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The Influence of Inventory Control Practices on Public Organizational Performance in Tanzania: A Case of Tanzania Immigration Department Kurasini Office, Dar Es Salaam

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Abstract

Purpose: This study examined the influence of inventory control practices on public organisational performance in Tanzania, with specific focus on the Tanzania Immigration Department Kurasini Office, Dar es Salaam. The specific objectives were to examine the influence of inventory tracking on organisational performance, determine the effect of reorder point management on organisational performance, and examine the influence of stock levels maintenance on organisational performance at the Immigration Office in Kurasini, Dar es Salaam.

Methodology: The study employed an explanatory research design utilising a quantitative research approach to establish causal relationships between inventory control practices and organisational performance. The target population comprised 208 employees and management staff working at the Immigration Office in Kurasini, Dar es Salaam, including employees directly involved in inventory management, procurement, logistics, and operations, as well as administrative and support staff. A sample size of 67 respondents was determined using Yamane's (1967) formula with a 10% margin of error. Simple random sampling technique was employed to select participants from the target population, ensuring equal probability of selection and minimising selection bias. Primary data were collected through structured questionnaires administered to the sampled respondents. Data were analysed using descriptive statistics and multiple linear regression analysis. Descriptive data usually serve to support inferential analysis. Given that this study focuses on examining influence, the regression results provide clearer evidence.

Findings: The findings indicate that inventory tracking ($\beta = 0.394$, $p = 0.005$), stock levels maintenance ($\beta = 0.287$, $p = 0.006$), and re-order point management ($\beta = 0.241$, $p = 0.027$) all exert a positive and statistically significant influence on organizational performance. Therefore, the emphasis is placed on the inferential results rather than descriptive statistics.

Unique Contribution to Theory, Practice and Policy: The study extend the resource based view theory by empirical confirming that core inventory control practices, inventory tracking, reorder point management and stock level maintenance significantly influence organization performance. The study recommends the implementation of digital inventory management systems, staff training programmes on modern inventory control practices, establishment of clear reorder point policies, and regular monitoring and evaluation of inventory control procedures.

Keywords: *Inventory Control, Public Administration, Organisational Performance*

JEL Codes: *M11, H83, L20*

INTRODUCTION

Inventory control is a critical component of operational efficiency and organizational performance, particularly in public sector institutions. Effective inventory management ensures the timely availability of essential supplies and materials, enabling institutions to achieve their goals and deliver uninterrupted services (Shukaili, 2023). Conversely, weak inventory systems often result in service interruptions, operational delays, and financial inefficiencies, which undermine public trust and institutional effectiveness.

This challenge is especially pronounced in institutions such as the Immigration Office in Dar es Salaam, where inventory control is vital for ensuring service efficiency, safeguarding sensitive documents, and maintaining public confidence (Peter, 2023). The office manages critical resources, including passports, residence permits, and travel authorizations, which must be available, secure, and accountable. However, the persistence of outdated systems, inadequate staff training, and reliance on manual tracking has hindered efficient service delivery, creating risks of administrative delays, document insecurity, and potential fraud (Shayo, 2021; Hansen, 2023). These shortcomings can threaten not only institutional accountability but also national security and international relations. But, public institutions such as immigration operates within complex environment sharped with budgetary constraints, regulations frameworks, political and administrative oversight. For example, Budget limitation may limit investment in advance inventory system, staff training, therefore limit effective practice of inventory control in public resources.

While developed countries have made significant progress in modernizing inventory systems, many public institutions in Africa, including Tanzania, still rely heavily on outdated and manual processes. For example, healthcare facilities in the United States use real-time tracking technologies such as RFID and barcode scanning to monitor medical supplies, reducing shortages and service disruptions. In the United Kingdom, digital inventory systems within the NHS help ensure timely replenishment of essential items. In contrast, many African countries such as Nigeria and Tanzania continue to experience frequent stockouts and inefficiencies due to dependence on manual registers and weak tracking mechanisms. Likewise, European agencies use predictive analytics to optimize inventory levels and respond proactively to demand changes (Shermock, 2023). These innovations have enhanced operational efficiency, reduced costs, and improved service delivery.

Public sectors are required by policy to maintain accurate records and control over inventories of public resources. For example, Public Finance regulation (2024) explicitly set requirements for inventory of public resources. Similarly, Public Assets Management Guideline of (2019) provides guidelines on public assets management and inventory aligned to international accounting standard such as IPSAS 12 to support transparency and accountability. Regardless of all initiative contrast, Tanzanian institutions, including the Immigration Office, continue to experience stockouts, overstocking, and inefficiencies due to weak inventory systems and low adoption of modern technologies (Athumani, 2019; Peter, 2023). Limited research has specifically examined how inventory tracking affects organizational performance in Tanzania's public institutions. Previous studies have highlighted general operational weaknesses in public service delivery (Mbugi, 2022; Peter, 2023), but few have directly addressed the role of inventory management in performance improvement. This gap in evidence makes it difficult for policymakers and institutional leaders to design effective reforms.

This study therefore examined the influence of inventory tracking on organizational performance at the Immigration Office in Kurasini, Dar es Salaam. By analyzing the effects of real-time updates, error reduction, and automation of inventory management, the research aims to provide evidence-based recommendations to enhance service delivery and strengthen public sector performance in Tanzania (URT, 2022; IOM, 2023). Specifically, the study sought to answer three research questions: how does inventory tracking influence organizational performance at the Immigration Office in Kurasini, Dar es Salaam; what is the effect of reorder point management on organizational performance at the Immigration Office in Kurasini, Dar es Salaam; and in what ways does stock levels maintenance influence organizational performance at the Immigration Office in Kurasini, Dar es Salaam.

LITERATURE REVIEW

Definition of terms

Inventory control is the systematic planning, organising, directing and monitoring the inventory related activities in the organisation to ensure effective and efficiency of material utilization within the organization while supporting organizational objectives achievement. In both private and public organization inventory controlling is crucial for ensuring organsiation operational continuity, minimizing wastage and holding stock-out cost. In public organisations particularly in service organization such as immigration inventory control play crucial role for ensuring timely service delivery, accountability and efficient use of public resources.

In this study inventory control conceptualized as a multidimensional construct with three constructs which are: Inventory tracking, reorder point management and stock level maintenance.

Theoretical Framework

This study was guided by the Resource-Based View (RBV) theory, introduced by Barney (1991). The RBV has been widely used to explain the organisation performance differences on strategic use of internal resources and capabilities. The existing RBV studies concentrate on private enterprises. This study addresses the theoretical gap by extending RBV to public sectors, conceptualizing inventory control as the influence to organizational performance. The RBV posits that organisational performance is driven by resources and capabilities that are; Valuable, Rare, Inimitable and Non-substitutable (VRIN). While the RBV traditionally has been highly applied in private sector, its principles are increasingly relevant to public sector. The Inventory control practices strategically satisfy the VRIN criteria in the context of public sector immigration service.

RBV emphasizes that an organization’s internal resources such as technology, human capital, and processes are the key drivers of efficiency and competitive advantage. For public institutions like the Immigration Office, inventory management systems and skilled personnel can be considered valuable and rare resources that, when effectively utilized, enhance operational performance and service delivery.

The theory posits that resources, when managed effectively, lead to competitive advantages and operational success. In the case of inventory control, well-maintained inventory management systems and the effective use of resources like human capital and technology can streamline operations, reduce costs, and improve service delivery. In the context of the Immigration Office, this theory will guide the study in examining how internal resources contribute to the efficiency and effectiveness of inventory management practices, which are crucial for the office's ability to deliver timely services and meet the demands of citizens. The

Resource-Based View is particularly relevant to this study because it provides a framework for understanding how internal capabilities can lead to improved performance. The Immigration Office, as a public organization, relies heavily on managing its internal resources to ensure efficient operations.

Empirical Review

The Influence of Inventory Tracking on Organizational Performance

Previous studies have consistently demonstrated the positive influence of inventory tracking systems on organisational performance across different contexts, with Odumusor (2024) showing that real-time monitoring enhanced resource utilisation and reduced stockouts in Canadian manufacturing firms, while Uddin (2019) established that digital inventory tracking improved sales accuracy and customer satisfaction in Bangladeshi retail businesses. Similarly, Ubolo (2024) reported a strong correlation between accurate inventory tracking and profitability in Nigerian pharmaceutical firms, and Khedr (2024) highlighted the transformative potential of IoT-enabled systems in Chinese logistics companies by reducing delays and improving accuracy. Gaoat (2023) further reinforced these findings by illustrating how real-time tracking in Mexican retail chains improved cost management and reduced waste. Collectively, these studies underline the significant role of technology-driven inventory systems in enhancing efficiency, decision-making, and profitability; however, they predominantly focus on private sector organisations in technologically advanced or profit-oriented contexts. Consequently, there remains a critical knowledge gap concerning how such systems function within public institutions in developing countries, particularly in Tanzania, where bureaucratic procedures, resource limitations, and institutional dynamics such as staff competencies and regulatory oversight present unique challenges that may affect the effectiveness of inventory control practices.

The Effect of Reorder Point Management and Organisational Performance

The reviewed studies collectively demonstrate the critical role of reorder point management in enhancing inventory control and operational performance across different industries and countries. Setyadi (2024) showed that optimised reorder points in Chinese e-commerce firms reduced costs while maintaining stock availability, whereas Kwak (2019) revealed that well-defined reorder levels in the Indian textile sector boosted inventory turnover rates by 15%. Similarly, Brimblecombe (2023) highlighted that effective reorder practices in Australian food and beverage companies minimised perishable waste and improved efficiency, while Karani (2022) found that optimised reorder points enhanced supply chain efficiency by 20% in Kenyan manufacturing firms. Complementing these insights, Gonçalves (2020) established that dynamic reorder strategies in U.S. pharmaceutical distribution firms significantly reduced stockouts and improved service levels. Together, these findings reinforce the current research by illustrating how strategic reorder point management contributes to cost savings, efficiency, waste reduction, and customer satisfaction, thereby positioning it as a cornerstone of successful inventory and supply chain performance.

How Stock Levels Maintenance Influences Organizational Performance

Previous studies have demonstrated the significance of stock level maintenance across different sectors, though with varying focus and contextual limitations. For instance, Oloo (2023) established that optimal stock levels reduced operational disruptions by 30% in South Korean electronics firms, highlighting the importance of inventory in ensuring business continuity, but limiting its scope to private manufacturing enterprises. Similarly, Stanelytė (2021) found that

Canadian retail firms achieved an 18% increase in profitability through stock optimisation, emphasising financial performance outcomes while excluding implications for public institutions. Within East Africa, Kirimi (2023) extended the discussion to Kenyan public hospitals, reporting a 40% improvement in service delivery satisfaction following improved stock management practices. This finding is particularly relevant to the present study as it demonstrates that stock level maintenance can enhance service outcomes in public sector institutions, although Kirimi's study was confined to the health sector rather than administrative service agencies such as immigration services. Likewise, Muhalia (2021) reported that stock control improved warehouse efficiency by 25% in Kenyan logistics firms, reinforcing the operational efficiency benefits of effective stock management, but remaining limited to private sector logistics operations.

In Tanzania, empirical evidence also supports the role of stock management in improving organisational performance. For example, Mwakitalima and Massawe (2020) found that inventory control practices significantly improved service delivery efficiency in Tanzanian public hospitals, particularly by reducing stock-outs and procurement delays. Similarly, Mrope (2019) established that effective stock level maintenance enhanced accountability and reduced wastage in Tanzanian local government authorities, demonstrating the relevance of inventory practices in public sector governance. However, these studies primarily focus on the health sector and local government, with limited attention given to central government agencies such as immigration services. Beyond East Africa, Changalima (2022) demonstrated that Nigerian agricultural cooperatives achieved a 35% improvement in supply chain reliability through effective stock practices, though the scope was limited to agricultural cooperatives and not public administrative institutions. Collectively, these studies confirm that stock level maintenance enhances efficiency, profitability, service delivery, and accountability across both private and public sectors. However, notable differences emerge in terms of sectoral focus and institutional context. While international and private sector studies emphasize profitability and operational efficiency, East African and Tanzanian public sector studies focus more on service delivery, accountability, and resource utilization. Nevertheless, none of these studies directly address immigration services, which operate under unique regulatory, security, and service delivery demands. This reveals a clear empirical and contextual research gap regarding how stock level maintenance affects operational efficiency and service continuity in public institutions such as immigration services. The current study therefore seeks to bridge this gap by examining the role of stock management in enhancing performance and continuity within public service organisations, with particular reference to the Tanzania Immigration Department.

METHODOLOGY

Research Design

The research adopted an explanatory research design, which is particularly suited for exploring causal relationships. This design was chosen to investigate the connection between inventory control practices and the performance outcomes of a public institution. Explanatory research is effective in understanding how specific variables, such as stock monitoring, reorder systems, and storage procedures, influence operational efficiency, service delivery, and overall effectiveness. The design enabled the researcher to test hypotheses and gather quantitative data to validate these assumptions. Unlike descriptive studies, explanatory research goes further by explaining the extent to which these inventory practices affect organizational performance.

Research Approach

Additionally, the study utilized a quantitative approach, focusing on numerical data to identify patterns and assess statistical significance. This approach was ideal as it allowed for objective measurement of the impact of inventory control on organizational performance through structured surveys and statistical methods. Quantitative research is known for producing reliable, generalizable results, which are essential for data-driven decision-making in public organizations. The ability to test hypotheses and apply statistical tools ensured that the study could accurately assess the relationships between variables.

Study Area

The study was conducted at the Immigration Office in Kurasini, Dar es Salaam, Tanzania, a strategic location that plays a crucial role in the country's immigration infrastructure. This office is vital due to its proximity to major ports and transport hubs, handling a large volume of transactions and operations. Moreover, the office is directly involved in enforcing immigration laws and policies, adding a layer of urgency and regulatory compliance to its inventory management. These unique operational demands, such as the deployment of resources to border posts and coordination with security agencies, make the Immigration Office an ideal setting for examining inventory control practices and their effects on performance.

Target Population

The target population for the study consisted of 208 employees, including 150 directly involved in inventory management, procurement, logistics, and operations, and 58 administrative staff. This sample was chosen as it represented both those directly engaged in inventory management and those supporting the overall operational processes. To ensure that the sample was representative, the study employed simple random sampling, giving every employee an equal chance of being selected. A sample size of 67 respondents was determined using Yamane's formula, which ensured that the sample was statistically representative of the broader population.

Data collection involved a structured questionnaire administered to the 67 selected participants, with closed-ended questions to gather quantitative data. Thus, the sample size for this study was determined using Yamane's (1967) formula, which is commonly used to calculate a representative sample from a given population. The formula is expressed as:

$n=N1+N(e)2$

Where:

- n = Sample size
- N = Total population (208 employees)
- e = Margin of error (10% or 0.1)

By substituting the given values into the formula, we calculate:

$n=208/1+208(0.1)$

$n\approx67.53$

Since the sample size must be a whole number, the final sample size is rounded down to 67 respondents.

This data was then analyzed using Statistical Package for the Social Sciences (SPSS), where both descriptive and inferential statistics were applied. Descriptive statistics, such as frequency

distributions and means, summarized demographic data and identified patterns in inventory practices. Furthermore, regression analysis was used to determine the relationship between inventory control practices and organizational performance. The regression model is as follows:

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

Where by

$\boldsymbol{Y}$= Organizational performance

$\boldsymbol{\beta o}$= Constant factor

$\boldsymbol{X_1}$ = Real-time inventory updates

$\boldsymbol{X_2}$= Error reduction in inventory

$\boldsymbol{X_3}$= Automation of inventory management

$\boldsymbol{e}$ = Error term

Data Validity and Reliability

To ensure the validity and reliability of the study, content and construct validity were established through expert consultations and factor analysis. Reliability was assessed using Cronbach's Alpha, and a pilot study was conducted to refine the data collection instrument. This rigorous approach ensured that the data collected was both robust and dependable.

Ethical Consideration

Ethical considerations were integral to the research process. In that case, respondents were informed about the nature of the study, their voluntary participation, and their right to withdraw at any time. Confidentiality was maintained, and all personal information was securely stored. The study adhered to ethical guidelines, ensuring that the data collection process was transparent, accurate, and free from manipulation. Ethical approval was sought from the relevant authorities to uphold the integrity of the research.

RESULTS

The Influence of Inventory Tracking on Organizational Performance

Inventory tracking in this study was measured using three indicators: real-time updates, error reduction, and automation. These measures were selected to capture how technology-driven inventory practices contribute to organizational efficiency and service delivery.

The regression analysis results, as presented in Table 1, indicate that all three components of inventory tracking significantly influence organizational performance. Real-time updates had the strongest effect ($B = 0.471$, $\beta = 0.455$, $p < 0.001$), followed by error reduction ($B = 0.415$, $\beta = 0.377$, $p < 0.001$), while automation had a smaller but still significant effect ($B = 0.145$, $\beta = 0.169$, $p < 0.001$). Together, these predictors explained 83.6% of the variance in organizational performance ($R^2 = 0.836$, $F = 584.926$, $p < 0.001$).

Table 1: Regression Coefficients for Inventory Tracking

Predictor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	(B)	Std. Error	(Beta)		
(Constant)	0.070	0.220		0.317	0.752
Real-time Updates	0.471	0.104	0.455	4.529	0.000
Error Reduction	0.415	0.098	0.377	4.235	0.000
Automation	0.145	0.052	0.169	2.788	0.006

Source: Field Data, 2025

Dependent Variable: Organizational Performance

The regression results confirm that real-time updates are the most critical determinant of performance, underscoring their role in preventing shortages, reducing delays, and ensuring accountability in document issuance. Error reduction also proved vital, as it minimizes inaccuracies and enhances the reliability of inventory records. Although the contribution of automation was smaller, it still had a positive and significant effect, showing that digital systems reduce reliance on manual labor and streamline operations.

These findings align with Odumusor (2024) and Uddin (2019), who observed that inventory tracking systems improve productivity, customer satisfaction, and resource allocation in manufacturing and retail sectors. From the perspective of the Resource-Based View (RBV), real-time tracking and automated systems represent valuable organizational resources that, when strategically applied, improve efficiency, reduce service delays, and enhance public trust. In a service-oriented institution such as the Immigration Office, these improvements are particularly crucial, as they directly determine the timeliness and reliability of passport issuance.

The Effect of Error Reduction on Organizational Performance

Error reduction was measured using indicators such as accuracy of inventory records, prevention of unnecessary losses, and improved operational reliability. These indicators capture the extent to which effective record-keeping and tighter controls enhance efficiency and minimize wastage in organizational processes.

The regression analysis results presented in Table 2 show that error reduction had a significant and positive effect on organizational performance ($B = 0.415$, $\beta = 0.377$, $p < 0.001$). This influence ranked second in strength after real-time updates, demonstrating that reducing errors in record-keeping substantially contributes to operational efficiency and service delivery outcomes.

Table 2: Regression Coefficients for Error Reduction

Predictor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	(B)	Std. Error	(Beta)		
(Constant)	0.070	0.220		0.317	0.752
Error Reduction	0.415	0.098	0.377	4.235	0.000

Source: Field Data, 2025

Dependent Variable: Organizational Performance

The regression results confirm that error reduction directly improves performance by minimizing duplication, preventing misplacement of files, and reducing shortages. This implies that proper reconciliation of records and consistent monitoring allow the Immigration Office to avoid inefficiencies such as delays in issuing permits and unnecessary financial losses. In practice, such improvements enhance both internal efficiency and external service satisfaction.

These findings support Ubolo (2024), who demonstrated that accurate inventory tracking minimizes losses and improves profitability in pharmaceutical firms. Similarly, in the public sector, error reduction ensures accountability, resource optimization, and effective service provision. From the Resource-Based View (RBV), the Immigration Office's capacity to reduce inventory errors represents a strategic capability that strengthens operational reliability and institutional trust.

The Impact of Automation on Organizational Performance

Automation was measured through indicators such as reduction of manual work, reliability of reports, and improved decision-making. These indicators reflect how technology-based systems streamline operations and minimize human error in managing inventory processes.

The regression analysis results, as shown in Table 3, indicate that automation had a significant but relatively smaller effect on organizational performance compared to real-time updates and error reduction. Specifically, automation recorded ($B = 0.145$, $\beta = 0.169$, $p = 0.006$), suggesting that while automation contributes positively to performance, its influence is weaker and may reflect partial system implementation or challenges in adoption.

Table 3: Regression Coefficients for Automation

Predictor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	(B)	Std. Error	(Beta)		
(Constant)	0.070	0.220		0.317	0.752
Automation	0.145	0.052	0.169	2.788	0.006

Source: Field Data, 2025

Dependent Variable: Organizational Performance

These findings suggest that automation supports performance by reducing workloads, generating accurate reports, and providing timely information for planning and decision-making. However, its lower beta value compared to other predictors indicates that the Immigration Office has not yet fully optimized automation across all areas of inventory management. Factors such as resource limitations, insufficient staff training, and partial system integration may limit its potential. This aligns with Khedr (2024), who emphasized that while automation has transformative potential in logistics and service organizations, its impact is strongly dependent on organizational readiness and implementation capacity. From the Resource-Based View (RBV), automation represents a valuable technological resource that, if effectively integrated and supported with adequate infrastructure and training, could enhance efficiency, minimize delays, and strengthen the Immigration Office's ability to deliver timely public services.

Discussion

Respondents strongly agreed that real-time updates improved accuracy and that automation reduced manual. The highest rating was given to the reliability of automated systems for decision-making. These results indicate that employees view inventory tracking as a critical factor in ensuring efficiency and accuracy in operations. The high mean scores suggest that staff recognize the value of real-time information in preventing delays, improving accountability, and reducing unnecessary workloads associated with manual record-keeping. This also reflects a growing reliance on technology-driven processes in ensuring the availability of essential documents, which is crucial in a service-oriented public institution like the Immigration Office.

These findings confirm that efficient inventory tracking enhances performance by reducing errors, ensuring data reliability, and improving decision-making. This aligns with Odumusor (2024) and Uddin (2019), who reported similar benefits in manufacturing and retail sectors, respectively, showing that inventory tracking systems improve productivity, customer satisfaction, and resource management. In the Immigration Office, where the timely issuance of documents is directly linked to public service delivery, such improvements are particularly critical. From the perspective of the Resource-Based View (RBV), real-time tracking systems represent valuable and rare organizational resources. When strategically managed, these systems enhance efficiency, reduce service delays, and build public trust, thereby providing the Immigration Office with a sustained operational advantage over traditional manual processes.

Moreover, the data revealed strong agreement that accurate inventory records minimize operational costs and optimize resource utilization. Respondents agreed that error reduction had improved operational accuracy and reduced unnecessary losses, with a mean score above 4.0 for most statements. This suggests that staff members clearly recognize how errors such as duplicate records, misplaced files, or stock shortages can negatively impact service provision. The fact that respondents reported significant improvements indicates that error reduction initiatives, such as tighter controls, verification mechanisms, and improved record-keeping practices, have already had a noticeable impact on the Immigration Office. Furthermore, accurate inventory records enhance accountability, reduce wastage of resources, and streamline service processes, which are essential for an organization tasked with handling sensitive public documents.

Inferentially, error reduction was found to be a significant predictor of performance ($B = 0.415$, $Beta = 0.377$, $p < 0.001$), second only to real-time updates. This demonstrates that minimizing errors in record-keeping directly improves efficiency and supports effective service delivery. Statistically, this finding underscores that even small improvements in error prevention mechanisms contribute substantially to overall performance outcomes. Practically, this means that through proper record reconciliation and consistent monitoring, the Immigration Office can avoid costly inefficiencies such as delays in issuing permits, loss of critical files, and duplication of tasks, thereby improving both internal efficiency and public satisfaction.

These findings echo Ubolo (2024), who showed that accurate inventory tracking reduces losses and enhances profitability in pharmaceutical firms. In both contexts, whether public or private, error reduction is linked to resource optimization and operational efficiency. According to RBV, the Immigration Office's ability to minimize inventory errors reflects a strategic capability that enhances operational efficiency and builds trust in service delivery. By reducing inefficiencies and wastage, error reduction becomes more than a technical improvement; it

functions as a strategic resource that strengthens the office's institutional reputation and capacity to deliver services consistently and reliably.

Also, descriptive results showed that respondents generally agreed automation reduces manual work and provides reliable data (Mean scores between 4.25 and 4.45). This reflects a strong perception that automation contributes positively by easing workloads, enhancing reporting, and improving accuracy in handling inventory-related tasks. Employees recognized that automated systems help reduce the risk of human error and provide managers with timely information for planning and decision-making. However, while these perceptions are positive, the responses also suggest that automation may not yet be fully optimized or integrated across all areas of inventory control within the Immigration Office. For instance, the reliance on some manual processes may still limit the full potential of automation, especially in ensuring seamless integration across departments.

Regression analysis indicated that automation, while significant ($B = 0.145$, $Beta = 0.169$, $p < 0.001$), had a smaller impact compared to real-time updates and error reduction. This suggests that although automation contributes positively, its influence is relatively weaker and may reflect limitations in system implementation, maintenance, or user adoption. In other words, the Immigration Office has yet to fully unlock the benefits of automation, perhaps due to resource constraints, limited staff training, or partial system deployment. Nonetheless, the significant contribution of automation demonstrates that it still plays an important role in improving performance, even if not yet at maximum potential.

These results align with Khedr (2024), who highlighted automation's transformative potential in logistics firms but also noted its dependence on organizational context and readiness. In technologically advanced contexts, automation can deliver rapid improvements, but in resource-constrained public institutions, these benefits are realized gradually. From an RBV perspective, automation represents a technological resource that, if fully integrated, could serve as a powerful capability for the Immigration Office. However, its effectiveness depends on complementary factors such as staff training, compliance with established procedures, and availability of supporting infrastructure. When these conditions are met, automation can reduce delays, enhance data quality, and strengthen the office's overall ability to deliver timely services to the public.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study concludes that inventory tracking significantly influences organizational performance at the Immigration Office in Kurasini, Dar es Salaam. The findings demonstrate that the implementation of real-time inventory updates and automated systems substantially improves the accuracy of inventory records, reduces errors, and decreases manual labour. These advancements lead to more reliable data for decision-making and enhance the office's ability to respond promptly to inventory shortages. This indicates that effective inventory tracking, particularly through technological integration, is a critical internal capability that bolsters operational efficiency and overall performance.

Recommendations

Based on the findings of this study, it is recommended that the Immigration Office in Kurasini, Dar es Salaam, continue to invest in and fully implement advanced inventory tracking systems, such as barcode scanning, RFID technology, or other automated solutions, to enhance

accuracy, reduce manual errors, and streamline inventory processes, thereby improving operational efficiency.

Further Research

Additionally, future research should consider conducting comparative studies across different public institutions in Tanzania to examine how inventory control practices affect performance in varied contexts, adopt qualitative approaches to explore challenges and facilitators in implementing inventory systems, and investigate the influence of external factors such as government procurement policies, supplier reliability, and economic fluctuations on organizational performance, providing a more comprehensive understanding of inventory management in the public sector.

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I declare that QuillBot has been used for grammar checking.

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