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Employee Turnover: Diversity of Predictors, Consequences and Retention Variables in Different Continents

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ABSTRACT

This study aims to review the predictors, consequences and retention variables of turnover, providing a batch of alternative and suitable variables for future research and empirical, conceptual models categorized based on different continents. This is a narrative literature review conducted on the indexed and empirical papers with results published since 2023 to present about turnover. The research findings stated that several factors predict employee turnover; other variables reflect the turnover of each employee, team, organization, and economy, and certain variables also contribute to achieving retention strategies. Additionally, the researcher confirmed the previous findings that either predictors, consequences or retention of employee turnover and clarified the difference of turnover variables from one country to another and from one individual to another. This research contributes to the body of employee turnover knowledge in the continents, enriches variables on the table for policy and decision-makers, provides clear perceptions about the varied cultural base in the world, and provides a variety of variables to be examined in future research accordingly.

الملخص

تهدف هذه الدراسة إلى مراجعة العوامل المتنبئة والنتائج ومتغيرات الاحتفاظ بالدوران الوظيفي، وتوفير مجموعة من المتغيرات البديلة والمناسبة للبحوث المستقبلية والنماذج التجريبية والمفاهيمية المصنفة بناءً على قارات مختلفة. هذه مراجعة سردية للأدبيات أجريت على الأوراق المفهرسة والتجريبية مع نتائج منشورة منذ عام 2023 لتقديمها حول دوران الموظفين. ذكرت نتائج البحث أن عدة عوامل تتنبأ بدوران الموظفين؛ وتعكس متغيرات أخرى دوران كل موظف وفريق ومنظمة واقتصاد، كما تساهم بعض المتغيرات أيضًا في تحقيق استراتيجيات الاحتفاظ بالموظفين. بالإضافة إلى ذلك، أكد الباحث النتائج السابقة التي تشير إلى إما العوامل المتنبئة أو النتائج أو الاحتفاظ بدوران الموظفين، وأوضح الفرق بين متغيرات دوران الموظفين من دولة إلى أخرى ومن

الكلمات الداله:

دوران الموظفين، الاحتفاظ بالموظفين، دراسة سرديه، التنبؤات، العواقب

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فرد إلى آخر. يساهم هذا البحث في مجموعة المعرفة بدوران الموظفين في القارات، ويثري المتغيرات المطروحة على طاولة صانعي السياسات والقرارات، ويقدم تصورات واضحة حول القاعدة الثقافية المتنوعة في العالم، ويوفر مجموعة متنوعة من المتغيرات التي سيتم دراستها في البحوث المستقبلية وفقًا لذلك.

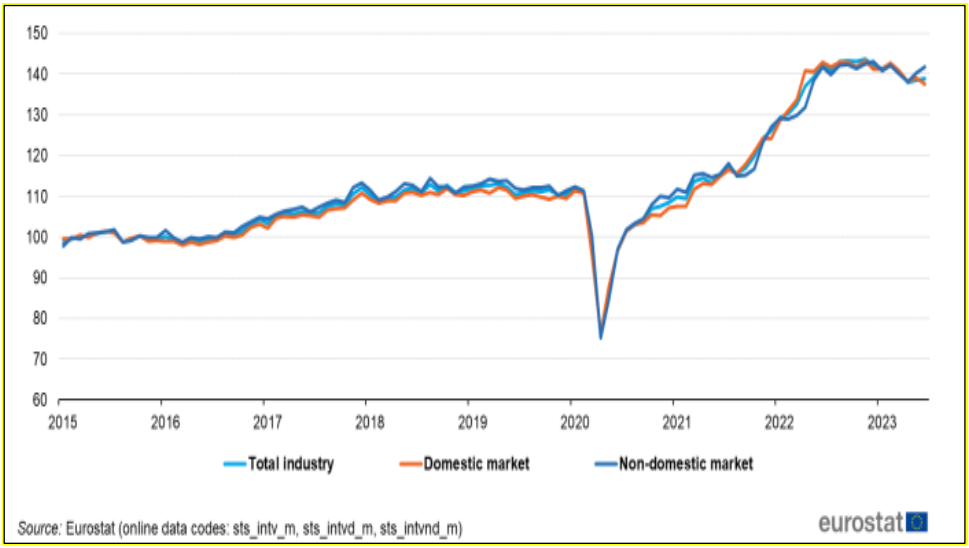
JEL Classification: *M1, & O3*

1. Introduction

Employee turnover is the highest concern in the different industries (Ibrahim & Eitah, 2025). There is existence and struggle of turnover amongst the countries and industries due to the high percentage of turnover (Ibrahim & Eitah, 2025). The United States topped the list of countries with the most turnover intention publications with 29 publications, followed by the United Kingdom with 27 publications. Malaysia published 21 publications, Pakistan published 20 publications, Indonesia had the same number of publications; likewise, Australia had 14 publications, Spain had 13 publications, followed by Saudi Arabia, Portugal, and South Africa, which have the same number of publications, namely, 12 publications. Based on the analysis, the highest-ranked countries are the United States, United Kingdom, Malaysia and Pakistan (Almadaat, & Ibrahim, 2021). This is a narrative review exploring these factors in one particular paper is considered to ease going through it by future researchers, policymakers and top management in a practical aspect. Turnover affects several levels of organization (individual level, team level, organization level), which is surely reflected in the creativity and innovativeness of these firms (Ibrahim & Ali, 2021). Employee turnover affects the employee's emotional, psychological and physiological aspects in organizations without insecure feelings, which impedes the employees from sacrificing and having long-term plans in the same organization, which affects the organizational sustainable growth (Al-Zaqeba et al., 2025). The dissatisfaction of each manager and employee about the conditions, inconvenience and troubles surrounding the management and employees, along with their families, made up the importance of this topic as the first step of general sustainability (Mansour et al., 2024; Ibrahim, 2021).

The development of the human beings in the firms became in new form during the current technology revolution, the implementation of new perspectives and ideas such as electronic human resource management necessary toward sustained employees and a more suitable working environment (Ibrahim et al., 2023b). The indication of high turnover rates in a huge and effective economy such as Europe is terrifying and deserves much concern, as shown in Figure 1, Turnover Rates in European Industries. During the COVID-19 pandemic in 2020, only turnover rates went down due to the health condition and actual running of the business, 2021 ahead. The rates started going up again to record the highest rates in the last decade and continuously increasing till today in Europe, according to Eurostat Statistics Explained on February 23rd, 2024. According to Devi et al., (2022) employees of the current generation most likely prefer higher pay to achieve their satisfaction but not to be more engaged and involved in their jobs, which might affect the future of the business and risk the profitability of the firms in the future. The acquisition of talented employees is going to be a real challenge for the corporation based on the study stated prior in the ascendance of engagement, loyalty, involvement and relying only on pay (Devi et al., 2022). Thus, this research will summarise the predictors, consequences and retention factors in the listed areas in the body of the research contents (Ibrahim et al., 2023a).

Figure 1. Turnover Rates in the European Industries



2. Literature Review

2.1 Employee Turnover

From the new generation's perspective, turnover is about looking for more social engagement and responsibilities along with higher pay (Dahri et al., 2023; Lu et al., 2023). The employees are trying to avoid stress and get the pride of serving in an organization; the new view of the point is important to improve the loyalty of the employees and ensure the retention of the employees in these firms (Le et al., 2023). Turnover predictors are helpful for countries and industries to assist policymakers in figuring out the details of the retention strategies in the future and avoid any failure (McCartney et al., 2022). Turnover rate deduction is the organisation's target, based on the analysis and observation of turnover rates affected by job satisfaction (Ali, & Anwar, 2021). The employees' attitudes, which reflect their belongingness, happiness and commitment, are very concern by managers; the different considerations through generations motivate the researcher to conduct this particular research to draw the variety and differences in the predictors, consequences and retention factors in these organizations.

2.2 Retention Strategies

Human capital, as the crucial source indicates controls an organization's success and shall be strictly monitored and improved to achieve the key to sustainability and survival, which is the competitive advantage (Ibrahim et al., 2024). Basically, Allen (2012) defines retention strategies as the attempts of firms to balance and sustain employee performance, which is usually looked for along with indications of poor performance and a higher rate of employee turnover. The same study stated that higher turnover rates caused issues in the employee's commitment and productivity it causes as well as fluctuated job satisfaction.

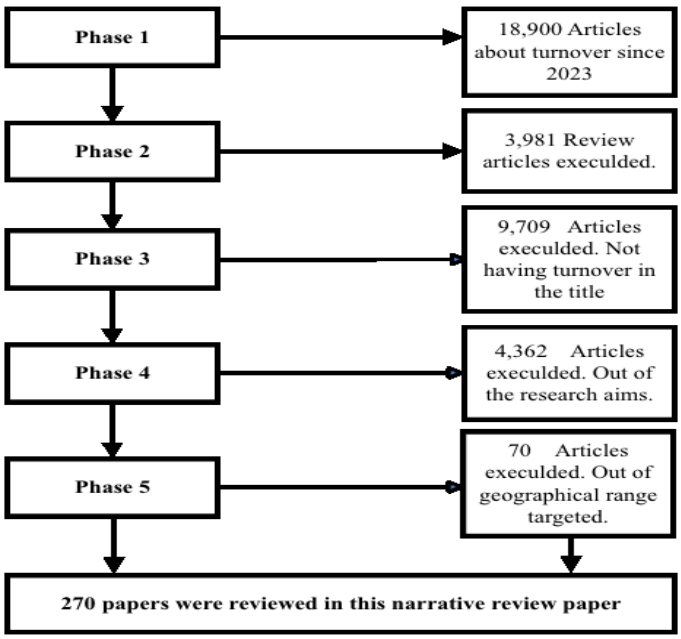
Stated in (James and Mathew 2012; Way, Parker, Torgerson 2024) one of the most critical studies in the information technology industry that retention strategies should be related to job descriptions and tasks given

to employees. Since the employees have been motivated, optimistic and satisfied based on what they practice in their daily activities. Retention strategies, on the other view, are point defined as the manners, plans, visions and techniques that the organization sets to keep the employees professional without any harm to each employee and the organization (Ibrahim, 2021).

3. Methodology

This research is a narrative review on employee turnover; the criteria of this narrative review as based on Preferred Reporting Items for papers titled with turnover word only, excluding the articles contain turnover in the body only, excluding the review papers, papers not useful or fruitful to be used, and only articles within the identified geographical location (Africa, Europe including England, East Asia (China, Japan, South Korea, Malaysia, Indonesia, Singapore and Taiwan), South Asia (Afghanistan, Bangladesh, India, Maldives, Pakistan, and Sri Lanka), Middle east (United Arab Emirates, Saudi Arabia, Jordan, Kuwait, Bahrain, Palestine, Oman, Iran, Turkey, Lebanon), and USA, all the industries were included to be part of this narrative review, which is presented by classifying areas instead of industries to show the variety of national conditions, requirement and exploring the condition and description of turnover concept. Only papers published in the English language since 2023 in the research engine Google Scholar were included. About 18,900 papers were found in April 2024, excluded 3,981 review papers as narrative reviews conducted on empirical papers contain results and findings (Rother, 2007; Bergman, Van Der Vleuten, Scherpbier, 2011), and 9,709 papers did not include employee turnover in the title which were excluded, 4,362 papers didn't mention any of consequences, predictors and not observing any retention factor were excluded, 70 papers conducted in Russia, Slovakia etc. and other countries out of the targeted group of nations in this research were excluded. Figure 2 shows the method phases that the researcher went through to select the papers to be reviewed.

Figure 2. Method Phases



Approximately 270 papers were reviewed in this narrative review paper. This method could serve the objectives of this research by gathering the variables, not numerical data, to be a narrative review (Cook and Walter 1997).

4. Results and Discussion

This section discusses the observation of the previous studies as several factors have been listed as predicting employee turnover. These factors cause, predict or enlarge the chance of turnover rates in the institutions and nations, which it was differ based on area and continent due to several reasons, such as the economic, sociological, geographical, and physiological abilities and conditions. Therefore, the researcher aims to separate these factors to assist future research in selecting the variable that might suit the population of the study; on the other side, they could try to examine the variables which were not listed in the population category to confirm the results or add values to the body of knowledge.

4.1 Predictors of Employee Turnover

The USA has one of the highest turnover rates in the world. It was reported in several studies that the supervisory and supervisor attitude is the most crucial factor in predicting employee turnover; the predictors of turnover in the USA are all related to the workplace, working conditions and relationships with colleagues and supervisors. In Europe, the predictors are more related to luxury life conditions and more convenient job descriptions and details. In the Middle East, the researcher figured out much of the work pressure and loading with continuous attempts by the supervisors to maximize their benefits from the employees, which was the opposite of previous research findings where (Smama'h et al., 2023) claimed that there is no significant impact between leaders, leadership style and turnover intention. Table 1 presents the predictors of turnover in the different continents.

Table 1. Predictors of Turnover

	Predictors	**References**
Africa	Innovativeness self-report	(Adriano & Callaghan, 2023)
	Perceived supervisor support	(Manjoo, Rajlal, Utete 2023; OE. Amah, Oyetunde 2023)
	Low salary	(Mokoena, 2023)
	Lack of recognition	
	Overworked	
	Few or no opportunities for growth	
	Job dissatisfaction	(Amah, Oyetunde 2023)
	Inconsistent management style	(Amah, Oyetunde 2023; Mokoena, 2023)
USA	Work centrality	(Le et al., 2023)
	Obligation norms	
	Work values	
	Supervisory Style	(Yue, Thelen, Walden, 2023)
	Employee-driven flexibility	(Bergman, David, Song, 2023)
	Schedule volatility	
Middle East	Job stress	(Abdelwahed et al., 2023; Malaeb, Dagher, Messarra 2023)
	Psychological distress	
	Perceived work exhaustion	
	Perceived organizational support	
	Up to 5 years' experience	(Mariano et al., 2023)
	Job dissatisfaction	(Al Shebli, 2023)
	Lack of mentorship	
	Poor working conditions	(A. Al Shebli, 2023; Mohammad, Borkoski, 2024)
	Not obligated to the Privet sectors	(Mohammad, Borkoski, 2024)

Europe	Misallocation of employee	(Menzies, 2023)
	Low salary	(Leogrande, 2023)
	Unbalance between professional and personal life	(Bocean et al., 2023)
East Asia	Job dissatisfaction	(Joseph, Linge, Muley, 2024; Ariawan et al., 2023)
	Political status	(Xu et al., 2023)
	Location of the work unit	
	Type of job	
	authentic leadership	(Jun, Hu, Sun, 2023)
	Green Human Resource Management	(Islam et al., 2023)
	Human Resource Management Practices	(Han, 2023)
	Supervisor incivility	(Yin, Ji, Ni , 2023; Wang, Zhang, Shi , 2024)
	Talents	(Kusuma, Hamidah, Pahala, 2023)
South Asia	Workplace stress	(Mehmood, Aziz, Husin, 2023)
	Workplace incivility	
	Work-family conflict	
	Gender (Females more likely to leave their jobs than males).	(Tarafdar, Karmoker, 2023)
	leader member exchange	(Kanchana, Jayathilaka , 2023; Chandra, Ghosh, Sinha , 2023)
	Organizational identification	(Gaan, Y. Shin , 2023; Chandra, Ghosh, Sinha , 2023)
	self-efficacy	
	resonant leadership	
	corporate social responsibility initiatives	(Chandra, Ghosh, Sinha , 2023)

For East Asia, important predictors appear for the first time, such as political status, authentic and green human resource management, and what seems like a more modern and developed business environment as a great indicator. South Asia publications highlighted corporate social responsibility, working place and environmental conditions, as this environment is totally different from the surrounding countries. Predictors like green human resource management were found to predict employee turnover in East Asia, which is a recent variable to be concerned in these countries.

4.2 Consequences of Employee Turnover

The following are the consequences of turnover in these continents and countries. The consequences of employee turnover generally as financial, economic, social, and family effects on the nations (Li et al., 2022; Lin, CK. Huang, 2021). Furthermore, as listed in Table 2, there are different consequences on African continents; the employees are unsure if they will be kicked out or leave their jobs like their seniors due to the low salaries and overload jobs. They faced issues in the USA due to employee turnover. Staffing new staff was a big struggle due to the lack of a labour force and the high cost of recruitment embodied in training and adaption. Table 2 presents the consequences of turnover in the different continents.

The Middle East, as one of the business hubs in the world, is more concerned about the organization's culture, loss of talents, job design and communication between individuals, teams and organizations. It's a very competitive region with high potential vacancies and requirements to meet the eligibility requirements for a job. This region is divided into the Gulf countries and others, including Jordan, Palestine, Syria and Lebanon, with lower salaries and different conditions.

European countries highlighted consequences such as crimes due to turnover rates, referring to the pressure of life and the obligations of citizens to debts, families, and entertainment, which made them need sustainable and continuous jobs to afford all of these obligations. The higher rate of employee turnover is reflected in societies and communities all around the world (Alzahmi, & Ibrahim, 2025). East Asian countries reported that lower regional growth in the very big competition in Asian countries is considered a very important and dangerous consequence. As well as, the investment and foreign investment in the Asian countries are very vital source of their economies power, it effects the countries and individuals much more

than any other countries because they rely on their own business more than the public sectors more than other countries. In South Asia, customer dissatisfaction and operational disruption were important to them because these countries have factories of heavy production all over the world (Production hub), and it represents a great ratio of their economies and revenues.

Table 2. Consequences of Turnover

	Consequences	References
Africa	Uncertainty of the future	(Abet et al., 2024)
	Financial crisis	
	Disruption productivity and efficiency	
USA	Struggling the local economy	(Wheeler, 2023; Dogru, 2023)
	Staffing problems	(Ingersoll & Tran, 2023)
Middle East	Fluctuated incentives Scheme	(Alharmah & Alshaikhmubarak, 2023)
	Instable organizational culture	
	Interruption of communication	
	Changes in job design	
	Disciplinary issues	(Al Shebli, 2023)
	Low work-life balance	
	Losing talents	(Al taee et al., 2023)
Europe	Poor collaboration and collegiality	(Menzies, 2023; Haar , 2023)
	Lack of trust	
	Institutional knowledge	
	Violent crime	
	Low economic growth	(Leogrande, 2023)
	Damage the occupational identity for the European employees	(Jerez Jerez, Melewar, Foroudi, 2023)
East Asia	Reducing the leverage of the firms	(Liang et al,. 2023)
	Reginal economic growth	
	Investment behaviour	
South Asia	Job insecurity	(Atiq & Usmani, 2023)
	Operational disruptions	(Noerchoidah, Widowati, Mahmudah, 2023)
	Moral dilemmas	
	Increased recruitment and training costs	
	Decline in service quality	
	Customer dissatisfaction	

4.3 Retention Variables

Moving to Table 3, there are variables suggested by the previous research to heal the turnover ratios. Reported different variables to attain retention. Table 3 below presents the retention variables in the different continents based on the reviewed papers.

Table 3 Retention variables

	Retention factors	References
Africa	Promoting career pathing practice and career growth	(Manjoo, Rajlal, Utete, 2023)
	Justice	
	Social exchange relationship	(Adriano & Callaghan, 2023)
	Core self-evaluations	
	Job satisfaction	(Obum et al., 2023)
	Organizational citizenship	
	Talent management	
	Employee commitment	(Pepple, Akinsowon, Oyelere, 2023)
	Employee training	(Aruoren & Echewa, 2023)
	Employee development	

	Employee empowerment	
USA	Job pride	(Le et al., 2023)
	Artificial intelligence	(Chowdhury et al., 2023)
	Positive social change	(Wheeler, 2023)
	Financial stability	
	Social outreach (Breadth)	(Mia, Jibir, Omeke, 2023)
Middle East	Boost the efficiency of employees	(Alnehabi , 2023; Mossarah , 2023)
	Enhance corporate reputation	(Mossarah , 2023; Mohammad and Borkoski, 2024)
	Employee empowerment	(Melhem et al., 2023)
	Create opportunities for informal professional development	(Mossarah , 2023)
	Salary/employee benefits	(Alshamrani et al., 2023; Al Shebli, 2023)
	Motivation	
	Work conditions	(Mossarah , 2023; Alshamrani et al., 2023)
	Organizational culture	(Mossarah , 2023; Al Shebli, 2023; Mohammad, Borkoski, 2024)
	Leadership support	(Alshamrani et al., 2023; Melhem et al., 2023 ; Algarni & Kasib 2023)
	Enhance the employee engagement	(Mohammad et al., 2023; Mossarah , 2023)
	Job satisfaction	Mossarah , 2023
	Lack of alternatives	
	External prestige	
Europe	Job Satisfaction	(Suárez-Albanchez et al., 2023; Bocean et al., 2023; Menzies, 2023)
	Human resources Policies	(Suárez-Albanchez et al., 2023)
	Organizational commitment	
	Motivation	(Menzies, 2023)
	Management strategies	(Jerez Jerez, Melewar, Foroudi, 2023)
East Asia	Perceived organizational support	(To and Billy, 2023)
	Affective commitment	(To and Billy, 2023; Ganapathy and Deepak, 20023)
South Asia	Job satisfaction	(Ariawan et al., 2023; Chandra, Ghosh, Sinha , 2023; Ibrahim, 2021; Ibrahim & Ali, 2021)
	Co-worker support	

Job satisfaction and motivation were the most frequent variables that ensured the retention of employees in the different industries and countries in Africa, the Middle East, Europe, and South Asia. These variables are critical to the sustainability and continuity of employees and organizations. There was a very impressive variable leading to retention amongst employees in the USA, which is artificial intelligence, indicating AI is a variable demanded to assist the human force in the country. In Africa, employees demanded the basic and important variables that exist in the organization, such as justice, employee training, empowerment, commitment, career development, and growth. In the USA, employees are looking for more financial and social sustainability. Meanwhile, the Middle east employees, based on the previous research observations significantly demanded the working environment, prestige, salaries, professional leaders and the reputation of the organizations, indicating that these employees care more about their careers, future financial sustainability and being part of one of the best and popular organizations as it could ease and help them to get higher pay in the future. In Europe, employees seem to suffer from poor organizational strategies and planning with no movement or growth; the absence of competition creates a poor working environment and fewer vital tasks. Furthermore, East Asian employees requested further perceived organizational support and affective commitment to have willingness to remain in their organizations. South Asia employees struggle with much pressure, and they demand co-workers' support toward achieving their satisfaction and being retained.

This narrative review went through the different industries' and countries' turnover predictors, consequences and retention variables. Concluding that the countries and industries do not have the same turnover predictors, consequences or retention variables due to several reasons. The predictors could be according to the financial condition, level of life that people living in a particular continent and the ambitions and targets of the continent.

5. Conclusion and Recommendations

This narrative review concluded that job satisfaction and motivation are the most demanded variables among employees, with a critical difference in their achievement based on the different cultures, continents, industries and policies. Job stress, work overload, leadership and supervisory styles, human resource practices and green human resource management predicted employee turnover. Financial crisis, decline in the productivity and efficiency of the employees in the continents as the main consequences of employee turnover, along with job insecurity and uncertainty, costs and expenses, changes in tasks and descriptions, lack of trust between employees and firms, customers satisfaction and dissatisfy employees were the consequences of employee turnover on the firms and countries. Based on these effects and reflections on individuals, firms, and nations, progress, instructions, strategies, and ideas must be made to handle the situation and prepare suitable conditions for employee retention and sustainability. Social exchange relationships, employee pride, affective commitment, human resource policies, organizational culture, and artificial intelligence could be successful retention strategies referring to the continent in Table 3. Additionally, this paper provided a batch of variables to be implemented in the continents and industries, referring to the categories in the tables above. In addition, future researchers could conduct research to examine the outcomes of the implementation of the variable in the industries. This paper recommends that top management and corporations consider the predictors, causes, and retention strategies based on the continent due to the differences between places, as shown previously. Improving employees' willingness to remain in their jobs is a critical task and necessity for all firms. Furthermore, as an initial step to retain employees, the firms recommended acknowledging the consequences of employee turnover, which motivated the corporations to develop retention strategies. The paper provides a recommended guide to policymakers developing policies based on knowing the causes of turnover intention, how it affects individuals, societies and economies, and what the protentional strategies are in each continent.

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