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## **Determinants of Turnover Intentions of Employees in the Anti-Corruption Commission of Bhutan**

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**Abstract:** The Anti-Corruption Commission (ACC) of Bhutan has been facing serious problem of turnover. Since its inception in 2006, numerous employees have left ACC for various reasons. This study aimed to identify the factors affecting the turnover intention of employees in ACC of Bhutan. A total of 32 employees, who were willing to take part in this study, were interviewed. The sample which constituted the senior officers, officers, and supporting staff were chosen using quota-sampling method. Qualitative content analysis was employed as the analytical tool for the study. The results indicated that job stress, lack of long-term training and development opportunities, small society impact, and work-family conflict were the determinants of turnover intention of employees of ACC. Managerial implications are also discussed.

**Keywords:** *Determinants, Turnover intentions, Bhutan.*

**Disclaimer:** The content of this article does not reflect the official opinion of the Anti-Corruption Commission of Bhutan. Responsibility for the information and views expressed in the article therein lies entirely with the authors.

### **Introduction**

Prince (2001) defined turnover as individual movement across the membership boundary of an organization. Turnover costs for the organization are very high and include both direct and indirect cost (Rousseau, 1984). The direct cost is composed of recruitment-related activities like advertising, agency and search fees. The indirect costs are the investment that the firm makes in training a new employee. In addition, the organization also incurs productivity losses by new employee due to learning.

The Anti-Corruption Commission (ACC) of Bhutan was established in 2006 with the mandate to prevent and combat corruption in Bhutan. Ever since its inception, recruitment and retention of personnel has been the biggest challenges facing ACC. In the year 2013, when the ACC reported to the parliament, the attrition rate was 16.2%. This high turnover of staff has impeded ACC in performing its duties, thus, making it difficult to cope up with the growing works.

Thus, it becomes imperative that ACC investigate the determinants of turnover intention of its employee. The current study aimed to identify the factors affecting the turnover intention of employees in ACC of Bhutan.

## **Literature Review**

By definition, the law enforcement agencies are those agencies responsible for the enforcement of laws. In the U.S., the Federal Bureau of Investigation (FBI) and the United States Marshals Services (USMS) are some of the examples of law enforcement agencies. There has been limited number of studies carried out to identify determinants of turnover intention in law enforcement agencies (Dotun, Nneka, & Akinlolu, 2013; Jaramillo, Nixon, & Sams, 2005; Matz, Woo, & Kim, 2014). These limited studies have been confined to the west and other countries such as the U.S (Jaramillo, et al., 2005; Matz, et al., 2014) and Nigeria (Dotun, et al., 2013) which is different from Bhutan in terms of geographical, social, political, economic, and historical aspects.

Previous research examining the determinants of turnover intention has focused on different variables. A number of variables were commonly studied such as job satisfaction (Jaramillo, et al., 2005; Matz, et al., 2014; Quarles, 1994), organization commitment (Jaramillo, et al., 2005; Matz, et al., 2014; Quarles, 1994), demographic factors (Chi, Huguen, Lin, & Lisic, 2013; Dotun, et al., 2013; Matz, et al., 2014), job stress (Dotun, et al., 2013; Jaramillo, et al., 2005; Matz, et al., 2014), external job opportunities (Matz, et al., 2014; Quarles, 1994), and relationship with supervisor and co-workers (Jaramillo, et al., 2005; Matz, et al., 2014). Previous turnover intention research involving law enforcement officers has reported some inconsistency about the determinants of turnover intentions. For example, Matz et al. (2014) found that personal characteristics were the weakest variable predicting the turnover intention, while Dotun et al. (2013) found that demographic factor were one of the important factors affecting the job burnout amongst the Nigerian police officers, which in turn affected the turnover intention.

To authors' knowledge, there has never been any study carried out in the civil service of Bhutan and in particular the ACC of Bhutan to determine the turnover intention. Existing studies conducted on other countries revealed several factors that may affect the turnover intention in ACC in Bhutan. The purpose of the present study was to investigate the determinants of turnover intention in ACC Bhutan based on the literature review and the relevance to the context of ACC of Bhutan. The following variables are included for the study.

### **Pay satisfaction**

Pay is defined as the money due for the work done and it was found that high pay reduces quit rates because employee maximizes their own self-interest through staying. High pay also reduces incentives to search and the probability of finding a better-paying job. Finally, high pay lessens the anxiety about his or her financial state and enhances perceived self-worth to the organization (Pitts, Marvel, & Fernandez, 2011).

Bertelli (2007) found that pay was an important factor that determined the bureaucratic turnover intention. Those who were dissatisfied with pay demonstrated a higher turnover intention. Other studies also found that pay satisfaction was negatively associated with turnover intention (Long & Perumal, 2014; Matz, et al., 2014; Ryan & Sagas, 2009). The employees of ACC are paid at par with other civil servants. Taking into consideration the high turnover in ACC Bhutan (Annual report, 2007 and 2009), the Cabinet in 2010 approved 45% allowance

for investigators and 20% allowance for other professionals in ACC (Annual report 2010). Despite the increase, the pay received by the officers of ACC is incomparable with other Anti-Corruption Agencies such as the Independent Commission Against Corruption (ICAC) Hong Kong and Malaysia Anti-Corruption Agency (MACA). For instance, Assistant Investigators in ICAC are paid USD 2,286 per month (ICAC, 2014), whereas an Assistant Investigator in ACC, Bhutan are paid approximately USD 330 per month.

### **Opportunity for training and development**

Opportunity for training and development is important HR intervention that affects workers behavior. Investment in and recognition of employees are regarded as organizational care and appreciation of employee. Rahman and Nas (2013) found that there was a negative relationship between employee development and turnover intention in public universities in Pakistan. Malik, Danish, and Munir (2011) also found that lack of training was one of the causes of employee's turnover intention in Pakistan. Likewise, Long and Perumal (2014) found that training was significantly related to staff turnover intention in a Singapore-based security company.

Human resource development and capacity building has been the top priority of the ACC. A number of employees of ACC have attended workshops/seminars/training in various fields, both within and outside Bhutan (Annual Report 2009, 2010, 2011 and 2012). Despite the ACC employees attending these trainings/seminars/workshops, the successive annual report presented to the parliament have always highlighted that many officials are leaving ACC. With very challenging work environment in ACC, it can be interpreted that the officials of ACC feel that the training and development opportunities they receive are not enough.

### **External job opportunities**

Quarles (1994) defined external job opportunities as the employment situation outside of the current organization. A meta-analysis of Matz et al. (2014) found that alternative/job search behavior had a significant negative relationship with turnover intent and was the strongest variable that predicted turnover intent of law enforcement workers in the U.S. Quarles (1994) found that a perception of a high level of external job opportunities was related to reduced organizational commitment, which in turn increased desire to leave.

In ACC, it was noticed that several employees left ACC to join corporate sectors, which provided them with better opportunities and pay. This suggested that employment situation outside of the current organization may affect the turnover intention. Thus, individual's perception of external job opportunities is expected to have an inverse relationship with turnover intention.

### **Relationship with supervisor**

Numerous studies found that employee's positive relationship with supervisor makes an employee less likely to leave his or her agency. For example, Matz et al. (2014) found that relationship with supervisor was found negatively associated to turnover intent in criminal justice organizations. Similar findings were also found in non-criminal justice organization. For instance, Ang, Goh, and Koh (1994) found that accountants who discuss job issues with their supervisors frequently were less likely to leave their present organization

Pitts et al. (2011) found that in a government organization where they have hierarchy structure, the supervisor has more influence over day-to-day assignment than their co-workers, hence the positive relationship with one's supervisor makes an employee less likely to intend to leave his or her agency. Unlike corporations and private entities, which focus on team work and

collaborative projects when it comes to achieving desired results, in government organization, the focus is more on individual work that flows up and down the chain of command.

### **Relationship with co-workers**

Previous studies have found that relationship with co-worker had a significant negative relationship with turnover intention (Ang, et al., 1994; Matz, et al., 2014; Pitts, et al., 2011). For example, a study of Matz et al. (2014) in a sample of Community corrections officers, found that the third strongest predictor of turnover intention was the perception of co-workers, the first being the tenure and second external job opportunities.

Studies undertaken in other profession, however, reported mixed results. Ang et al. (1994) found that accountants who were satisfied with co-workers were less likely to leave. Pitts et al. (2011) also found that relationship with co-worker was related to turnover intention of U.S. Federal employees, however relationship with supervisor was found more important than one's relationship with co-workers.

### **Job Stress**

Matz et al. (2014) classified job stress into two categories: external and internal social stressor. Internal stressor was the experiences of rudeness and condescending behaviors within the workplace, while external social stressor concerns rudeness experienced from individuals outside the organization. It was found that both the stressors were positively related to turnover intention of the law enforcement officers. Jaramillo et al. (2005) also found out that job stress was positively associated with turnover intention among police officers in the U.S. Other studies also found that job stress was positively associated with turnover intention in professions like hospital employees in Iran (Mosadeghrad, Ferlie, & Rosenberg, 2011) and MIS employees in the U.S. (Igharia & Greenhaus, 1992).

The existent of job stress was evident in ACC, as it was reflected in the annual report 2013. The ACC employees compared their level of work stress with others in the civil service. ACC's work, especially the investigation, is socially challenging for the members. The work of the investigation officers entails interrogating the accused, which can take long hours and at times the investigation officers have to sacrifice the weekends and government holidays. The responsibility of detaining the accused in the police custody also lies with the investigation officers. In addition, ACC expects its employees to lead by example and demonstrate high level of integrity and professionalism. These demand higher levels of performance and employees have to adhere with stringent ACC code of conduct and ethics.

### **Work-family conflict (WFC)**

Ryan and Sagas (2009) defined WFC as the negative effect when work and family roles interfere. Matz et al. (2014) found that WFC was positively associated with turnover intention for institutional corrections officers. However, Matz et al.'s (2014) study did not include any sample in law enforcement agencies. Using a sample of coaches, Ryan and Sagas (2009) also found that WFC was positively related to turnover intention. Ang et al. (1994) found that accountants in Singapore who consider sudden demands not adversely affecting their family/social plan were less likely to leave their job.

In the case of ACC Bhutan, based on the annual report of 2011, one of the reasons cited for the turnover is family obligation. It might be due to the transfer of spouse and/or parents as ACC has its office only in capital. For example, a legal assistant had his wife working in eastern

district of Bhutan. Since she couldn't get transfer to Thimphu, he had to seek transfer and leave. It has been also brought to the notice that working in ACC is very challenging and the Commission demands higher level of performance which might leave the employees with little time for family. Generally, the ACC employees have to work at odd hours, during weekends and have to be on move for investigation.

### **Small society impact**

Bhutan is a small country with just a population of approximately 0.7 million. So, working in ACC Bhutan, which entails investigating, becomes very challenging and it does not augur well especially in a small society where almost everyone knows each other. By the mere fact that a person works in ACC, the people tend to judge employees of ACC as tormentors and people are often heard saying, "You work in ACC, you are a danger" or "We shouldn't talk much in front of him, he works in ACC". Friends or colleagues often utter such sentences during informal meetings or in get-together parties, so there is always a stigma attached to the employee of ACC.

There is also a tendency that investigators or his family might become victim in the hands of others especially against whom the investigation was carried out. This threat is clearly articulated in the annual report of ACC. In a small society, the threat of reprisal, both directly and indirectly for such actions is indeed real. Doing a good job becomes a major disincentive and cause of concern for officials working in ACC and their families (Annual report 2010).

## **Methodology**

### **Research Design**

Qualitative design approach was used to collect data from respondent because this design helps to understand the meaning or nature of experience of persons with problems. In addition, this method was used to obtain the intricate details about phenomena such as feelings, thinking processes, and emotions that are difficult to extract or learn about through more conventional research methods (Strauss & Corbin, 1998).

### **Population and Sampling**

The target population constituted the employees of ACC in Thimphu, Bhutan. A total of 32 employees, who were willing to take part in this study, were in-depth interviewed. The sample, which constituted the senior officers, officers and supporting staff were chosen using quota-sampling method (see Table 1). This method was particularly used in this study as it created a sample that was representative as possible of the population being studied (Berg, 2004).

*Table 1: Sample Distribution by Categories*

<b>Categories of ACC Employees</b>	<b>Total employees</b>	<b>%</b>	<b>Sample size</b>
Senior Officers	10	15	4
Officers	37	55	18
Supporting Staff	20	30	10
<b>Total</b>	<b>67</b>	<b>100</b>	<b>32</b>

Of 32 respondents, 21 were male (65.7%) and 11 were female (34.3%). Around 81% were within the age group of 21-30 years old. Almost 70% of the respondents were married and the

rest were single. Regarding educational level, 15.6% of the respondents studied up to class 12, and 15.6% studied up to class 12 with diploma. Approximately 63% had a Bachelor's degree and about 6% had a Master's degree. Majority of the respondents (81.2%) had 1-5 years of tenure in ACC.

### **Data Collection**

In this study, face-to-face in-depth interviewing was used. Face-to face in-depth interviewing means repeated face-to-face encounters between the researcher and informants directed toward understanding informant's perspectives on their lives, experiences, or situations as expressed in their own words (Taylor & Bogdan, 1998). The pattern of interview was more like conversations than formal events and the conversation based on participants and not interviewer.

The questions used in this study are provided below:

- 1) What are the factors that made you join ACC?
- 2) How was your experience working in ACC?
- 3) What are the good things you experience working in ACC?
- 4) What are the things that you dislike in ACC and perhaps wish to see the improvement in the near future?
- 5) Should you consider resigning from ACC, could you please kindly share your reasons to do so?

Open-ended questions were used as it helps interviewees in providing examples and opinions. They were also provided the freedom to respond in the language of their choice.

### **Data analysis**

Content analysis which is defined as a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or pattern (Hsieh & Shannon, 2005), was used as an analytical tool for the study. The content analysis emphasizes an integrated view of speech/texts and their specific contexts. It goes beyond merely counting words or extracting objective content from texts to examine meanings, themes and patterns that may be manifest or latent in a particular text (Zhang & Wildermuth, 2009).

### **Results**

Of 32 respondents who were interviewed, 13 respondents (40.6%) said that they would not resign from ACC at all, while 19 respondents (59.4%) cited various reasons to resign as presented below.

#### **Pay satisfaction**

All the 19 respondents agreed that they were satisfied with the current pay. Not one respondent cited pay as the cause of their turnover intention. This can be seen from examples of the respondent's responses

*"I am satisfied with my pay, compared to my friends I am paid higher."*

*"I am paid additional 20 percent more than my friends in other organizations, so I am satisfied with my pay."*

*"Although I am a young officer, I am paid somewhat equivalent to deputy chief level in other organizations, so I am happy with my pay"*



*“I have nothing to say about the pay we get in ACC, as I am fully satisfied.”*

These findings are in line with the previous studies which found that employees who satisfied with the present pay were less likely to leave (Ang, et al., 1994; Ryan & Sagas, 2009). It is evident that many of the ACC employees compare their pay level with their counterparts in other organizations and does not compare their pay with their counterparts in similar agencies in the region (i.e., Independent Commission Against Corruption (ICAC) Hong Kong and Malaysia Anti-Corruption Agency (MACA)).

As discussed earlier, in 2010 the cabinet of the Royal Government of Bhutan, approved 45% allowance for investigators and 20% allowance for other professionals in ACC (Commission, 2010), thus, making their pay much higher as compared to their counterparts in other organizations and this has been well received by the employees of ACC. So, this has instilled in them a sense of satisfaction when it comes to pay, and hence none of 32 respondents, including the 19 respondents who gave various reasons for turnover, mentioned pay as a factor that would lead to turnover intention.

### **Opportunity for training and development**

Majority of the respondent mentioned training and development as an important factor in their career and considered it as one of the important factors in determining their turnover intention. Although most of them were satisfied with the short-term training granted to them by the Commission, most were sceptical when it came to long-term trainings.

It must be noted that of 19 respondents, 7 (36.8%) respondents who cited opportunity for training and development as an important factor determining their turnover intention were supporting staff and only 1 (5.2%) was from the officer level. Now with the Commission sending five officers for Master's degree program and two officers are due to leave for study soon, the impact may be less in officer levels. Examples of responses are as follows:

*“I might resign to pursue my degree, because in the near future I think qualification is important.”*

*“I have my diploma, and I have dream to upgrade my qualification. But the system here doesn't allow us, so I might resign to pursue my degree.”*

*“I would like to do Continuing Education (CE) and if they don't let me, I will resign.”*

*“I might resign from the job if I don't get opportunity for further study - that is to do my bachelors degree.”*

These findings are in line with those of previous studies (Long & Perumal, 2014; Malik, et al., 2011; Rahman & Nas, 2013). For instance, Long and Perumal (2014) found that training was significantly related to staff turnover intention in a Singapore-based security company. Malik et al. (2011) found that lack of training was one of the causes of employee's turnover intention in Pakistan.

### **External job opportunity**

Based on the interviews, employment situation outside the current organization did not appear to affect turnover intention. None of the respondents cited external job opportunity as a factors that cause their turnover intention. Examples of responses are as follows:

*“Everywhere we go we have to do work, so I don’t see external job opportunity affecting me”*

*“I am a lawyer and if there is any external opportunity, it will be in the court and I don’t see any difference in the work I am doing here and there. In fact the work I do here is challenging and satisfying and I am paid more here”*

*“There are many youths unemployed and now even if I see opportunities I won’t resign because there is no guarantee that I will get the job”*

*“I don’t think the employment situation outside of the current organization will affect me or my colleagues because the work here is very challenging and we are highly paid and short-term training we get is far better than others”*

Previous research has proved that the employment situation outside the current organization affects the turnover intention (Matz, et al., 2014; Quarles, 1994). However, in case of ACC, Bhutan, the external job opportunities does not affect the turnover intention of the employees. This may due to the fact that majority of the employees in ACC compare their job with other agencies and feels that they are paid much more higher and the type of work they do in ACC is challenging. Another plausible reason is that majority of the employees of ACC are young and perceive that the government provides them with a sense of job security.

### **Relationship with supervisor**

Existing research found that positive relationship with supervisor makes an employee less likely to leave his or her agency (Ang, et al., 1994; Matz, et al., 2014; Pitts, et al., 2011). The findings of the current study indicate that the majority of the respondents have a good relationship with their supervisor. Only few respondents mentioned that their relationship with supervisor was not good; however this would not make them resign. Examples of responses are as follows:

*“My supervisor is very supportive and understanding.”*

*“I have a great relationship with my supervisors, if I have any problem, I can approach them anywhere and anytime.”*

*“I dislike the fact that I get reprimanded and it leads to demotivation. I wish my supervisor could point out my faults and provide guidance and solution for improvement, but this would not lead me to resign.”*

*“Our supervisors are so busy that I get no guidance but I understand that we have only few seniors and supervisors and they have their own work to do also. Besides I think if I have any problem I should go and approach them, but this would not be the reason I would resign in the future.”*

*“There are few supervisors like my team leader who does not appreciate my work. They think they are always right and they do not take my point into consideration. This demotivates me but this would not make me resign.”*

It should be noted that although majority of the respondents were satisfied with their supervisors, there were few employees who were not satisfied. However, it no way leads to their turnover intention. They attribute this to the fact that ACC has a small number of senior officers who are engrossed with their work. The respondents think that it is their responsibility to approach their supervisor if they are faced with any problem and so far the response of the supervisor has been good.

### **Relationship with co-workers**



Several studies found that employees who were satisfied with their co-workers were less likely to leave (Ang, et al., 1994; Matz, et al., 2014; Pitts, et al., 2011). Pitts et al. (2011) found that employee's satisfaction with his or her relationship with co-workers is negatively associated with turnover; and open and frequent communication lowers turnover by reducing uncertainty and equivocality.

Of 19 respondents, none mentioned relationship with co-worker as being the reason for their turnover intention. Examples of responses are as follows:

*"No, I wouldn't resign, because I experience good working environment, the colleagues here are good and I have good relationship with them and they guide me well."*

*"Co-workers in ACC are good and supportive and the thought of resigning because of co-worker didn't come across me"*

*"I have no problem with my co-workers and I share good relation with all. I have seen many colleagues lending their helping hands in times of needs, like when someone's parents or relatives die. I have seen my colleagues volunteering to help, so basically my colleagues are nice and helpful"*

*"I maintain a good relationship with all the staff of ACC, and after office, we have gathering amongst our colleagues and sometimes we play sports, so this boosts our relationship which is already good."*

### **Job stress**

Previous research found that job stress was positively associated with turnover intention (Igharia & Greenhaus, 1992; Matz, et al., 2014; Mosadeghrad, et al., 2011), which means that people who experience high job stress demonstrated higher intention to turnover. Of 19 respondents who demonstrated higher intention to resign, 8 (42.1%) of them cited job stress as the cause of their turnover intention thus, making it the number one reason for their turnover intention. This finding is congenial with those of the previous research. Examples of responses are as follows:

*"All work comes to my table starting from prevention to investigation, so I have to do little here and little there, and when I am not able to complete on deadline, I get stressed up and this is the reason I get reprimanded and at times I think of quitting".*

*"We have to be careful in everything we do right from collecting documents. If we don't get the right documents, then it brings pressure on me. If small evidence is lost, then there is going to be strict repercussion. These things cause lot of stress and at times I think of quitting"*

*"In short period of time, I have to do many things. One person has to do the job of two to three persons so basically this gives me a lot of stress and I feel like resigning in the future"*

*"There is too much work and I cannot meet the deadline, so there is pending work which is giving me a lot of stress, so this could be one reason if at all I resign."*

As found by Mosadeghrad (2011) and from the experiences shared by the respondents, the interviews reveal that employees in ACC suffer from job stress due to too much work, lack of adequate staff to cover duties, and high job demands which in turn gives them the intention to turnover.

### **Work-family conflict (WFC)**

The existent of WFC was evident in ACC. Of 19 respondents who gave various reasons for their turnover intention, 5 (26.31%) respondents cited WFC as the reason for their turnover intention. Examples of responses are as follows:

*“I have to work on Saturday and Sunday and at odd hours also. We also have to give time to our family. And during tour, we stay for months and cannot tell our family where we are. So at times this gives me the intent to resign.”*

*“We have to work at odd hours sometime till 4 AM in the morning and having infant baby at home, creates conflict, so I might quit for this reason”*

*“I get more focused on work and not getting time to spend with my family. I have to work on weekends as well. I think we should give time to family also. In other organizations, Saturday and Sunday is family time. So when I think of this, I feel like quitting”*

These findings are in line with previous research (Ang, et al., 1994; Matz, et al., 2014; Ryan & Sagas, 2009), which found that WFC was positively associated with turnover intention. When the work and family role becomes incompatible, significant consequences occurs. In the workplace, WFC has been linked to absenteeism, lower job satisfaction, lower job performance and higher turnover intention. In the home, the consequences include lower family satisfaction and relationship difficulties (Ang, et al., 1994).

### **Small society impact**

Given a small country where people tend to know each other, working in ACC becomes very challenging. From the interviews, it is clear that those employees especially in the investigation division are worried about the impact of the small society will have on them. Of 19 respondents, 7 (36.8%) respondents cited that small society impact was the cause of their turnover intention. Examples of responses are as follows:

*“I do work for my country, but Bhutan is small country, we know each other, so in the future, there is possibility they might harm me, so I might resign in the near future for that reason also.”*

*“One reason I might resign is our society is small. We basically know each other. So if I stay in ACC investigating others, I will land up making enemies and there are chances that they may harm me or my family.”*

*“If I stay long in ACC, I might have to investigate ministers, police, and so on which will surely impact my career advancement. So for this reason I might resign or opt for a transfer in the near future.”*

*“I might resign in the future because of small society impact because I know almost all the engineers and investigate them becomes difficult.”*

It is clear from the experiences of the respondents that they fear about the repercussion they will have for investigating or working in ACC as a result of small society impact. To authors' knowledge, no previous studies have investigated the impact of small society on the turnover intention of employees.

### **Managerial implications**

Based on the results of the current study, four prominent factors emerged as determinants of turnover intention of ACC employees namely, job stress, opportunity for long-term training and development, small society impact and work-family conflict. The following recommendations are proposed in order to improve the level of employee retention of ACC, Bhutan.

### **Job stress**

It is clear that ACC employees suffer from job stress owing to the nature of their job. Majority of the respondents who demonstrated job stress were from the investigation division, and their reasons were work overload whereby one person had to do the work of two people. In addition, junior employees are expected to perform at officer's level by the Commission.

It is, therefore, recommended that working should be made fun and enjoyable one. A TV room in the office or a gym in the office where the employee can take a break and relax or do some exercise would be of a great help to the employees. Initiating activities like sports and organizing events like meditation in the office and office party on monthly basis would also do a great deal of help in reducing stress.

As of now, the incentive for working at odd hours is limited to the supporting employees and not to the officers. The system of giving incentive to those officers who are working at odd hours could also be implemented.

Some of the employees have shared their experience that job stress is due to the fact that they have to do the work of two people owing to the shortage of staff. It is recommended that ACC should find the replacement through recruitment from open market or getting others transferred from other organization so as to fill up the vacuum created as the result of employees who have left ACC.

### **Opportunity for long-term training and development**

Opportunity for long-term training and development was of the reason cited for turnover intention and it came from the supporting staffs. It was found that many of them would like to pursue bachelor's degree after some time. They are of the view that Commission will not allow them to pursue their bachelor's degree which they feel is imperative for developing their career path.

It is recommended that ACC should put in place strategic measure so as to find out the supporting staff who have the capacity to rise to officer's level and contribute to the organization. Such opportunity will also instil a sense of satisfaction and motivate the support staff to work hard. This will help them in meeting their achievement at individual level. The Commission can help them to grow to a higher level, which will have positive effect on their salaries and benefit as well.

### **Small society impact**

The respondents also demonstrated that one of the reasons for turnover intention is due to the small society impact. They agreed that Bhutan is a small country where people tend to know each other, so there are threats of reprisal both directly and indirectly and is a concern for officials working in ACC and their families too.

As of now a lot of public advocacy is being carried out wherein people are informed about the scourge that corruption brings to the individual and the nation as a whole. During such

advocacy program, it is recommended that people be educated about the noble work done by the employees in curbing corruption through investigation time and again. The motive behind such initiative should be to change the mindset of how people perceive investigators. Such initiative should allow people to think that fighting corruption is a collective responsibility and investigators are doing their job as mandated by the act, which will ultimately benefit the society at large.

### **Work-family conflict**

From the respondents' responses, it is known that ACC employees have to work at odd hours and during the weekends also. As a consequence, there are incompatible demands between the work and family roles. It is clear that pressure from work role impair performance in the family role.

It is recommended that ACC should adopt workplace environment which will allow employees to change when and where they work, based on their individual needs and job responsibilities, which in turn will affect the work-family interface and reduce the turnover intention. Other areas that ACC may explore are in providing annual family holiday packages and initiating family gathering party on monthly, half yearly, or on annual basis.

### **Conclusion**

The aim of the current study was to find out the determinants of turnover intention in ACC, Bhutan. The results of this study indicated that four factors were identified as causes of turnover intention among the employees of ACC namely job stress, opportunities for long-term training and development, small society impact, and work-family conflict. It is presumed that this study would make the management team and the HR division to understand as to what are the causes of turnover intention in ACC Bhutan and make better decision about them.

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