

Consultancy Report

**High Staff Turnover and Employee Retention Challenges at
DuSai Resort & Spa**



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Executive Summary:

This consultancy report examines high staff turnover at Dusai Resort and Spa in Bangladesh, providing an in-depth analysis and strategic recommendations to improve high staff turnover and employee retention. Given the significant impact of turnover on operational continuity, financial performance, and service quality, this report applies robust frameworks - including PESTEL, SWOT and TOWS, to identify root causes and actionable solutions tailored to Dusai Resort's specific challenges. Recognising that effective retention strategies must be supported by strong leadership and change management, this report underscores the role of adaptive and transformational leadership in achieving sustainable outcomes.

Key Findings:

1. **PESTEL Analysis** examines how political stability, economic conditions, social expectations, technological advancements, environmental factors, and regulatory requirements impact Dusai's workforce. It reveals that rising labour costs, regulatory shifts, and workforce demographic changes present both challenges and opportunities in fostering a stable and satisfied workforce.
2. **SWOT Analysis** identifies Dusai's strengths - such as its brand reputation and premium service offerings - and weaknesses, including limited career progression and inconsistent management practices. Key external opportunities, such as emerging tourism markets and talent development initiatives, are evaluated alongside threats, including competition for skilled staff and economic uncertainties.
3. **TOWS Analysis** integrates the insights from the SWOT analysis to suggest retention strategies aligned with Dusai's strengths and opportunities. Recommendations include enhancing benefits, implementing development programmes, and cultivating a supportive workplace culture to establish Dusai Resort as an employer of choice within the industry.



Recommendations Based on Findings

Recommendation 1: Enhance Employee Engagement and Job Satisfaction

Research indicates that low employee engagement and job satisfaction are significant contributors to high turnover. To improve morale, DuSai should implement initiatives that create a positive work environment, promote work-life balance, and recognise employee achievements. Regular feedback loops and reward systems can foster engagement and reduce turnover.

Recommendation 2: Develop Career Progression and Training Opportunities

A lack of clear career paths and inadequate training often lead to dissatisfaction. DuSai should formalise career development plans and provide continuous training opportunities, empowering staff with the skills they need for growth. This approach will not only improve retention but also contribute to staff motivation and loyalty.

Recommendation 3: Review Compensation and Benefits

Competitive compensation packages are essential to attract and retain top talent. DuSai should conduct a comprehensive review of current salary structures, ensuring they align with industry standards. This review should include additional benefits and incentives, positioning DuSai as an employer of choice in the market.

Recommendation 4: Improve Onboarding Processes

Ineffective onboarding is often linked to early turnover. DuSai should establish a structured onboarding programme that includes comprehensive training, regular check-ins, and support during the initial months. This approach will help new employees acclimatise more effectively, increasing their likelihood of staying.

Recommendation 5: Standardise Exit Interviews

To gain consistent, actionable insights, DuSai should implement a structured exit interview process. Standardising the format will allow the collection of data on key turnover factors, enabling targeted improvements. Regular analysis of this data can inform retention strategies and highlight areas for improvement.

Change Management:

Effective retention strategies depend on cohesive change management to ensure that new initiatives are embraced across all levels of the organisation. This report addresses the importance of Kotter's 8-Step Change Model and Total Quality Management, among other frameworks, to facilitate smooth transitions. Recognising that resistance to change is a natural response, often driven by uncertainty and discomfort with breaking established routines, we underscore the need for clear communication, active stakeholder engagement, and strong role models within management. These elements are essential to overcoming challenges, reducing resistance, and fostering a supportive, positive work culture that supports lasting change.



Action Plan:

The recommendations are structured into a phased action plan, enabling incremental implementation and measurable results.

- **Phase 1 (Immediate):** Conduct an employee satisfaction survey to identify priority areas and communicate the change vision to staff, establishing urgency.
- **Phase 2 (Short-Term):** Roll out the improved compensation and benefits structure and commence leadership training for managers, establishing a guiding coalition of change champions.
- **Phase 3 (Medium-Term):** Launch structured career progression pathways and development programmes, encouraging participation and commitment through visible short-term wins.
- **Phase 4 (Long-Term):** Monitor retention metrics and institutionalise new practices through ongoing feedback loops, leadership engagement, and recognition of staff achievements.

Conclusion: Dusai Resort and Spa can achieve lasting improvements in employee retention and morale by implementing these strategic recommendations, anchored in change management and effective leadership. Building a motivated, loyal workforce requires commitment to ongoing development, open communication, and supportive leadership practices. With these frameworks, Dusai can minimise turnover costs, enhance its appeal as an employer, and strengthen its organisational culture, fostering resilience and sustained growth within Bangladesh's competitive hospitality sector.



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3. Introduction

DuSai Resort & Spa is currently experiencing substantially high staff turnover and employee retention challenges. As a prominent issue within the hospitality sector, high turnover often results from the demanding nature of the industry, long working hours, and an intense focus on customer satisfaction, all of which can negatively affect employee retention. A recent report by Mthree, (2022) found that 63% of UK businesses experienced a decline in company culture due to high staff turnover. This report examines the causes of turnover at DuSai, evaluates its impact on organisational performance, and proposes targeted strategies to improve retention.

A structured approach, utilising strategic frameworks such as PESTEL, SWOT, and TOWS analysis, is employed to gain a holistic perspective on the internal and external factors influencing staff turnover at the resort. Additionally, established theoretical models, including Maslow's Hierarchy of Needs (1943), Kotter's 8-step Change Management (1996) with Total Quality Management (TQM) (2014), are integrated to deepen the understanding of motivational and organisational factors contributing to turnover. These frameworks also shed light on turnover's broader implications, such as increased recruitment costs, lowered team morale, compromised service standards, and weakened organisational culture.

The report concludes with specific, actionable recommendations designed to reduce turnover and foster long-term employee loyalty, aligning with DuSai's strategic goals of maintaining high-quality service

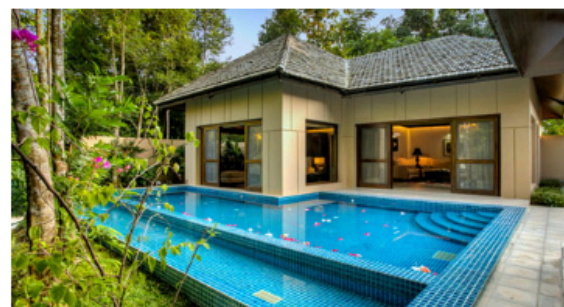


3.1 Unveiling the Journey Behind DuSai Resort and Spa



DuSai Resort and Spa is a luxury eco-resort located in the northeast of Bangladesh. Nestled amidst the lush greenery of the tea gardens and tropical rainforests, the resort offers an immersive experience in nature while maintaining high-end hospitality standards. The resort is spread across a vast area, allowing guests to enjoy both tranquillity and privacy (DuSai Resort and Spa, 2024; TripAdvisor, 2024).

Accommodation: DuSai offers a variety of lodging options, including luxury cottages and villas, each designed with modern comfort and local aesthetics in mind. The rooms are well-furnished, equipped with all necessary amenities, and many offer stunning views of the surrounding nature. (DuSai Resort and Spa, 2024).





Spa and Wellness: The spa provides a range of treatments and therapies, including traditional Ayurvedic practices, massages, and facials. This aspect makes DuSai a popular destination for relaxation and rejuvenation. (DuSai Resort and Spa, 2024).

Dining: The resort's dining experience features a blend of local Bangladeshi flavours and international cuisine. The restaurants on-site serve dishes prepared with fresh, locally sourced ingredients (DuSai Resort and Spa, 2024).



Recreational Activities: A range of activities, such as swimming in the infinity pool, cycling through the surrounding tea estates, or hiking in the nearby rainforests. As well as boating, picnic facilities and indoor games to ensure a fulfilling stay for everyone (DuSai Resort and Spa, 2024)

3.2 Khanom's Consultancies: Your Partner in Global Hospitality Excellence

Khanom's Consultancies is a dynamic and forward-thinking firm, dedicated to transforming the international hospitality industry. We offer expert guidance and bespoke solutions, empowering hotels across the globe to enhance operations, elevate guest experiences, and achieve sustainable growth.

Our team comprises seasoned professionals with diverse backgrounds, bringing deep industry expertise and a global perspective. This ensures our clients receive strategic insights and innovative approaches tailored to their unique needs.

At Khanom's Consultancies, we are passionate about raising standards and driving excellence in the ever-evolving world of hospitality. As proud members of The Management Consultancies Association (MCA), we have been honoured with award nominations for two consecutive years, a testament to our commitment to quality and innovation (MCA, 2023).



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4. Analysis

4.1 Impacts of High Staff Turnover and Employee Retention

1. Increased Recruitment and Training Costs

High turnover rates at DuSai necessitate continual recruitment efforts, which are both time-consuming and costly (Hom et al., 2017). The costs associated with advertising vacancies, interviewing, and onboarding new staff significantly impact the resort's budget (O'Connell and Kung, 2007). Additionally, high turnover can lead to disruptions in the work environment as new employees take time to reach optimal productivity. Becker (1964), suggests that employees' skills and experience are a form of capital investment for an organisation. Therefore, high turnover can be seen as a loss of investment, as experienced staff leave and must be replaced with newcomers.

2. Decline in Service Quality and Customer Satisfaction

Staff turnover directly affects service quality and customer satisfaction, as the hospitality industry relies on interpersonal skills and understanding of specific customer needs (Jones and Lockwood, 2002). A lack of experienced employees can lead to inconsistencies, risking Dusai's reputation. Heskett et al. (1994) highlight that satisfied employees are essential for high-quality service, making retention crucial to maintaining consistency. Experienced staff, familiar with company procedures and customer preferences, contribute to enhanced customer satisfaction, service delivery, and loyalty (Hom et al., 2017). This aligns with Kahn's (1990) research linking job satisfaction and retention with employee engagement.



3. Reduced Employee Morale and Productivity

Blau (1964) suggests high turnover rate can disrupt team cohesion, reducing morale and productivity among remaining staff. When staff frequently leave, remaining employees feel undervalued or uncertain about their job security, leading to decreased motivation. This can also increase workload for existing employees, contributing to burnout, further impacting morale and productivity (Bakker and Demerouti, 2007).

4. Impact on Organisational Culture and Knowledge Loss

Frequent turnover disrupts the continuity of organisational culture, as new hires take time to adapt to the resort's values and work practices (Deal and Kennedy, 1982). When experienced employees leave, they take with them valuable knowledge and skills, creating knowledge gaps that may take time for new employees to bridge (Stovel and Bontis, 2002). Schein (2010) believes that a cohesive culture relies on shared beliefs and practices; high turnover thus dilutes these shared elements.

5. Increased Work-Life Balance Challenges for Remaining Staff

As the resort attempts to cope with turnover, remaining employees may face increased workloads and responsibilities, further impacting their work-life balance and increasing stress levels (Greenhaus and Allen, 2011). Karasek (1979) too, posits that employees experience stress when job demands are high, and lack sufficient control or support to manage these demands. If turnover remains unchecked, it may create a cycle where increasing demands drive even more employees to leave, perpetuating the turnover issue (Jones, 2020).



6. Alignment with Strategic Organisational Goals

Barney (1991) maintains a stable workforce allows management to focus on long-term strategic goals, rather than constantly addressing the short-term issues of turnover. He continues, employees are a critical resource and source of competitive advantage. By fostering a supportive environment that prioritises retention, the resort can focus on building a high-performance culture, ultimately contributing to long-term organisational success.



4.2 Causes of High Staff Turnover and Retention at DuSai Resort and Spa

1. Inadequate Compensation and Benefits

One of the most significant causes of high staff turnover is inadequate compensation and benefits (Adams, 1965). In an industry where employees often face long hours and demanding workloads, competitive salaries and comprehensive benefits packages are crucial for retention (Hinkin and Tracey, 2000). Employees assess their compensation relative to the contributions they make to the organisation and compare it with the rewards given to others (Adams, 1965).

2. Lack of Career Development Opportunities

Limited opportunities for career advancement and professional development can significantly contribute to staff turnover (Herzberg, 1959). Employees often seek roles that offer growth potential and the chance to enhance their skills. When they feel stagnant, they may look for better opportunities outside the organisation (Rhoades and Eisenberger, 2002). Maslow's Hierarchy of Needs (1943) underscores the importance of self-actualisation and personal growth as essential components of employee satisfaction.

3. Poor Management Practices

Ineffective management practices can lead to high turnover rates (Hom et al., 2017). When staff members feel unsupported by their supervisors or perceive a lack of communication, it can create a negative work environment (Rosenbaum et al., 2017). Transformational Leadership (Bass and Riggio, 2006) emphasises the importance of leaders inspiring and motivating their employees.



4. Work-Life Imbalance

The hospitality industry is notorious for demanding long hours and irregular schedules, which can disrupt employees' work-life balance (Greenhaus and Allen, 2011). This imbalance often leads to burnout and dissatisfaction, prompting staff to seek roles with more flexible hours or better working conditions (Kwortnik and Thompson, 2009). Maintaining a healthy balance between work and personal life is crucial for employee well-being and job satisfaction (Greenhaus and Allen, 2011).

5. Insufficient Training and Onboarding

Inadequate training and onboarding processes can contribute to high turnover rates, as new employees may feel ill-prepared for their roles (Bauer et al., 2007). This indicates that a comprehensive onboarding process is vital for employee retention. When employees are not adequately trained, they may struggle to meet performance expectations, leading to frustration and dissatisfaction. Bandura (1977) suggests that individuals learn effectively in a supportive environment where they can observe and imitate experienced colleagues.

6. Cultural Misalignment

Cultural misalignment can also be a significant factor in high turnover rates. Employees who do not identify with the organisational culture or values may feel disconnected and disengaged (Schein, 2010). This misalignment can occur when the expectations set during the recruitment process do not align with the reality of the work environment. A strong, cohesive culture fosters employee loyalty and retention (Kotter and Heskett, 1992).



4.3 PESTEL Analysis of External Factors:

Political

Labour regulations and political unrest significantly affect hiring and retention (Baum, 2015). The discussion of political unrest between the Awami League and the Bangladesh Nationalist Party (BNP), including conflicts over alleged corruption, election irregularities, and the recent protests due to the arrest of BNP leaders, is essential context (UK Parliament, 2024). It highlights a volatile environment that creates uncertainty for businesses, especially in tourism and hospitality, which rely on political stability for growth (Makkos, 2024). This unrest has deterred international tourists, impacted travel advisories, and contributed to potential staffing challenges and interruptions in business continuity.

The country's political instability hampers governmental focus on infrastructure development and investment in critical sectors which may contribute to poor working conditions and discourage retention in the hospitality industry (Farhana, 2019).

Tight immigration laws make it more challenging to hire foreign workers, a common practice in numerous tourist destinations (Makkos, 2024).

Economic

Economic downturns and inflation can push employees to seek higher wages elsewhere (Baum, 2020). Growth in tourism, while creating opportunities, also increases demand for skilled workers, making retention challenging. According to Echtner and Ritchie (1991), Bangladesh's tourism potential is undermined by negative socio-economic and political

perceptions, limiting industry growth. As a result, the lack of tourism development can lead to unstable employment opportunities, pushing workers to seek more favourable conditions outside of Bangladesh. For example, disruptions in transport may limit guest access, and shortages of essential goods could affect the resort's ability to source supplies, impacting guest experience and operational costs. Market positioning: TripAdvisor (2024) lists ten hotels in the Sreemangal area, indicating that DuSai operates in a developing tourism market with limited online presence for many local competitors. This positions DuSai as a prominent player, yet points to economic challenges, as low competition visibility may reflect barriers in attracting international tourism and investment.

Social

DuSai's male-dominated workforce reflects broader social norms in Bangladesh, where women often face career limitations due to cultural expectations (Hofstede, 2024; Magablih, 2000; Maxwell, 1997). Women are frequently relegated to low-skilled, low-paying roles, with societal barriers hindering their progress up the career ladder (Baum, Amoah and Spivack, 1997; Li and Leung, 2001).

Additionally, skilled employees often emigrate for better career opportunities, causing a lack of talent available to Dusai (Baum and Hai, 2020). For those remaining, political unrest further exacerbates social challenges, affecting areas like healthcare access and employee well-being, contributing to higher turnover rates and lower morale (Ghani et al., 2022).

While younger generations, such as Millennials and Generation Z, increasingly seek work-life balance and career flexibility (Spencer, 2022), this trend may be less pronounced at DuSai, where broader social and economic factors strongly influence employment dynamics (Hofstede, 2024).

Technological

The adoption of technology, including the integration of service robots, offers opportunities to improve efficiency but also raises challenges, such as skill gaps and high costs (Xu, Stienmetz, and Ashton, 2020). If DuSai fails to provide its workforce with opportunities to develop technological skills, it could experience increased turnover as employees seek more progressive workplaces (Dawson, 2024). Moreover, with the rise of digital engagement platforms, hotels must optimise their social media presence to retain digitally savvy customers and keep up with current trends (Miller, 2024; Bhargava, 2010).

Environmental

Bangladesh's frequent monsoon floods pose additional challenges, affecting employee safety and morale (Zarif, 2024). The resort's remote location and exposure to environmental risks present operational challenges but also create unique opportunities for positioning DuSai in sustainable tourism. Implementing environmentally conscious initiatives - such as sustainable building practices, renewable energy use, and flood-resistant infrastructure, could not only mitigate environmental impacts but also enhance the resort's brand appeal. Such initiatives could bolster DuSai's resilience against

environmental disruptions, contribute to a positive public image, and attract investment from eco-conscious partners, strengthening both customer loyalty and staff retention. An online survey of 12,000 respondents conducted by StepStone (2023) highlights the importance of environmental and climate protection in employer selection. Nearly half of the employees surveyed indicated they would accept a lower salary for a sustainably-minded employer, and over 70% considered it essential for sustainability to be a priority at their workplace.

However, the resort's remote location complicates recruitment by limiting access to skilled workers (Beeton, 2021).

Legal

Changes in labour laws, minimum wage requirements, and health and safety regulations can significantly impact employee retention at Dusai (Baum and Hai, 2020). Non-compliance with these regulations could lead to legal repercussions, which might damage employee morale and increase turnover. Hassan and Burns (2014) conclude as a developing country, Bangladesh still lags behind more developed nations in labour policy advancements which can present both challenges and opportunities for improvement for Dusai.



4.4 SWOT Analysis of DuSai Resort and Spa

Strengths	Weaknesses
Reputation as a Premier Resort: DuSai's strong reputation in the Sreemangal area as a high-quality resort enhances its brand image, which boosts both customer loyalty and employee pride, potentially aiding retention (Keller, 1993).	Understanding Workplace Culture in Bangladesh: While the resort's location is attractive to tourists, its remoteness poses a challenge in recruiting and retaining skilled workers (Beeton, 2021). The isolated setting limits employees' access to social and professional networks, which are essential for stability and job satisfaction (Bronfenbrenner, 1979).
Unique Natural Appeal: DuSai's scenic location enables it to attract eco-conscious tourists, aligning with Corporate Social Responsibility (CSR), which suggests that companies engaging in eco-friendly practices can attract both loyal customers and employees seeking ethical workplaces (Carroll, 1991; StepStone, 2023).	Limited Gender Diversity: A largely male workforce, influenced by country's gender norms (Hofstede, 2024), may limit diversity and inclusivity (Kanter's 1977).
High Guest Satisfaction: Positive reviews supports Blaus theory (1964), which concludes that reciprocal relationships between guests and staff foster positive	Reliance on Political Stability: Political instability in Bangladesh affects the tourism industry, which can disrupt operations and staff morale, impacting employee

morale and satisfaction, potentially enhancing employee retention through shared pride in service excellence.	commitment during turbulent times (Aguilar, 1967).
Potential for Training and Development: Offering in-house training aligns with Herzberg's Motivation-Hygiene Theory (1959), which identifies career growth as a key motivating factor for employee satisfaction. This approach could potentially improve retention by investing in employees' skill development.	Limited Technological Integration: DuSai's social media presence, limited to Facebook, YouTube, X (Twitter), and Instagram, lacks engagement, missing opportunities for effective advertising and self-promotion. In today's tech-driven world, a competitive edge requires robust digital marketing (O'Brien, 2018). According to Revenue Hub (2024), 97% of millennials share photos on social media during travels. Additionally, minimal use of technology may lessen DuSai's appeal to younger workers, particularly Gen Z and Millennials, who prioritise tech-forward workplaces (Spencer, 2022).
Opportunities	Threats
Growth in Bangladeshi Tourism: Growth in Bangladesh's tourism industry (Statista, 2024) has strengthened the sector's bargaining power with partners and	Environmental Vulnerability: Susceptibility to flooding and natural disasters impacts operational continuity, as the reliance on stable environmental

customers, allowing DuSai to capitalise on this momentum by investing in employee retention strategies, in line with Porter's Five Forces Model (1980).	conditions can affect employees' sense of security and influence retention (Pfeffer and Salancik, 1978).
Eco-Tourism and Sustainability: Aligning with eco-tourism trends leverages Carroll's CSR (1991), appealing to tourists and employees who value sustainability. This focus on environmental responsibility could create a unique organisational identity, fostering retention as staff align with eco-friendly practices (Stepstone, 2023)	Economic Pressures and Inflation: Rising inflation threatens employee retention, Herzberg (1959) views financial stability as a 'hygiene factor' - a necessary condition for retention but not sufficient for motivation on its own. As wages struggle to keep up, turnover may increase.
Digital and Technological Advancements: Integrating digital engagement could significantly enhance DuSai's appeal to younger workers, as this generation values technology that increases efficiency and supports a flexible work environment (Dawson, 2024). Additionally, a strong digital presence on platforms like Facebook and Instagram, as highlighted by sources like Engageware (2018) and Strikingly (2023), can improve recruitment efforts by increasing visibility and attracting	Competition for Skilled Labour: skilled workers seek competitive wages and career progression, often choosing to emigrate or join industries with better advancement opportunities (Becker, 1964).

tech-oriented talent. Together, these strategies position DuSai to meet the expectations of today's digital-first workforce, potentially reducing turnover.	
Understanding Workplace Culture in Bangladesh: Targeting foreign investment by leveraging its eco-friendly initiatives (Freeman, 1984), allowing DuSai to enhance its resources, infrastructure, and employee benefits to create an improved working environment.	Political and Social Unrest: According to Herzberg(1959), stability is considered a basic hygiene factor essential for employee retention. Political instability creates volatility that can lead to diminished staff morale and increased turnover.

4.5 TOWS Matrix

Strengths and Opportunities (SO)	Weaknesses and Opportunities (WO)
Leverage Brand Equity and CSR for Employee Pride and Retention: DuSai's reputation as a premier eco-conscious resort can foster a strong brand identity that appeals to employees (Keller, 1993). By enhancing environmentally sustainable practices, DuSai can build employee pride and brand loyalty, which may also attract staff invested in CSR values and eco-tourism (Carroll, 1991),	Develop Employee-Friendly Infrastructure and Job Flexibility: The remote location presents challenges to employee satisfaction, but DuSai can address this by offering additional benefits or perks such as transportation options, flexible working arrangements, or on-site accommodation. Meeting these practical needs can foster retention, as these improvements would make working at DuSai more attractive, particularly for those facing personal or logistical challenges (Maslow, 1943). To combat the gender imbalance, DuSai could introduce more flexible working arrangements, such as part-time roles, remote work for administrative tasks, or childcare support. These strategies could help attract and retain more female employees, especially as the younger workforce increasingly demands a better work-life balance (Spencer, 2022).

Career Advancement through Training Programs: DuSai could become a local leader in professional training and skill development, by investing in employees' growth through structured career paths (Herzberg, 1959). Career progression and recognition are powerful motivators, and such training could attract and retain employees who see opportunities for growth.	Attract and Retain Eco-Conscious Talent through Green Initiatives: By enhancing sustainable practices, DuSai could attract eco-conscious talent and create a unique employer brand, which is essential given the limited labour pool in the region. Carroll (1991) emphasises that green initiatives align with the growing demand for CSR and eco-friendly workplaces, helping DuSai compete for skilled labour.
Attract Tech-Savvy Employees: DuSai can enhance its appeal to tech-oriented staff by introducing digital tools (Dawson, 2024). Research indicates that Millennials and Gen Z workers increasingly prefer sophisticated technology solutions that streamline tasks and promote a flexible work environment (Spencer, 2022). Moreover, by embracing these technological advancements, DuSai can align with the expectations of younger generations, fostering a more engaging work environment that potentially reduces turnover.	Build Strong Relationships with Local Communities: Engaging with local communities for recruitment and training programs could create a local workforce pipeline, helping to address recruitment challenges caused by DuSai's remote location (Pfeffer and Salancik, 1978). Building these connections provides a steady labour source, fostering local loyalty and improving employee retention rates.

	Use Digital Platforms to Expand Recruitment Efforts Beyond the Remote Location The resort's remote location can be overcome by using digital recruitment platforms and social media to target a wider pool of candidates from across the country or even internationally (Bhargava, 2010; Dawson 2042). This approach could help attract skilled workers who may not have been aware of opportunities at DuSai
Strengths and Threats (ST)	Weaknesses and Threats (WT)
Resilient Infrastructure to Mitigate Environmental Risks: DuSai's strength as a highly-rated eco-resort could extend to resilient infrastructure investments to protect staff welfare and sustain operations. According to Carroll (1991), this could elevate brand perception and boost employee morale, as employees are more likely to commit to a company prioritising environmental and personal safety.	Address Socio-Cultural Barriers to Diversity: Limited gender diversity, driven by regional socio-cultural norms, limits DuSai's workforce potential (Hofstede, 2023). Kanter (1977) emphasises that a diverse work culture fosters creativity and inclusivity. To address these threats, DuSai could promote initiatives that encourage diverse representation in hiring and leadership, establishing the brand as progressive and inclusive despite socio-cultural constraints (Workhuman,

	2024).
Strengthening External Partnerships in Tourism and Investment: DuSai can capitalise on Bangladesh's tourism growth by positioning itself as an eco-friendly destination, attracting investors who support sustainable practices. This could improve employee morale and retention, as employees may find value in being associated with a well-funded, successful eco-resort. Freeman (1984) indicates that by addressing environmental and operational stakeholder interests, DuSai enhances its brand and employee satisfaction.	Mitigate Operational and Political Risks: Environmental instability and Bangladesh's political uncertainties challenge DuSai's resilience. According to Bronfenbrenner's theory (1979), external influences significantly impact employee well-being. DuSai can address these threats by building robust health and safety protocols, offering mental health support, and fostering strong communication channels, which can improve employee security, satisfaction, and retention in a challenging context.
Compete with Local and International Labour Markets: DuSai can retain local talent by strengthening its brand identity and offering locally competitive wages and benefits, attracting staff despite opportunities abroad (Becker, 1964). This suggests that better compensation can prevent skilled employees from leaving for higher wages or overseas opportunities,	Adapt to Inflation and Economic Pressures: As inflation rises, DuSai's remote location may exacerbate supply costs, potentially impacting wages and turnover (Porter, 1980). The 5-forces model highlights that addressing supplier relationships and cost structure is essential for maintaining staff wages. In response, DuSai could explore cost-sharing or

thus addressing the competitive labour market.	efficient supply chain partnerships to stabilise costs, protecting employee wages and retention in an inflationary environment.
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5. Recommendations for DuSai Resort and Spa

5.1 Recommendation 1: Improve Employee Engagement and Job Satisfaction

Overview: Saks, (2006) along with Harter, Schmidt and Hayes (2002) conclude one of the primary causes of high turnover is low employee engagement and job satisfaction. DuSai Resort can enhance engagement by creating a more positive work environment, offering better work-life balance, and recognising and rewarding employee contributions. This principle of prioritising employee well-being was recognised by the founders of both Marriott and Hilton many years ago (Marriott 2024; Hilton, 2024). Both brands have consistently been named among the best companies to work for (Marriott International, 2021; Hilton Hotels, 2024). In this context, Dusai would do well to take on board some of their strategies.

Steps for Implementation:

1. Establish Employee Feedback Channels:

- Implement an anonymous feedback system, such as regular employee surveys or suggestion boxes, to give staff a voice and make them feel heard. This will help identify specific areas where employees are dissatisfied and provide management with actionable insights.
- Conduct quarterly meetings where employees can openly discuss issues with management and contribute to decision-making processes.

2. Create Employee Recognition Programs:

- Introduce a 'Employee of the Month' programme with tangible rewards such as bonuses, paid leave, or vouchers. This program can be based on peer nominations to build team camaraderie (Vroom, 1964).
- Celebrate milestones like work anniversaries with public recognition and rewards.



3. Enhance Work-Life Balance:

- Implement flexible scheduling options, such as shift swapping or staggered shifts, to allow employees greater control over their schedules.
- Introduce wellness programs that support employee health, such as free or subsidised memberships to a gym or yoga classes, as well as stress management workshops.

Measuring Success:

- Monitor employee engagement through regular surveys and focus groups. These surveys can track improvements in areas like job satisfaction, morale, and overall engagement.
- Assess the impact on turnover rates, comparing pre- and post-implementation data over a six-month period.
- Employee participation rates in recognition programs, wellness activities, and feedback channels can provide insights into engagement levels.



Change Management

Kotter's change management model (1996) offers a structured approach to drive and embed changes at DuSai Resort. By creating a sense of urgency around high turnover costs, DuSai can mobilise leadership support and communicate the importance of improving engagement. Building a coalition with HR leaders ensures that the change is aligned with organisational goals, while developing a strategic vision for engagement helps establish clear objectives. In the 'move' phase, DuSai can implement feedback channels, recognition programs, and work-life balance initiatives, which directly address areas of dissatisfaction identified by employees. Lewin's model (1951) supports this approach by unfreezing the existing culture, moving towards change by introducing new practices, and refreezing by embedding engagement strategies into Dusai's organisational culture, making them sustainable long-term. A shift towards a participative leadership style fosters an inclusive work environment, moving from a traditionally hierarchical model (Hofstede, 2023) to one where employee input is valued. While feedback is essential for continuous improvement, it is equally important that DuSai acts on this feedback. Failure to address employee concerns could erode trust in the organisation and undermine the effectiveness of engagement initiatives (Mistry 2024).

Kotter's 8-step Model of Change



(Source; Management Study Guide, 2024)

Lewin's 3-step Model of Change



(Source; Broderick, 2013)

5.2 Recommendation 2: Develop Clear Career Progression and Training Programs

Overview: Lack of career progression and inadequate training contribute to dissatisfaction and turnover (Herzberg 1959). Employee retention is significantly enhanced by talent management, (Kaushik and Gaur, 2022). Abdulmaleek (2020) emphasises that effective talent management is essential for aligning employees' skills and talents with organisational goals.

Steps for Implementation:

1. Create Structured Career Paths:

- Develop clear job progression maps for all roles within the resort, so employees understand how they can move up in the organisation. This should include criteria for promotion, necessary skills, and available opportunities for advancement.
- Establish mentorship programs where senior staff members guide and support junior employees, helping them prepare for future roles.

2. Continuous Training and Development:

- Implement an ongoing training program that covers both technical skills (such as guest service protocols, problem-solving, etc.) and soft skills (communication, leadership, conflict resolution).
- Provide access to external training opportunities, such as hospitality certifications or short courses, with a partial or full reimbursement from the hotel.



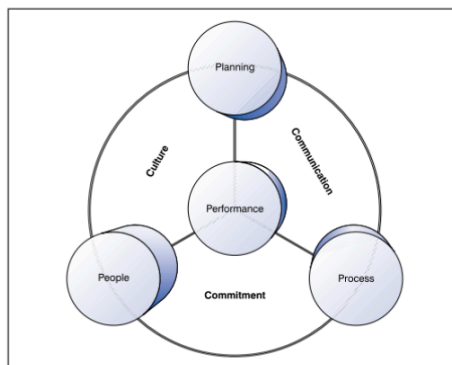
Measuring Success:

- Track the number of employees participating in training programs and the number of internal promotions compared to external hires.
- Conduct employee satisfaction surveys to gauge how staff feel about their career opportunities and training options.
- Monitor turnover rates among junior and mid-level staff to assess the effectiveness of career progression efforts.

Change Management

Total Quality Management (TQM) (Oakland, 2014) is an effective approach for DuSai Resort's career progression and training programs, as it emphasises continuous improvement, employee involvement, and customer satisfaction. Hussain and Khan (2020) point out, however, the 'service industry remains limited in TQM implementation, particularly the hospitality sector'. Given DuSai's current priorities, implementing the PDSA (Plan-Do-Study-Act) cycle (Deming, 1986), a core element of TQM, would be a more straightforward but effective approach. This model enables continuous refinement of career progression frameworks and training programmes, ensuring these initiatives align with both organisational objectives and employee aspirations.

The Framework for Total Quality Management



(Source: Oaklands, 2014)



5.3 Recommendation 3: Competitive Compensation and Benefits Packages

Overview: Competitive pay and benefits are crucial in the hospitality industry, particularly when the labour market is competitive (Baum, 2015). DuSai needs to review its compensation packages to ensure they align with market standards and offer incentives that attract and retain top talent.

Steps for Implementation:

1. Conduct a Salary Benchmarking Exercise:

- Partner with a HR consultancy firm to perform a salary benchmarking study to ensure DuSai's compensation packages are competitive within the hospitality industry in Bangladesh.
- Based on the results, adjust salaries to align with or exceed market averages, particularly for roles that have seen higher turnover.

2. Introduce Performance-Based Bonuses:

- Establish a performance-based bonus structure that rewards employees who meet or exceed their KPIs (Key Performance Indicators). Bonuses could be tied to guest satisfaction scores, operational efficiency, or other performance metrics.

3. Enhance Employee Benefits:

- Consider offering additional benefits such as private healthcare, transportation allowances, or housing stipends for employees who need to commute from further away. These benefits can significantly improve job satisfaction without being tied directly to salary increases.

Measuring Success:

- Compare staff retention rates before and after the salary adjustments to assess the impact on turnover.
- Use employee feedback and surveys to measure satisfaction with the new compensation packages.
- Evaluate overall performance improvements by tracking KPI achievements and guest satisfaction scores in correlation with performance-based bonuses.

Change Management

Lewin's model could effectively guide the early stages of change, such as launching the feedback channels and establishing a sense of openness to change. However, to foster a culture of ongoing engagement, it would benefit from being complemented by continuous improvement processes. McKinsey's 7S model (1980), which suggests aligning strategy, systems, and shared values, can support deeper, sustained change. For example, benchmarking and adjusting salaries aligns DuSai's systems, while performance-based bonuses can reinforce shared values of achievement and commitment. However, as a comprehensive framework, McKinsey's model may be challenging for DuSai to fully implement due to the complexity and resources required for in-depth analysis across its multiple dimensions.

Meanwhile, TQM aligns well with the need for adaptability and high service standards, bringing a continuous improvement ethos to the change management approach. With careful implementation, TQM could complement Lewin's and McKinsey's models by embedding a long-term focus on quality and employee satisfaction that resonates with DuSai's strategic goals.



5.4 Recommendation 4: Improve Onboarding and Support for New Hires

Overview: Inadequate onboarding is a key contributor to turnover (Dawson, 2024). New hires who do not receive sufficient training or feel unsupported in their roles are more likely to leave within their first few months. The phased approach to improving the onboarding process reflects Kotter's model (1996), particularly the steps of building a guiding coalition, creating short-term wins, and anchoring new approaches in the culture.

Steps for Implementation:

1. Formalise the Onboarding Process:

- Develop a standardised onboarding program that includes comprehensive training on hotel policies, guest service standards, and role-specific duties. The program should span the first 3-6 months of employment to ensure new hires have the knowledge and support they need.
- Assign “onboarding buddies” to new employees, pairing them with experienced staff members who can offer guidance and answer questions during their initial months.

2. Ongoing Support and Check-Ins:

- Schedule regular one-on-one check-ins with new hires during their first six months to discuss their progress, address concerns, and offer additional support if needed.



Measuring Success:

- Track turnover rates among new hires in the first year of employment to determine whether the improved onboarding process is reducing early exits.
- Monitor feedback from new hires through surveys at various stages of the onboarding process, ensuring they feel supported and prepared for their roles.
- Evaluate the performance of new hires over time to see if they are meeting their targets and job expectations more effectively.

Change Management

Kotter's model (1996) offers a structured framework to guide DuSai's phased improvements in the onboarding process. Initially, a sense of urgency should be created by communicating the impact of high turnover due to inadequate onboarding. By building a coalition with HR and department leaders, DuSai can ensure a cohesive approach and establish a clear, strategic vision for onboarding. Introducing onboarding buddies and regular check-ins, will reinforce the benefits of the new process and motivate continued support from stakeholders.



5.5 Recommendation 5: Conduct Exit Interviews

Overview: Exit interviews are a valuable tool for gathering insights from departing employees (Groysberg, 2016). These interviews provide an opportunity to understand the underlying reasons for turnover and identify areas for organisational improvement (Chu, 2024). By conducting structured exit interviews, DuSai can gather data to address systemic issues, improve retention strategies, and refine the onboarding process.

Steps for Implementation:

1. Standardise the Exit Interview Process:

- Develop a structured exit interview format to ensure consistency. Questions should explore the primary reasons for departure, feedback on job roles and support, and suggestions for improvement.

2. Utilise the Data to Inform Retention Strategies:

- Analyse data from exit interviews regularly to identify patterns or recurrent themes in turnover.
- Use insights to make targeted adjustments in onboarding, job design, management support, and employee engagement efforts.

3. Incorporate Exit Interview Feedback into Onboarding Improvements:

- Align findings from exit interviews with onboarding program updates, addressing any trends related to lack of initial support or unclear job expectations.



Measuring Success:

- Monitor patterns and themes that emerge from exit interviews to identify key turnover drivers.
- Track changes in retention rates after implementing improvements based on exit interview data.
- Survey current employees on their job satisfaction and perceived support after exit interview insights have been acted upon.

Change Management

While TQM focuses on process improvement, Transformational Leadership (Bass, 1985) adds a human touch, encouraging employees to provide honest feedback. Transformational leaders create an open, supportive environment where feedback is valued, helping to drive organisational change. Finally, Kirkpatrick's Evaluation Model (2006) offers a method for assessing the effectiveness of changes. By evaluating reactions, learning, behaviour, and results, DuSai can ensure adjustments to onboarding and retention strategies are effective. This structured evaluation ensures that feedback leads to sustainable improvements.



6. Address Change Resistance and Promote Adaptation

Change management anticipates resistance and seeks to minimise it through clear communication, targeted support, and training (Rogers, 2003). Dusai again leveraging Kotter's Model (1996) can establish a compelling vision and build initial momentum and clarity around the change. Engaging early adopters through targeted support and training can further model desired behaviours, which may help influence more cautious employees gradually. Clear, open communication across all levels ensures transparency, addressing concerns and building trust. When employees feel informed and involved in the process, they are more likely to feel ownership over the change, reducing resistance and enhancing overall adaptation.



7. Action Plan

	Action	Desired Outcome	Time scale	Completion	Planned Budget
1.	Implement an anonymous feedback system with regular employee surveys and suggestion boxes. Schedule quarterly meetings where employees can openly discuss issues and contribute to decision-making.	Improved employee engagement and satisfaction through a structured feedback system; actionable insights for management.	1 month	Ongoing	n/a
2	Establish an 'Employee of the Month' programme with rewards vouchers). Celebrate milestones like work anniversaries with public recognition and small rewards.	Boosted employee morale, enhanced productivity, and strengthened team spirit.	1 month	Ongoing	n/a
3	Implement flexible scheduling options like shift swapping and staggered shifts. Launch wellness programs, including subsidised gym memberships, yoga classes, and stress management workshops.	Improved work-life balance and employee well-being, reducing turnover and enhancing job satisfaction.	Flexibility options set by January 2025; wellness programmes implemented by March 2025.	March 2025	£1,000 for wellness program, free gym pass at Dusai
4	Develop structured job progression maps for each role, detailing criteria for promotion, required skills, and growth opportunities. Establish a mentorship program where senior staff guide junior employees.	Increased employee motivation and retention through clear career progression, with mentorship to prepare employees for advancement.	Job progression maps completed by 20th December 2024;	mentorship program begins January 2025 and continues ongoing.	n/a
5	Implement an ongoing training program covering technical and soft skills. Provide access to external training options, offering partial or full reimbursement for hospitality certifications and courses.	Enhanced service quality, employee confidence, and skillset expansion, promoting a culture of continuous improvement.	Training program established by February 2025; external training reimbursement policy by April 2025.	April 2025	£15,000 annually
6	Offer additional benefits like private healthcare, transportation allowances, or housing stipends for employees commuting long distances. These benefits improve quality of life without direct salary increases.	Enhanced job satisfaction and reduced turnover, especially among staff who commute or have health-related needs.	Benefits package finalised by May 2025 and implemented by June 2025.	June 2025	£10,000 annually

7	Organise team-building activities, such as social events or team outings. Encourage open communication through open-door policies and regular team meetings.	Strengthened relationships, improved collaboration, and a more inclusive and positive workplace culture.	Team-building activities initiated by December 2024; ongoing open-door policy and team meetings established.	December 2024	£2,000 annually
8	Ensure inclusive hiring practices, provide diversity training, and promote a culture where all staff feel valued.	Enhanced inclusivity, improved employee satisfaction, and a workplace where diversity is celebrated and respected.	Diversity training and inclusive hiring practices implemented by February 2025.	February 2025	n/a
9	Review and improve the physical work environment, including staff break rooms, ergonomic equipment, and ensuring high standards of comfort and safety.	Increased employee morale and comfort, leading to a healthier, safer, and more enjoyable workplace.	Facilities review completed by March 2025; upgrades implemented by May 2025.	May 2025	n/a
10	Schedule regular one-on-one check-ins with new hires during their first six months to discuss progress, address concerns, and provide additional support as needed.	Improved employee retention and satisfaction as new hires feel heard, supported, and able to address any challenges early on.	Check-ins begin with an onboarding program in January 2025; ongoing as needed for each new hire.	Ongoing	n/a
11	Develop a structured exit interview format with questions on reasons for departure, job feedback, and improvement suggestions	Obtain valuable, consistent insights from departing employees to better understand turnover and address potential issues.	Exit interview format completed by December 2024; implemented immediately thereafter for all departures.	December 2024	n/a
12	Regularly analyse exit interview data to identify patterns or themes related to turnover, informing adjustments in onboarding, job design, and support	Improved retention through data-driven adjustments that proactively address recurrent turnover themes.	Data analysis process in place by January 2025; reviewed quarterly.	Ongoing	n/a



8. Conclusion

In conclusion, this consultancy report provides DuSai Resort and Spa with a comprehensive analysis and tailored recommendations to address high staff turnover and improve employee retention. Using frameworks like PESTEL, SWOT, and TOWS, along with change management models, it outlines strategies to build organisational resilience, enhance employee satisfaction, and foster a positive work culture.

The PESTEL analysis highlights the impact of external factors, such as labour costs, regulatory shifts, and workforce demographics, underscoring the need to align internal practices with the evolving external environment. This alignment is crucial for DuSai to position itself as a competitive employer in Bangladesh's hospitality sector.

The SWOT analysis indicates that while DuSai has a strong brand reputation and premium services, weaknesses like limited career progression and inconsistent management need addressing to retain skilled staff. The TOWS analysis builds on these findings, identifying strategic retention approaches that leverage DuSai's strengths and external opportunities, such as emerging tourism markets and talent development initiatives.

The report outlines five recommendations: enhancing engagement, career progression, reviewing benefits, improving onboarding, and standardising exit interviews. Together, these provide a structured approach to address turnover, promote job satisfaction, and build loyalty.

Effective retention also depends on cohesive change management and leadership. By incorporating Kotter's Model, and Total Quality Management along with other frameworks, the report emphasises the importance of strong leadership and communication in creating a culture of positive change.



The phased action plan offers DuSai a structured approach to implement these recommendations incrementally, ensuring sustainable improvements. With a motivated and loyal workforce, DuSai can reduce turnover costs, foster resilience, and strengthen its appeal as an employer in the hospitality industry.





We would like to express our gratitude to DuSai Resort and Spa for the opportunity to collaborate on this project. It has been a privilege to partner with your organisation in addressing these critical challenges. We look forward to the prospect of future collaboration and are committed to supporting DuSai in its journey towards sustained growth, excellence, and employee satisfaction within the hospitality industry.



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10. Appendices

Understanding Workplace Culture in Bangladesh: According to the 6-D Model© by Geert Hofstede (2024).

