

Report On

Talent Management in Al-Arafah Islami Bank Limited

By
MD Khandaker Ahad Hossain Shetu
16204055

An internship report submitted to the BRAC Business School in partial fulfillment of
the

requirements for the degree of Bachelor of Business Administration

BRAC Business School
BRAC University
24th May 2022

© 2021 BRAC University
All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my 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 that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Md Khandaker Ahad Hossain Shetu

ID-16204055

Student's Full Name & Signature:

Supervisor's Full Name & Signature:

Mr. Mohammad Atiqul Basher

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal
Mohammad Atiqul Basher
Lecturer,
BRAC Business School

BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on Talent Management of Al-Arafah Islami Bank Limited.

Respected Sir,

To show my utmost regard, I am writing to let you know that I have finished my internship report, which was given the title "Talent Management at Al-Arafah Islami Bank Limited." I bring this to your attention since I am now delivering my Internship Report at this time. Included in this is the entirety of my experience with "Al-Arafah Islami Bank Limited." in the following report.

I am grateful to have received support from you as well as the opportunity to participate in an internship program offered by the Committee for the Management of Internships, I have done all in my power to bring the report to a close with as many in the most condensed and exhaustive manner possible, relevant facts and recommendations are presented.

Sincerely yours,

Md Khandaker Ahad Hossain Shetu

16204055

BRAC Business School

BRAC University

4th October 2021

STUDENT DECLARATION

I hereby declare that the report of my internship, which is titled "Talent Management in Al-Arafah Islami Bank Limited," was written by me after the completion of three (three) months of internship with Al-Arafah Islami Bank Limited at its Dakshin khan Branch in Dhaka and a thorough study of the activities that Al-Arafah Islami Bank Limited is currently engaged in and how it is putting those activities into practice.

ACKNOWLEDGEMENT

To begin, I would like to convey my gratefulness to the all-powerful God, who has granted me the opportunity to complete the entire internship process and to write a report on it. In this regard, the report will focus on the following: Without the essential practical knowledge, support from a large number of books, articles, websites, and original material, it is possible that this internship report would have never been finished. My expertise of staff development programs, namely Succession Planning and Talent Management, as well as banking operations, was expanded as a result of this.

I would like to extend my sincere appreciation to my honorable professor, Mohammad Atiqul Basher, who is a Lecturer at the Brac Business School at BRAC University. He supervised the writing of the report, which I am very grateful for. He has helped me coordinate the entire report by guiding me through the process. He has taken the time to review the report's preliminary draft and has provided his feedback on various chapters of the report. It would have been very difficult to put together a complete report without his assistance.

During the period beginning on the 27th of January and ending on the 28th of April 2022, I worked as an intern for Al-Arafah Islami Bank Limited in the Credit Reconciliation Department. The members of management of Al-Arafah Islami Bank Limited were really helpful and cooperative throughout the entire process. They assisted me by supplying me with a variety of facts as well as assistance and direction. I would want to express my appreciation to Mr. Fazlay Morshed Mithun, who is in charge of the credit department.

In conclusion, I would like to extend a heartfelt gratitude to Mr. Khondoker Monir, Head of Branch, for the generous donation of his time as well as the pertinent information that he provided. I would also like to express my appreciation to each and

every other employee of Al-Arafah Islami Bank Limited for their support and assistance in this matter.

In addition, I certify that the work presented here is my own original creation and was written specifically for the goal of fulfilling the requirements for the graduation.

EXECUTIVE SUMMARY

Now that we've entered the "war of talent," employers must compete to find and keep the best and brightest employees. Succession and talent management are the finest possibilities for firms to guarantee that they have pipelines of senior executives and other highly qualified and talented personnel in the future. The study's goal is to examine the impact of succession planning and people management on the long-term viability of a firm. It was also hoped that this study would evaluate how Al-Arafah Islami Bank Limited's managers and experts use Talent Management (TM) and Succession Planning (SP) procedures to recruit, retain, and develop new employees. The core data for the study was gathered through a questionnaire that was filled out by participants. Methods of data analysis included correlation coefficient, t-student distributions, bar charts, and descriptive analyses. Organizational performance and long-term viability benefit from succession planning and talent management, according to the findings of the studies.

When an organization's values and goals are aligned with its business objectives, employees can realize their full potential, which can have a significant impact on the employer by reducing recruitment costs and ensuring the organization has the skills it will need in future years, according to the findings of this literature review.

When it comes to succession planning and talent management assessments, first the succession planning is examined in depth, and then the current procedures within

succession planning as well as the management of this process at different levels of the organization is referred to as appropriate.

Also examined were existing programs to develop talent, the driving force behind those programs, the timeframes for those plans, the actual performance experiences, coaching, mentoring, and the management of career paths; with regard to talent retention, motivational needs, leadership values and the number of employees who have been absorbed as talented employees were also discussed in detail.

This study's statistical results suggest that Al-Arafah Islami Bank Limited's performance is enhanced and its leadership and business continuity are facilitated by talent management and succession planning, based on the assumptions of its assumptions. They don't want to go outside for their talent, yet Al-Arafah Islami Bank limited doesn't have an effective internal talent identification and promotion program. As a result, certain recommendations were made in the same way.

Table of content

<i>Declaration</i> _____	2
<i>Letter of Transmittal</i> _____	3
<i>STUDENT DECLARATION</i> _____	4
<i>ACKNOWLEDGEMENT</i> _____	5
<i>EXECUTIVE SUMMARY</i> _____	6
<i>Chapter- 1</i> _____	11
1.1 <i>Student Information</i> _____	11
1.2 <i>Internship Information</i> _____	11
1.2.2 <i>Internship Company Supervisor’s Information</i> _____	11
1.2.3 <i>Job Description</i> _____	11
1.3 <i>Internship Outcomes</i> _____	13
1.3.1 <i>Student’s contribution to the company</i> _____	13
1.3.2 <i>Benefits to the student</i> _____	14
1.3.2 <i>Problems/Difficulties</i> _____	16
Chapter- 2 _____	17
Overview of Al-Arafa Islami Bank Limited _____	17
2.1 <i>Historical Background of Al-Arafah Islami Bank Limited</i> _____	17
2.2 <i>Mission</i> _____	17
2.3 <i>Vision</i> _____	18
2.4 <i>Strategic Objectives</i> _____	18
2.5 <i>Core Values</i> _____	18
2.6 <i>Commitments</i> _____	19

2.7 Organizational Structure _____	20
2.8 Product & Service _____	20
2.8.1 Product _____	21
2.9 Special Investment Schemes of AIBL _____	23
2.10 Place of Internship Program _____	23
2.12 Structure of Dakshin Khan Branch _____	24
Chapter- 3 _____	25
Talent Management in Al-Arafa Islami Bank Limited _____	25
3.1 Definition of Talent Management _____	25
3.2 Talent Management Strategy in AIBL _____	26
3.3 A Wide Variety of Methods and Equipment That Are All Contributing to Talent Management in AIBL _____	28
3.4 Dimensions of Talent Management Which Used by AIBL _____	29
3.5 Talent Management Process in AIBL _____	32
3.6 Talent Management Bridge For AIBL _____	34
3.7 Benefits of Talent Management Strategy in AIBL _____	35
3.8 Why Talent Management Fail in Banks and What to Do About It: _____	36
3.9 Succession Planning Framework of Al-Arafah Islami Bank Limited _____	41
Results and Discussions _____	49
3.10.1 Introduction _____	49
3.10.2 Driving Forces/Pressure Points to improve Succession Planning & Talent Management Process for AIBL _____	51
3.10.3 Technology Usage for Succession Planning and Talent Management in AIBL _____	54
3.10.4 Most programs for succession planning and talent management have a set timetable for implementation in AIBL _____	55
3.10.5 Included in the AIBL's Succession Planning and Talent Management Programs Are All Levels of the Organization _____	56
3.10.6 Principal Metrics of Performance in AIBL _____	57

3.10.7 Implementing talent management and succession planning can provide a number of challenges in AIBL	58
3.10.8 Data Obtained from the Survey	61
Findings, Recommendation and Conclusion	63
Findings	63
Conclusion	67
References	69

Chapter- 1

Overview of Internship

1.1 Student Information

Name: Md Khandaker Ahad Hossain Shetu

ID: 16204055

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: E-Business

1.2 Internship Information

Period: In total 12 weeks (3 Months- 27th Janaury 2022 to 28th April 2022)

Company Name: Al-Arafah Islami Bank Limited

Department/Division: General Banking

Address: 90 L.K. Plaza, Dakshin Khan Bazar, Dhaka-1230

1.2.2 Internship Company Supervisor's Information

Name: Fazaly Morshed Mithun

Position: Officer

1.2.3 Job Description

The duties and responsibilities of the position: During my time as an Intern, I was tasked with a variety of activities and responsibilities that were shared with other workers. The majority of the activities were completely unfamiliar to me. However, both the atmosphere at work and the people I worked with were so welcoming that I had no trouble getting up to speed very quickly. Directly behind the list of my Primary Obligations is where you'll find the following, along with a brief explanation:

- **General Banking Activities:** All other banking activities emanate from the general banking system as their point of origin. The department is responsible for providing the consumers with the day-to-day services they require. The following is a list of the primary functions that are performed by the general banking dept:

1. Accounts opening
2. Remittance
3. Clearing
4. Cash

- **Accounts Opening:** The first thing to do is to open an account. When a customer opens an account with a bank, the bank employee and the customer get into a contractual arrangement; nonetheless, the customer a bank chooses to work with when creating an account is of the utmost importance to the bank.

- **Closing of an Account:** In order to put an end to the relationship between the bank and the client, the account holder has the ability to shut the account whenever they so want. It is necessary for him to submit an application in which he states his desire to terminate his accounts, and it is also necessary for him to deposit the unused pages of his checkbook. Typically, one or more of these factors will lead to the closure of an account:

- Notice that was provided to the consumer directly
- Customer has passed away.
- Insanity or bankruptcy within the customer base.
- a directive issued by the judge or an injunction issued by the judge.
- Garnishee Order

1.3 Internship Outcomes

Professional Skills

-
- Communication in the workplace
 - Challenge yourself to step outside of your comfort zone
 - Unpredictability
 - Respect for the truth

Self-awareness

-
- Management of time
 - Handling of pressure
 - Multi-tasking

Technical Capabilities

-
- Having a good command of the Microsoft Office suite
 - With the use of a scanner and a photocopier

1.3.1 Student's contribution to the company

For me, the privilege to collaborate for the well-known Bangladeshi private commercial bank "Al-Arafah Islami Bank Limited Ltd" was a huge honor. A Credit Reconciliation Department of Al-Arafah Islami Bank Limited has become my new home. One of the bank's most important departments was located in Dhakshin Khan Branch. A winning culture attracts and retains the best employees, resulting in enhanced business performance and a competitive edge. From 27th January until 28th April 2022, I was a part of Al-Arafah Islami Bank Limited. The fact that I could put my academic training to use in the workplace made me very happy. This made me

really happy. I had a wonderful three months of work and thoroughly liked every minute of it. As an intern, I was never left in the dark or unsure of what I was supposed to be doing. My stay at the Al-Arafah Islami Bank Limited was pleasurable because of the friendly and updated atmosphere. My duties at Al-Arafah Islami Bank Limited as an intern were varied. I attempted to use my educational background, job experience, devotion, and honesty to fulfill all of my internship duties.

Below, you will find a brief explanation of what I accomplished throughout my internship-

- ✓ Customers' security deposit (SOD) loans against DPS, FDR, and MBDS are to be handled.
- ✓ To determine the value of a security before it has reached maturity
- ✓ Document charge for client renewal, increase limit or new loan preparation.
- ✓ Preparation of all client documentation for transmission of the CIB report.
- ✓ To do this, enter the local LC number into the database of the Bangladesh Bank.
- ✓ Estimating the customer's loan limit and margin
- ✓ Assembling materials for a customer's loan or establishment of an account.
- ✓ With the receipts from each day's transactions, you may adjust your cash book accordingly.
- ✓ Receipt and delivery of check requisition requests.

1.3.2 Benefits to the student

The potential to expand one's operational and economical expertise, as well as one's communication and collaborative skills, may be found in plenty via the participation in internships. They also assist us in understanding yourself better and gaining a better understanding of our capabilities as well as our limitations. The process of receiving comments and reviews is quite beneficial in assisting us to develop our talents, and we will also gain insight into how others regard the work that we have produced. Our efforts may even be rewarded with a permanent job offer if we participate in an internship that is offered in the investment banking industry. This is the finest

opportunity for us to find the location or position that we are most suited for. It is the beginning of a professional path that is both the most thrilling and the hardest.

An intern's primary purpose is to support bankers with initiatives, such as assisting employees and clients. Working in a bank is like being part of an extended family: interns are expected to contribute and are encouraged to take initiative. Fundamental accounting and planning and the development of presentations and other written materials are just some of the tasks an intern may be expected to perform.

Being an intern helped me become more excited about things. Because of this, things will become simpler, more fun, and a more pleasant working atmosphere will be encouraged.

It made me uncomfortable to ask inquiries. If you want to be successful as an intern, you need to show that you can learn things fast and also demonstrate that you can be resourceful with the tools and techniques that other people have given you. The more questions you pose, the more information you will receive, as well as the more duties you will be given.

In conclusion, you shouldn't compete with the other interns; you should only compete with yourself. Working well with others is the most valuable talent you can possess in this industry. True friendships were formed throughout my internship, and those connections were the highlight of the experience for me. When you are going through a tough moment or have been given a challenging assignment, other interns can share their experiences with you, provide some advice, or simply listen to you talk about it. However, in order to consistently develop your talents and learn from others around you, you need to seek out new challenges and engage in healthy competition with yourself.

1.3.2 Problems/Difficulties

Each and every incident has both a positive and negative side to it. The use of AIBL in one's work is not an exception to this rule.

During the course of this internship, I am confronted with a number of hurdles and obstacles, some of which are listed below:

- It was forbidden for the interns to connect to the internet on their own computers in any way. Because of this, whatever information I wanted required that I access the internet through my mobile device.
- Given the severity of the epidemic, the fact that the corporation did not have a home office option was extremely problematic. If an employee failed to show up for work, their duties were not completed.
- It takes a significant amount of time to go through the process of acquiring any documentation or suggestions from upper management. For instance, in order to acquire the letter confirming that I have been accepted into the internship program, I have to wait about a month to get confirmation from a proper authority.

Chapter- 2

Overview of Al-Arafa Islami Bank Limited

2.1 Historical Background of Al-Arafah Islami Bank Limited

With these goals in mind, Al-Arafah Islami Bank opened its doors on June 18th, 1995 with the goal of bringing an Islamic financial system grounded in the Quran and Sunnah to the Muslim world. On September 27, 1995, the opening ceremony was held. The bank's founders and board of directors are a collection of well-respected, hardworking, and religious Bangladeshis. Former Bangladeshi official and famous Islamic scholar, writer, and economist MR. A. Z. M. Shamsul Alam serves as the bank's chairman. The bank was able to gain a presence in Bangladesh's financial system because to his constant inspiration and proactive leadership. The bank's board of directors is comprised of 20 prominent and devout Muslims from Bangladesh.

Al-Arafah Islami Bank Limited is the result of the foresight of its directors, the expertise of its Islamic bankers, and the will of Almighty Allah. It is Bangladesh's most up-to-date and prominent bank. The bank's prosperity depends on the development of new products. Many options are available to meet the demands of the bank's customers. To date, the bank has maintained an annual profit, as well as a high level of technological sophistication. AIBL is now one of Bangladesh's highest-rated financial institutions. CAMELS has it rated as the 6th best city in the world.

A major contribution to the country's economy is a top priority for the bank. With 182 branches, it has made a good impact on the country's socioeconomic growth.

2.2 Mission

- Through the creation of a welfare-oriented financial system, Islami banking will be established
- To guarantee that all economic operations are conducted in a fair and just manner.
- To ensure that the country's economy grows in a balanced and fair manner,

particularly in the underdeveloped regions and key sectors.

- As a means of promoting socioeconomic and financial services to the low-income people, especially in rural areas.
- To be the only Al-Arafah Islami Bank Limited in Bangladesh that is contemporary and cutting edge.
- To have a big impact on the economy of the country.

2.3 Vision

- A key objective of ours is to safeguard the stability and growth of an Islamic financial system by implementing and maintaining contemporary banking procedures.
- As a means of promoting saving, we intend to promote direct investing.
- Our goal is to stimulate investment in initiatives that are more likely to result in additional jobs.
- Increase consumer trust and wealth, high-quality investment, employee value, and quick equity growth for shareholders. "

2.4 Strategic Objectives

- Customer satisfaction is a top priority.
- To guarantee a financial system centered on social benefit.
- Establishing a succession plan and adopting technological advancements are two ways to secure the long-term viability of an Islamic bank.
- To place a high value on the well-being of the customers.
- To emerge as one of the strongest, healthiest banks in the industry and maintain ratings that are steady as a result of the large number of high-quality assets.

2.5 Core Values

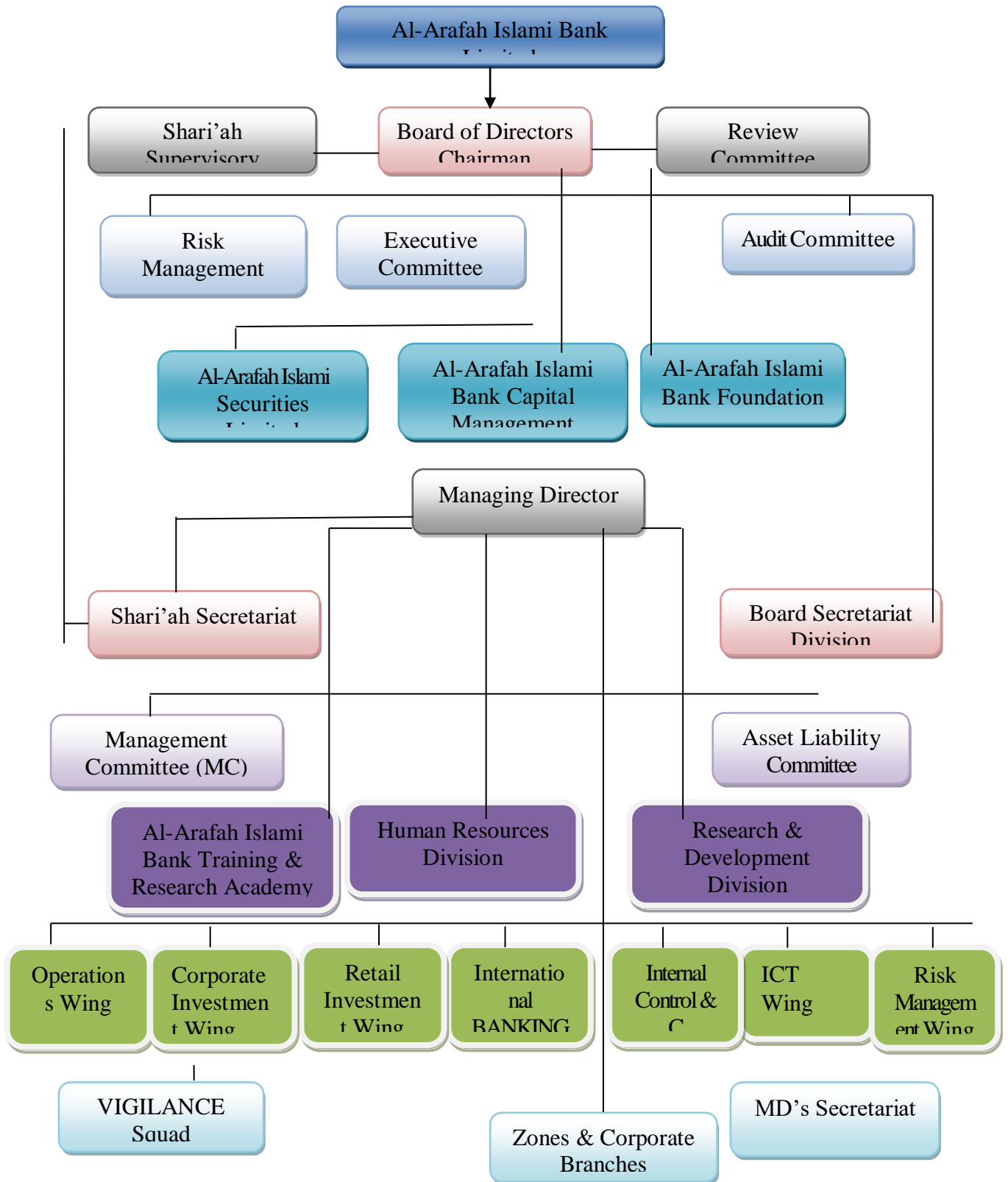
- Rely in Allah, the Almighty.
- Following the Islamic Shari'ah to the letter
- Honesty, Integrity, and Moral Character at the Highest Levels
- Involvement in the Welfare State

- For the sake of fairness and justice
- Concern for the Earth's Resources
- Customer-Focused Approach
- Adaptation to New Technologies
- Effective delegation, transparency, and accountability are essential for a successful organization.

2.6 Commitments

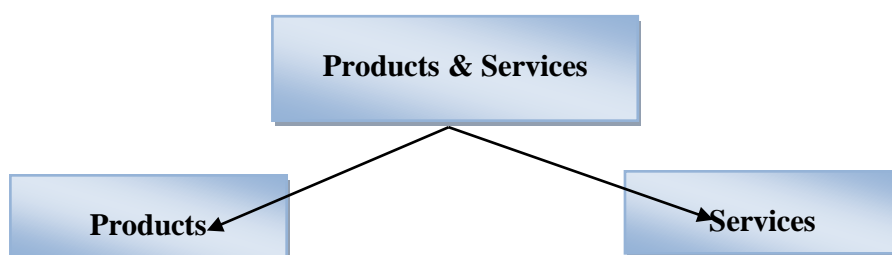
- To Shariah
- To the Regulators
- To the Shareholders
- To the Community
- To the Customers
- To the Employees
- Regarding the Terrain

2.7 Organizational Structure



2.8 Product & Service

A bank is a financial institution that acts as a conduit for the transfer of cash from surplus to deficit areas. AIBL uses a variety of deposit and investment options to raise funds from the surplus unit and distribute them to the deficit unit. As a result, the primary offerings of AIBL include a variety of deposit options and investment plans. To make things clearer, a chart is provided below:



2.8.1 Product

Deposit Scheme

There are now 18 deposit products offered by Al-Arafah Islami Bank Limited (AIBL) that comply with Shariah standards, as follows::

- Al-Wadeeah Current Account (AWCA)
- Mudarabah Savings Account (MSA)
- Mudarabah Term Deposit Account (MTDRA)
- Mudarabah Special Notice Account (MSNA)
- Mudarabah Hajj Savings Account (MHSA)
- Mudarabah Special Savings (Pension) Account (MSSA)
- Mudarabah Savings Bond (MSB)
- Mudarabah Monthly Profit Deposit Scheme (MMPDS)
- MudarabahMahr Savings Account (MMSA)
- MudarabahWaqf Cash Deposit Account (MWCDA)
- Mudarabah NRB Savings Bond (MNSB) Account
- Mudarabah Foreign Currency Deposit Account (MFCD)
- Students Mudaraba Savings Account (SMSA)
- Mudarabah Farmers Savings Account (MFSA)

- Foreign Currency A/c (FCA)
- Non-Resident Investor Taka A/c (NITA)
- MudarabaUpohar Deposit Scheme (MUDS)
- Mudaraba Industry Employees Savings Account (MIESA)

Investment Modes

A. BAI- Modes:

- Bai-Murabaha
- Bai-Muajjal
- Bai Salam
- BaiIstishna

B. SHARE- Modes:

- Mudaraba
- Musharakah

C. IJARA-Modes:

- Hire Purchase under Shirkatul Meelk (**HPSM**)

2.8.2 Services:

1. NRB Services

- [Remittance Card](#)
- [Investment Scheme for Foreign Expatriate](#)
- [Mudaraba NRB Saving Bond](#)

2. SME Services

3. Locker Services

4. Offshore Banking Services

5. Online banking

6. ATM card

7. Visa Card

2.9 Special Investment Schemes of AIBL

There are 25 (Twenty five) investment schemes in AIBL which is operated under the above mentioned Islamic Mechanisms and Modes & are shown below:

- Household Durables Scheme (HDS)
- Investment Scheme for Doctors (ISD)
- Transport Investment Scheme (TIS)
- Car Investment Scheme (CIS)
- Small Business Investment Scheme (SBIS)
- Micro Industries Investment Scheme (MIIS)
- Agricultural Implement Investment Scheme (AIIS)
- Real Estate Investment Program (REIP)
- Real Estate Investment (Commercial & Working Capital)
- NRB (Non-Resident Bangladeshi) Entrepreneurs Investment Scheme (NEIS)
- Women Entrepreneurs Investment Scheme (WEIS)
- Rural Development Scheme (RDS)
- Micro-Enterprise Investment Scheme (MEIS)
- Urban Poor Development Scheme (UPDS)
- Freelancer Investment Scheme (FIS)

2.10 Place of Internship Program

Karwan Bazar Branch:

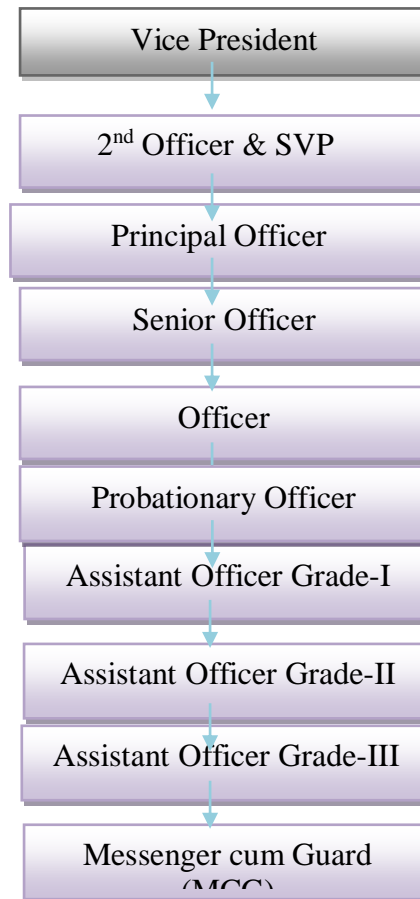
Address: 99 Kazi Nazrul Islam Avenue, Tejgaon, Dhaka

Vice President: Md. Ziaullah

2.11 Background of the Dakshin Khan Branch

The history of the Dakshin Khan Branch is an integral part of the history of Al-Arafah Islami Bank. As the branch of the bank from the day of establishment Dakshin Khan Branch plays a vital role in the efficient management of the bank. From the day it is working successfully as another branch for Dhaka Division.

2.12 Structure of Dakshin Khan Branch



Chapter- 3

Talent Management in Al-Arafa Islami Bank Limited

3.1 Definition of Talent Management

A practice known as talent management arose in the 1990s and has been utilized ever since as more firms have come to recognize that their workers' talents and abilities are the driving force behind their economic success. These businesses devise strategies and procedures for keeping tabs on and managing the talent they have on hand, Included are strategies for recruiting high-caliber applicants and workers with challenging backgrounds, as well as ways to control compensation, provide opportunity to grow one's skills and promote one's career.

A company's most important asset is its workforce, and the process of managing, analyzing and developing them is known as Talent Management or Human Capital Management. Organizations are turning for methods to establish data-driven judgement call platforms since people are a company's most valuable asset.

American Bankers Association (ABA) defines talent management as including the following 11 activities: Culture and values, Workforce planning, Recruitment, On boarding new hires, Training and development, Coaching, Employee Engagement, High performer development, Rewards and recognition, Succession planning, Talent record-keeping/reporting and analysis

There are many ways to manage an organization's personnel, but one of the most important ways is through the use of talent management. In this context, it means:

- ✓ Developing a framework for establishing whatever the firm needs to determine what the organization takes to fulfill the present demands as well as the future expectations of the corporate plan Measurement of competency is a necessary and available method that must be established.

- ✓ Making a variety of tools and methods for employee development that can be adjusted to meet the specific needs of each worker
- ✓ Identifying strategies for securing and retaining key personnel
- ✓ Establishing appropriate methods for dealing with employees who no longer meet the needs of the company.

So that the policy may be constantly updated and modified with the purpose of achieving excellent productivity both now and in the long run.

Management of human capital is a three-step process: recruiting top talent; keeping the best talent; and promoting the greatest talent internally. Integration of recruiting and development activities with retention efforts is therefore achieved as a result. It extends far beyond succession and replacement planning.

3.2 Talent Management Strategy in AIBL

Organizations must develop a set of procedures that are future-focused, integrated, and result in quantifiable outcomes as part of a talent management plan (Ford et al., 2010). Staffing, performance evaluations, succession planning, career advancement, and multiculturalism should all be part of an organization's HR duty in order to ensure optimal integration. That way, both people and the company as a whole may benefit from a successful personnel management approach.

In order to do this, there are two sorts of talent management strategies:

1. **Single Ladder** – In the single ladder strategy, a single pipeline of talent is used to produce future leaders and experts who are already well-known inside the organization. Qualifications, membership in a professional organization, and a particular number of years of experience are all common parts of the process.

2. **Multiple Ladder** – There are multiple talent pipelines set up for distinct groups of employees in a business, such as fresh graduates, senior management, and other members of the general workforce with the goal of developing a wide variety of abilities, not simply leadership and management.

To adopt a talent management plan, there is a lack of agreement on which aspects of the workforce should be covered, thus there are five options:

1. **The ‘Inclusive’ approach** – First, there is the "Inclusive" method, in which everyone in the firm is included in the talent management activities.
2. **The ‘Executive talent pool’ approach** – There is also the 'Executive talent pool' strategy, which focuses on the senior management level of the organization's talent management program.
3. **The ‘Future Leaders’ approach** – The "Future Leaders" plan is a talent management initiative that includes employees from all levels of the company who have already been recognized as having the opportunity to become leaders in the business. This potential may be found in any employee. **The ‘Succession planning’ approach** – To ensure that essential responsibilities (usually senior management positions) are filled when someone departs or retires, a 'Succession planning' strategy is used.
4. **The ‘Blended’ approach** – Combining two or more of the previous four ways is known as the 'Blended' strategy.

At this time, many companies are taking an exclusive approach to preparing the next generation of leaders who can keep their businesses going in today's competitive marketplace.

3.3 A Wide Variety of Methods and Equipment That Are All Contributing to Talent Management in AIBL

As more companies attempt to build talent management strategies that are specific to their sector, the variety of methodologies used to discover and develop talented employees (such as 360-degree evaluations, performance management, and attitude assessments) has grown as a result of this trend (CIPD, 2010).

As a result, businesses that don't engage talent managers will face substantial issues as talent managers become more familiar with the workers and the things that motivate them in upcoming. Talent managers may use this knowledge to identify appropriate tools and strategies that are tailored to each employee's unique motivations and needs (Deloitte, 2012). Talent management services are now being offered by a growing number of consulting organizations, but it is still the employer's obligation to comprehend the goods and services that they get from these companies.

Methods used to identify talented staff

Talent Management Diagnostic Tool	Description
360 degree feedback	From a variety of sources, a person's performance may be evaluated using this technique (such as colleagues, managers and customers). Typically, these sources fill out a form that asks them to score a variety of assertions. A report describing the comments given to the individual is then written.
Attitude and behavior assessment	Demonstrate whether or not a certain person possesses the mindset and conduct necessary to advance in their position. Commitment and self-assurance are two of the most commonly assessed traits on these kinds of surveys.

Performance appraisal	Individuals and their direct supervisors gather for an evaluation meeting to analyze their past actions and behaviors in order to evaluate their overall performance. This conversation then serves as the foundation for a personal growth strategy.
Other	<ul style="list-style-type: none"> ▪ Developing a strong team ▪ Creating possibilities for growth ▪ Continuing education for employee ▪ Planned career advancement

3.4 Dimensions of Talent Management Which Used by AIBL

Analysis of talent management aspects such as diagnostic process, recruitment and retention of talented people as well as talent acquisition and development have been explored in this study.

Diagnosis and Intake of Potential:

Every business emphasizes fresh resources with unique ways in this phenomenon, which treats personnel like commodities and treats them as such (Cheese 2007, p 90).

According to demographics, the procedure of taking in new members has matured. As a result, every company need a diverse group of employees with a wide range of abilities, and those who have a long history of success in a particular area are most suited for the job (Estis, 2008 p 50).

Talent management, performance management, performance evaluation, and a scorecard are used to identify the best employees in any company. Many alternative definitions have been put out for talent management.

Priority should be given to the acquisition of talent when it has been identified.

External or internal channels, or even a combination of the two, might be employed to absorb new talent. Nowadays, this process may also be carried out online. Although this channel has the advantage of being available 24 hours a day, it also has the downside of providing a hazy picture of each candidate. We'll have to figure out how to employ the new hires when the hiring process is complete. According to Cunningham's technique, it is necessary to adapt the employee to his or her job or, conversely, to adapt the job to the individual throughout the absorption of the necessary manpower.

Identifying and Developing Potential:

When it comes to identifying talented employees, today's organizations may do so by establishing quantitative stability and rating their key indicators, in accordance with the system's success (Brand and Kohl, 2007, 1). To do this, 360-degree feedback can be employed.

The next stage is to categorize the employees' levels of competence. The following are the five most essential categories in this regard: Five-Star Prospective 4-Available for promotion 3- The ability to move horizontally. 2-The final contenders 1- Not a candidate for advancement.

In order to build a talent pool, every company is going through this procedure to find the best employees. An applicant's initial step in the screening process is to fill out an employment application. The next stage is to conduct an interview with each of the candidates. The organization begins to construct its talent reservoir after identifying qualified and talented individuals and the positions that are compatible with their talents.

Talent Development

Employees' abilities and attributes should be developed and promoted following the acquisition of talented persons. Organizations' difficulties seldom stem from a lack of resources; instead, they are caused by issues with the caliber and competency of their

workforce. As a result, new ways to development are placing greater emphasis on on the job experience and teaching experience as well as mentorship, corporate knowledge and vocal and personality as well as on-the-job training.

Providing evaluation to employees in the form of understanding and mixture is supported by experience and understanding coaching. Thus, a coach's experiences and their link to organizational events are considered in this approach. As a result, every manager and director is seen as more than just a good person; they are also seen as a source of harmony and comfort for the whole workplace

Training or education can also help create talented persons. Trade questions and difficulties may be answered with the help of education, which is seen as a tool for growth. Different training institutes have sprung up in recent years to help improve the skills of gifted individuals.

Talent Retention

It is possible to examine talent retention as a separate entity in the development of talent. Some of the things that influence employee retention include leadership qualities such as devotion and value as well as staff recognition programs that provide incentives or remuneration for work well done. Organizational values can be based on X and Y theories, as well as Maslow's theory of human motivation and drive. It is noted that this idea is of crucial importance in talent management and may even lead to the replacement of employees who procrastinate. It goes without saying that the retention expenses will exceed the organizational capacity if the workforce lacks organizational commitment (Frank et al, 2004).

The Mc Leland and Herzberg ideas on incentives and motives are quite useful. Herzberg contends that the depiction of human beings reveals two distinct demands (two factor theory). To begin, there are basic bodily demands that may be met with money and other resources. For the second reason, there is a psychological desire for growth that may be met by activities that lead one to grow. Motivators and hygienic

elements form the basis of this two-factor hypothesis. According to Herzberg, self-actualization can only be achieved through the fulfillment of motivational needs.

3.5 Talent Management Process in AIBL

People are what make up organizations; these are the people that generate value via tried and tested business procedures, innovation, providing excellent customer service, generating sales, and many other crucial endeavors. When an organization works toward accomplishing its business objectives, it must ensure that it possesses a procedure that is both constant and comprehensive for hiring, developing, supervising, supporting, and rewarding the individuals who make up its workforce. Here is a flowchart that depicts everything that takes place:

STEP 1- Workforce Planning: This process creates workforce strategies, recruitment plans, pay budgets, and recruiting objectives for the year in conjunction with the company's business strategy.

STEP 2- Recruiting: When a company recruits, assesses, evaluates and then hires new employees, the entire process is integrated.

STEP 3- Orientation: The corporation needs to make it easier for new workers to get up to speed and become effective members of the team.

STEP 4- Performance Management: In order to monitor and manage people, the firm uses the business plan. We go into great depth about this approach in our latest study, Performance Management 2006.

STEP 5- Training and Performance Support: There's no doubt about it: this is a crucial role to play. At this location, we offer educational opportunities for employees at all top of the enterprise. In our book, "The

Death of the Corporate University," we explain how this role is morphing into one of constant assistance.

STEP 6- Succession Planning: In order for a business to grow and expand, new roles must be created for employees. Managers and people may discover the best prospects for a position thanks to succession planning, a critical role. As part of the business plan, this role must also be matched with the demands for important jobs 3-5 years in the future. Although managers and directors are frequently the only ones who use this method, it is more widely used throughout the company.

STEP 7- Compensation and Benefits: There's no doubt about it: this is an essential aspect of human resources. Organizations here attempt to link the pay plan directly to performance management in order that remuneration, rewards, and bonuses are linked to the business activities and business execution with compensation and incentives.

STEP 8- Critical Skills Gap Analysis: This is a procedure that stands out to us as a crucial although sometimes neglected job in a variety of business sectors and businesses. Even though it is frequently completed on a project basis, it may be considered "business-critical." For instance, several sectors of the economy, such as the national govt, utility, telephones, and the energy sector, are currently dealing with huge populations who are reaching retirement age. How do you identify the roles, personnel, and skills that are being removed from the organization? What steps should you take to rectify this situation? This is what we refer to as "critical talent management," and a lot of companies are dealing through all of this right now.

An essential component is the definition of work roles, job descriptions and competence models; as well as learning material.

3.6 Talent Management Bridge For AIBL

Mathis (2008) makes the suggestion that we consider talent management to be a bridge. The actions of talent management are the means by which to guarantee the retention of those persons who were recruited in order to provide high-performing intellectual capital (Mathis, 2008). Training, individual career planning, and other forms of human resource development were some of the activities that fell under the umbrella of talent management along this bridge.



Planning for future workforce needs and determining which candidates will be able to meet those needs is what businesses do when they engage in succession planning, which is another essential component of a successful program. It is essential to have efficient performance management practices in place across the entirety of the talent management process (Mathis, 2008). There have been many companies that have tried to adopt talent management programs, but because these programs cover such a wide range of topics, they have not been very successfully integrated.

Mathis (2008) also discusses some recent developments that have been taking place in the realm of business talent management programs. The disparities in the ways that different businesses handle talent management may best be described by looking at two aspects related the design of talent management programs.

First, although some businesses have made the decision to concentrate their people management efforts on specific job roles, others have chosen to adopt a broader perspective in this area. In addition, some businesses focus only on recruiting high-

potential workers, and they frequently restrict extensive talent management to the top 10 percent of their workforce. Both of these techniques have the advantage of reducing the amount of administrative work that must be done by management in order to administer talent management initiatives.

3.7 Benefits of Talent Management Strategy in AIBL

- ✓ This technique enables companies to detect individuals who have the potential to become senior managers and gives such individuals with the chance to acquire the skills that are necessary for advancement.
- ✓ This form of talent management approach makes successful succession planning easier to accomplish by ensuring that there are members of the workforce who possess the abilities necessary to advance to more senior positions in the event that other employees decide to retire or leave the firm.
- ✓ This kind of talent management approach has the potential to cut down on recruiting expenses over the long run by improving succession planning and ensuring that workers have the knowledge, experience, and skills necessary to advance to more senior jobs within the firm.
- ✓ Employees that are given a defined career path to follow as part of a talent management plan are able to make a more significant contribution to the success of the company.
- ✓ This form of inclusive personnel management strategy helps workers feel like they are valued by their employer and helps them feel like they are a part of the firm.
- ✓ It gives employees with lower levels of seniority the opportunity to gain new work experiences and a higher profile within the business, both of which may assist them in moving laterally through the firm's employment structure (a different job, at a similar level to their previous role).

- ✓ During a time when there are very few possibilities for promotion since fewer people are changing employment owing to worries that any position they go into would be less secure, it provides individuals with the opportunity to learn and improve. This comes at a time when there are extremely few options for advancement.
- ✓ Make sure that employees have the abilities necessary to advance into more senior positions (succession planning)
- ✓ People who are doing a good job might receive rewards and recognition from their employers.
- ✓ Creates an environment in which staff members are made to feel appreciated and inspired to continue working for the business. Increased employee retention and lower expenses associated with recruiting.
- ✓ Verify if the business have the qualified personnel necessary to achieve the goal.
- ✓ It gives people the ability to take advantage of learning opportunities that are intended to broaden their horizons in terms of their expertise, knowledge, and experience.

Enhances the performance of the company by providing its employees with the training, information, and experience necessary to function at a better level, hence leading to an increase in the degree of happiness felt by customers.

3.8 Why Talent Management Fail in Banks and What to Do About It:

Talent Management systems make use of predicted workforce statistics to manage the influx of new workers and the development of existing employees. This helps to guarantee that an appropriate supply of the most talented individuals (people) is accessible whenever the business requires them. However, just 17 percent of those polled indicated a preference for recruiting talent from external sources in order to fill pipelines of talent for essential roles.

It is generally agreed that there are five primary reasons why most projects involving succession planning and talent management are unsuccessful.

Inability to Maintain a Strategic Focus

It's possible that the absence of a strategic vision and value is the single worst mistake. Current research reveals that a relatively large number of programs fail before they even begin because their design was not an intrinsic element of the organization's strategy. This failure occurs before the program ever gets off the ground. Concerns as diverse as organizational design, the administration of money and assets, product innovation, and others fall under the category of strategic concerns. If succession planning and talent management are not viewed as a strategic component of the long-term performance of the company, then they are bound to be considered as an unnecessary program. This perception may be avoided by viewing them as an integral part of the business.

In order to secure the organization's long-term strategic success, all of the organization's important plans need to be tied to the organization's strategic objectives.

- ✓ ***The Strategic Plan*** outlines the strategy and tactics that are related with the expansion and well-being of the firm.
- ✓ ***The Workforce Plan*** outlines the labor demands (in the form of vacancies or growth) as well as the sources for critical leadership, management, and other craft, technical, or professional roles.
- ✓ ***The Succession Plan*** contains a framework to guarantee that employees are ready to lead each critical function when called upon to present candidate solutions for important roles from management throughout the business. The heads of each department in the company have come up with these prospective solutions.
- ✓ ***The Talent Management Plan*** outlines not just the key turnover that is anticipated to occur, but also the process that will be used to locate individuals

who possess the appropriate knowledge and abilities necessary to accomplish the goals of the firm.



Lack of Internal HR Experience in Banks

Someone working in HR has to be in charge of managing the program's operational approach on a day-to-day basis. The issue, however, is that many programs are left to be managed by HR professionals who do not have any prior experience in the planning, implementation, or change aspects of talent management or succession planning. They are HR experts who, for some reason, do not have any previous experience with succession planning. Their prior experiences do not involve any exposure to the challenges that are connected with developing succession planning strategies. Among these deficiencies in experience include an absence of:

- Management of documents pertaining to each applicant and their progress
- Creating development planning solutions and budgets
- Metrics that demonstrate how the value of the program contributes to the operation of the company
- An insufficient budget for the continuous development of the project
- Technology and software that is intuitive enough for management to participate in the process
- Annual evaluations to relate the various aspects of program development to any changes made to business plans
- The inability to combine succession planning with other human resources duties such as recruiting, performance management, development, and retention

- Assessing the degree to which management is responsible for the success of the program within their own business unit

In a nutshell, somebody in HR has to continuously monitor the program and provide suggestions for how to make it more efficient.

Insufficient use of an integrated strategy in banks

Both Succession Planning and Talent Management are not stand-alone programs; rather, they are able to be integrated with one another and other critical HR infrastructure. If they are not connected to one another, they lack the components that are essential to assist business unit leaders in locating, hiring, cultivating, and retaining the talented people who are necessary in order to adapt to changes as they occur in the workplace.

When executed properly, talent and succession plans have the potential to knit together a large number of the fundamental activities of human resources, which is one of the most significant advantages that can be made accessible to an organization. If they are effectively thought out and designed, these programs have the potential to bring together the processes of acquisition, evaluation, performance management, development solutions, and employee retention.

Lack of Reliable and Effective Development Systems in Banks

Financing, customization, supervision, and general administration are all essential to the development process. It should come as no surprise that many companies do not have the human resources professionals necessary to plan, put into action, and guide the progress of succession prospects.

According to the findings of our research, once a company's leadership had finished identifying replacement prospects, a substantial proportion of organizations that had already established programs lost their enthusiasm for such programs.

Several desirable approaches to development are presented in the following list:

- ❖ Mentoring/Coaching
- ❖ Methods of education that are conducted digitally
- ❖ Programs that are incorporated with many additional talent management procedures
- ❖ Evaluations of one's competence in order to determine one's educational requirements
- ❖ Learning in a less formal setting or from one's peers
- ❖ Assignments that cut across many functional areas:
 - ✓ Rotational Programs,
 - ✓ Shadowing
- ❖ Individualized instruction catered to each candidate:
 - ✓ Universities
 - ✓ Degree Programs
 - ✓ Conference and seminars
- ❖ Board Members engagement in candidate development

Lack of Metrics That Are Business-Related to the Program in Banks

The absence of particular business outcome measures that can be used to gauge the level of achievement produced by formal programs is one of the most important factors that contribute to the failure of these types of initiatives to achieve their intended goals.

Only a small number of firms are able to successfully link business results to the efforts of succession planning and talent management. While metrics are utilized, they are typically nothing more than simple tallies of things like participation, retention of

candidates, accomplished development goals, and satisfaction ratings given by senior management or other parties.

3.9 Succession Planning Framework of Al-Arafah Islami Bank Limited

The Al-Arafah Islami Bank Limited's first multi-year strategic Corporate HR Plan includes succession planning as one of its fundamental components. In an attempt to ensure a continual supply of suitable applicants for essential roles, Departments and Branches are continuing to adopt initiatives Internal Talent Management Committees, evaluating and increasing internal top talent, encouraging and facilitating knowledge transfer from present workers to successors, and recruiting new experts to plug holes are examples of these measures. These are all part of an effort to fill vacancies as quickly as possible.

The Succession Planning Framework of Al-Arafah Islami Bank Limited is constructed on the basis of the following four goals:

- ✓ To ensure that resources are aligned with the various business lines and goals;
- ✓ to manage resources horizontally and vertically across the company as a single department;
- ✓ To think strategically about the implementation of human resource initiatives across functional communities (FC); to guarantee that AL-ARAFAH ISLAMIC BANK LIMITED has become a desirable employer in the labor market; and to establish that people management initiatives are implemented throughout functional communities



Build Capacity, Recruit for Tomorrow, and Retain and Engage are the three primary objectives of the Human Resources (HR) Plan for the corporation. These resulted in the emergence the strategies of **Succession Planning, Recruitment and Selection, Employee Development and Talent Management, Retention and Engagement, and Knowledge Transfer.**

Employee Growth and Management of Talent as a Strategic Component of Succession Planning

Following is a breakdown that provides the methods and tools that should be considered In order to hire for essential roles and plan for future openings, we need to identify the precise Succession Planning tactics.. This should be done before you move on to the next step in the process.

Goal 1: Build Capacity

The Human Resource Capability Building Programs offered by Al-Arafah Islami Bank Limited give useful knowledge on how human resources integrate into and align with the organizational strategy of an organization in order to create and enhance leadership capabilities and accomplish organization objectives.

In terms of the company, we have:

- Developed a 360-degree Middle Manager Assessment instrument based on the key Al-Arafah Islami Bank Limited Middle Manager Competencies to serve

as a roadmap for the professional growth of mid-level managers and professionals.

- Developed a session titled "Is Managing for Me?" for employees who are thinking about management as a potential future career path. In January of 2011, there were seminars for the pilot program.
- Developed an Emerging Leaders program with the intention of putting it into operation in 2011–2012. This program is aimed at high-potential, high-performing individuals who are already working in mid-level management and professional roles. The goal of this program is to accelerate these individuals' leadership development via action-learning.
- Improved the functionality of the Career Management Module (CMM) tool by including the Middle Manager Competencies and making it possible to interact with mid-level managers and professions.

Methods

- Position profiles
- Talent Management Committee
- Talent Pool
- Strategies for Education and Career Advancement
- Developmental Opportunities
- Executive Talent Management Program
- Leader/Manager Development

Tools

- Competencies (Mid Manager & Executive)
- Feedback from Every Angle
- A template for the Position and Competency Profile
- Career Management Module
- Learning Calendar
- Talent Management Programs
- Strategies for Learning and

- | | |
|---|--|
| | Professional Growth |
| ➤ Professional Development | ➤ Instructional Policies and Guidelines |
| ➤ Learning Through Experience (Action Learning) | ➤ Strategy for the Development of Executives |
| ➤ Performance Management | ➤ Educational Trip for Senior Leaders |
| ➤ Coaching/Mentoring | ➤ A Guide and Plan for the Transfer of Knowledge |
| ➤ The Sharing of Information | ➤ Career Development Portal |

Departmentally, organizations are:

- Introducing the • Educating staff members about the Middle Manager competences and 360 Assessment, which is being done across departments in the business.
- Conducting a comprehensive review of the performance management procedures.
- Completing the evaluation process while including Learning and Development strategies.
- Creating talent management committees with the purpose of locating internal talent pools and chances for professional growth.
- Urging each and every worker to finish creating their Career Management Profiles on the CMM platform.
- Piloting Skill soft will be implemented across 5 different departments as a low cost or no cost training supplement.
- Providing assistance for the fundamental leadership development programs run by AL-ARAFAH ISLAMIC BANK LIMITED.

Goal 2: Recruit for Tomorrow - Streamline the hiring process and establish AL-ARAFAH ISLAMI BANK LIMITED as an employer of choice by adopting modern recruiting practices. What we were successful in achieving:

At the company level, we have taken the following actions:

- Redesigned the website for the OHR, focusing primarily on Employment and Career Development.
- Developed an Employee Value Proposition that outlines five essential aspects, including our Role and Performance, our Career Opportunities, our Work Life, and Our Organization.
- We have updated our hiring procedures and regulations to reflect today's standards.

Corporate HR Plan Goal: Recruit for Tomorrow

Succession Planning Strategy: Recruitment and Selection

Methods:

- ▶ Employee Value Proposition
(Middle Manager & Executive)
- ▶ Total Rewards Package
- ▶ Competitive Compensation
- ▶ Outreach & Relationship-Building

System Reports

- PS Institutions, Prof Assoc

Tracking

- Career Fair Programs

website

- ▶ Recruitment Process

Improvements

- ▶ Recruitment Strategies/Methods
- Internships

Tools:

- ▶ Competencies
- ▶ BEI Interviews
- ▶ HRIS Reports
- ▶ Competition

- ▶ Applicant

- ▶ Staffing Policy

- ▶ Employment

- Co-op Programs
 - Apprenticeship Programs
 - Summer Employment Programs
 - Immigrants
 - Casual Hires
 - Personal Service Contracts,
- etc.
- ▶ Orientation

In terms of their departments, organizations are:

- Increasing our collaboration with educational institutions including colleges and universities as well as groups from the commercial sector
- To increase internal opportunities by holding inventory contests, appointing through talent management programs, adopting the telecommuting policy, making use of second mends and rotational assignments, and finding internal talent pools.

Goal 3: RETAIN AND ENGAGE – In order to provide a lively working atmosphere

In terms of the company, we have:

- Introduced a brand new "Career Portal" that provides a centralized location for obtaining information on career development and planning, including examples of study roadmaps and career roadmaps.
- Pioneered the establishment of a community of practice dedicated to succession planning

- Raised our status on the Employee Engagement index to 75 percent, which is much higher than the average of 67 percent for the other provinces, which stands at 67 percent.
- Started a mentorship program for new professionals that will last for nine months and will connect up twenty new professionals with twenty senior leaders from across Al-Arafah Islami Bank Limited. The feedback and coaching culture are aligned with and supported by this program, which also adds to its promotion.
- Initiated a corporate wellness initiative titled "Live, Work, play...Be Well" to improve the physical and mental health of workers. This initiative is being directed by the Wellness Culture and Sport teams.

Corporate HR Plan Goal For AIBL: Retain & Engage

Succession Planning Strategy: Retention & Engagement

Methods:

- ▶ Pension & Benefits
interviews/surveys
- ▶ Vacation & Leaves
Survey on the Participation of Employees
- ▶ Flexible Work Arrangements
Development Portal
- ▶ Job-Sharing
Planning Action Plan template
- ▶ Telecommuting
Guide and Plan for the Transfer
- ▶ Health & Safety Concerns
of Employees
- ▶ Efforts Made Towards
Better Health
- ▶ Retirement Planning & Pre-
Retirement Options

- A reduction in either working

Tools:

- ▶ Exit
- ▶ Employee
- ▶ Career
- ▶ Succession
- ▶ Knowledge

hours or responsibilities

- Retirement on a staggered basis
- ▶ Job Enrichment
- ▶ An Environment that Encourages
- ▶ Acknowledgment and Reward System
- ▶ Programs That Encourage Community Participation

Succession Planning Strategy in AIBL: Monitoring & Communication

With the organization's attention directed toward succession planning, talent management, learning and development, performance management, and the integration of competences, performance measures and performance appraisal would be monitored and evaluated at regular intervals.

Goal for the HR Department in AIBL: Supporting Initiatives

Methods:

- ▶ Reporting and observing progress

Tools: ▶ Strategy for Effective Communication

- ▶ Variables Relative to Performance
- ▶ Competencies
- ▶ Performance Feedback

Talent management, learning and development, performance management, and the integration of capabilities are some of the areas that businesses are concentrating on in

order to plan for succession at the departmental level. Creating action plans in order to overcome any gaps that were shown by the findings of the Employee Survey.

Results and Discussions

3.10.1 Introduction

As a result of the discussions, it was discovered that talent management, despite being a relatively new phenomenon in the field of human resources, continues to play a key role in the management and promotion of achievements in business firms, that talent management increases workforce performance and effectiveness in work organizations, that talent management is primarily utilized by Al-Arafah Islami Bank Limited (AL-ARAFAH ISLAMI BANK LIMITED), and that organizations do not differentiate between their talent management style and their general human resources management practices.

The more structured approach to succession planning afforded the business the chance to locate individuals who could one day assume leadership roles in the company. It is advised that succession planning be applied for all levels of personnel, not only chief executive officers, as all workers will need some amount of substitution at some point in time. This is because there is no such thing as permanent employment.

Companies continue to have difficulty filling talent pipelines despite the fact that seventy-four percent of respondents are engaging in a defined succession planning strategy. Companies should strive to "develop leaders" inside their own organizations

so that there is consistency in the future of their leadership and so that there is less employee turnover. This would be the case in a perfect world.

According to the findings of our study, the following factors are among the most important for putting succession planning into action:

- ✓ Work to increase the depth of the company's talent pool in important positions
- ✓ Early identification of high potential and the development of tactics to keep talented employees
- ✓ Difficulty locating potential people from the outside of the company
- ✓ The unanticipated death of essential key leaders

According to the available evidence, 95 percent of AL-ARAFAH ISLAMIC BANK LIMITED Branches that were inspected were either fully utilizing talent acquisition or partially applying talent management. This is a clear indicator that the degree of applications of talent management in recent years has significantly grown, which is really encouraging news. The relevance of talent management to an organization's overall success, both in terms of the effectiveness and efficiency of its employees and senior staff is now well recognized. The following are some of the primary focuses of the organizations:

- ✓ The selection of a suitable instrument for talent management.
- ✓ The facilitation of training for staff members.
- ✓ Safety from the occurrence of employee vacancies.

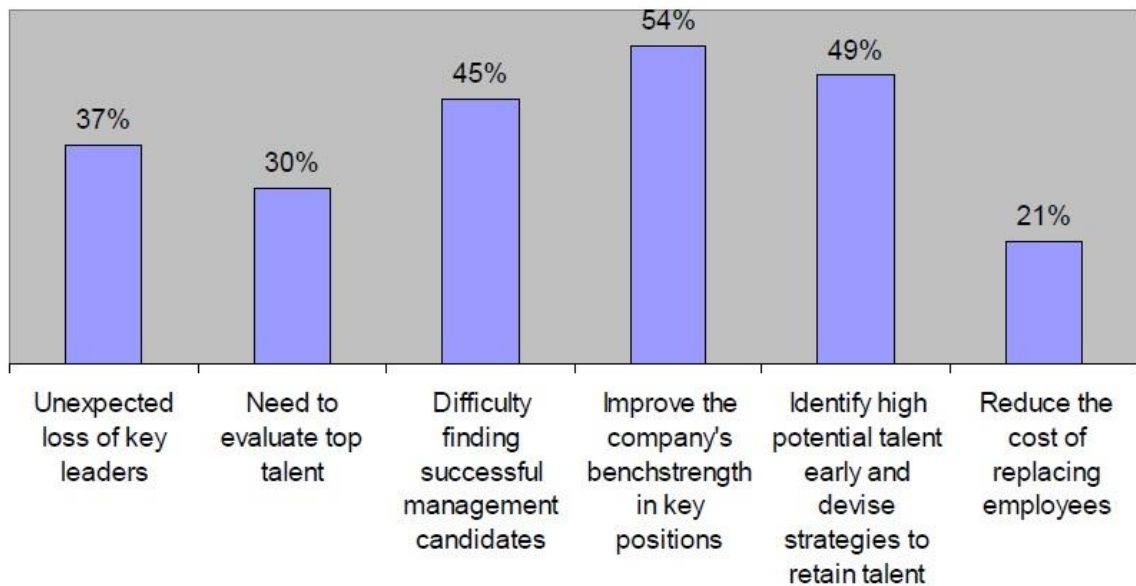
All of the individuals who answered the survey from the organizations that were questioned are in agreement that the adoption of talent management favorably influences work performance in their firm, and 63.7% of those individuals answered that investment decision in talent management is a primary element for the development of wealth in organizations. This lends credence to the idea that even though the vast majority of companies use talent management as part of their overall workforce management, there is still a pressing need to place an emphasis on

organizational development as well as training and development programs that help capabilities become aligned with vision.

- Alternate routes are going to be designated in order to alleviate the problem of traffic congestion. When a disturbance in the peace causes an impact on a person's ability to make a living or requires temporary transfer away from their line of employment, some kind of compensation ought to be offered.
- It will also foster a coordination and integration with other forms of public transportation and commercial vehicles, as well as be integrated with the projected urban development and land use policies.
- It is recommended that a single independent consultant be brought on board to establish a communication strategy for the project.
- To prevent start-up delays and to play an active facilitation role, further extensive research has to be carried out.
- Not only should there be a particular number of seats reserved for women, but there should also be seats reserved for those with physical disabilities.
- At each station, there should have been elevators that are able to accommodate wheelchairs, induction blocks for the visually impaired, preferential seating for physically challenged persons, and discounted tickets for physically challenged people.
- Barrier-free guidelines should be formulated, and appropriate steps should be taken, taking into consideration the needs of those who are physically challenged in order for them to be able to utilize the MRT.
- Regarding the tickets, weekly passes, and monthly passes that are going to be distributed.

3.10.2 Driving Forces/Pressure Points to improve Succession Planning & Talent Management Process for AIBL

When a company is trying to enhance its processes or invest in new technology, it is under a lot of pressure. For corporations in search of a fresh strategy to fill their talent pipelines, the demand is unremitting. They must nurture their existing talent if they hope to keep it. Decision-making is influenced by the following factors, according to companies:



In general, the challenges suggest that businesses are suffering with all three aspects of succession planning:

- ✓ “Identifying” (complexity finding effective management applicants, recognizing highly promising talent early and devising strategies to retain talent)
- ✓ “Strengthening the company's bench strength in important positions and evaluating top personnel are both examples of "developing.""
- ✓ "Retaining" (unexpected loss of key leaders, reducing the cost of replacing employees) In order for the process to be robust enough to satisfy these objectives, the strategy that is being taken must encompass the entirety of the company.

The following are some of the measures that businesses are adopting in response to these pressures:

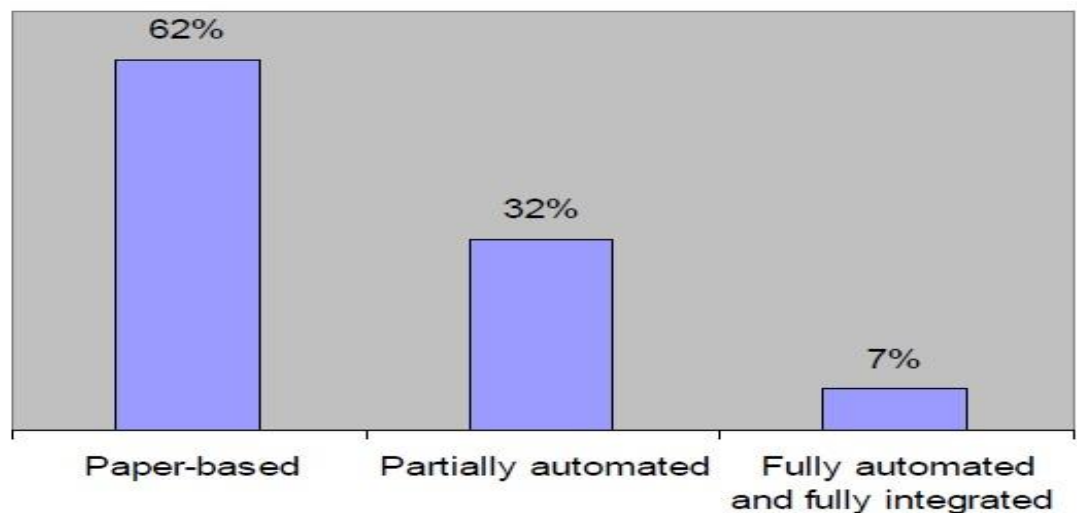
- An important component of your employee retention strategy should be to emphasize the need of succession planning.
- Acquire the automated tools necessary to monitor top performers 9 percent
- 28 percent of organizations do not provide any external leadership development programs.
- Provide executive mentoring for one-third of the company
- Rotate staff among different departments laterally within the business 28 percent
- 23 percent of businesses say they offer mentoring programs.
- Implement instruments for internal leadership development to the extent of 51%

According to the firms' comments, there is still a considerable distance to travel. These businesses are having trouble enhancing the process, and as a result, just nine percent are purchasing automated systems to follow top achievers who have management potential. The most successful businesses have a strong commitment to the process as well as the supporting technology that makes it possible. For instance, 39 percent of high-performing organizations provide executive mentoring, but just 25 percent of low-performing companies do so.

The bottom line is that a successful succession planning program will not arise out of thin air the moment the program is initiated; it must first be developed. When it comes to locating, cultivating, and keeping talent, businesses are up against intense competitive pressures that will not be alleviated by the acquisition of technological solutions. When it comes to framing succession planning as a critical retention strategy, they are getting off to a good start with the first step. These businesses require a wake-up call to jolt their executives into considering succession planning as a top priority and committing to working on ways to improve the process.

3.10.3 Technology Usage for Succession Planning and Talent Management in AIBL

Despite the fact that 62% of Al-Arafah Islami Bank Limited branches still use a paper-based solution, leveraging technology to deliver an actionable succession planning program is critical. One of the worried HR Executives provided the following response when asked why the company was not investing in this process: "Our greatest obstacle to computerized talent management is excessive turnover, opposition by managers, jealousy at the advancement of particular employees, and the cost of implementing software."



More than a third (36%) of branches still use manual systems, which increase administrative burdens and operational hazards while also reducing the consistency of personnel and career-related data. In addition, they're making deliberate moves to enhance their organization's entire succession planning procedure.

In their search for new technologies, Al-Arafah Islami Bank Limited is seeking for solutions that include:

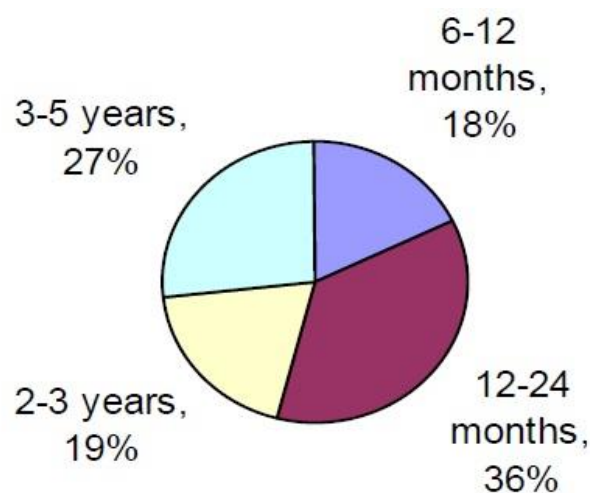
- ✓ Collection The gathering of information on employees, including their professional backgrounds and abilities (74 percent)
- ✓ Data-driven, fully-automated succession planning applicable throughout the whole company (32 percent)

- ✓ Evaluation of potential threats, state of readiness, and possible futures (30 percent)
- ✓ Precise training programs designed to continuously improve the competence of staff members (49 percent)
- ✓ Skill assessment testing (32 percent)
- ✓ a method of hiring employees from within the company that pairs open positions with suitable applicants who have the relevant experience (41 percent)
- ✓ Charts of the organization as well as replacement charts (54 percent)

There is more than one approach that a company may take to "develop its own leaders." Organizational charts on their own are not enough to make a company productive. For the future demands of their workforce, Al-Arafah Islami Bank Limited is looking for solutions that encompass services such as 9-box models, profiles of candidates, performance, competency and development requirements, and scenario planning.

3.10.4 Most programs for succession planning and talent management have a set timetable for implementation in AIBL

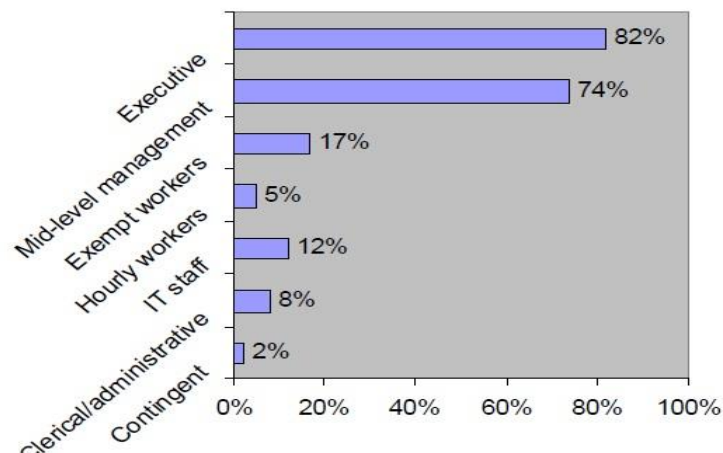
The duration of the program is a significant factor that determines both the total cost of the program and the level of success it achieves. Keeping succession plans open for longer than six or twelve months will continue to have an impact on businesses. In 2013, just 15% of succession planning and talent management programs extended it to between three and five years. Today, 27% of development programs have extended it to be between 3 and 5 years, and 82% extend it to be longer than 1 year (Figure 7).



In conclusion, the process of succession planning is still seen by most businesses as being towards the bottom of the totem pole when compared to other methods of talent management. Challenges arise for businesses due both to the process itself and the absence of suitable enabling technologies. Companies need to adjust their strategies in response to the shifting consumer preferences in the market in order to be successful in overcoming these problems. The practice of succession planning is no longer done in secret; rather, it is now an enterprise-wide endeavor. The length of time that firms are able to spend on this process for each employee is a crucial factor in determining the effectiveness of the program.

3.10.5 Included in the AIBL's Succession Planning and Talent Management Programs Are All Levels of the Organization

Historically, succession planning was focused on the management team of an organization. In the present day, it also targets mid-management, and in the future, it will eventually impact every level of the company, from administrative employment to the contingent labor. According to the findings of this analysis, the majority of Al-Arafah Islami Bank Limited's succession plans are still concentrated on the executive levels (Figure 6). Executive succession planning is typically motivated by emergencies and is a reactive process carried out as a result of an unexpected departure or death. Today, successful succession planning places an emphasis on maintaining continuity and taking a methodical approach to developing firm leaders at all levels.



Cover to Overt

In the past, businesses were under the impression that they had to conceal their succession planning strategies from their existing employees. The majority of modern businesses keep their personnel apprised of their intentions and actively involved in the process by communicating those plans to them. Eighty-two percent of those polled are familiar with the succession planning initiatives at their organizations.

This shift is noticeable even compared to twelve months ago. According to research that was published by Aberdeen in 2005 titled "Retention and Succession," it was found that 29 percent of organizations have been questioned by their company about succession planning being a hidden process. According to the findings of the study being presented today, corporations do not view covert succession planning as a difficulty. Aberdeen is of the opinion that corporations will, going forward, continue to inform and educate their staff members with the process.

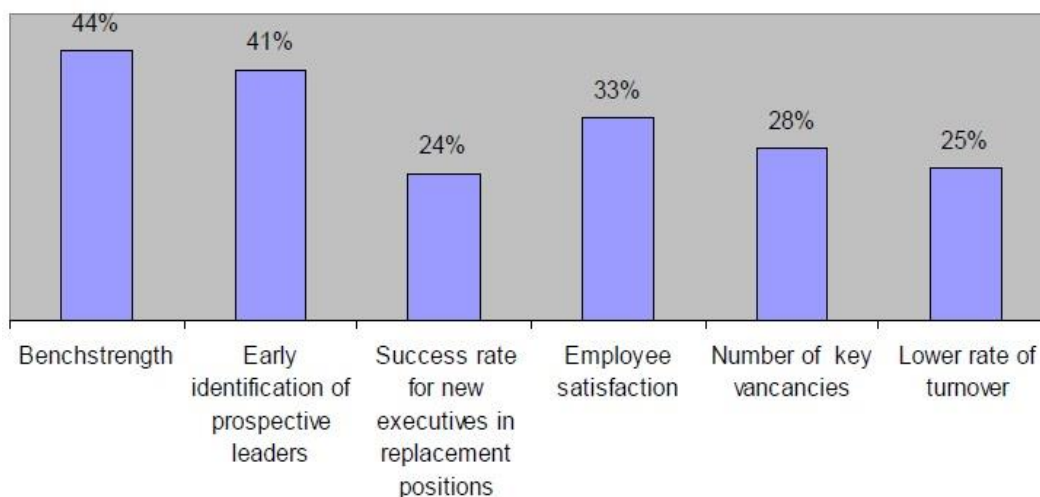
3.10.6 Principal Metrics of Performance in AIBL

When it comes to assessing how succession planning and people management affect a company's bottom line, Key Performance Indicators (KPIs) are extremely important. If firms do not make the effort to assess the effect of these activities, it is doubtful that they would acknowledge the value that succession planning provides to the organization as well as the return on investment (ROI).

- ✓ Bench-strength
- ✓ Identification of possible future leaders at an early stage
- ✓ The proportion of new CEOs that are successful in their replacement posts
- ✓ Contentment of the Workforce
- ✓ The total number of critical open positions
- ✓ A lower average rate of turnover

Comparatively, only twelve percent (12%) of visited AL-ARAFAH ISLAMIC BANK LIMITED Branches are measuring the reduced cost of turnover, whereas twenty-five percent (25%) of visited AL-ARAFAH ISLAMIC BANK LIMITED Branches were measuring the amount of reduced turnover in 2012. In 2012, twenty-five percent

(25%) of visited AL-ARAFAH ISLAMI BANK LIMITED This adjustment reflects a shift in emphasis away from the expense of losing personnel and toward the quality of the roles themselves and the pace at which they are vacated.



Because 42% of SP&TM development programs continue to review their succession planning project in an ad hoc manner, these plans must employ key performance indicators to give them information about the effectiveness of their investment. These indicators can tell them whether or not their investment was worthwhile. Bench strength, also known as the proportion of important positions in a company for which eligible candidates for succession are available, is being measured by almost half of today's businesses, and these businesses are also working toward the early identification of potential future leaders. These people might already be employed by the company, or they could be prospective employees who are currently active or inactive on the job market. The percentage of new executives who are successful in their replacement jobs (24 percent), the level of employee satisfaction (33 percent), and the number of significant vacancies is other aspects that are used to evaluate succession planning (28 percent).

3.10.7 Implementing talent management and succession planning can provide a number of challenges in AIBL

In addition to the problem of integrating succession planning with other procedures, Al-Arafah Islami Bank Limited must also contend with additional obstacles. Despite

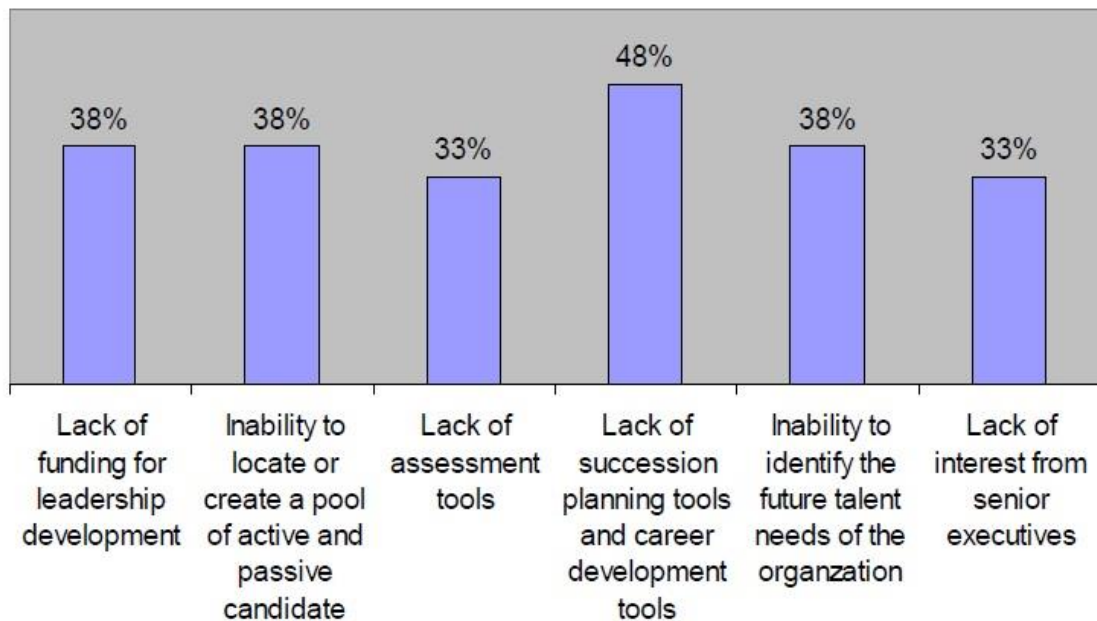
the fact that 74% of human resource development policies have either implemented or are preparing to adopt a succession planning program, these policies still face a number of obstacles that must be overcome before they can be successful at Al-Arafah Islami Bank Limited (Figure 5).

These difficulties may be broken down into two distinct categories: difficulties with the process, and difficulties with the technology. The difficulty to discover or build a pool of active and passive applicants is one of the challenges associated with making the process work. Another challenge is the lack of enthusiasm from top executives. In the meanwhile, the report pointed to a lack of evaluation tools, as well as a lack of succession planning tools and career development tools, as instances of obstacles posed by technology.

Integration with HRIS is still a difficulty for top-performing banks since they encounter comparable issues, such as a lack of data on competitive compensation benefits and a lack of financing for leadership development. This indicates that integration with HRIS is still a challenge (42 percent of respondents). However, Al-Arafah Islami Bank Limited is further along in terms of being able to recognize talent and developing a robust framework of succession planning. The difficulty to discover or build a pool of active and passive candidates was cited as a barrier by only 35 percent of rural branches, but 48 percent of urban branches said that it was a challenge. In a similar vein, just 23 percent of urban branch employees at Al-Arafah Islami Bank Limited noted a lack of assessment tools, but 38 percent of rural branch employees made the same claim.

These problems in succession planning represent a larger difficulty in human capital management, which is acquiring the talent that is needed and addressing the talent requirements for the future. This challenge may be broken down into two parts.

Follow-up conversations with clients have revealed that one of the extra issues associated with succession planning is a lack of support from senior management. It is essential for a company's succession planning to be in line with the company's overall business goals. Involvement from the CEO and other members of senior management



is an essential stage. If management is not participating and taking an active role in creating a more coherent succession planning project, there is little chance that succession planning will become an activity that is implemented across the whole firm.

Integration with HRIS is still a difficulty for top-performing banks since they encounter comparable issues, such as a lack of data on competitive compensation benefits and a lack of financing for leadership development. This indicates that integration with HRIS is still a challenge (42 percent of respondents). However, Al-Arafah Islami Bank Limited is further along in terms of being able to recognize talent and developing a robust framework of succession planning. The difficulty to discover or build a pool of active and passive candidates was cited as a barrier by only 35 percent of rural branches, but 48 percent of urban branches said that it was a challenge. In a similar vein, just 23 percent of urban branch employees at Al-Arafah Islami Bank Limited noted a lack of assessment tools, but 38 percent of rural branch employees made the same claim.

3.10.8 Data Obtained from the Research

The tables 5.1, 5.2, 5.3, and 5.4 exhibit the correlation coefficients calculated using Pearson's method between TM & SP as well as Return on investment and various degrees of profitability. There is evidence, which can be gleaned from tables, indicating succession planning and talent management, profitability, and return on investment (ROI) were substantially connected with one another. On the other hand, the talent management index has a mean response of 3.34 and a standard deviation of 1.30, so one can say that it is not as high as profitability and ROI levels (3.72 and 3.64 respectively). This might be ascribed to the fact that talent management is a relatively new phenomena that has been introduced into businesses in recent years.

Table-5.1: Description of statistics (Succession Planning, Talent Management and Profitability)

	Mean	Std. Deviation	N
Succession Planning	4.08	1.11	16
Talent Management	3.34	1.43	16
Profitability	3.72	.88	16

Table-5.2: Correlation's (Talent Management, Succession Planning and Profitability)

	Correlation	Talent Management and Succession Planning	Profitability
Talent Management	Pearson Correlation Sig. (2-tailed) N	1.00 - 16	.786** .000 16
Succession Planning	Pearson Correlation Sig. (2-tailed) N	1.00 - 16	.686** .000 16

Profitability	Pearson	.786**	1.00
	Correlation	.000	-
	Sig. (2-tailed)	16	16
	N		

Table-5.3: Description of statistics (Talent Management, Succession Planning and Return on Investment (ROI))

	Mean	Standard Deviation	N
Talent Management	3.34	1.43	16
Succession Planning	2.68	1.87	16
ROI	3.64	.76	16

Table 5.4: Correlation's (Talent Management, Succession Planning and Return on Investment (ROI))

	Correlation	Talent Management and Succession Planning	ROI
Talent Management	Pearson	1.00	.596**
	Correlation	-	.000
	Sig. (2-tailed)	16	16
	N		
Succession Planning	Pearson	1.00	.537**
	Correlation	-	.000
	Sig. (2-tailed)	16	16
	N		
ROI	Pearson	.596**	1.00
	Correlation	.000	-
	Sig. (2-tailed)	16	16

	N		
--	---	--	--

The association between talent management and performance level is 0.786, whereas the correlation between talent management and return on investment is 0.596. According to these statistics, the connection is statistically significant at the 0.01 level (2 tailed).

In spite of this, the findings indicate that the talent management index has a far stronger link with the degree of profitability than succession planning does with the rate of return on investment (ROI). This can be linked to the widespread idea that exists inside Al-Arafah Islami Bank Limited that businesses should prioritize the pursuit of profits above all other goals, including the utilization of talent management and succession planning. The pursuit of ROI, on the other hand, does not receive the same level of intensity as general performance.

Findings, Recommendation and Conclusion

Findings

The results of the current study have been broken down into a few distinct tables and are presented below for your perusal. In order to facilitate a deeper level of comprehension, succession planning and talent management would be discussed from a variety of perspectives. To begin, succession planning is concerned with the decisions that will be made regarding the existing and future leadership growth of an organization based on the vision of the person who now holds that position. This indicates that succession planning examines the chain of cause-and-effect effects throughout time of an actual or anticipated action that an HR management has to make in order to assure the continued prosperity of the Al-Arafah Islami Bank Limited in the years to come. The various potential future courses of action need to be

considered in succession planning, and once those potential future courses of action have been narrowed down to a select few, those potential future courses of action should then serve as the foundation for decisions regarding the current leadership of the HR department.

1. The present succession planning system and talent absorption strategies of Al-Arafah Islami Bank Limited are vulnerable to retaining the top performing executive, where 25 percent of high performers are considering departing over the next 12 months.

2. Al-Arafah Islami Bank Limited relies largely on the talent that is already within the company but does not have capabilities for succession planning.

3. Al-Arafah Islami Bank Limited is not adequately developing high-performing talent, which poses major risks to the retention of key staff and longer-term profitability (for example, making it essential for employees to post a bond of five years in order to keep their jobs).

4. The Human Resources (HR) department of Al-Arafah Islami Bank Limited is unable to analyze the training requirements and outputs of the company, and as a result, the bank runs the danger of continuing to invest in programs that are not producing the desired results.

5. Only 85 Executive Officers were dispatched during the 2012-2013 fiscal year at Al-Arafah Islami Bank Limited, despite the fact that a wide variety of talent management methods are only "partially in place."

6. The talent retention system of Al-Arafah Islami Bank Limited is suffering from a lack of communication between academicians and the senior managers with directors on one side and talented individuals on the other side. This lack of communication is occurring on both the internal and external levels.

7. In 2013, just 15% of succession planning and talent management programs extended it to between three and five years. Today, 27% of development programs

have expanded it to be between 3 and 5 years, and 82% extend it to be more than one year.

8. According to the findings, the association between talent management index and profitability level is larger than the correlation between succession planning and return on investment (ROI).

9. Of the visited Al-Arafah Islami Bank Limited Branches, twenty-five percent (25%) were measuring the amount of decreased turnover, however only twelve percent (12%) were measuring the lowered cost of turnover in comparison to the twenty-five percent (25%) who measured it in 2012.

10. Despite the fact that seventy-four percent of respondents are making investments in a defined succession planning process, businesses continue to struggle to fill talent pipelines.

Recommendation

According to the findings of this study, effective people management has emerged as an essential component for the survival of profit organizations in the contemporary global and intensely competitive business climate of today. In Al-Arafah Islami Bank Limited, succession planning is also rigorously articulated in order to develop a skilled human resource for the future. This is done with the goal of ensuring the bank's continued success. The fact that the mobility of labor is quite high nowadays across national and international borders makes talent management problem of import to contemporary management and government, particularly in emerging nations. It is of importance that enterprises should take into consideration the issue of talent management. It is important for businesses to train and retrain their employees in order to cultivate the skills and abilities that are required in their workforce. It is impossible to overstate the association between a successful business and the management of its human resources. As a result, it was suggested that we should:

- 1.As a means of promoting a thoughtful approach to succession planning in the management of AL-ARAFAH ISLAMI BANK LIMITED, a talent management and succession planning unit may be established inside that organization's structure.
- 2.By giving talented persons with financial and non-financial incentives; creating a training and educational environment inside the Bank, and promoting a partnership between the academicians community and the Bank's research centers in order to find talented individuals with a concentration on the domestic workforce, the Bank is promoting its current talent absorption policies and procedures.
- 3.Work to increase support for training managers to consider training as instructive rather than punishment, award scholarships, adopt strategies and programs such as hiring a cycling coach, setting up a mentorship program, or using retired workers as part-time employees.
- 4.To maintain the system of talent retention by rewarding employees; to foster contact between top managers and directors and talented individuals; and to advance individuals appropriately with their talents and abilities.

5. A talent management strategy need to be utilized for all kinds of employees inside the company who have particular skill.
6. Companies must to maintain a clear distinction between their strategies for talent management and succession planning and their overall approach to the management of their human resources.
7. The management of talent should be focused on results rather than adopting yet another approach to managing human resources that does not prioritize results.
8. When it comes to economic policy, the Board of Directors (BOD) of Al-Arafah Islami Bank Limited should pay close attention to the issue of talent management. A capitalist economy/market should be used with prudence.
9. The research has shown that the customized approach to succession planning at Al-Arafah Islami Bank Limited provides room for potential future changes that might be implemented there.
10. Establishing closer ties with the department of human resources would have been beneficial to the implementation of succession planning in more ways than one.
11. Include members of your business from all different departments in the process of developing your talent management plan.
12. Ensure that your company is dedicated to the long-term development of a plan for talent management.
13. Don't forget to connect the goals of your whole business to the strategies you use to manage your people.
- 14. In order to reduce the risk of losing high-performing employees, financial institutions should establish distinct training and advancement opportunities for their most talented workers.**

Conclusion

The research examines the succession planning and talent management practices carried out by Al-Arafah Islami Bank Limited, as well as the processes involved and the results of such practices. The managers of an organization's human resources department are in an excellent position to lead the development of succession planning and to ensure that the talent management system is sustainable.

Human resource managers may use the research's findings to encourage locally defined succession planning frameworks in their workplaces by reflecting on the development process used in our study and the advantages of succession planning highlighted. It is now possible to build future succession planning models on a bigger scale and with greater attention to detail thanks to the foundation that has been developed. The research has been, on the whole, a beneficial educational experience, and it has helped identify both the benefits and the shortcomings in the process.

According to the findings of this study, talent management has emerged as an essential component for the survival of profit organizations in the contemporary, worldwide, and intensely competitive business climate of today. The fact that the mobility of labor is very high nowadays across national and international borders makes talent management problem of import to modern management and government, especially in emerging nations, and it is of benefit that enterprises should take talent management into consideration.

References

1. Dodd & Simons, 2005 “Critical Elements of a Successful Succession Planning Strategy in Nonprofit Organizations”p. 33
2. Nowack, 1994, Succession Planning Study 0798 - WorkLab
3. **Succession Planning: A Leader’s Roadmap for Identifying & Developing Tomorrow’s Leaders Today. Version 1.2 (2010) page no-13**
4. Corporate HR Plan 2010-2013:
http://www2.gnb.ca/content/gnb/en/departments/human_resources/career_development/content/human_resource_plan.html
5. A Mamprin, Next in Line: Five Steps for Successful Succession Planning, Washington, DC: The Center for Association Leadership, 2002
6. Ashridge consulting (2007) Talent management: maximizing talent for business performance, Chartered institute of management www.ashridge.org.uk www.siu.edu/STACTV/SHRM
7. Ashton, C. and Morton, L. (2005) Managing talent for competitive advantage Human Resources Strategic Review, 4(5), 28 – 31
8. Ballesteros Rodríguez S. 2010. Talents: the Key for Successful Organizations.
9. Barney,J.(1991). Firm Resources and Sustained Competitive Advantage,Journal of Management, 1 (17): 99-120
10. Beechler, S. and Woodward, I. C. (2009) the global 'war for talent', Journal of International Management, 15, 273-285.
11. Borman, W. C. (1991) Job Behavior, Performance and Effectiveness. Handbook of industrial and Organizational psychology, (2), 271 – 326
12. Boudreau, J. W. and Ramstad, P. M. (2002) Strategic HRM measurement in the 21st century: From justifying HR to strategic talent leadership, In CAHRS Working Paper Series (Ed, Studies. f. A. H. R) Cornell University ILR School, New York.
13. Boudreau, J. W. and Ramstad, P. M. (2004) Talentship and the evolution of human resource Management: From 'professional practices' to 'strategic talent decision science', (Ed, Organizations, C. f. E) Marshall School of Business, University ofSouthern California, Los Angeles, CA.

14. Cappell, P. (2008). Talent management for the twenty-first century Harvard Business Review, Vole 86, No 3.
15. Cappelli, P. (2008) Talent management for the twenty-first century, Harvard Business Review, March, 1-9
16. Caretta, A. (1992), "Career and Succession Planning", in Mitrani, A., Dalzeil, M. and Fitt,
17. D.(Eds), Competency Based Human Resource Management, Kogan Page, London.
18. Chartered Institute of Personnel and Development (2012) Talent management: an overview,
19. CIPD, London. Available: [http://www.cipd.co.uk/hr-resources/factsheets/talent- Management-overview.aspx](http://www.cipd.co.uk/hr-resources/factsheets/talent-Management-overview.aspx) (Accessed 3/10/12)
20. Annual Report Al-Arafa Islami Bank Limited- 2021