

# The Impact of Employee Turnover on Organizational Performance in the Service Sector of Tanzania: A Case Study of Tanzania Ports Authority

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## *Abstract*

*The study aimed at assessing the impact of employee turnover at Tanzania Ports Authority. Case study design was adopted. The study employed both qualitative and quantitative techniques. Simple randomly sampling and purposive techniques were used to select a sample of 82 employees. Data were collected by using structured questionnaire, interview, and documentary review. The descriptive analysis of collected data was done through Statistical Package for Social Science (SPSS). Findings of the study revealed that the impact of employee turnover on organization performance were recruitment and training cost; loss of skilled human resource, increased work stress to present workers and decline in service provision. The management should involve employees in any issue that was affected them in the organization and this will be performed by ensuring that employees Open Performance Appraisal Systems are conducted as per annual strategic plan. Employee involvement may be through meeting with their representatives and top management should also reduce work boredom to employees by revisiting employee's job description in order to add some challenge job tasks on the employee's job description.*

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## **1. Introduction**

In today's working environment, issues related to employee turnover have significantly increased in many organizations worldwide. Labor forces are an essential asset in any organization (Armstrong & Taylor, 2014; Utouh & Kitole, 2024). Even in developed countries like the United States, high turnover rates persist in many industries. Reports indicate that the general turnover rate across all industries in the USA increased from 42.6% in 2016 to 57.3% in 2020, though this number drops to 25% for voluntary turnover, 29% for involuntary turnover, and just 3% in high-performing industries (Kitole, Msoma, & Sesabo, 2024). Similarly, a survey by the Chartered Institute of Personnel and Development (CIPD) in the UK revealed that the number of people leaving their organizations was 11.9% (Armstrong & Taylor, 2014).

Employee turnover has garnered significant attention from both organizational managers and academics, focusing on understanding its driving forces and consequences. According to Celik (2018) and Bamfo, Dogbe, and Mingle (2018), job stress, driven by internal and external factors, is a significant cause of turnover. The study by Tnay, Othman, Chinsing, and Lim (2013) indicates that dissatisfaction among employees often leads them to leave their organizations, resulting in a loss of valuable knowledge and skills. Organizational performance, which depends largely on the availability of reliable human resources, can be severely impacted by turnover. Managing and retaining key talent is essential for maintaining high performance levels (Pandta & Ray, 2018; Kitole & Utouh, 2023). Losing valuable employees can disrupt organizational processes, necessitate significant investment in recruitment and training, and ultimately harm the organization's competitive edge (Spagnoli & Caetano, 2012).

In Tanzania, many organizations strive to retain their employees by improving working conditions, increasing salaries, and offering other incentives. Despite these efforts, voluntary turnover remains high, partly due to inadequate human resource policies that fail to effectively address attraction and retention strategies. The Public Service Act No. 8 of 2002, its 2003 regulations, and other policies provide guidelines for incentives but do not sufficiently reflect strategies for retaining talent, thereby increasing turnover. High unemployment rates exacerbate this issue, as employees leave their jobs, which negatively affects organizational performance (Amankwaa & Anku-Tsede, 2015).

Efficient operations at the Tanzania Ports Authority (TPA) heavily rely on adequate and skilled human resources. However, the TPA has faced a high rate of employee turnover over the past five years, with many skilled professionals resigning voluntarily (TPA annual report, 2016). This turnover has led to significant recruitment and training costs and has created gaps that threaten the organization's operational efficiency. Additionally, unstable management and interpersonal issues between top and middle management have further exacerbated turnover, leaving critical positions vacant and hampering the organization's functionality (TPA Management Report, 2017).

The increased advertisement of open positions within TPA indicates high expenditure on recruitment and training to fill the gaps left by departing employees. High turnover is detrimental as new employees need time to adapt and learn their roles, impacting productivity (Shukla & Sharma, 2012). Given these challenges, this study aims to determine the impact of human resource turnover on organizational performance at TPA. Despite efforts to address turnover, significant gaps remain in understanding and effectively mitigating its adverse effects on the organization's efficiency and success. This research seeks to fill these gaps by providing comprehensive insights into the relationship between employee turnover and organizational performance.

## **2. Theoretical Review**

This study is guided by Vroom's Expectancy Theory, developed by Victor H. Vroom in 1964. Vroom's theory posits that individuals are motivated not just by their needs but by their expectations about their ability to perform tasks and the rewards they will receive for doing so. The theory advocates that people make work-related decisions based on their perceived abilities to perform specific tasks (Expectancy), their belief that they will be compensated for their performance (Instrumentality), and the value they place on the rewards they expect to receive (Valence).

Vroom's Expectancy Theory comprises three key components: Expectancy, Instrumentality, and Valence. Expectancy is the belief that one's effort will lead to the desired performance level. Instrumentality is the perception that a given performance level will lead to specific rewards. Valence refers to the value an individual places on the rewards of an outcome. According to Vroom, when these three factors are high, employees are more likely to be satisfied and motivated, leading to better performance. Conversely, if any of these factors are low, employees may experience decreased motivation and performance. In the context of this study, Vroom's Expectancy Theory is pertinent as it highlights the importance of aligning employee expectations with organizational rewards to enhance motivation and performance. The theory underscores that employees are more likely to exert effort when they believe their hard work will be rewarded appropriately. This aligns with the study's focus on understanding the impact of human resource turnover on organizational performance, as turnover can disrupt the alignment between employee expectations and organizational rewards, leading to decreased motivation and performance.

However, it is important to note that while Vroom's theory provides valuable insights, it may not fully capture the complexities of modern organizational environments. In today's competitive and diverse workplace, organizations face challenges in satisfying all employees' expectations and needs entirely. The diverse priorities of similar organizations in both public and private sectors make it unrealistic for any organization to perfectly align expectancy, instrumentality, and valence for all employees. Therefore, while Vroom's theory serves as a foundational framework, it must be adapted to consider the nuanced and dynamic nature of contemporary workplaces.

### **2.1 Empirical Review**

Bowlus (2009) conducted a study on factors influencing employee turnover in Tanzania. The findings suggest that managerial controllable factors such as inadequate

compensation packages, unequal treatment of workers, lack of employee involvement in decision-making, lack of promotion, job stress, and poor working environments primarily contribute to employee turnover in less developed countries (LDCs). Ivancevich and Matteson et al. (2024) further indicated that personal interests and backgrounds might also be significant causes of staff turnover. They emphasized the importance of awareness programs for employees about retention strategies, which play a crucial role in reducing staff turnover.

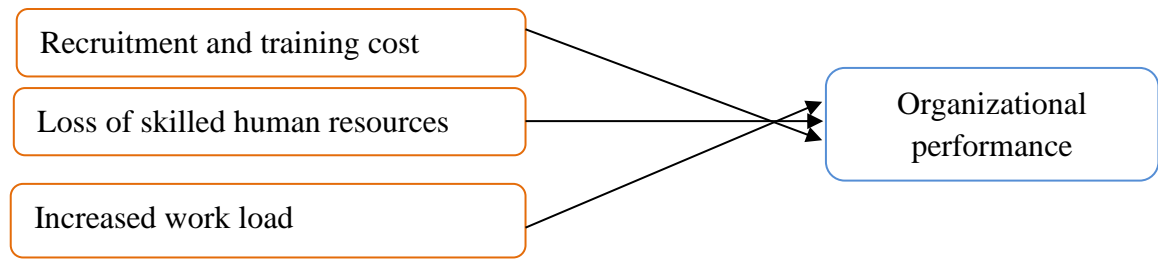
Kleiman (2003) revealed that empowering front-line staff members to efficiently handle customer requests significantly impacts service delivery offered by the organization. When front-line employees are equipped to meet customer needs effectively, it reflects positively on the organization, thereby reducing turnover rates. This empowerment helps in fostering a sense of responsibility and satisfaction among employees, which is essential for their retention.

Iqbal et al. (2015) investigated the impact of employee turnover on organizational performance and found that organizations could achieve high levels of commitment and loyalty by enabling, empowering, and fairly compensating their workforce. The study highlighted the importance of good collaboration between employees and their supervisors for long-term retention. Similarly, Thiese (2014) conducted a study on the impact of employee turnover on organizational performance, determining that high turnover negatively affects overall organizational performance. Thiese found a significant relationship between employee turnover and recruitment costs, employee morale, and organizational productivity.

Nyaga (2015) identified reasons for employee churn, including a lack of retention strategies, low motivation, insufficient career growth opportunities, and an unfavorable work environment. These factors contribute to high turnover rates, which in turn lead to increased costs for recruiting and training new employees.

The literature generally points out that labor turnover and mobility of employees cause organizations to incur higher costs in retaining their most performing employees. Despite the extensive research on employee turnover, there remains a gap in identifying specific causes and impacts of labor turnover on organizational performance at the Tanzania Ports Authority (TPA) in Dar es Salaam. Most recent studies have employed either a qualitative or quantitative approach (Shaikh et al., 2020; Nyaga, 2015; Iqbal, 2017; Thiese, 2014; Bowlus, 2009). The current study adopts a mixed research approach with an exploratory case study design to delve deeper into the problem. Consequently, this study fills a significant knowledge gap by providing a comprehensive analysis of the causes and impacts of employee turnover at TPA, thus offering valuable insights for both academic and managerial applications.

**Figure 1: Conceptual Framework**



Source: Author's design, 2024

### **3. Methodology**

#### **3.1 Research Approach**

This study employed mixed research approach, a methodological path which combines both qualitative and quantitative methods of data collection and data analysis. Mixing the two approaches provide adequate understanding of the research issue as reflected in the objectives of the study than how the two approaches could independently do (Creswell, 2018; Dimoso & Andrew, 2021). The two approaches complement and supplement each other despite of the disparities in their methodological assumptions that shape the path through which researcher attend problems, collect and analyze data. The combination optimized the validity and reliability of the research (Babbie, 2014).

#### **3.2 Research Design**

Case study design was adopted because it allows intensive study of the social unity over a range of variables but always maintains its unitary nature to obtain enough information for drawing correct inferences. Hence, it provides a space of flexibility in the use of data collection methods like, interview, questionnaire, observation and documentation. Furthermore, this study design is less expensive compared to survey design due to the fact that it involved less movement for the researcher from one place to another. The rationale of selecting this design was to acquire in-depth understanding of the problem (Kothari, 2014) but also to make precise and detailed account of a problem (Flick, 2009). In this study Tanzania Ports Authority Head office located in Dar es Salaam was used as a case study. The reason behind the selection of this study area is because Tanzania Ports Authority is growing public organization which diversified itself in different parts of Tanzania including Dar es salaam Ports, Tanga Ports, Mtwara Ports, Lake Nyasa Ports, Lake Tanganyika Ports and Lake Victoria Ports. Also Dar es Salaam port is the Tanzania Principal port with a rated capacity of 4.1 million drying cargo and 6.0 million bulk liquid cargos.

#### **3.3 The population of the study**

The study population comprises of all employees and management from Tanzania Port Authority (TPA) head office. It consisted the 410 staff from different directorates including Directorate of Human Resources Management and Administration 82, Bandari college 49, Directorate of Legal services 23, Directorate of internal audit 13, Directorate

of Finance and Account 50, Directorate of Procurement and Management of contracts 22, Directorate of Security Services 9, Directorate of Marine and Port Operations 14, Directorate of Engineering Services 41, Directorate of Information Technology and Communication 47, Directorate of corporate Planning, Quality and Risk Management 16, Director of Investment, Planning and Infrastructure 19, Director of Marketing and Public Relation 25 (TPA strategic Plan, 2020/2021).

### **3.4 Sample, sampling techniques and sample size**

#### ***3.4.1 Sampling techniques***

Kothari (2009), Theodory and Kitole (2024), Kitole and Genda (2024), and Babbie (2018) classified sampling techniques into probability as it ensures making statistical inferences, achieving representative sample, mining sample bias as well as meeting the criteria for probability sampling and non-probability sampling which implies that not all members have no equal chance of being selected. Therefore, this study employed both probability and non-probability sampling techniques. Research participants were obtained through simple random sampling and purposive sampling technique respectively.

#### ***3.4.2 Simple Random Sampling***

The simple random sampling technique was employed to select employees from the Tanzania Ports Authority (TPA) headquarters, ensuring a higher likelihood of selecting true and unbiased respondents for the study (Kitole & Sesabo, 2024; Kitole & Sesabo, 2022). This method ensured that the sample population possessed characteristics representative of the overall study population. Using Yamane's (1967) sampling formula, a sample of 82 staff members was drawn from various directorates, including Human Resources Management and Administration, Bandari College, Legal Services, Internal Audit, Finance and Accounts, Procurement and Management of Contracts, Security Services, Marine and Port Operations, Engineering Services, and Information Technology and Communication.

#### ***3.4.3 Purposive Sampling technique***

The purposive technique was used to select thirteen (13) heads of Directorates one from each directorate. These participants were selected on the virtue of their position, experience and their role (Kumar, 2011). Because they are the ones who provided the intended information of the study, they provided information, which cannot be justified detail with any other staff.

#### ***3.4.4 Sample size***

Scholars such as Patton (2001) pointed out that credible sample size for study depends on the nature and type of the study underlying the problem and the criteria for sample size selection varies from one study to another. Therefore, this study employed a formula developed by Yamane (1967) to calculate sample size for the study because the population of this study is finite.

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

Whereby n = sample size, N = targeted population, e = marginal error, and N=410, e=10%.

$$n = \frac{410}{1 + 410(0.1)^2} = 82$$

Therefore, the sample size of Tanzania Port Authority is 82 respondents.

**Table 2: Sample of size of TPA Headquarter staff**

Directorates	Target population	Sample size
Directorate of Human Resources Management and Administration	82	17
Bandari college	49	9
Directorate of Legal services	23	4
Directorate of internal audit	13	3
Directorate of Finance and Account	50	10
Directorate of Procurement and Management of contracts 22	22	4
Directorate of Security Services	9	1
Directorate of Marine and Port Operations	14	2
Directorate of Engineering Services	41	9
Directorate of Information Technology and Communication	47	9
Directorate of corporate Planning, Quality and Risk Management	16	4
Director of Investment, Planning and Infrastructure	19	4
Director of Marketing and Public Relation	25	6
<b>Total</b>	<b>410</b>	<b>82</b>

Source: field data, 2024

### 3.5 Data Collection Methods

For the purpose of this study, both primary and secondary data were collected. Three main data collection techniques were used, including interview, questionnaires and document review.

#### 3.5.1 Questionnaires

Close-ended questionnaires were used to collect primary data from 69 headquarter staff from 13 directorate. The purpose-using questionnaire is to collect data related to frequencies of staff attitudes towards the factors human resources turnover, frequencies of the impact of human resource turnover on organizational performance. Theoretically,

questionnaires tend to reduce respondents' bias and save time (Creswell, 2018). Despite the advantages of using questionnaires, the method is challenged with low return of filled questionnaire from respondents. The researcher spent enough time to make follow up in order to meet the objective.

### **3.5.2 In-depth Interview**

The research was use semi-structured in-depth interview to collect primary data from the 13 heads of Directorate. The technique involved direct questions guided face-to-face conversation between the researcher and interviewer. The method was helpful in collecting in-depth information from the impact of human resource turnover on organizational performance than how other methods could. Generally, the method is exploratory in nature and more flexible for securing information under natural setting in peoples view (Creswell, 2018; Showkat & Parveen, 2017).

### **3.5.3 Secondary data collection method**

This method involved documentary review since used to collect data from different source with data related to the factors and impact of human resources turnover on organizational performance. The researcher reviewed various articles, journals, reports and policies including Tanzania Port Authority retention policy, the Tanzania human resources policy and human resources management. The method was useful in gathering information supported with evidences from available official Authorities to justify the factors and impact of labor turnover on organizational performance.

## **3.6 Data Analysis**

Data analysis involves is the means of classifying the raw data through coding, editing, classification and tabulation into purposeful and usable form (Kothari, 2004). The study employed both quantitative and qualitative methods. Therefore, sequential data analysis approach was used in the sense qualitative data was analyzed first followed by quantitative data analysis.

### **3.6.1 Qualitative Data Analysis**

The study employed thematic data analysis technique to generate themes or patterns according to the specific objective. It entails "subjectivity" interpretation of text data through a systematic classification process of coding and themes identification. Fact behind selection of this tool is that, it is not limited to a certain epistemology or theoretical perspectives, which make it easy and a very flexible method (Maguire & Delahunt, 2017). Data collected from interviews were converted from audio into a written form with ATLAS Software. Transcripts generated were brushed up several times in order to search for "repetitive regularities". Significant phrases and quotes to the study from interviews were highlighted. Generated codes were organized into broader themes that seemed to clearly describe the information needed to answer research questions. Lastly, output report was generated consisting of all codes and memos to establish results for interpretation.

### **3.6.2 Quantitative data Analysis**



Prior to data analysis, collected data from questionnaires was crosschecked, edited and coded ready for data processing. Statistical Package for Social Science (SPSS) Version 27 was employed to fill the data directly from the field, ensure data cleaning and data management to generate descriptive statistics in form of frequencies, percentages, tables and tables to describe demographic characteristics of the sample population under the study.

#### **4. Findings and discussions**

##### **4.1 Demographic characteristics of respondents**

The demographic distribution of respondents from the Tanzania Ports Authority (TPA) employees, detailed in Table 2, provides valuable insights into the organization's workforce composition. The age distribution reveals a diverse workforce with the majority of respondents falling within the 30-49 years age group, representing 37.8% of the total sample. Following closely, the 18-29 years age group comprises 31.7%, indicating a significant presence of younger employees. The 50-59 years age group includes 23.2% of respondents, while those aged 50 and above represent the smallest segment at 7.3%. This distribution suggests a balanced mix of early-career, mid-career, and late-career employees within the TPA, which may influence various organizational dynamics such as experience levels, career aspirations, and retirement planning.

Gender distribution among the respondents indicates a slight male predominance, with 56.1% male employees and 43.9% female employees. This near parity reflects a relatively inclusive gender representation, which is crucial for fostering diverse perspectives and inclusive workplace practices. The balanced gender distribution can help promote a more equitable work environment, where both male and female employees feel valued and supported in their professional roles.

The education level of respondents varies widely, with the largest group holding postgraduate diplomas (30.5%). This is followed by those with diploma education (20.7%), certificate education (18.3%), degree education (15.9%), and master's degrees (14.6%). This diverse educational background suggests that TPA employees have a broad range of academic qualifications, contributing to a rich pool of skills and expertise within the organization. The notable percentage of employees with postgraduate qualifications highlights a strong emphasis on advanced education and professional development, which can enhance the overall competency and capability of the workforce.

In terms of work experience, the largest group of respondents (46.34%) has 6-10 years of experience, indicating a solid foundation of moderately experienced employees. Those with 1-5 years of experience make up 35.37% of the sample, showing a considerable proportion of relatively new employees. Meanwhile, 18.29% of the respondents have more than 10 years of experience, representing a core of highly experienced staff. This distribution suggests a healthy balance between fresh perspectives and seasoned expertise, which can be beneficial for knowledge transfer and organizational stability.

**Table 2: Demographic distribution of respondents (TPA employees)**

Demographic Characteristics	Distribution	
	Frequency (F)	Percentage (%)
<b>Age</b>		
18-29	26	31.7
30-49	31	37.8
50-59	19	23.2
50 and Above	6	7.3
Total	82	100.0
<b>Gender</b>		
Male	46	56.1
Female	36	43.9
Total	82	100.0
<b>Education level</b>		
Certificate education level	15	18.3
Diploma education level	17	20.7
Post graduate diploma level	25	30.5
Degree education level	13	15.9
Master education level	12	14.6
Total	82	100.0
<b>Education level</b>		
1 – 5 years	29	35.37%
6 – 10 years	38	46.34%
More than 10 years	15	18.29%
Total	82	100.0

**Source:** Survey data, 2024

Overall, the demographic data from TPA employees reveals a diverse and balanced workforce in terms of age, gender, education level, and years of experience. This diversity can contribute to a dynamic and inclusive workplace, fostering innovation and effective collaboration across different employee groups. The findings highlight the importance of targeted strategies to support various demographic segments within the organization, ensuring that all employees are engaged, valued, and well-prepared to contribute to the TPA's objectives.

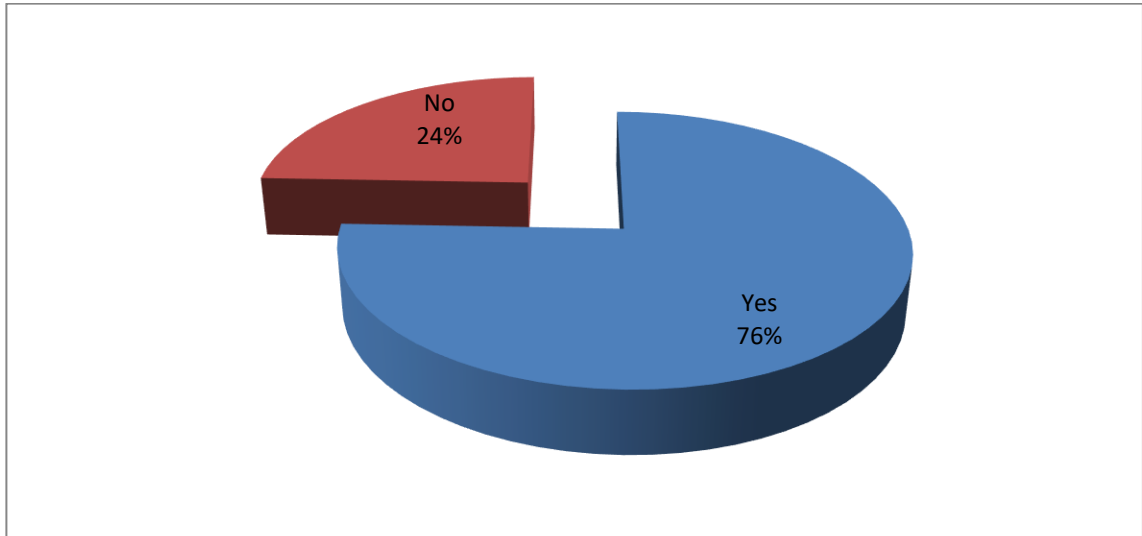
#### **4.2 Perceived effects of employee turnover on organizational performance**

Results in Figure 2, which explain the respondents' awareness of employee turnover, show that 62 respondents (75.6%) answered Yes, indicating that the majority of TPA employees are aware of the issue of human resource turnover. In contrast, 20 respondents (24.4%) answered No, suggesting that a smaller proportion of the workforce does not acknowledge the issue of employee turnover.

This significant awareness among the majority highlights that employee turnover is a recognized concern within the organization. The high percentage of respondents acknowledging turnover issues suggests that many employees might have experienced or observed the impacts of turnover firsthand, which could affect overall morale and productivity. Conversely, the 24.4% of respondents who are not aware of turnover issues

may indicate a lack of communication or understanding of the organizational challenges among certain segments of the workforce. This finding underscores the need for the TPA management to address turnover more transparently and involve all employees in discussions and solutions to mitigate its effects.

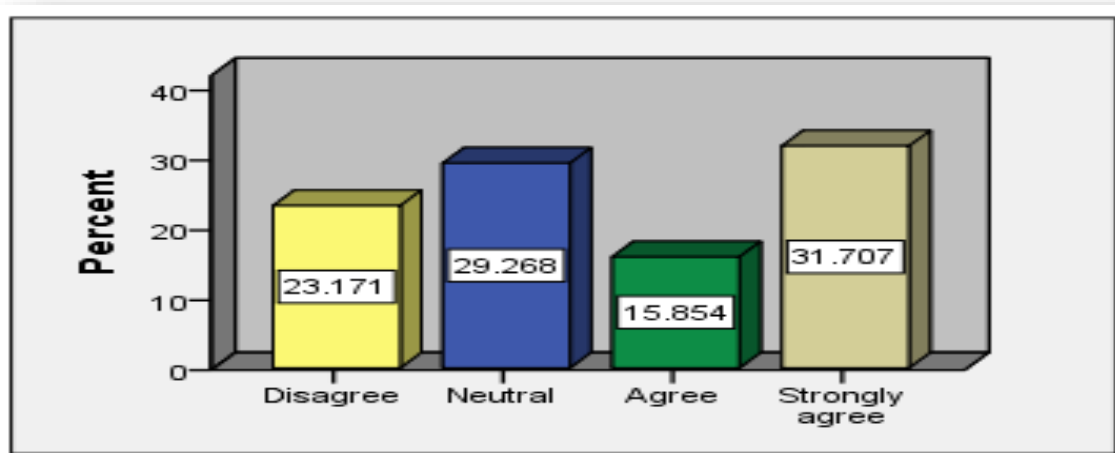
**Figure 2: Does turnover affect your performance in any ways?**



**Source:** Survey data (2024)

tion and enhance efficiency.

**Figure 4.3: Bar graph showing a loss of skilled staff**



**Source:** Survey data 2024

### 4.2.3 Increase workload for each employee

Moreover, respondents were asked if they had ever experienced increased workload due to additional activities and responsibilities after their coworkers left. Table 3 shows that 31 respondents (37.8%) agreed, 17 respondents (20.7%) strongly agreed, 15 respondents (18.3%) were neutral, 12 respondents (14.6%) disagreed, and 7 respondents (8.5%) strongly disagreed with the statement. The findings indicate that a significant majority of respondents acknowledge that employees at TPA have suffered from increased workload due to heightened activities and responsibilities following staff turnover. This result underscores a positive relationship between workload for each employee and staff turnover.

These findings align with the research conducted by Qureshi et al. (2012), which demonstrated that employee turnover intentions are positively correlated with workload. This suggests that as the demands and pressures of work increase, employees are more likely to consider leaving their positions. The increased workload can lead to job dissatisfaction, burnout, and ultimately higher turnover rates. Additionally, the study by Winatie et al. (2018) supports this observation, indicating that turnover intentions among employees rise with increasing workloads. Employees are more likely to seek alternative employment when they feel overburdened and unsupported in their current roles.

Moreover, Winatie et al. (2018) highlight that effective leadership can mitigate these turnover intentions. Specifically, they found that an increase in supportive and effective leadership styles can decrease employees' intentions to leave, even when faced with high workloads. This finding emphasizes the critical role of leadership in managing employee workload and retention. Effective leaders can provide the necessary support, resources, and recognition to help employees manage their workload, thereby reducing turnover rates.

During interviews, one respondent shared their experience, stating,

*"I had been executing my assigned duties properly as required, but I felt stressed implementing additional activities and responsibilities that I had never performed before. This situation made me feel low morale about staying with the corporation due to the many activities required. Our corporation needs to hire more talent and develop good strategies for retaining its competent human resources to build teamwork and meet target goals" (Interview, Name withheld, Tanzania Ports Authority, 2024).*

This statement highlights the practical challenges faced by employees who are overburdened with additional tasks and the consequent impact on their motivation and retention.

Another interviewee from the Marine and Port Operation Directorate commented,

*"Most of the time, in executing my day-to-day activities and responsibilities, I have to instruct new entries on how to accomplish duties to achieve target goals. This situation arises because we are left without the competent and committed staff in our corporation" (Interview, Name withheld, Tanzania Ports Authority, 2024).*

This reflects the additional burden placed on experienced employees to train and support new hires, further exacerbating their workload and potentially impacting their performance and job satisfaction.

**Table 3: Increase of workload**

	<b>Frequency</b>	<b>Percent</b>
Strongly disagree	7	8.5
Disagree	12	14.6
Neutral	15	18.3
Agree	31	37.8
Strongly agree	17	20.7
<b>Total</b>	<b>82</b>	<b>100.0</b>

**Source:** Survey data, 2024

The results illustrated by Davis (2018) further found that new hires spend an average of nearly 200 hours working inefficiently. This inefficiency entails asking colleagues for information, waiting for responses, proceeding by trial and error, and duplicating the work of their predecessors. This inefficiency not only affects the productivity of new hires but also adds to the workload of existing employees who have to support them. Maro (2009) emphasizes that the loss of experienced and skilled employees is a primary impact of staff turnover on organizational performance. When skilled employees leave, organizations incur significant costs in recruiting and training new employees, who often take time to reach the productivity levels of their predecessors.

#### **4.2.4 Decline in Service provision**

In this sub-variable, respondents were asked to state whether the corporation suffered a service provision gap due to the departure of committed employees. Table 4 shows that 34 respondents (41.5%) agreed, 27 respondents (32.9%) were neutral, 9 respondents (11.0%) strongly disagreed, 8 respondents (9.8%) disagreed, and 4 respondents (4.9%) strongly agreed with the statement. The survey findings indicate that a significant portion of respondents acknowledged that the corporation experienced a decline in service provision due to the departure of competent staff from various directorates. These staff members had previously provided high-quality services in their respective positions, and their absence has led to noticeable service gaps.

The impact of employee turnover on service provision is well-documented in the literature. For instance, Knight et al. (2013) observed that turnover among clinical staff can have detrimental effects on service provision and organizational efficiency. The loss of skilled and dedicated employees disrupts the continuity of service delivery and places additional strain on remaining staff, who must cover the responsibilities of their departed colleagues. This disruption can lead to decreased service quality, longer wait times, and reduced overall efficiency within the organization.

**Table 4: Service provision gap**

	<b>Frequency</b>	<b>Percent</b>
Strongly disagree	9	11.0
Disagree	8	9.8
Neutral	27	32.9
Agree	34	41.5
Strongly agree	4	4.9
<b>Total</b>	<b>82</b>	<b>100.0</b>

**Source:** Survey data, 2024

Furthermore, the neutral responses (32.9%) suggest that a substantial number of employees are either unsure about the impact of turnover on service provision or perceive it to be less significant. This ambiguity may stem from variations in departmental experiences or differing levels of awareness about the operational challenges faced by the organization due to turnover.

The minority of respondents who strongly disagreed (11.0%) or disagreed (9.8%) with the statement might indicate that not all areas within the corporation are equally affected by turnover. Some departments may have better mechanisms in place to handle the transition of staff, or the impact of turnover may be less pronounced in areas with less specialized roles.

Moreover, the findings suggest that employee turnover at the corporation has led to service provision gaps, particularly in areas where competent staff have left. This aligns with the broader findings of Knight et al. (2013), highlighting the adverse effects of turnover on organizational performance. Addressing these service gaps requires targeted strategies to improve employee retention, ensure smooth transitions, and maintain service quality despite staffing changes. Implementing such measures is crucial for sustaining organizational efficiency and meeting the service expectations of stakeholders.

## **5. Conclusion and Policy recommendations**

The objective of this study was to assess the impact of employee's turnover on Organization performance in Tanzania Ports Authority. The study revealed that the impact of employee turnover is caused by lack of opportunities for career development, low salaries, lack of recognition, heavy workload, and poor compensation and other benefits, work stress, lack of training and career advancement, lack of job rotation, work stress and working condition. If not taken into consideration, staff turnover can damage the image of the organization, where customers lose trust in the organization. Moreover, productivity of the organization may also decrease, while employees are likely to be demotivated to work for accompany with high staff turnover rate. Paying employees a market-related salary will help management to retain valuable employees.

This study provides several key recommendations for improving organizational effectiveness and employee satisfaction. Top management should create opportunities for career advancement to help staff become more competent and engaged in their work. Additionally, the Tanzania Ports Authority management should prioritize internal promotions when new positions arise and set clear, achievable goals for each role.

Improving working conditions to ensure a conducive environment for employee health and safety is also essential.

Moreover, involving employees in decision-making processes, particularly on issues affecting them, can enhance their commitment and reduce turnover. Developing employee assistance programs to address personal problems can further mitigate absenteeism and staff turnover. Recognizing and appreciating employees' contributions, whether through public announcements, letters of commendation, or incentives, can boost morale. Finally, to prevent work boredom, management should periodically review job descriptions to ensure they provide appropriate challenges. Addressing high turnover rates and maintaining a motivated workforce are critical for improving productivity, service quality, and overall profitability.

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