Report on

Talent resourcing and Succession Planning in the Banking Sector: A case study on Dhaka Bank.

By

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22104169

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelors of Business Administration

BRAC Business School

BRAC University

18 June, 2025

Declaration

It is hereby declared that

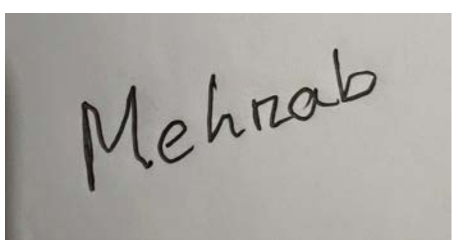
1. The internship report submitted is my own original work while completing degree at BRAC University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



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Asst Professor & Director

Women Empowerment Cell

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Letter of Transmittal

Dr. Nusrat Hafiz

Asst Professor & Director

Women Empowerment Cell

BRAC Business School

BRAC University

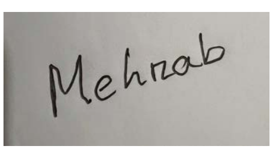
Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Internship report on “Talent resourcing and Succession Planning in the Banking Sector: A case study on Dhaka Bank”

Dear Madam,

I am pleased to submit my internship report on “Talent resourcing and Succession Planning in the Banking Sector: A case study on Dhaka Bank” I have successfully undertaken my internship program at Dhaka bank PLC under your supervision. I feel that the experience and the learning that I happened to acquire during the period will go a long way into my future professional life. This report is prepared based on the data that I have tried my best to collect and present in as much detail as it is possible. I hope the report would be to your satisfaction.

Sincerely yours,



____

Md Mehrab Hasan Khan

Student ID: 22104169

BRAC Business School

BRAC University

Date: June 18, 2025

Non-Disclosure Agreement

It is hereby agreed and entered between, Dhaka Bank PLC and a student of BRAC University, that the report I submitted to the bank, named, 'Talent resourcing and Succession Planning in the Banking Sector: A case study on Dhaka Bank' will not be released or published in any other media, other than the use in my academic project and presentation.

The data included in this report is based on the information that was officially published by the organization and approved by my supervisors.

Name of the Company: Dhaka Bank

Supervisor Name: Md Shaheenul Islam

Position: Vice President

AML & CFT Division

Name of the Student: Md Mehrab Hasan Khan

Address: Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Description of the report:

"Talent resourcing and Succession Planning in the Banking Sector: A case study on Dhaka Bank**"**

Acknowledgement

I would like to give my sincere thanks to the Almighty Allah who gave me the chance, strength and perseverance to enable me to successfully accomplish my internship report.

I would like to extend my sincere gratitude to Dhaka Bank PLC and its management team who gave me invaluable advice and assistance, cooperated with me tremendously and supported me during the preparation of this report. They were very helpful and contributed a lot to my learning process.

I also would like to express my heartfelt gratitude to my colleagues at Dhaka Bank PLC who willingly assisted me and gave me the required information whenever I addressed them. I particularly want to thank my organizational supervisor who through her encouragement and cordial nature made my internship experience very conducive and enjoyable.

Additionally, I would also like to express my deep gratitude and respect to Dr. Nusrat Hafiz, Asst Professor & Director, Women Empowerment Cell, BRAC Business School, BRAC University, who guided me all the time, gave her valuable recommendations, and supported me. Her constructive comments played a constructive role in ensuring that I remained focused and here is the report completed at the right time and effectively.

Executive Summary

In this report, the focus will be on practices and effectiveness of talent resourcing and succession planning in Dhaka Bank in the effort to know how the strategies influence organizational continuity and staff progression. The study using qualitative interviews and internal observations reveals the major areas as the recruitment efficiency, leadership pipeline readiness, and the talent strategy and business goals alignment. Although Dhaka Bank has taken some steps in the right direction by ensuring that they attract and retain competent professionals, the bank has some work in long term planning, in-house skills advancement as well as clear career advancement channels that are transparent. The results imply that the bank would face leadership vacuum and talent loss in case there is no well-organized and progressive system of succession planning. Dhaka Bank should concentrate on active talent sourcing, continuous learning and development of employees as well as establishment of a successful succession model to build a strong workforce of the future. Such advances are necessary to maintain a high level of operation as well as increase the rate of employee engagement and strategic responsiveness in a rival banking situation.

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Chapter 1

1.1 Student Information

Name: Md Mehrab Hasan Khan

Student ID: 22104169

Department: BRAC University Business School

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Marketing

1.2 Internship-Related Information

1.2.1 Period, Company Name, Department, and Address

Company Name: Dhaka Bank

Period: 2 February, 2024 to 30th April, 2025

Department: Anti-Money Laundering and Combating the Financing of Terrorism (AML & CFT Division)

Address: 71 Purana Paltan Line, Dhaka 1205

1.2.2 Company Supervisor's Information

Name: Md Shaheenul Islam

Position: Vice President

AML & CFT Division

1.2.3 Job Scope – Job Responsibilities

Dhaka Bank appointed me as an intern with different types of responsibilities.

- **Doing Circulars and sending it to All Branches:** The employees in the anti money laundering (AML) department work very sincerely to mitigate money laundering by responding to the letters they receive from the Bangladesh regulatory authorities such as, Bangladesh Financial Intelligence Unit (BFIU), Anti Corruption Commission and TAX Commission, Central Intelligence Cell (CIC) and Income Tax Intelligence and Investigation Unit. My duty here is to create the circulars and send it to all other branches of Dhaka Bank PLC.

- **Nid Verification:** After completing doing circulars my Duty was to verify the nid for getting more details about the quarried persons which were given by the regulatory authorities.

- **DBL account checking:** Once the task has been completed, we plan on looking over the profiles of applicants that the regulating authorities have banned. My job description here is to classify these profiles in the DBL system such that I can check if an account of these profiles exists in the bank or not. It is a process of checking details related to name, date of birth, NID and address.

- **Managing Excel of BFIU:** One of my duty, was to give entries of the details of letters received from BFIU and its details. It helps the department to find the details of the queried persons easily if it's needed in the near future.

1.3 Outcomes of the Internship

1.3.1 Student's Contribution to DBL

I did everything that was given to me during my internship. I was one of my key contributions in helping my colleagues in the department of Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT). In this department, we deal with confidential protection of highly confidential matters as we work very closely with Bangladesh's regulatory bodies and deal with sensitive personal information. We were located at the head office and were put under a lot of pressure as we performed our core tasks and also coordinated with all branches to gather information and ensure regulatory compliance.

1.3.2 What student benefits from the internship

Internship is an important part of BBA program and this opportunity has enriched me in many ways. This experience gave me the hands-on experience of a corporate environment, and taught me how to deal with colleagues, how to manage time and how to finish tasks with precision. Finally, I also learnt about the harsh realities of corporate stress and was able to manage without letting it affect my life more than work hours. During this internship I found out more knowledge and skills that helped me to define more clear plan for my future career. Additionally, I have gained a lot professionally working at DBL and believe that my future endeavors will make a lot of use of this expanded professional network.

1.3.3 Difficulties during the internship period

Since the department is dealing with highly confidential information, as interns, we were given just the basic level information while important things were hidden from us. Therefore, there were a lot of times when I could not quite get a grasp of some technical terms and processes my colleagues were talking about because of these necessary restrictions. However, this confidentiality also added limitations when drafting my internship report as I could not discuss thoroughly some of its operations and cases.

1.3.4. Recommendation

- The interns should be provided initial training sessions for them to know the duties of the department, regulations and key terminologies in the department. It will help them to learn about their duties quickly.
- Giving some liberty to interns in the tasks selected for them could make their learning experience more interesting and innovative.

Chapter: 2

2.1 Introduction

The purpose of this chapter is to give an in-depth coverage of Dhaka Bank PLC (DBL). The bank's origin, organizational structure, operational strategies, management practices, marketing initiatives and financial activities are all covered within it. The paper aims to provide an overall comprehensibility of how private commercial bank is operating in Bangladesh as a leading DBL.

2.2 Overview of the Company

Figure1: Dhaka Bank Logo

Dhaka Bank PLC is a private commercial bank of Bangladesh, one of the leading private commercial banks in Bangladesh and has been playing a key role in the development of the country's economy through a comprehensive range of banking services. Mirza Abbas, a Bangladeshi politician, founded the bank in 1995 and its first chairman of the Board of Directors was Abdul Hai Sarker.

Currently, Dhaka Bank PLC caters to its customers with 114 branches, 3 SME service centres, 2 offshore banking units, 29 sub branches, 88 ATM machines, 11 automated deposit machines, and 7 cash retention machines, which shows that the bank is very spread out in geographically (Dhaka Bank PLC 2023).

Bank was established in a phase of speedy economic growth in Bangladesh due to industrialization, expansion of agriculture, increased international trade and remittance inflows as well as increase in the investments of the infrastructure, power, communication and service sectors. In this period, the financial demands were growing and this encouraged a number of visionary business leaders to establish Dhaka Bank PLC to meet the developing financial needs of economy.

2.2.1 Mission

Dhaka Bank PLC aims to emerge as leading financial institution of the country by offering quality financial products and services through state of the art technology and a highly competent workforce for excellence in banking (Dhaka Bank PLC, 2023).

Core Values

- Customer-centric service
- Integrity and high ethical standards
- Commitment to quality
- Teamwork and collaboration
- Respect for all stakeholders
- A strong sense of corporate social responsibility

2.2.2 Vision

The vision of Dhaka Bank is to make every banking transaction rewarding and satisfying. The bank is keen to provide timely, precise, technology driven and focused on individual business solutions. Dhaka Bank PLC aims to provide value added financial services through its reliable products, dedicated team and efficient processes (Dhaka Bank PLC, 2023).

2.3 Management Practices

The role of the effective management practices in shaping the organizational culture, improving the performance and meeting the strategic objectives cannot be over emphasized. Dhaka Bank PLC is a bank that has sound management through well structured and integrated departmental activities.

Recruitment:

DBL conducts both internal and external recruitment. Internal recruitment is based more on employee promotions in departments whereas external recruitment is done through job posting on the bank's website, online job portals, advertisement, and campus recruitment drive.

Employee Training:

In 2000, the Dhaka Bank Training Center was set up for enhancing the employee skills. The programs offered by the bank are 'Specialized Programs' like 'Foundation Courses for New Employees' and 'Risk Management Training' for skill development and performance improvement.

Figure2: Training Session

The main purpose of Bank Training Center was to develop employee capability. The bank provides different programs such as ‘Foundation Course for New Employee’ and ‘Risk Management Training’ to improve the skills and performance of its employees.

Compensation Packages:

- DBL provides competitive compensation package in line with industry standard, including:
- Base salary based on position
- Performance-based bonuses
- Transportation and medical allowances
- Payment for health and wellness benefits, maternity allowances and take leave as a part of the compulsory provisions.
- Provident fund and long-term financial security benefits

Key Departments at DBL:

- **Human Resource Department (HRD):**

Employee relations are managed, recruitment, compensation, appraisal and termination processes are taken care of by the HR department.

- **Operations Department:**

The banking activities are executed in all units with the help of operations department. In addition, it also provides strategic oversight and policy guidelines on coordinating bank’s core operations for efficiency and compliance.

- **Anti-Money Laundering & Combating the Financing of Terrorism (AML & CFT) Division:**

This division was formed under the directive of Bangladesh Bank in February 2013 and it is working under the overall Risk Management framework. It is supposed to stop money laundering and financial crime by vetting and reporting customer information to the regulatory bodies. In all operations, confidentiality is strictly maintained to protect the bank from financial crimes and reputational risks as the bank's sensitive nature.

- **Finance & Accounts Department:**

The function of this department is to keep a track of all financial transactions and make them accurate. DBL's internal regulations are strictly followed and also conforms to regulatory compliance, which it provides in the process of financial reporting and audit.

2.4 Marketing Practices

To increase its customer base and secure its competitive advantage over other financial institutions in the market, Dhaka Bank PLC undertakes dynamic marketing strategies. The marketing mix of the bank is consistent with the traditional 4Ps framework i.e. Product, Price, Place and Promotion.

2.4.1 Product

Having a diverse portfolio of financial products and services, DBL is oriented to different client segments.

- **Corporate Banking:**

This division serves clients from multinational corporations to local start-ups, providing solutions of working capital financing, trade finance, term loans, project financing, structured financial products. A specialized relationship management team offers personal services to corporate clients.

- **Islamic Banking:**

DBL provides Shariah compliant banking solutions that are Murabaha (cost plus financing), Ijarah (leasing) and Mudarabah (profit sharing investment). It offers financial service to clients who are looking for Islamic interest free financial service.

- **SME Banking:**

DBL concentrates in empowering small and medium enterprises (SMEs) with services like working capital finance, trade finance, term finance and consultancy. Besides, the bank also promotes women's entrepreneurship using special financing schemes like 'Suchona Loans' for women led businesses.

- **Retail Banking:**

One of DBL's core functions is retail banking and it provides services of savings accounts, current accounts, fixed deposits, personal loans, home loans, car loans, credit cards, debit cards, pension schemes, etc. DBL also works with other financial institutions to raise the funding for large corporate financing needs.

2.4.2 Price

DBL continues to offer competitive pricing for its services. Maintenance fees for savings accounts with BDT 15,000 to BDT 25,000 account balance are BDT 100 bi-annually.

Loan interest rates as of July 2024 are:

- Consumer loans: approx. 14% per annum
- Home loans and car loans: approx. 12% per annum

Locker facilities are also available:

- Small locler: BDT 5,000/year
- Medium Locker: BDT 7,000/year
- Large Locker: BDT 9,000/year

2.4.3 Place:

DBL has 114 branches, 3 SME centers, 2 offshore units and 88 ATMs across the country for nationwide accessibility. Further extension of the bank's services is introduced by the introduction of mobile banking apps such as EZYBANK and DBL GO.

2.4.4 Promotion:

The Communication and Branding Division spearheads DBL's promotional efforts. Using both the traditional and digital platform, the bank has leveraged the brand presence and engaging with customers.

Figure3: Promotional Advertising.

- Corporate Social Responsibility (CSR):

DBL has been very active in promoting social development through contributions to education and healthcare sectors and publicizing them on its website and social media.

- Lifestyle Promotions:

Exclusive privileges of bank's credit cards include discounts and offers at partner restaurants, hotels, healthcare facilities and lifestyle outlets. Such promotions are aimed at encouraging customer loyalty and DBL's commitment to offering value added banking solutions.

2.5 Financial Performance of Dhaka Bank

The key indicator of the efficiency of a firm in using the resources for generating revenue and the overall financial stability of the firm during a particular period is the financial performance

(Kenton, 2024). The financial performance assess is very important to evaluate the operational success and future growth strategies of Dhaka Bank PLC (DBL). The financial trends of the bank have been analyzed using data extracted from the bank's annual reports, which have been used to carry out a comprehensive ratio analysis for the years 2021, 2022, and 2023.

Return on Equity (ROE)

(Net Income / Shareholder's Equity)

YEAR	Calculation	Results
2023	1,671,815,631 / 22,405,488,174	7%
2022	1,672,943,505 / 21,510,001,416	8%
2021	2,136,468,496 / 20,966,044,138	10%

Analysis:

Dhaka Bank's ROE was 10 percent in 2021, 8 percent in 2022 and 7 percent in 2023, which is downward trend. The sharp drop in 2022 seems to imply inefficiencies, for example, higher operational costs, compressed net margins, or a deficiency in using equity capital. In 2023, the 2023 benchmark was slightly improved, but still below the 2021 benchmark. A drop in ROE may point to a need for strategic restructuring, reengineering of capital allocation as well as core banking operations to add value to shareholders. In order to achieve sustainable growth, the bank should strive to achieve and surpass the level of 2021 performance by increasing profitability, efficiency and reducing non performing assets.

Cost-to-Income Ratio

(Operating Expense / Operating Income)

YEAR	Calculation	Results
2023	6,473,852,431 / 14,569,585,103	44%
2022	6,665,970,543 / 13,643,659,125	49%
2021	5,006,202,133 / 11,852,662,099	42%

Analysis:

A temporary rise in operating costs compared to income is indicated by the higher Cost to Income Ratio from 42% in 2021 to 49% in 2022. Although the ratio was not yet at level of 44% in 2023, this improvement can be attributed to cost containment and revenue generation. The 2023 improvement is good, but the bank has not yet restored its lower ratio from 2021. Automation, coupled with digital transformation and lean management focus on long term profitability and efficiency, which may be further reduced by sustained focus on automation.

Loan-to-Deposit Ratio (LDR)

(Total Loans / Total Deposits)

YEAR	Calculation	Results
2023	255,268,756,096 / 281,670,640,727	91%
2022	238,841,569,135 / 242,979,711,012	98%
2021	214,607,304,713 / 229,945,560,865	93%

Analysis:

LDR of Dhaka Bank was at 98% in 2022, showing an inclination towards lending as compared to its deposit base, which could have accentuated liquidity risks. However, in 2023 the ratio is 91% more conservative, indicating that the bank has been more prudent in that it can meet depositors' obligations while still supporting credit growth. A balanced LDR, however, indicates better liquidity management, but the bank must still pay attention to responsible lending practices and increasing mobilization of deposits to improve stability and mitigating its funding risks.

Asset Turnover Ratio

(Total Revenue / Average Total Assets)

YEAR	Calculation	Results
2023	21,474,460,537 / 15,996,626,066	1.34
2022	16,155,500,494 / 5,561,085,124	2.91
2021	14,857,899,527 / 19,857,605,376	0.75

Analysis:

Asset Turnover Ratio was quite volatile varying from 2.91 to 1.34 between 2022 and 2023. The 2022 spike therefore indicates exceptional asset utilisation during that year, for example with higher revenues or better use of financial assets. The next decline in 2023, however, could be a sign of underutilization of assets or the growth of total assets without proportionate revenue growth. Asset turnover is very important and Dhaka Bank should strive to achieve consistency in the deployment of its asset and generating of revenue. Stabilization of this ratio and productivity will require further strategic asset management.

2.6 Different Practices Operations Management and Information System

Given the highly digitalized banking environment, today, technology has become a significant work source for automatizing and improving operations and customer experience. This evolution was embraced by Dhaka Bank PLC who, time and again, has invested in such advanced technological solutions to enhance operational efficiency and service delivery.

FLEXCUBE Core Banking Solutions (CBS) has been used by Dhaka Bank since 2004 for managing its banking operations. Recently, in 2018, the bank updated its systems to FUBS, a FLEXCUBE Universal Banking Solutions, a suite of features for handling transaction processing as well as managing customer data and making operations fit to the demands of the market. FUBS has facilitated Dhaka Bank’s transition from daily activities with less accuracy to greater accuracy, and also enhanced its ability to respond to changing customer expectations.

Apart from advancing core banking, Dhaka Bank has also added digital options to its services through its proprietary mobile banking application that allows customers to transact, check account details and get banking support on a on the go basis. Along with that, the bank has come up with Self Banking Portals that enable customers to open Fixed Deposit Receipts (FDR) and Deposit Pension Scheme (DPS) accounts on their own and seek support for card related and other banking services without any branch visit.

To facilitate account opening further, Dhaka Bank launched ezyBank, an onboarding platform for the bank that facilitates the processes of account opening for customers. So account opening times on this platform are between several days, to now just a few minutes, which has helped in increased operational efficiency, and customer satisfaction.

Dhaka Bank has also adopted technology to enhance the efforts of risk management from a compliance perspective. Under the bank’s Anti Money Laundering (AML) and the Countering the Financing of Terrorism (CFT) department, the Transaction Monitoring System (TMS) enables the bank to monitor daily transactions real time. It is this system that makes it possible to detect suspicious activities and prevent unauthorized or non compliant transactions that exceed determined thresholds.

2.7 Industry and Competitive Analysis

Dhaka Bank PLC needs complete industry information to run better operations and develop stronger customer connections to stay ahead of competitors. By applying Porter’s Five Forces Model to banking studies we can better understand market competition and profit potential in this sector (Gratton, 2024).

2.7.1 Porter’s Five Forces Model Analysis for Dhaka Bank PLC

- Threat of New Entrants – LOW:

The banking sector faces limited new market entrants because starting a financial institution demands substantial investment. Bangladesh Bank tightly controls the market while startup costs remain high and the banking sector demands proven business trust and financial compliance systems. The present political and economic situation of Bangladesh makes it hard for new financial institutions to enter the market which lowers the threat for Dhaka Bank PLC.

- Threat of Competitive Rivalry – HIGH:

Dhaka Bank deals with strong market competition since 62 scheduled banks work in Bangladesh trying to get more clients (Bangladesh Bank, 2024). Many banks compete in a crowded market by releasing new digital services customer help options and financial products to stay ahead. The strong banking sector competition pushes Dhaka Bank to improve operations while creating fresh ways to stand out from rivals.

Figure4: Porters Five Forces

- Bargaining Power of Customers – HIGH

Many banking options in the market give customers substantial influence over how banks must operate. These customers look closely at prices and quickly move their accounts to other banks when they see better loan offers or higher interest rates. Dhaka Bank needs to keep customers happy through strong financial products and better online services while matching industry competition to protect its loyal customer base.

- Bargaining Power of Suppliers – MODERATE to LOW:

Suppliers in the case of banking may refer to technology providers, software vendors as well as depositors (who supply the capital in form of deposits). However, the diverse depositor base and the multiple funding sources of Dhaka Bank mean that depositors have some influence in choosing where to place their funds and to that extent mitigate the risk. Furthermore, Dhaka bank can counter the supplier power through long term contracts and partnership with the technology vendors which will provide critical infrastructure (example like core banking systems like FLEXCUBE Universal Banking). Supplier power is moderate but manageable overall.

- Threat of Substitutes – MODERATE:

Fintech companies, MFS and NBFIs constitute a moderate threat of substitution. Alternative to traditional banking, digital wallets, peer to peer lending platforms and microfinance institutions have solutions for the younger and rural customers. Yet, these substitutes cater to a limited market and generally offer limited financial services compared to what Dhaka Bank offers. Dhaka Bank needs to continue innovating in the digital banking offerings and further enhance the fintech partnerships.

2.7.2 SWOT Analysis

A SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) is an overview of Dhaka Bank PLC's internal capabilities and external environment. This framework allows us to assess the degree to which the bank is able to leverage its strengths, address its weaknesses, capitalize on its market opportunities, and to mitigate it external threats (DLT Labs, n.d.).

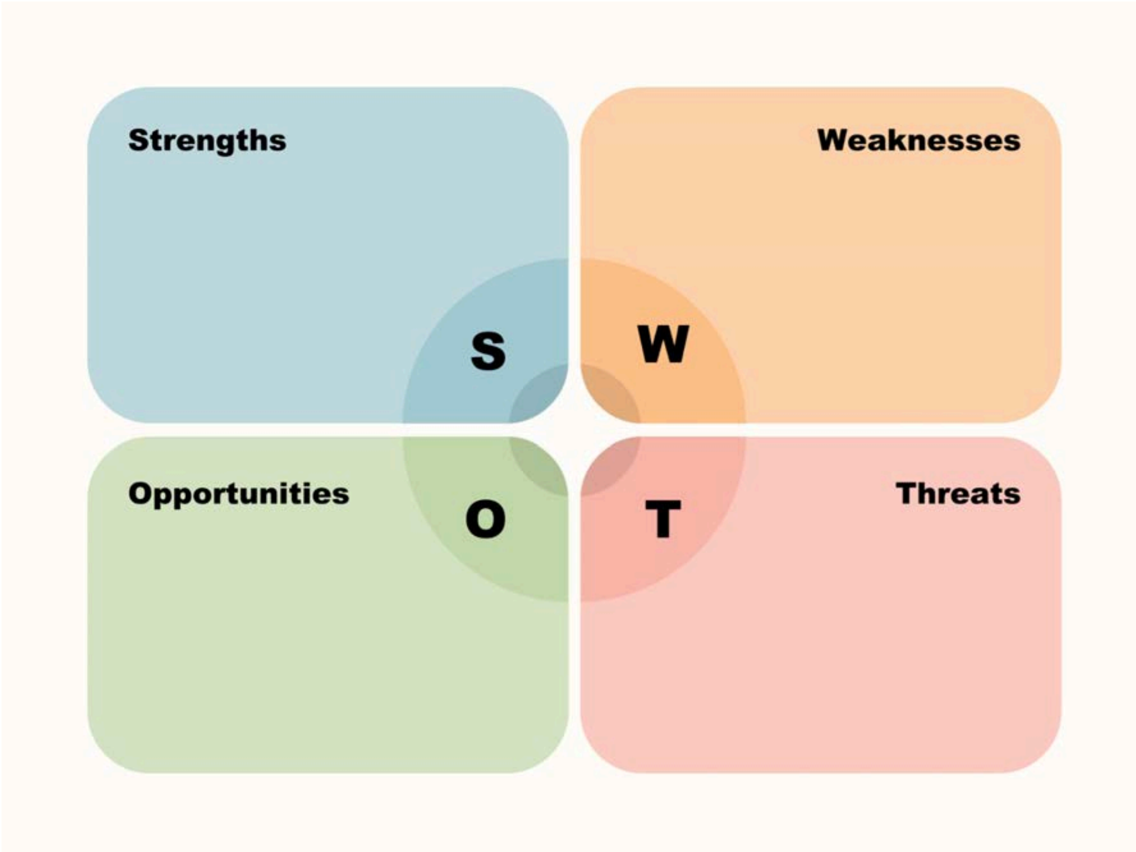


Figure5: Swot Analysis

- Strengths:

With over two decades of presence in Bangladesh's financial sector, Dhaka Bank PLC has a strong corporate identity and market trust (Mursalin, 2014). Reliability and quality service has enabled the bank to build a loyal customer base. Dhaka Bank also offers a wide range of financial products and services to meet customers' diverse needs. Ensuring seamless transaction processing, operational efficiency, and secure data management of customer, implementation of robust Core Banking Systems (CBS), such as FLEXCUBE Universal Banking Solutions is done.

- Weaknesses:

However, Dhaka Bank has some weakness, such as a limited network of ATM's, bank's, CRM and also a little behind of its rivals in comparison of their absence, it may result customer annoyance or even customer drop out. In addition, the bank's marketing efforts are less aggressive and less far reaching than that of some of its competitors thereby constraining its expansion in brand visibility and attract new market segments.

- Opportunities:

Being strongly digital transformation focused, Dhaka Bank has ample growth potential through initiatives such as serving customers better and improving operations efficiency. The bank can increase its position in the market by adopting more customer-centric marketing strategies and expanding its product mix. Geographic expansion to the underbanked and rural areas also offers a great opportunity to capture new customer segments and increase financial inclusion in Bangladesh.

- Threats:

Dhaka Bank operates in a very competitive industry, i.e., local as well as foreign banks are pressurizing the bank to maintain competitive interest rates. Finally, there is a fixed cost challenge consisting of operational and regulatory costs. Furthermore, the current political and economic instability in Bangladesh and the associated currency and macroeconomic risk add to the risk exposure of the bank.

2.8 Conclusion

In this chapter, a detailed overview of Dhaka Bank PLC was provided that discussed the nature of the bank’s operations, marketing strategies, financial performance and being a competitor in the industry. The chapter also looked into the bank's past and its transformation into one of the biggest financial institutions of Bangladesh with over two decades of experience.

It is worth noting that Dhaka Bank PLC has always been investing in the IT infrastructure to support its digital transformation, and it has a lot of services offered. The bank has a network of more than 100 branches across the country, which has firmly and steadily placed its presence in the financial sector. The competitive and industry analysis pointed out that Dhaka Bank has attempted to keep and improve its market position in the dynamic and competitive banking environment.

2.9 Recommendations

- To expand its customer base, Dhaka Bank should devise suitable promotional strategies for capturing the customers from all segments of the society.
- Outsourcing these specialized market research teams to the bank may bring in deeper insights into customer needs and emerge market trends, which may be beneficial to the bank.
- By organizing more training programs to improve service quality and operational efficiency, more emphasis should be put on employee development.
- In order for Dhaka Bank to stay competitive in the emergent banking sector, it will have to continuously innovate and diversify its product and service offerings.

Chapter 3: Findings and Analysis

3.1 Introduction

Talent resourcing and succession planning have become important in the current competitive fast-changing banking industry; to ensure a successful long term organizational performance. Being one of the major private banks in Bangladesh, Dhaka Bank is thus challenged in two ways; it has to attract the best talent and at the same time develop or prepare the right people to take up key leadership positions, should the occasion arise. There is need to do talent resourcing to ensure that the workforce is not merely talented but also capable of working in accordance with the strategic goals of the bank. The maintenance of a smooth flow of leaders who can take the organization through future challenges is achieved through succession planning.

In this chapter, the authors investigate the on-going practices of Dhaka Bank in terms of talent resourcing and succession planning that concerns the applied recruitment strategies, employee development schemes, and leadership succession models. The chapter as well explores what the employees think about these processes and their effect on their career development and the overall performance of the bank. Lastly, this chapter will give its recommendations on the way these critical areas can be enhanced as a way of enabling Dhaka Bank to boost its human capital and stabilize its place in the competitive banking sector.

3.1.1 Background and Problem

Talent resourcing and succession planning have become topical issues in the fast-paced and competitive banking industry in the efforts of ensuring that organizations are stocked with the right talent needed to fulfill the business requirements. Dhaka Bank being one of the major private commercial banks in Bangladesh is experiencing the pressure of accommodating an increased number of employees besides ensuring that the future leadership roles are occupied by prepared and qualified individuals.

Although the bank has partially instituted some elements of talent management like training and internal recruitment, it is questionable whether the informality and lack of formality of its succession planning process is desirable. The gaps may create problems in the continuity of leadership especially in cases where the senior leaders retire or unexpectedly exit the bank. This study examines the current talent resourcing and succession planning measures in place at Dhaka Bank and how these measures would equip the bank to face future changes of leadership.

3.1.2 Objectives

The main focus of this study are:

1. To discuss the prevailing practices in talent resourcing within Dhaka Bank PLC in terms of recruitment, employee development and internal mobility.

2. To determine the effectiveness of the succession planning model at the bank especially in grooming employees to take up leadership positions.

3. To uncover the main issues in the application of talent and succession strategy in banking sphere, and in Dhaka Bank, in particular.

4. To determine how talent resourcing and succession planning affect stability in the organization and staff retention.

5. To propose HR practices which are capable of improving leadership preparedness and enhancing the talent pool within Dhaka Bank

3.1.3 Significance of the Study

The findings of the study are useful because of the fact that it is concerned with two very important topics of organizational success that are talent management and succession planning. As one of the key players in the banking sector of Bangladesh, Dhaka Bank must continually be involved in the task of creating and utilizing talent pool within the organization so as to remain afloat of the competition. The research will also offer the bank a good chance to know how it can incorporate changes to its current systems in order to ease the transition in leadership, increase employee retention rates as well as have a better leadership pipeline by identifying loopholes in the current systems and recommending on how the bank can do better on these systems. Ultimately, the outcomes may help the bank to be more stable and successful over a long-term period.

3.1.4 Scope of the Study

This research is restricted to the practices of talent resourcing and succession planning in Dhaka Bank PLC with reference to the HR and AML & CFT departments. These departments were selected given that they directly participate in recruitment, training and leadership development processes of the bank. The study is limited to the problems and efficiencies of the prevailing practices in the bank and is not an investigation of the other HR roles of the bank like compensation or employee relations. Also, it is quite possible that the results obtained do not entirely reflect the opinions of the employees who work in other departments, yet they give an impressive idea of the basic spheres of talent management and succession in leadership.

3.2 Literature Review

The review of the literature is paramount to the knowledge of the theories, frameworks, and best practices pertaining talent resourcing and succession planning, especially within the banking sector. This section entails a literature review of pertinent articles and identifies some of the concepts, issues, and practices that shape the findings of this research.

Banking- Talent Resourcing:

Talent resourcing is defined as strategies and processes involved in attracting, recruiting, developing and retaining skilled employees in organizations. In the banking industry where employees are supposed to be highly skilled and capable of coping with the changing environment in the market, talent resourcing becomes the key to the successful long term organizational performance(Tazin & Hakim, 2022). According to Green et al. (2021), a bank that possesses effective talent acquisition strategy is more likely to satisfy its customers, address various regulatory issues, and retain competitive edges.

Recruitment Channels: The recruitment channels that are commonly used in the banking sector are both internal recruitment (promotions, transfers etc.) as well as external recruitment using job portals, recruitment agencies and campus recruitment programs(Hosen et al., 2018). It is argued that internal recruitment could be especially effective in terms of staff retention because it helps to create the feeling of career development and organizational loyalty (Torrington et al., 2014).

Employee Development: Talent once acquired must be continuously developed through training programs, mentorship and leadership development programs to make the employees capable of handling more complex roles. Yet, Yukl (2012) claims that numerous organizations within the banking industry have the problem of offering regular developmental opportunities to their employees, especially those occupying low and middle-level jobs.

Frameworks of Succession Planning

Succession planning refers to the practice of selecting as well as developing employees to take up critical leadership positions once the current leaders pass on or retire. The banking industry is one such sector where change of leadership can cause immense turmoil in the organization and therefore a clear and effectively laid out succession planning model is important in maintaining smooth sailing and reducing the element of surprise(*Leadership Strategy and Succession Planning in Banking Acquisitions - Boyden Serbia - Leadership Consulting*, n.d.).

Rothwell (2010) states that an effective succession planning should be done by identifying employees with high potential early in their career and then giving them specific development chances. Such opportunities frequently comprise cross-functional experience, expert training, and coaching by the top leaders. The problem however is that many banks are unable to formalize these processes including Dhaka Bank. Succession planning, as Thornhill (2019) notes, can be quite informal and ad-hoc, especially in the mid-level management positions, with the leadership development pipeline not being obvious.

3.3 Methodology

This study relied on qualitative-dominant mixed-methods research. It is based on this that the talent resourcing and succession planning practices of the Dhaka Bank PLC was able to be explored in such a deep manner, by interviewing key employees of the company as well as referring to various secondary data.

Primary Data: Interviews

This research relied on the semi-structured interviews of 20 employees (HR and AML & CFT departments) as the main source of data. The sample was chosen due to their active engagement in talent management, leadership development, and recruitment process in Dhaka Bank. The interviews were intended to obtain answers about the following areas:

- Existing talents resourcing (recruitment and internal mobility) practices.

- Succession planning and leadership development effectiveness programs.

- The hindrances that the bank encounters in the course of establishing efficient strategies of talent management.

- How these practices affect the stability of the organization, retention as well as job satisfaction.

The interviews took place in the span of two weeks and every interview took around 15 to 20 minutes. A set of core questions and follow-up questions were used to obtain deeper insight on certain issues that are of great importance.

Secondary Data: Document Review

Besides the interviews, secondary data was gathered by looking at HR documents within Dhaka Bank. These included:

- Recruitment policy and procedure

- Training and development systems

- Any current Records regarding succession planning or leadership development program

It consisted of the secondary data serving to complement the results of the interviews and add more context to the study.

Data Analysis

Thematic analysis was employed to analyse the data gathered during the interviews and secondary documents. Thematic analysis is a way of discovering the common themes and patterns in the data and classifying these themes into groups that make sense. The major themes identified as the result of analysis were:

- Positives in the present talent resourcing and succession planning practice.

- Dhaka Bank difficulties in practicing these ways.

- The areas where they can improve on the HR strategies of the bank.

Each theme was then described and discussed further with regards to the aims of the research and contrasted with the literature to give context to the results.

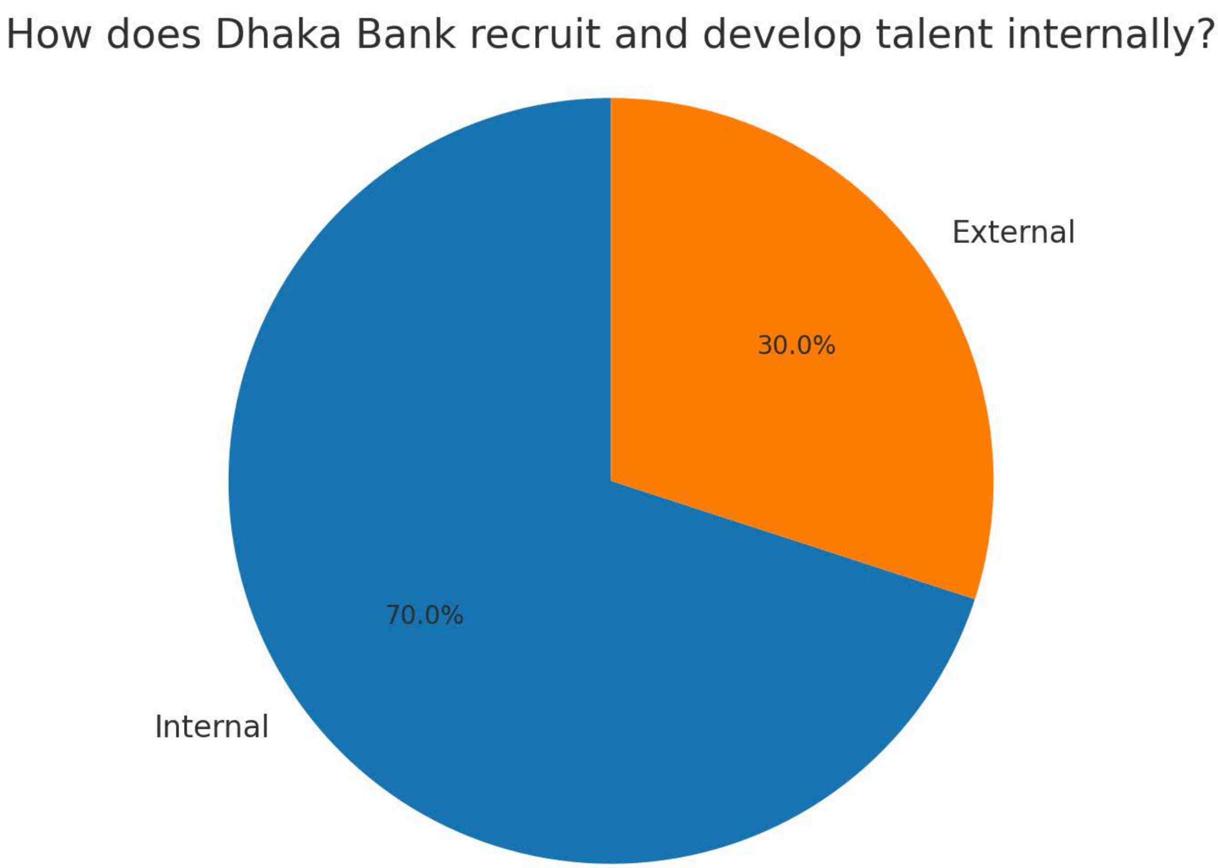
3.4 Findings and Analysis

The section below gives the results of the qualitative study among 20 employees in Dhaka Bank PLC in the HR and AML & CFT departments. This study aims at examining the prevailing practices of talent resourcing and succession planning in Dhaka Bank as well as to investigate the difficulties encountered during the implementation process. The employees were asked the following interview questions to help determine whether the existing HR strategies were efficient enough and, in case of insufficiency, which aspects should be improved.

3.4.a Key Challenges in Implementing Talent and Succession Strategies

Question 1: *How does Dhaka Bank recruit and develop talent internally?*

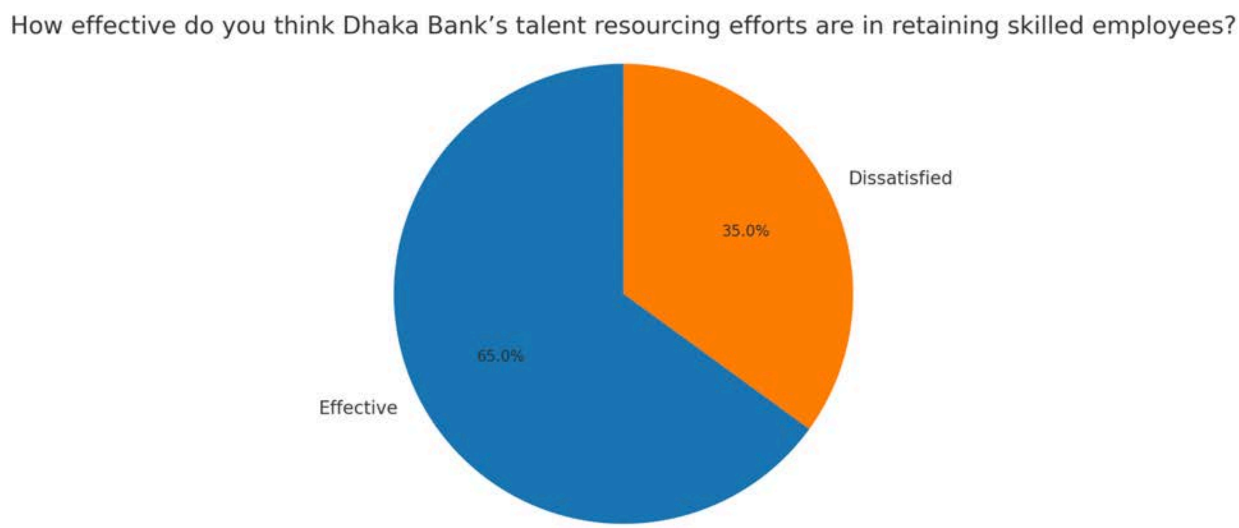
Answer:



Seventy percent of staff members revealed that Dhaka Bank combines both internal recruitment and external recruitment. Internal recruitment process is aimed at promoting the current employee by way of job posting and internal mobility where as external recruitment is principally achieved by way of job advertising, campus recruitment and recruitment agencies. The employees insisted on the need of training programs and leadership development initiatives as part of the career progression. Nevertheless, 30 percent of the employees said that the internal recruitment procedure can be more open since not much is said about the criteria and procedure of promotions.

Question 2: *How effective do you think Dhaka Bank's talent resourcing efforts are in retaining skilled employees?*

Answer:

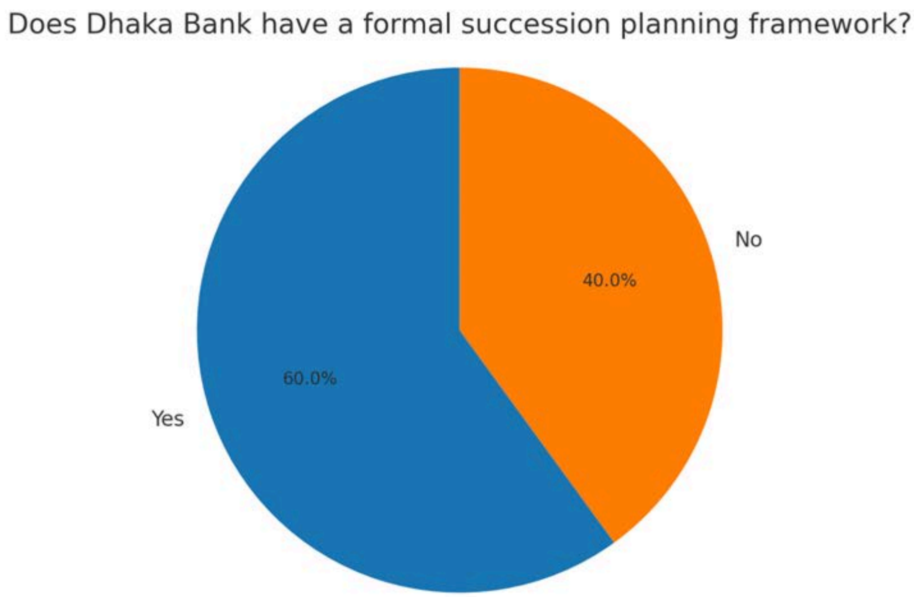


65 percent of the staff believed that the talent sourcing activities undertaken by the bank helped to retain talented workers. They identified training programs and career advancement opportunities as some of the ways that would lead to retention. Nevertheless, 35 percent of the employees complained about absence of definite career progression, in particular, at the middle level. The employees of these levels claimed that they could not always see the possibility of being promoted or even the requirements of moving up in the bank.

3.4.b Effectiveness of Succession Planning Framework

Question 3: *Does Dhaka Bank have a formal succession planning framework? If yes, how effective is it in preparing employees for leadership roles?*

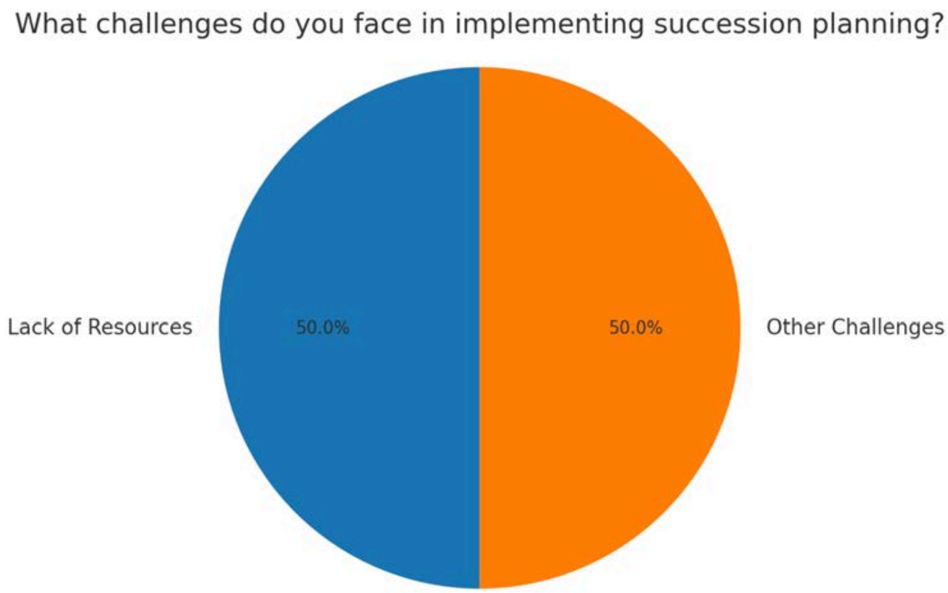
Answer:



60 percent of the employees affirmed that Dhaka bank possesses a succession planning system, yet it is not structured, documented, and formal. Although senior level employees have definite leadership development progress, middle level managers felt left out in the succession planning. 40 percent of the respondents indicated that there is lack of communication on succession planning to employees and leaders are selected through informal networks instead of proper evaluation procedure.

Question 4: *What challenges do you face in implementing succession planning, especially in leadership transitions?*

Answer:

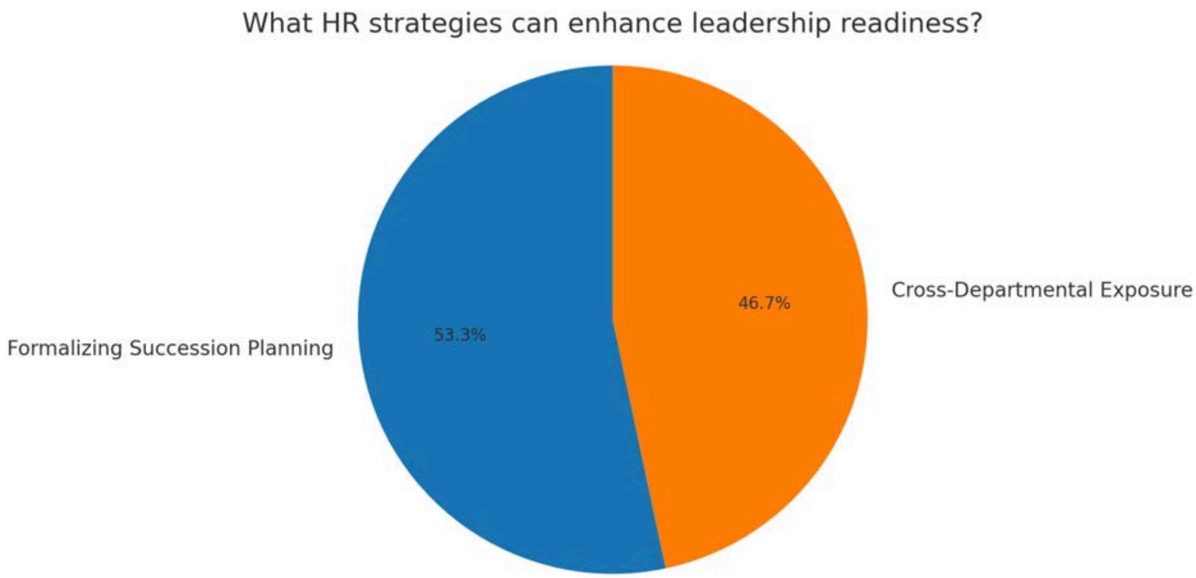


Half of the workers stated that resource shortage is one of the major limitations in the application of the succession planning. Leadership development programs have little budget and time. Moreover, the limited input of the senior management into the process raised some concerns, with some of the staff members reporting that the leadership succession decisions are usually made in accordance with the informal conversations, as opposed to a structured and data-driven process. Finally, 30 percent of the employees expressed that the process of leadership transition can be quite disruptive, especially when some key personalities are involved, as there are no obvious backup plans to these individuals.

3.4.c HR Strategies to Increase Future Leadership Readiness and Internal Talent Pipeline

Question 5: *What HR strategies do you think can enhance leadership readiness and strengthen the internal talent pipeline?*

Answer:



Eighty percent of the respondents consented to the fact that formalizing of succession planning and establishment of structured leadership development programs are essential in ensuring that there is readiness in leadership. Employees untiled the necessity of a more open and organized succession planning process, where leadership potential was recognized at an early stage and groomed over a period of time. 70 percent respondents also demanded the importance of cross-departmental exposure and mentorship programs so that potential leaders possess a well-rounded view of operations of the bank.

3.4.d Summary of Findings

- Talent Resourcing: Dhaka Bank has adopted both in-house recruitment as well as external recruitment process to resource talent. On the one hand, it has development opportunities; on the other hand, internal recruitment processes are not completely transparent. Employees believe that, absence of clear career movement and communication on promotion guidelines is a factor that leads to certain level of employees dissatisfaction, especially within mid- management level.
- Succession Planning: The succession planning system in Dhaka bank is not formal and well documented and organized. The flow of leadership is usually derailed because there

is no formal system of identifying and developing future leaders. Middle level managers complained that they were not included in succession planning talks(*Succession Planning for Banks | American Bankers Association*, n.d.).

- Implementation Issues: The major issues surrounding the implementation of talent resourcing and succession planning in Dhaka Bank are the inadequacy of resources, absence of the senior management participation, and the resistance by organization to formalization of the succession procedures. These are obstacles that make the bank fail to develop and retain leadership talent effectively.

- HR Strategies: Employees are in wide agreement that succession planning should be formalized and the company should invest in leadership development programmes as these will improve leadership preparedness and result in a more robust internal talent pool. Exposure, mentorship and career transparency across departments are crucial to grooming employees to be future leaders.

3.4.e Key Opportunities and Challenges

Opportunities:

1. **Formalize Succession Planning:** Dhaka bank should formalize succession planning so that there are no gaps in any critical position due to smooth transition of leadership.

2. **Strengthen Leadership Pipeline:** The bank should invest more in leadership development, mentoring, and interdepartmental experiences that will enhance the capacity of the bank to grow future leaders.

3. **Make Career Development More Transparent:** Being more explicit about how one advances their career, and how promotions work will increase job satisfaction and reduce turnover.

Challenges:

1. **Scarce Resources:** Resources allocated to succession planning and leadership development programs in the bank need to be increased in order to make these processes successful.

2. **Opposition of Senior Management:** It is a very big challenge to fight the opposition of Senior Management of formalizing the leadership identification and development processes.

3. **Absence of Formal Processes:** The absence of a formal process of decision-making and the informal approach towards succession framework are primary issues that should be corrected.

3.5 Conclusion

This chapter shows the findings of the study related to Talent Resourcing and Succession Planning in Dhaka Bank PLC. However, the study found that the bank have talent management strategies however there is big shortcoming especially in formalisation of the succession planning systems and clear outlining of the career advancement lines to the employees. Lack of transparency of promotion criteria and unstructured process of succession were pointed out as the main bottlenecks.

The findings suggest that more proactive succession planning is needed, more resources should be invested into leadership development, and more communication around career progression opportunity is needed. Fill in these gaps, and you'll drive employee satisfaction, retention and company stability — as well as build to a strong leadership pipeline.

Limitations of the Study

There are few limitations in this study:

1. **Sample Size:** The study relies on the interviews of 20 employees (HR and AML & CFT departments) that might be insufficient to make generalizations about the whole organisation.

2. **Narrower Scope:** It was primarily focused on the HR and AML & CFT departments and the opinions of other departments would help to obtain the complete picture.

3. **Subjectivity:** The responses were subjective, and they were prone to individual experiences as well as departmental influences.

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4. **Time Constraints:** The study could have been limited by little time available to collect data which limited the depth and breadth of the study.

3.6 Recommendations

It is based on this finding that the following recommendations are given to the Dhaka Bank.

- **Document Succession Planning:** It should be clarified how the succession planning should be documented; at senior and mid-management level.
- **Nurture Future Organisational Leaders:** Do more leadership development programmes to build future leaders of the organisation
- **Clarify career progression:** One simple trick to make employees happier is to clarify career progression to make it more explicit about promotion measures and career advancement paths.
- **Increase Senior Management** Integration: Make sure the senior management are integrated into the process of succession planning.
- **Advertise More:** Running more ads will help them to attract more people and so they will be able to get more talents

These are strategic interventions that will assist Dhaka Bank to develop its bench strength and achieve management continuity that will ensure better employee retention and organizational stability.

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