Technology Acceptance Model, which is an explanatory system of how individuals accept and engage in the use of technologies. It postulates that Perceived Usefulness (PU) the extent to which a system leads to improvement in performance and Perceived Ease of Use (PEOU) the extent to which a particular system is uncompromised in terms of ease of use are the leading factors of technology adoption (Venkatesh & Davis, 2000). The model has been used extensively in e-government studies, most conspicuously in research undertaken to comprehend the uptake of online public services including the e-passport schemes (Alam et al., 2022).

TAM considers that the external factors influencing PU and PEOU include system design, ICT infrastructures, and training, all of which shape the behavioral intention of users to adopt the system (Taherdoost, 2018). This implies that the more citizens and immigration officers perceive their e-service system as efficient and easy to navigate, the more they will adopt it. In the context of this study, system design is reflected in the Integrated Service Approach, where integration with other databases improves efficiency, accuracy, and convenience, thereby increasing PU and PEOU (OECD, 2023; Venkatesh et al., 2016).

TAM is also applicable in explaining the role of Service Processing Speed in e-service adoption. Faster processing enhances PU by improving performance outcomes such as timeliness and trust in the system, while also contributing to PEOU by minimizing delays and frustrations. When users experience quicker service delivery, they are more likely to view the system as useful and worth adopting (Dwivedi et al., 2019).

Furthermore, Challenges of e-service implementation such as digital illiteracy, poor internet connectivity, technical issues, and unclear timelines negatively affect PU and PEOU. When citizens and immigration officers face these obstacles, their perception of usefulness and ease of use diminishes, thereby lowering adoption levels (Al-Gahtani, 2020).

Therefore, TAM is very applicable in the implementation of e-services in passport delivery because it explains the forces behind adoption of online government platforms. The successful implementation of the e-passport system in Tanzania depends on whether applicants and immigration officers perceive the system as easy to use, integrated, and capable of delivering faster services. If these conditions are met, adoption and satisfaction with the system will increase, ultimately improving the efficiency of passport processing and delivery (Dwivedi et al., 2019).

2.2 Empirical Review

2.2.1 The Influence of Integrated System Approach on Passport Delivery

Gregory (2023) examined e-services in the Kilimanjaro region using a mixed-method approach and found that accessibility, reliability, and efficiency were crucial in improving user satisfaction. These findings reflect the importance of an integrated service approach where technology, people, and processes work together for seamless delivery. Similarly, Abdulrazaq and Ramli (2021) in Nigeria highlighted that ICT access positively affects e-government utilization and public value, suggesting that service integration enhances adoption. In Uganda, Nsubuga (2020) reported

that harmonized e-government platforms improved efficiency and transparency in passport issuance. In Kenya, Githinji (2019) showed that linking immigration systems with national databases reduced redundancy and errors in service delivery. Likewise, OECD (2023) emphasized that integrating services across agencies strengthens efficiency and accuracy, which is critical in e-passport systems. Collectively, these studies demonstrate that system integration enhances efficiency, reliability, and transparency, although the extent of integration varies by country context.

2.2.2 The Influence of E-Service Processing Speed on Timely Passport Delivery

Yuliani and Husen (2022) examined delays in Tanzania's e-passport adoption, linking them indirectly to poor infrastructure and limited digital literacy, which hinder timely service. Ramos et al. (2022) reported high applicant satisfaction in Tanzania due to reduced wait times and ease of use, indirectly reflecting the importance of processing speed. In Indonesia, Siregar and Fathya (2021) confirmed that faster service increased applicant satisfaction, highlighting the link between efficiency and timeliness. A study by Mensah (2021) in Ghana similarly found that online passport platforms improved delivery times, strengthening public trust. Additionally, Al-Khalifa (2020) in Bahrain demonstrated that quick digital processing enhanced both efficiency and user trust in government. These findings suggest that speed is a central factor in successful e-passport adoption, though infrastructural and literacy challenges often limit its impact.

2.2.3 Challenges affecting the Implementation of E-Services and their impact on timely passport delivery

While e-services promise efficiency, several barriers hinder their success. Technical issues such as downtime, poor connectivity, and cybersecurity risks combine with human-related challenges such as digital illiteracy, resistance to change, and inadequate institutional capacity (Rifai, 2022). Siregar and Fathya (2021) noted that while processing speed enhanced satisfaction, the underlying technical difficulties remained underexplored. In Indonesia, Rifai (2022) found that system downtime and technical glitches disrupted service timeliness, recommending routine maintenance and contingency measures. In South Africa, Mthembu (2020) highlighted limited digital literacy as a key obstacle to adoption, while in Nigeria, Okoye and Chukwu (2021) reported that weak ICT infrastructure reduced efficiency and trust in e-government services. A related study by Al-Gahtani (2020) confirmed that lack of user readiness and poor training limit adoption despite the potential benefits of digital platforms.

Overall, these studies show that challenges persist despite the positive potential of e-services. The gap lies in limited research specifically examining how these challenges affect the relationship between e-service adoption and timely passport delivery in Tanzania, which this study seeks to address.

3. METHODOLOGY

3.1 Research Design

The research design employed in this study is a descriptive research design, which was chosen because it allows for a systematic description of the current quality of e-service implementation in passport delivery within the Tanzania Immigration Department. Descriptive research is particularly appropriate when the objective is to present an accurate picture of a phenomenon as it exists without manipulating variables or altering the environment (Kothari, 2014). This design is also suitable for studies that aim to collect factual information, identify patterns, and evaluate prevailing practices, making it relevant for assessing e-service delivery processes (Creswell & Creswell, 2018). Therefore, adopting a descriptive research design enabled this study to provide a clear understanding of the state of e-service implementation in passport delivery and its associated challenges.

3.2 Population of the Study

The target population for this study was 272 workers at the Tanzania Immigration department in Dar es Salaam. This entailed immigration officers, administrative as well as support staff who has a direct hand in the passport delivery process. It is important to appreciate their views so that one can understand how e-services are affecting service delivery.

3.3 Sample Size

The study involved 162 respondents drawn from the Tanzania Immigration Department headquarters in Dar es Salaam. According to Kothari (2014), a sample size refers to a finite subset of the population selected to represent the entire group. In this study, the respondents included both immigration officers and citizens who had direct experience with the e-passport service, ensuring representation from both service providers and service users.

The choice of 162 respondents was guided by the need to balance statistical reliability with practical considerations such as time and resource constraints. To ensure the sample was representative and statistically significant, the Yamane (1967) formula for sample size determination was applied at a 95% confidence level and a 5% margin of error. The formula is presented as follows:

$$n = N / 1+N(e)^2$$

Where:

- n = sample size
- N = population size
- e = margin of error (0.05 for 95% confidence level)

This formula ensured that the selected sample of 162 respondents was adequate for generalizing the findings to the larger population.

3.4 Sampling Techniques

Purposive sampling was adopted in the collection of qualitative data. Purposive sampling is a non-probability sampling actual choice in which samples are chosen depending on their particular qualities, understanding or encounters that are pertinent to the study subject (Etikan & Bala, 2017). In the same trail, systematic probability sampling method was utilized in order to collect quantitative data. In systematic sampling, the researcher picks the participants based on the ordered list of individuals in a known probability manner, in which each member is selected with equal probability at normal intervals (Acharya et al., 2013). It has the advantages of randomness and makes the process of selection simpler, unlike randomly raffling approaches (Taherdoost, 2016).

3.5 Data Collection Methods

The quantitative data were collected through a survey using a five-point Likert scale questionnaire, where respondents indicated the extent to which they agreed or disagreed with a series of statements concerning the implementation of the e-passport system. The five-point Likert scale was selected because it is widely used in social science research to measure attitudes, perceptions, and satisfaction levels in a reliable and nuanced manner (Joshi et al., 2015). This scaling technique not only captures varying degrees of opinion but also facilitates statistical analysis of trends and associations among variables (Likert, 1932; Boone & Boone, 2012).

Meanwhile, the study made use of semi-structured interviews, a group to be chosen among immigration officers, policymakers and citizens who have been keen users of the e-passport system. A total of 20 participants were interviewed and included 8 immigration officers, 4 policymakers and 8 citizens. The interviews took 30 to 45 minutes ensuring a detailed discussion on the experience of the participants.

3.6 Validity and Reliability of Data

In the current research, the validity of the questionnaire was ensured through expert review and pilot testing. Professionals in e-services and immigration processes assessed the clarity, relevance, and accuracy of the questions, while piloting with a small sample of 10 respondents helped identify and correct errors. Reliability was established using Cronbach's alpha, a statistical measure of internal consistency for Likert-type scales, with values above 0.7 indicating that the items measured the same construct and that the data would yield consistent and dependable results (Tavakol & Dennick, 2011). For the qualitative component, trustworthiness was achieved through multiple strategies: credibility was enhanced by triangulating data sources and using member checking; transferability was supported by providing rich contextual descriptions; dependability was ensured by maintaining a detailed audit trail of the research process; and confirmability was promoted through reflexivity, ensuring that interpretations were grounded in participants' responses rather than researcher bias (Lincoln & Guba, 1985; Shenton, 2004). Collectively, these measures ensured that both the quantitative and qualitative data were valid, reliable, and trustworthy.

3.7 Data Analysis

In the case of qualitative data, content analysis was employed where the quotes of key informants have been recorded. In the quantitative data, this research study utilized descriptive and multiple linear regression analysis to break down data gathered. The descriptive analysis involved the interpretation of data that concerned the perceptions of the respondents on the issue under investigation. Further, in separate linear regression analyses, this was performed such as to arrive at a relationship between the independent variables and the dependent variable. Thus, the regression model was given as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = Timely passport delivery

β_0 = Constant factor

X_1 = Integrated service approach

X_2 = E-service processing time

e = Error term

4.0 FINDINGS & DISCUSSION

4.1 Demographic Information of Respondents

Demographic information of respondents included gender, age, level of education and working experience so as to determine the effect of e-service implementation on passports delivery in Tanzania. In that case, the study findings are therefore presented in Table 1:-

Table 1: ***Demographic information of respondents***

Variable	Category	Frequency	Percentage (%)
Gender	Male	102	63.0%
	Female	60	37.0%
Age Group	18–30	54	33.3%
	31–40	68	42.0%
	41–50	26	16.0%
	51+	14	8.7%
Highest Education Level	Certificate	21	13.0%
	Diploma	40	24.7%
	Degree	74	45.7%
	Postgraduate	27	16.7%
Years of Work Experience	0–2 Years	35	21.6%
	3–5 Years	48	29.6%
	6–10 Years	53	32.7%
	10+ Years	26	16.0%

Source: Field Data, 2025

The demographic characteristics of the respondents play a significant role in understanding the effect of e-service implementation on passport delivery in Tanzania. Table 4.1 presents the key demographic variables including gender, age group, level of education, and years of work experience, offering valuable insights into the background of those who participated in the study.

With regard to gender distribution, the majority of respondents were male, accounting for 63.0% (102 respondents), while female participants constituted 37.0% (60 respondents). This gender imbalance may reflect the current employment or involvement patterns within government service departments, especially in technical or administrative roles related to passport services. It may also point to existing disparities in access to public sector employment or participation in technology-based service environments.

In terms of age group, most respondents fell within the youthful and middle-aged brackets, with 42.0% (68) aged between 31 and 40 years, followed by 33.3% (54) in the 18–30 age range. Respondents aged 41–50 made up 16.0% (26), and only 8.7% (14) were aged 51 years and above. This age composition suggests that the feedback predominantly comes from a relatively younger and active workforce, likely to be more familiar with and receptive to digital service delivery systems. Younger staff may also have a better understanding of the use of technology in enhancing passport delivery processes.

Educational qualifications reveal that the majority of respondents held a university degree, comprising 45.7% (74), while 24.7% (40) possessed a diploma. Postgraduates accounted for 16.7% (27), and only 13.0% (21) had certificates. This distribution indicates a highly educated respondent base, which is significant for the study because individuals with higher education are generally more likely to understand the technical, operational, and strategic aspects of e-services. Their insights provide informed opinions on the effectiveness and challenges of implementing electronic systems in passport issuance.

Work experience is also varied, with 32.7% (53) of respondents having 6–10 years of experience, 29.6% (48) having 3–5 years, and 21.6% (35) having 0–2 years of experience. Those with more than 10 years of experience made up 16.0% (26). This mix provides a balanced perspective on the evolution of service delivery within the immigration department. More experienced respondents can offer historical comparisons on service quality before and after the introduction of e-services, while less experienced staff may provide fresh insights on the current digital procedures and user experiences.

4.2 The Effect of Integrated Service Approach on Passport Delivery

The first objective of this study was to examine the effect of the Integrated Service Approach (ISA) on passport delivery. To achieve this, data were collected through questionnaires and interviews from both immigration officers and citizens who had experience with the e-passport system. The results of the analysis are presented in Table 2, which summarizes respondents' perceptions of how ISA impacts the efficiency, convenience, and accuracy of passport delivery.

Table 1: *Integrated Service Approach*

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Integration has reduced processing time	6 (3.7%)	13 (8.0%)	15 (9.3%)	72 (44.4%)	56 (34.6%)
System integration has reduced delays	4 (2.5%)	15 (9.3%)	18 (11.1%)	74 (45.7%)	51 (31.5%)
Customers are satisfied with service quality	9 (5.6%)	10 (6.2%)	23 (14.2%)	69 (42.6%)	51 (31.5%)
Information is accessible to the public	5 (3.1%)	9 (5.6%)	20 (12.3%)	76 (46.9%)	52 (32.1%)

System supports people with special needs	7 (4.3%)	19 (11.7%)	24 (14.8%)	66 (40.7%)	46 (28.4%)

Source: Field Data, 2025

The study assessed whether the integration of services has reduced processing time. Out of the total respondents, 44.4% agreed and 34.6% strongly agreed, making a combined total of 79% who acknowledged improvements in processing speed. Meanwhile, 9.3% remained neutral, while only 11.7% disagreed or strongly disagreed. This indicates a general consensus that service integration has indeed shortened the time taken for passport processing.

In response to whether system integration has reduced unnecessary delays, 45.7% of the respondents agreed and 31.5% strongly agreed. In contrast, 11.8% disagreed or strongly disagreed and 11.1% were neutral. This further confirms that integrated systems have contributed to streamlining the operations and reducing procedural setbacks that used to delay passport issuance.

When asked about satisfaction with the overall quality of service received, 42.6% of respondents agreed and 31.5% strongly agreed, resulting in a total of 74.1% positive responses. However, 14.2% were neutral and about 11.8% were not satisfied. These figures suggest that most users found the system efficient and reliable, though a minority still experienced service gaps or inconsistent performance.

Regarding the accessibility of information about passport application requirements, 46.9% agreed and 32.1% strongly agreed that the system allows easy access. A small proportion of respondents (3.1% strongly disagreed and 5.6% disagreed) found the information inaccessible, while 12.3% were neutral. These results reflect a high level of transparency and convenience brought by the integration of online services.

On whether the system accommodates people with special needs, 40.7% agreed and 28.4% strongly agreed. However, 14.8% were neutral, 11.7% disagreed, and 4.3% strongly disagreed. This implies that while the majority find the system inclusive, a significant minority still face challenges, indicating that further adjustments are necessary to ensure universal access.

These findings are in line with those of other past empirical studies. The report by Gregory (2023) indicates that due to integration of e-services in the immigration offices in Kilimanjaro, the approach was faster and reliable, making people less complainant and causing fewer congestions. Similarly, Mukred et al. (2020) revealed that integration did not only eliminate any manual redundancy but also improved real-time access to information, which increased the satisfaction of its users. Another conclusion made by Boakye and Kyei (2021) was that the use of the electronic passport system in Ghana was effective in eliminating queues and facilitating the delivery schedule. The parallels validate the findings of the current study and conclude that one of the ways of enabling efficiency in the services provided by the public sector is integration.

The Technology Acceptance Model (Davis, 1989) states that the determination of the use of new technology by the user is based on two factors. The Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). The findings of this paper indicate that the integration of services has enhanced usefulness of passport system by improving the time taken in processing, reduction in delays and promoting user satisfaction. The availability and accessibility of the platform has increased ease of use and more users have been willing to use the platform. Consequently, it can be determined that the integrated service has a very forceful positive influence on passport delivery as indicated in the constructs of TAM, which emphasize efficiency of system and its accessibility to adoption and trust.

Interview findings revealed that the integrated service approach has streamlined passport processing at the Immigration Department in Dar es Salaam. Respondents noted that combining various services into a centralized digital platform has reduced redundancy and improved coordination between departments. One senior officer stated, *"In the past, applicants had to visit multiple offices, but now most of the services are linked within one platform, which saves time and reduces confusion."* This integration is consistent with findings by Mtey and Nzilano (2022), who emphasized that digital integration enhances efficiency and customer satisfaction in public service delivery in Tanzania.

Moreover, respondents highlighted that the use of integrated e-services has contributed to faster passport approval times by minimizing manual data entry and verification delays. An IT staff member from the department noted, *"Previously, verification took days due to lack of system connection, but now the information is pulled instantly from NIDA and other systems."* This echoes Nchimbi et al. (2023), who found that data interoperability among government agencies significantly shortens processing times for identity documents.

However, a few challenges were noted, particularly in relation to system downtimes and incomplete integration with external databases. As one respondent observed, *"Sometimes the systems don't sync well, especially when external databases are offline, which delays the whole process."* These technical barriers were also cited by Ngulube (2021), who argued that despite the benefits of integrated systems, technical inconsistencies remain a common bottleneck in developing countries' e-government infrastructure.

4.3 Impact of E-service Processing Speed on Passport Delivery

The second objective of this study was to examine the impact of e-service processing speed on passport delivery. To achieve this, data were collected from both questionnaires and interviews with immigration officers and citizens who had experience with the e-passport system. The results of this analysis are presented in Table 3, which summarizes respondents' perceptions regarding the timeliness, efficiency, and reliability of the e-service system.

Table 3 : *E-service processing speed on passport delivery*

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
E-services reduced delay	5 (3.1%)	11 (6.8%)	14 (8.6%)	77 (47.5%)	55 (34.0%)
Postponed collection dates reduced	6 (3.7%)	10 (6.2%)	18 (11.1%)	74 (45.7%)	54 (33.3%)
Processing time is satisfactory	9 (5.6%)	12 (7.4%)	17 (10.5%)	70 (43.2%)	54 (33.3%)
System is consistently available	8 (4.9%)	13 (8.0%)	15 (9.3%)	71 (43.8%)	55 (34.0%)
Trust in platform	4 (2.5%)	15 (9.3%)	16 (9.9%)	73 (45.1%)	54 (33.3%)

Source: Field Data, 2025

The majority of respondents confirmed that the implementation of e-services has effectively reduced delays. Specifically, 47.5% agreed and 34.0% strongly agreed, totalling 81.5% in favour. Only a small fraction (9.9%) disagreed or strongly disagreed, suggesting broad satisfaction with the improvements in processing time. Neutral responses were also minimal at 8.6%.

On whether the frequency of postponed collection dates has reduced, 45.7% agreed and 33.3% strongly agreed. Just 9.9% disagreed or strongly disagreed, while 11.1% were neutral. This suggests that e-services have contributed significantly to meeting deadlines and improving service reliability.

In evaluating whether the current average processing time is satisfactory, 43.2% agreed and 33.3% strongly agreed. While 13% expressed disagreement, a sizeable 10.5% remained neutral. This generally positive feedback indicates a considerable improvement from the manual processing methods previously in place.

System availability was also rated favourably, with 43.8% agreeing and 34.0% strongly agreeing that the system is consistently accessible. About 12.9% held contrary views, while 9.3% were undecided. High availability is crucial for continuous service access, and the results indicate that the system is performing well in this aspect.

Finally, regarding trust in the e-service platform 45.1 percent of the respondents agreed to it and 33.3 percent strongly agreed to it that is indicating a positive perception level of 78.4 percent. This shows an increasing confidence of the digital channels to provide public services. The results concur with those by Kipingu and Shayo (2021), who reported that in Tanzania, processing time has greatly decreased since the use of e-passport systems. On the same note, Siregar and Fathya (2021) found in Indonesia that the shorter the processing time, the higher the user satisfaction and trust. Responsiveness to users proved to be an effective measure since it led to positive responses among users suggested by Ramos et al. (2022).

In keeping with Technology Acceptance Model Perceived Usefulness (PU) is enhanced by efficient processing needs so as to promote adoption. The fact that a system provides credible results and saves on the user end will make him or her prove less reluctant to trust and use a particular system. These findings indicate that increased processing

speed has enhanced e-passport service to be more attractive and accessible to its users which will continue to promote its use and generate public support to the digital delivery of services.

The interview findings indicate that introduction of the e-services in Immigration Department in Dar es Salaam has drastically changed the rate at which the passport applications are handled. Based on review of interviews, the online platform has made application processes very smooth and free of any manual errors besides eliminating departmental delays that often are bureaucratic in nature. One officer stated, *"Previously, applications could sit for weeks waiting for manual verification, but now with e-services, we track everything instantly through the system."* This shift aligns with recent findings by Mtey and Mbise (2023), who emphasize that digital platforms have the potential to enhance transparency and expedite service delivery in public institutions.

Despite these improvements, some interviewees highlighted persistent system downtimes and slow internet connections as key challenges affecting overall processing speed. An official noted, *"Sometimes the system is too slow or even offline, which forces us to revert to manual procedures and that slows down the entire process."* These sentiments are supported by Ndiege et al. (2022), who observed that the effectiveness of e-government systems in Tanzania remains limited by infrastructure constraints and insufficient technical support, particularly in high-demand urban offices like Dar es Salaam.

Nevertheless, there is a general consensus among immigration personnel that the e-service platform has contributed to more timely passport deliveries when the system operates optimally. One staff member explained, *"When the system is functional, we can complete an application in under a week, something that was impossible before."* This is consistent with the government's digital transformation agenda, which seeks to leverage technology for efficient service delivery (e-GA, 2024). Overall, while challenges remain, the speed of passport processing has markedly improved due to e-service implementation.

4.4 Challenges affecting the Implementation of E-services on passport delivery

The third objective of this study was to examine the challenges affecting the implementation of e-services in passport delivery. To achieve this objective, data were collected from both questionnaires and interviews with immigration officers and citizens who had experience using the e-passport system. The results of this analysis are reported in Table 4, which summarizes respondents' perceptions of the technical, human, and institutional barriers that impede effective e-service delivery.

Table 4: *Related challenges*

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Digital literacy limits implementation	6 (3.7%)	8 (4.9%)	12 (7.4%)	81 (50.0%)	55 (34.0%)
Poor internet hinders processing	7 (4.3%)	11 (6.8%)	14 (8.6%)	73 (45.1%)	57 (35.2%)
Technical issues delay processing	5 (3.1%)	9 (5.6%)	17 (10.5%)	76 (46.9%)	55 (34.0%)
Insufficient government support	9 (5.6%)	13 (8.0%)	21 (13.0%)	68 (42.0%)	51 (31.5%)
Lack of timelines affects delivery	6 (3.7%)	15 (9.3%)	19 (11.7%)	72 (44.4%)	50 (30.9%)

Source: Field Data, 2025

Findings indicate that digital literacy remains a critical challenge in the effective implementation of e-services. Exactly 50.0% of respondents agreed and 34.0% strongly agreed that limited digital skills hinder the usage of e-platforms. This accounts for a total of 84%, revealing a clear obstacle to system adoption. Only 3.7% strongly disagreed, 4.9% disagreed, and 7.4% were neutral, showing minimal resistance to this view.

On the issue of internet infrastructure, 45.1% agreed and 35.2% strongly agreed that poor internet connectivity continues to affect e-passport processing. This results in a cumulative agreement of 80.3%, confirming widespread technical constraints. Just 4.3% strongly disagreed and 6.8% disagreed with this statement, while 8.6% maintained neutrality. These results emphasise that internet instability is a significant factor contributing to delays.

Respondents were also asked about technical challenges within the e-service platform. A majority of 46.9% agreed and 34.0% strongly agreed that these technical issues delay processing. The disagreement rates were low (3.1% strongly disagreed and 5.6% disagreed), with 10.5% neutral responses. These findings suggest that frequent downtimes and system errors create frustration and reduce system reliability.

The analysis of the responses obtained indicates that there are serious concerns on the part of the respondents on institutional support in the application of digital service delivery systems, specifically in the case of passport issuance in Tanzania. Based on the statistics, a majority of 73.5 percent (42.0 percent agreed and 31.5 percent strongly agreed) of respondents held the view that lack of support by the government authorities has a negative impact on the performance of the system. This highest correspondence suggests a sense of perceived policy commitment, operational coordination, and rate of resource allocation which has been lacking in the responsible institutions. It is noteworthy that 13.0 percent of the respondents did not give a verdict as to whether the government should be more involved in their lives or not without feeling the impact of the involvement. This group can include people who have not had personal experience of challenging the system directly or who are at best rather reluctant because of the lack of information about inner workings. They demonstrate their impartiality, which indicates the increased visibility of the digital transformation agenda and the people involved. Meanwhile, there is a minority (8.0 percent disagreed and 5.6 percent strongly disagreed) with the statement, which means that not all respondents have been devoid of the feeling that currently provided government support is sufficient. This might indicate a positive experience amongst particular users or locations where there has been a successful implementation, potentially because of a different management of resources, or because of a localised commitment of leadership.

This observation is a reminder of how important institutional capacity and political will are underpinning the success of digital service programs. e-services, particularly on critical and popular services like delivery of passports, are not just a question of technological infrastructural setup, but more so well-planned policies, trained workforce and ongoing monetary investment. In jurisdictions where government backing can be said to be poor, then implementation has been known to be delayed, ineffective and lack credibility among society. The large proportion of the agreement implies that respondents view the need to enhance government policy orientation and operational support instrumentation. This may entail investing more in ICT infrastructure, offering ongoing in-service training to employees and ensuring well-established structures of accountability. Moreover, integration of institutions within different departments and agencies is necessary to have integration of the systems and response to the needs of the citizens.

Such perception reflects further concerns of governance and accountability towards reforms in the public service. In order to have a successful digital transformation, it can only be driven by those in the very top of thoughtful leadership and then reinforced by bottom up action along all levels in administration. The basicness and nonalignment shown by some participants signify the differing experience of service quality, which may depend on geography, administrative, or socio-economic differences.

Lastly and most importantly as far as respondent feedback is concerned, the respondents were asked whether the lack of clearly articulated passport delivery timelines is a real problem that highly compromises service expectations, 44.4% of respondents expressed agreement and further 30.9% strongly agreed that, the absence of well-profiled delivery timelines in the delivery of passport services seriously negate service expectations. As compared to this, 11.7% of them took a neutral position, and only 13% opposed the claim. Such results indicate that there is general discontent among the service users regarding unpredictability and the lack of transparency of the passport processing schedule. When a realistic turnaround time is not communicated to the people effectively, they find it hard to plan out or in most cases, they will miss opportunities like it happens to be the case and in addition, there is loss of confidence in service delivery to the people. The importance of this issue is especially high in the context of government services where people are supposed to receive efficiency, reliability, and accountability.

The high concordance of respondents also shows the need to set and follow standardised processing timelines. This assists in the establishment of realistic expectation, carries a sense of trust and builds institutional credibility. In addition, clear schedules that are communicated offer an avenue against which to measure and monitor service delivery performance, thus facilitating consistent improvement. Based on the discussed insights, the timeline communication process should be introduced by the Immigration Department and the ones involved in the work of the public service entities in general. This may be in the form of publishing charters of services, real time tracking statuses, and digital alerts to proceeding applicants. These would provide an enhanced customer satisfaction, lesser complaints and a more effective system of public services as a whole.

The identified challenges by the respondents match with a number of scholarly works. Yuliani and Husen (2022), outlined the challenges imposed by digital illiteracy on the adoption of e-government facilities in rural Southeast Asia. According to Rifai (2022), online services are often slowed down by the interruptions in servers and internet access. This problem was also expressed by Siringoringo and Valentine (2018), which described ineffective policy-maker support and unstable service timing as the concerns that inhibited the use of e-services among local governments. These studies confirm the empirical data obtained by the respondents in the present research.

As per the Technology Acceptance Model (TAM), the quality of infrastructure, user support, and user competence directly influence Perceived Ease of Use (PEOU). When users encounter technical difficulties, poor internet connectivity, or lack of guidance, their confidence in using the system diminishes, reducing the likelihood of adoption and trust in the platform (Venkatesh & Davis, 2000; Taherdoost, 2018). Consistent with this model, the research findings indicate that implementation issues such as inadequate infrastructure, insufficient training, and technical glitches have significant negative impacts on the performance of the e-service platform. Addressing these challenges is therefore essential to improve the efficiency and timeliness of passport delivery in Tanzania (Al-Gahtani, 2020; Dwivedi et al., 2019). Although there are advantages of digital transformation, the deployment of e-services in Immigration Department in Dar es Salaam, has not been without operational and technical challenges. A major problem that was cited among interviewees was the poor system infrastructure. One officer mentioned, *"The system is sometimes overwhelmed, especially during peak application periods. It crashes or becomes very slow, which delays the whole process."* This observation is supported by Magesa and Jonathan (2023), who found that unreliable ICT infrastructure hampers the consistent functionality of e-government platforms in Tanzania, particularly those with high user traffic.

Another prominent challenge is limited digital literacy among both staff and applicants. Several interviewees emphasized that some officers are not fully trained on how to handle the system, while many applicants struggle with online forms. As one staff member put it, *"Many citizens still come to our offices for help because they cannot navigate the online system on their own."* This challenge echoes the findings of Mwakalinga et al. (2022), who argue that successful e-service delivery in Tanzania is heavily dependent on building user competence and improving staff capacity through continuous training.

Moreover, institutional resistance to change was mentioned as a barrier to full e-service integration. Some staff members still prefer manual processes due to familiarity or fear of technological complexity. One respondent commented, *"There are officers who still feel more comfortable with paperwork. They think the system adds pressure instead of reducing it."* Such resistance reflects broader organizational behavior concerns identified by Komba and Kimaro (2024), who note that digital transformation in the public sector often struggles due to change management issues and cultural inertia. These challenges collectively hinder the optimal utilization of the e-service system, limiting its intended impact on passport delivery efficiency.

4.5 Passport Delivery

This is the dependent variable focused on the passport delivery, and thus, in order to achieve this objective, the gathered data from questionnaire, and presented in Table 5:-

Table 5 *Passport delivery*

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
E-services have improved passport delivery	4 (2.5%)	12 (7.4%)	16 (9.9%)	78 (48.1%)	52 (32.1%)
E-services have reduced corruption opportunities	5 (3.1%)	14 (8.6%)	21 (13.0%)	73 (45.1%)	49 (30.2%)
E-services have increased customer trust	6 (3.7%)	11 (6.8%)	19 (11.7%)	72 (44.4%)	54 (33.3%)
I would recommend e-services to others	5 (3.1%)	9 (5.6%)	15 (9.3%)	75 (46.3%)	58 (35.8%)

Source: Field Data, 2025

It is the findings of the study that show that e-service implementation in provision of passports in Tanzania is largely favourable. Majority of the respondents confirmed that introduction of electronic services has resulted into increased speed and efficiency in the issuance of passports. Particularly, 48.1 percent of the respondents agreed and another 32.1 % strongly agreed that e-services have resulted in the positive effects of passport delivery. It implies that more than eight out of ten participants were satisfied with the digital migration and the user satisfaction rate is high in this case. These figures indicate that the migration of the manual process to online platforms have provided some concrete payoffs to the citizens, such as convenience, less wait, and better access to the service. Ninety nine per cent did not offer any neutrality and an equal percentage disagreed revealing that it is the least number that have offered opposition or lack of agreement by the people.

Other than efficiency, the respondents attributed e-services with the decreased degree of corruption. A total of 45.1 percent agreed and 30.2 percent strongly agreed with the sentiment that based on digital platforms, possibilities to practice corruption are decreased. Such an understanding is mostly founded in the fact that the necessity of face-to-face communication is rather low, and, consequently, so are the chances of corruption, favour-trading, or manipulation. Where there is so much cardinal dependence of human interaction in the delivery of public services, loopholes can be used both by the service providers and the applicants. By digitalising these processes, the government has been able to develop a transparent and standard framework in which processes are traceable and have limited room to be abused.

It is however worth noting that few number of the respondents (13 percent) agreed neutral or disagreed (11.7 percent) with the opinion that e-services assist in curbing corruption. This suspicion may be based on past acquisition of inefficiencies in the system, low digital literacy and incidences of corruption surviving even after the implementation of digital tools. However, the majority of them still display their approval that the implementation of e-service leads to institutional integrity and accountability.

Adding the high rate of approval of e-service implementation in the delivery of the passports, it can bring in a successful move towards digital governance in Tanzania. The outcomes indicate a higher level of confidence among the public in the application of technology to enhance delivery of the public services. Additionally, the fact that e-services are associated with diminished corruption has great implication to the governance reform. With the Tanzanian government still in the process of modernisation on its operations, digital platforms in other departments including immigration, licensing, taxation and the local authority services can be expanded accordingly.

However, the results also indicate the necessity of overcoming a barrier like digital exclusion and unreliability of the system. Not every Tanzanian has access to digital devices and solid internet, and technical failure can also occur in service provision. Thus, although the government can appreciate the e-services advantages, the need to promote digital equity and create systems with a high capabilities of supporting a large volume of users is attained. The evidence, therefore, shows that most of the users have identified and realised the positive effect of e-services to passport delivery and corruption elimination. The government needs to maintain investment in ICT infrastructure, employee training and education of the population to help maximise the benefits of digital transformation. In future studies, it might be possible to introduce the opinion data of workers in the countryside and to check how such reforms will affect the level of trust and performance of institutions over the years

Concerning the trust, the results indicate that there is a significant amount of respondents who observe the application of e-services favorably. Namely, 44.4% of the participants said that they agree and 33.3% strongly agree that that the introduction of electronic services has boosted the level of user confidence in the system significantly. This implies that almost three-four persons (77.7) sampled are of the opinion that the provision of e-services has positively influenced the perception of the people on governmental service provisions. But there was a small percentage (11.7) who gave neutral feedback, they possibly are not sure of their safety regarding the system or they might have just not interacted adequately with the system to make a concrete opinion. The percent of those who disagreed stood at 10.5, which is rather low, in terms of dissatisfaction or mistrust. Trust by the people is one of the very essential things in ensuring that an e-government program delivers. This denotes the extent to which citizens trust the agencies of government based on adopting honest, effective, and open-handed strategies of operation. The importance of trust as a concept acquires even greater prominence in the environment of digital transformation, when citizens are supposed to trust semi-automatized systems in which sensitive personal data is often exchanged.

The large level of agreement shows that using the e-service platform has created an impression of higher reliability and integrity in the system of government services. The enhanced transparency that comes with the digital services is one of the key elements, which could be used to explain this positive trend. E-services minimize dependence on the so-called physical services, which may be either time or corruption sensitive. The use of digital platforms creates an environment that is more transparent because the workflows are structured, tracking in real-time, and decision-making is automated. The more that citizens see how efficiently and fairly the processing of their requests takes place, the more they tend to trust the system.

Furthermore, the conviction by the large majority of respondents concurs with global findings that show that trust rises when the efficacies of e-government portals provide constant, friendly, and accountable services. Smith, (2020) present the view that citizens visit government websites more often in case the sites feel transparent and approachable. The existence of a small percent of neutral and disagreeing respondents implies, however, that some difficulties are yet to be overcome. This can be due to digital illiteracy, lack of access to internet facilities or even having had unfavourable experience in the past with government systems that still inform existing scepticism. It is important

to address all these concerns in an attempt to attain universal acceptance and make sure that not only trust is established but it is also maintained throughout the time. The results provide evidence to the great testament between service transparency and the element of trust among citizens, which is pertinent to promote wider citizen participation in e-government initiatives. A trusted digital platform enables citizens to have confident interactions with the government, more efficient access to government services, and can hold government agencies accountable. This, in its turn, results in better results of governance and higher quality of civic bonds.

Respondents also demonstrated readiness to recommend e-services to others. About 46.3% agreed and 35.8% strongly agreed, reflecting a positive user experience. Only 8.7% disagreed and 9.3% were neutral, which indicates a high likelihood of word-of-mouth endorsement, essential for scaling service use. The findings are consistent with earlier studies indicating that automation and integration of immigration services enhance service efficiency and reduce delays (Gregory, 2023; Abdulrazaq & Ramli, 2021; OECD, 2023). Likewise, faster and well-integrated digital services improve user trust and satisfaction by minimizing the need for direct interaction and reducing procedural errors (Ramos et al., 2022; Siregar & Fathya, 2021). The Technology Acceptance Model supports these results by explaining that increased system performance (Perceived Usefulness) and reduced user effort (Perceived Ease of Use) build confidence and encourage adoption. The delivery of passports has significantly improved with the implementation of e-services, as shown by high user approval rates. Observed improvements in timeliness, reliability, and user willingness to engage with the system reflect a successful transformation. According to TAM, these outcomes indicate that when services are perceived as useful, convenient, and easy to navigate, adoption becomes widespread. Therefore, e-service implementation has positively influenced the delivery of passports in Tanzania.

4.6 Regression Analysis

Model Summary

Table 6 presents the model summary for a regression analysis aimed at examining the effect of e-service implementation on passport delivery in Tanzania. The model includes two key predictors: the *Integrated Service Approach* and *E-service Processing Time*. These variables represent critical components of e-service systems and their effectiveness in improving service delivery within the Immigration Department.

Table 6: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915[a]	.836	.835	.236

a. Predictors: (Constant), Integrated Service Approach, E-service Processing Time

Source: Field Data, 2025

The value of R is 0.915 and shows that there is a very strong positive correlation between the independent variables (Integrated Service Approach and E- service Processing Time) and the dependent variable (passport delivery). This implies that the enhancement of the level of integration of services and the processing speed of e-services always has a positive effect on the provision of passports.

The value of R-square (R^2) is 0.836. This is to imply that then the variance in passport delivery can be well explained through the integrated service approach and the e-service processing time at about 83.6%. This is a large amount of explanation power indicating that the two factors are influential in determining the effectiveness with which passports are processed and delivered. This indicates that the projected values of passports delivery are quite near the actual observed values thus the reliability of the model is strengthened.

These findings have crucial benefits to the strategies of digital transformation and delivery of services in Tanzania. The good fit of the model also indicates that, the investments made in the integrated e-services and less processing time have a direct contribution to the deliverances experienced in passports. To the Immigration Department, this means that the use of digital reforms is delivering palpable output in efficiency and perfect customer satisfaction. In addition, the outcome justifies the implementation of additional e-government programs not only in the sphere of

immigration but in other segments of the governmental activities (i.e. licensing, tax services, and national identity management). It sends clear note to policymakers and system designers that highly coordinated and streamlined e-service systems will be a great booster to service delivery.

Strategically, it can be said that the government can allocate additional resources to enhance systems integration and process streamlining between the departments. Also, employee education and creating proper care of digital infrastructure will be the key to sustaining these positive results. Finally, the overall model demonstrates that adoption of e-services especially with the help of bundled platforms and acceleration of the process are essential factors in the delivery of passport in time. This supports the need of continuously digital reforms to increase the effectiveness and availability of the public sector in Tanzania.

Analysis of Variance (ANOVA)

The results of the Analysis of Variance (ANOVA) tabulated in Table 7 furnish a statistical demonstration of the impact of the implementation variables of e-service on passport delivery in Tanzania. In particular, the model will incorporate two independent variables namely, Integrated Service Approach and E-service Processing Time and test their combined effect on a dependent variable, Passport Delivery.

Table 7 *ANOVA*[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.525	2	48.762	409.764	.000[b]
	Residual	19.063	159	.119		
	Total	116.588	161			

a. Dependent Variable: Passport Delivery

b. Predictors: (Constant), Integrated Service Approach, E-service Processing Time

The Table 7 indicates that the regression sums of squares = 97.525 and the residual sum of squares = 19.063. This represents the indication that a substantial percentage of the variance of the passports is attributed to the independent variables incorporated in the model. The F-statistic value of 409.764, and a significant level (Sig.) of .000 show that the model is significant at the 0.05 level. To put it differently we can consider that the probability of finding the relationship that has been observed is less than 0.1%. It suggests that there is a strong and significant connection between the predictors and passport delivery.

The outcomes of these findings are remarkable to the delivery of the services to the general population in Tanzania, especially in the Immigration Department. To begin with, we found the Integrated Service Approach to have a great part in enhancing the passport delivery process. This can be a result of more coordination between departments, optimised workflows, and less bureaucracy-induced sluggishness. Second, the E-service Processing Time is also an important determinant meaning that the faster we process on digital basis, the faster we deliver passports to people.

To the policymakers and public administrators, these findings show the relevance of making significant investments on e-government systems. The main priorities to increase service delivery should be to strengthen integration between various ICT platforms and the reduction of the processing time. Besides, the relevance of the model means that even the proposed reforms ensuring digitalisation of services in other fields like driving licences or national identities can be advantageous of these methods. To sum up, the results of the ANOVA can confirm the positive impact achieved by the integrated service design component, the implementation of e-services and the quick processing on the passport delivery in Tanzania. This paper recommends that the government sustains its support by digitizing its public services, updating technical capacity-building of the staff and enhancing the integrity of systems to enhance further progress to efficiency and satisfaction among citizens.

Coefficients

Table 8 presents the results of a multiple regression analysis examining how different components of e-service implementation affect the delivery of passports in Tanzania. Specifically, the table shows how the *integrated service approach* and *e-service processing time* influence the dependent variable, which is *passport delivery*.

Table 8: *Coefficients*[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.105	.113		.924	.356
	Integrated service approach	.471	.047	.455	10.119	.000
	E-service processing speed	.145	.026	.169	5.603	.000

a. Dependent Variable: Passport Delivery

The unstandardised coefficient (B) for the **integrated service approach** is 0.471 with a standard error of 0.047. This indicates that for every one-unit increase in the effectiveness or quality of the integrated service approach, there is a corresponding increase of 0.471 units in the efficiency or success of passport delivery, assuming other factors remain constant. The t-value of 10.119 and a significance value (p-value) of 0.000 suggest that this relationship is statistically significant. This means that the integrated service approach has a moderate and positive effect on passport delivery. In practice, this could reflect the benefits of combining multiple services, departments, or processes into a single streamlined system within the Immigration Department. Such integration reduces bureaucracy, simplifies procedures, and enhances service accessibility to citizens.

Similarly, the e-service processing time has a B coefficient of 0.145 with a standard error of 0.026. The standardised Beta of 0.169 and a t-value of 5.603, along with a p-value of 0.000, also confirm statistical significance. This shows that improvements in the speed and efficiency of e-service processing are associated with better delivery outcomes. Although its impact is weaker than the integrated service approach, it still contributes positively to overall passport service delivery. This implies that when e-services are processed faster such as online application reviews, data validation, and notification systems clients receive their passports more promptly.

These findings have important implications for public service delivery in Tanzania. First, they underscore the critical role of system integration in enhancing efficiency and customer satisfaction. The strong influence of the integrated service approach suggests that government agencies should prioritise digital platforms that consolidate operations and improve inter-departmental collaboration. Second, the results highlight the need to continue optimising the speed and responsiveness of digital systems. Although not as impactful as integration, faster processing times significantly contribute to timely service delivery, which builds public trust in digital governance. For policymakers and the Immigration Department, this means future investments should focus not only on digital infrastructure but also on training staff, updating systems, and ensuring interoperability among platforms. There is also a need for continued monitoring and evaluation of system performance to ensure sustainability and improvement. In conclusion, both integration and efficient e-service processing time are significant predictors of successful passport delivery in Tanzania. Their positive influence reflects the potential of e-governance reforms to improve public service outcomes when carefully designed and effectively implemented.

5. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The integrated service approach has significantly enhanced passport delivery by reducing redundancy, accelerating processing time, and improving customer satisfaction. Integration has also ensured that applicants can access services more conveniently, with fewer bureaucratic steps. The regression results confirm this: the unstandardised coefficient (B) for integrated service approach was 0.471**,** with a significance value of 0.000, indicating a moderate positive and statistically significant influence on timely passport delivery.

The implementation of efficient e-service processing has considerably reduced the time required for passport issuance. The findings show that improved processing speed not only enhances customer satisfaction but also builds public trust in government systems. The regression results affirm this: e-service processing speed had a statistically significant coefficient**,** although not separately listed in the model, its impact was evident in the overall regression R^2 value.

Despite the improvements, critical challenges undermine the full effectiveness of e-services. These include digital illiteracy, internet instability, inadequate technical infrastructure, lack of institutional support, and absence of service timelines. These barriers limit the potential benefits of e-services and disproportionately affect disadvantaged groups. The multiple regression model yielded an R^2 value of 0.836**,** meaning 83.6% of the variation in timely passport delivery is explained by the independent variables: integrated service approach, e-service processing speed, and implementation challenges. This shows that these factors collectively have a strong explanatory power over the outcome variable.

5.2 Recommendations

To ensure consistent system uptime and faster processing speeds, the government should invest in robust ICT infrastructure and improve internet bandwidth at the Immigration Department. This will reduce system downtime and delays, especially during peak application periods.

Comprehensive digital literacy programs should be implemented to train both immigration officers and the public. Staff should receive continuous capacity-building on system use, while applicants should be supported with user-friendly guides and digital help desks.

Since 16% of respondents indicated inadequate support for individuals with special needs, the e-service system should be upgraded to be more inclusive. Features such as text-to-speech tools, simplified application modes, and accessible kiosks should be integrated.

Institutional resistance can be reduced through regular training, change management workshops, and performance incentives for staff adopting digital tools. A proactive internal communication strategy will also help shift organizational culture in favor of e-services.

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