

Present Scenario of Succession Planning Practices in Bangladesh: A Strategic HRM Viewpoint

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ABSTRACT

The vital objective of the study is to examine the current scenario of succession planning of private & public sector organizations in Bangladesh. Secondary data has been collected from different sources such as books, published articles, renowned newspapers, official websites of different organizations, Google scholars, etc. In this research, the researcher analyzed 55 public universities and 10 public banks to understand the methods of succession planning for the executives of public sector organizations as well as 113 private universities and 50 private banks to get insight into the mentioned methods of the executives of the private sector running in Bangladesh. The findings reveal that there is rare effective succession planning (SP) strategy in public and private sector organizations of Bangladesh. All universities appoint their executive without having any particular succession policy. Likewise, the president appointments of banks do not follow any succession strategy. This research also identifies various benefits of having SP beside the barriers to implementing succession practices. Thus, concerned authority should take the initiative to develop a succession planning strategy for each organization individually. The outcome of this study carries implications for policymakers in public and private organizations in developing a more sophisticated succession planning model for their organization so far achieve a more progressive leadership within the organization. This study provides practical implication for both the public and private organizations in taking up initiatives for leadership development for the key executives. The study provides a comparative view by demonstrating the SP practices of the world-renowned organization.

Keywords: Succession Planning (SP), Bangladesh, Private Sector Organization, Public Sector Organization, Executive.

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1. INTRODUCTION

Succession planning (SP) is the vital way of creating talent and altering top executive, leadership, or other key employees when the top level executives leave the company, are fired, retire, or die (Dyck et al. 2002). Succession Planning can be used as one of the human resource tools which can help the present and future needs of organizations. It is an easiest approach to find-out the appropriate people who are essential for leadership positions or other key positions in the organizations (Mehrabani and Mohamad, 2011). SP

facilitates the leadership development strategy that has drawn attention in all sectors (Brockhaus, 2004). Effective succession-planning practices are not present in all kinds of organizations in Bangladesh. There are some limitations to the succession planning process of Bangladeshi Organizations. Most organizations are not concerned about the succession planning practices to hire executives and they don't have any planning to make succession planning in the future. At present, there are 55 public universities and 113 private universities in Bangladesh 10 public banks, and 50 private banks in Bangladesh. Such institutions play a significant role in human development. This scenario has created an urge for the policymakers of each organization to realize the necessity of SP and encouraged to take the initiative to plan for future successors.

1.1 AIMS OF THE STUDY

The vital objective of this research study is to examine the present scenario of succession planning in Bangladesh. The secondary objectives followed by the primary objectives are:

1. Analyzing the existing SP procedure of different public & private sector organizations in Bangladesh.
2. Understanding tangible benefits associated with the SP process for all types of organizations in Bangladesh.
3. Identifying the benefits and barriers of SP that organization face while implementing succession planning practices.
4. Recommending the best methods of SP for the public & private sectors organizations of Bangladesh.

2. LITERATURE REVIEW

According to Oranusi et al., (2024), Succession planning (SP) is considered one of the most vital elements for ensuring sustainability in leadership within the organization. Succession planning (SP) practices of an organization for example training, guiding, job rotation, and talent management, have an important impact on organizational sustainability (Susilo & Winarto, 2023). The Scholar Charan (2011) has given stressed on need for quality leaders to be developed within organization itself rather than hiring them. Odhiambo et al., (2014), SP has significant impact on an organization's internal business and importantly contributes to the organizational growth of Non-Governmental Organizations. Succession planning does not influence the realization of stakeholder's expectations. A better succession planning may increase the value to SME's and ultimately SME's will become more sustainable (Garg & Van Weele, 2012). Orellano & Miller, (1997), state that succession planning (SP) has three fundamentals targets "examining of crucial management positions within the organization, investigating of future vacancies in those positions, and finding-out of managers who would potentially fit into these vacancies". The work of Shen & Cannella, (1996), explained a form of succession planning (SP) within the corporate environment. In their study (Ordua et al., 2024), they found that, different succession planning (SP) approaches used by commercial banks such as leadership potential

examination, identification and talent development have a strong effect on organizational performance especially financial performance and market share. Succession Planning has a positive relation with organizational performance concerning successors' training (Li et al., 2024). In their study (Ahmad et al., 2020), they found that selected universities apply 7-point star model of systematic succession planning and the stakeholders of these institutions have committed to succession planning and management. Without having a plan of succession in practice, the organization will be in a complex situation (John et al., 2017). In the study of Akinyele et al., (2015), there is a significant influence of succession planning on organizational survival. Kraai (2015), found in their study a gap has been identified in terms of succession planning and a fixed a system of positions those should be filled by internal individuals to motivate employees' buy-in to succession planning; inculcating it in the institutional culture.

3. METHODOLOGY OF THE STUDY

3.1 Research Approach

The vital aim of the study is examining the present scenario of SP practices in Bangladesh. For achieving such objective, this research has adopted descriptive research design.

3.2 Research Sampling

The study population comprises all public & private organizations in Bangladesh and sample comprises all Public & Private Universities and Banks in Bangladesh. The sample for this research has been chosen through the purposive sampling technique. The sample size of this study includes all 55 public universities and 10 public banks in Bangladesh to represent the public sector organizations and all 113 private universities and 50 private banks as the representative of private sector organizations in Bangladesh.

Table 1 : Research sample

Serial	Participants	Number
1	Public University	55
2	Public banks	10
3	Private University	113
4	Private Bank	50

3.3 Data Collection

Secondary data analysis refers to the analysis of different datasets that have been collected, analyzed, and stored previously by different researchers as well as institutions for their research purposes (Devine, 2003). Secondary datasets are very cost-effective and it helps the researcher to better understand the context as well as to explore the broader view of the research topic. The data has been collected from various secondary sources such as

the internet, books, journal articles, conference papers, newspapers, the official website of UGC, the website of Bangladesh Bank, and the respective organization's record of leadership development.

3.4 Data Analysis

The succession planning method of the selected organization has been evaluated and presented by analysis of secondary data collected from relevant secondary sources such as the internet, newspaper, the official website of UGC, Bangladesh Bank, news portals of different public and private universities, etc. This research has also analyzed 17 relevant research papers to explore how succession planning impacts organizations and their performance as well. Further, this research has demonstrated the succession planning methods of 10 world-renewed companies to examine the best practices of SP and make a contrast with the SP practices of Bangladesh.

4. ANALYSIS & DISCUSSION

4.5 Succession planning practices of Bangladesh

Table 2 : Succession Planning Practices of Public and Private University and Banks in Bangladesh

Sector	No	Organization	Succession Planning Method
Public	1	Public University	From a panel of three names nominated by the senate to appoint a Vice-Chancellor. Appointed by the Head of the State or the Chancellor.
	2	Public Bank	Board of directors appoints chairman with the approval of Bangladesh Bank.
Private	1	Private University	Vice chancellors are usually being appointed by the Chancellor/ the honorable president of the Government.
	2	Private Bank	Board of directors appoint chairman with the approval of Bangladesh Bank.

Source: www.bbb.org.bd and UGC Bangladesh

Succession planning (SP) of any organization is a very delicate procedure that comprises strategic guidance and tactical execution. A comprehensive and systematic research has been conducted using secondary data. Examining the secondary data revealed a set of findings regarding the top executive SP practices across the public and private sectors organizations in Bangladesh. In Public and Private Universities, the succession planning practices of the top executives such as Vice Chancellors (VCs), **Pro-Vice Chancellors and Treasurer** are almost similar. Although there are no certain rules and regulations for the appointment of vice-chancellors (VCs) in public universities of Bangladesh, there arises to

be an unofficial yet mandatory criterion. To be nominated for the post of Vice-Chancellor (VC), a teacher needs to be associated with a pro-government teacher's panel. Based on the respective Laws of University of Dhaka, Rajshahi, Chittagong, and Jahangirnagar University, VCs are appointed by the President of the Bangladesh Government after getting nominated by the senate of the respective universities. In case of private universities of Bangladesh, the appointment of Vice Chancellors (VCs), **Pro-Vice Chancellors, and Treasurer is required to send the name of the three most qualified persons against each post to the Ministry of Education and after** scrutinized it is sent to the President/ chancellor for appointment to each post. In public banking, the scenario of the succession planning (SP) practices of the executives is not well defined. The Chairman of all Public banks are appointed by the board of directors of the respective bank with the approval of Bangladesh Bank. Private Banks also follow the same procedures of appointing chairman.

4.2 Succession planning practices of world-renewed organizations

Table 3 : Succession Planning Practices of World-renowned Organization

Sl.	Organization	Country	CEO	Methods of Succession Planning
1	Google	United States	Sundar pichai	It is an American multinational organization & the organization own select their future successor.
2	Meta	United States	Mark Zuckerberg	The succession planner of Meta are the shareholders of Meta.
3	Apple Inc	United States	Tim Cook	The board of director select tim cook as CEO after steve jobs.
4	Toyota Motor Corp	Japan	Koji Sato	Board of directors, executives committee appoint their future successor.
5	Samsung Electronics Co. L td.	South Korea	Jong Hee Han	Company decide their future leader by their regulations.
6	HSBC Holdings Plc	United Kingdom	Noel Quinn	It is a private bank; it's CEO is appointed by the organization's procedure.
7	Microsoft	United States	Satya Nadella	They follow their own company rules to appoint CEO.
8	Total	France	Patrick Pouyanne	It is a France multinational oil & gas company who appoint their CEO under their own company rules.

9	BMW Group	Germany	Oliver Zipse	It is German multinational company ho appoint their CEO by the shareholders.
10	Alibaba Group	China	Eddie Wu	Alibaba has <i>appointed</i> Eddie Wu as its new <i>chief executive officer</i> .

Source : Google, Investopedia, Wikivisually, Forbes, Airbus, wallmine, Euronews, Financial times, wastpac, Reauers.

4.3 Benefits of SP

Analysis of literature indicates that many researchers demonstrate several benefits of SP for organization that implements the succession planning strategy effectively. At present, more organizations acknowledge the intensive requirements of leadership development in their organization hence preparing the potential employee to hold the new position (Pennell, 2010). Santora and Sarros, (2012) stated that although some organizations may exist without having SP, in the long run, they will suffer because of the absent of effective succession planning practices in their organization. Fink, (2011), emphasizes that SP supplies to an organization with a rich legacy future leaders which assists in the organizational transition toward future planning and activities. Every succession planning strategy aims to fulfill an organization's objective and ensure right position of the organization. Therefore, succession planning ensures employee satisfaction as it provides opportunities for employees' career and personal growth also it provides solutions for employee turnover as it is associated with investing in employee growth (Davidson et al., 2010). It assists an organization from the fear of replacement for key positions after the departure of the current employee. Effective succession planning brings a lot of benefits to an organization these are demonstrated in the following diagram:



Figure 1: Benefits of Succession Planning

Source: Researcher Construct

4.4 Succession Planning Model for Public and Private Sector Organizations in Bangladesh

Organizations both private & public, operating in Bangladesh not only face the lack of awareness regarding the sustainable impact of avoiding succession planning but also there is no tight structure or developed model for succession planning. This study critically analyzed the succession planning procedure of public universities, public banks, private universities and private banks. The result shows that the executive replacement strategies of public and private universities are similar and public and private banks are similar. Hence this study developed an integrated succession planning model for universities and banks based on Bangladesh's perspective.

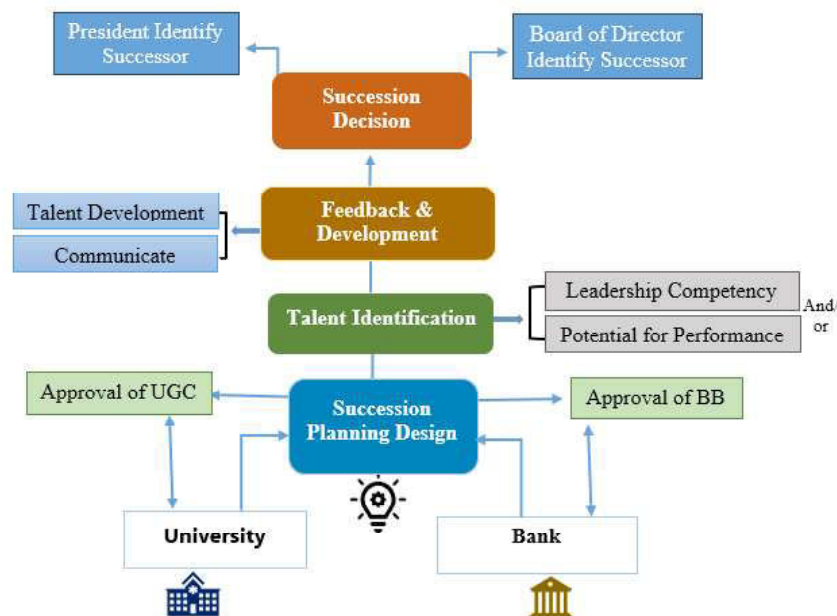


Figure 2: Succession Planning Model

Source: Researcher Construct

In the preliminary stage banks and universities need to design a succession planning strategy where the university is required to approve the strategy from the University Grand Commission (UGC) and banks are required to approve the strategy from Bangladesh Bank (BB). The second step is talent identification which is common for both banks and universities. The talent identification process considers the leadership competency of the

candidates and/or performance potential. After talent identification, the next step is feedback and development which includes communication and talent development activities such as training, coaching, mentoring, etc. The final step is the succession decision where the President/ Chancellor makes the final decision regarding University however, the board of directors makes the final decision with the approval of BB in the case of Banks.

4.5 Barriers to Succession Planning

Despite the researchers identifying various benefits of succession planning for the organization, some organizations still fail to recognize and implement succession planning in their organization due to some barriers (Santora & Sarros, 2012). The factors attributed the SP unsuccessful are described in the following:

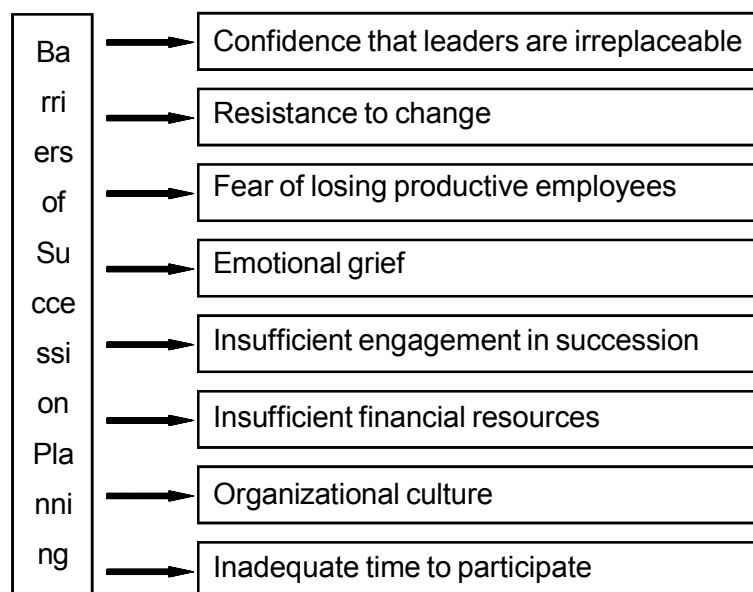


Figure 3: Barriers of Succession Planning

Source: Researcher Construct

More specific barriers to succession planning are described below:

Confidence that leaders are irreplaceable: Leaders think that they stay in the organization forever and when the organization takes the initiative for succession management, they create a conflicting situation (Comini et al., 2013).

Resistance to change: Implementation of SP brings some changes within an organization which needs to change some employees' working routines, set standards of performance, and require continuous skills development. For this reason, some employees do not support this process of succession (Gonzalez, 2013).

Fear of losing productive employees: Few organizations are reluctant to be involved in implementation of SP because they think some high-potential employees will be discouraged and tend to leave the organization if they are not included in the succession process (Gandosy & Verma, 2006).

Emotional dilemma: Some leaders believe that their organization won't run effectively without them so they put their best effort toward the organization and the planning for the next successor is considered as digging their own grave. Sometimes organizations avoid succession planning because it demotivates good well-performing current leaders.

Insufficient financial resources: Budgetary constraints due to insufficient financial resources are the main reason for not prioritizing succession planning in private sector organizations. The financial limitation creates another short upward mobility in the case of executive succession.

4.7 Executive Succession Planning Criteria

Merkus et al. (2019) stated that determining the readiness to implement succession planning within an organization is very essential. Knowledge management opportunity allows an organization to operate business activity logically which ensures competitive advantage. Senior management effectiveness is influenced by leadership development to a great extent. The investment in leadership development activities is crucial for preparing senior executives to be replaced as the next successor. Organizational commitment is also essential to make replacement planning more inclusive.

Table 4 : Succession Planning Criteria

Sl. No	Succession Planning Criteria from adopted from renowned Sources
1	Succession planning strategy adopted from Boyatzis (2008); Campion et al. (2011); Chiang and Yu (2018); Merkus et al. (2019)
2	Knowledge management opportunities adopted from Al Dari et al. (2018), Foerster-Metz et al. (2018)
3	Organizational culture adopted from Allen et al. (2011); Gothard and Austin (2013); Jabeen and Isakovic (2018); Mehrtak et al. (2017)
4	Leadership development opportunities adopted from Carriere et al. (2009); Charan et al. (2010)
5	Management commitment to leadership transition adopted from Ciampa (2016); Yadav and Dixit, (2017)

5. FINDINGS AND RECOMMENDATIONS

5.1 Findings

The analysis of SP practices of different public & private organizations in Bangladesh reveals the following findings:

- Because of the absent of certain succession planning policies in public & private Universities of Bangladesh, appointment of top executives (**VC, pro-VC, and treasurer**) **highly relied on political power and influence and less relied on academic performance as well as the administrative performance of the candidates.**
- **At present, there are no specific measures in terms of determining the eligible candidate for the post of top executives such as VC, pro-VC, and treasurer in the public as well as private universities of Bangladesh. Thus, the succession planning practices are not well managed.**
- The VC appointment process across the globe is conducted by a well-organized search committee or by open advertisement. However, in the public and private universities of Bangladesh, VCs are appointed by the Chancellor/ the President of the Government after getting nominated by the Senate.
- The Public and Private Banks of Bangladesh do not also follow any systematic procedure for selecting top executives. Almost all the banks appoint their chairman with the consent of the board of directors with the approval of the Bangladesh Bank. This is in sharp contrast to the practice prevalent in the executive appointment of world-renowned organizations such as Apple Inc., Microsoft, Meta, etc. Where most organizations have their specific succession planning policy for choosing future successors.
- By analyzing the extensive literature, the researcher identified various benefits of succession planning such as boosting employee engagement, promoting employee growth, ensuring employee satisfaction, reducing employee turnover, coordinating flow of leadership, smoother business operation and ensuring continual competitiveness.
- Along with the benefits researchers also find various barriers to implementing succession planning through the literature analysis these are the Belief that leaders are irreplaceable, resistance to change, fear of losing productive employees, emotional grief, insufficient engagement in succession, insufficient financial resources, and inadequate time to participate.

5.2 Recommendations

For policymaker implication the following recommendations have been made from the study:

- Each Public and Private University should develop a specific succession planning procedure for choosing future successors and reducing political maneuvering in the appointment process of the executives such as **VC, pro-VC, and treasurer. While nominating the candidates the concerned authority should consider the candidates having strong** academic credentials and administrative acumen for becoming selected to the respective position.
- **The government should decentralize the executive appointment process to the respective organizations where each organization has to develop a strategic plan for future successors as part of talent management.**
- **In Public and Private banking, the authority should create a talent pool from the initial level based on the performance and potential of the employees, where the employees can be developed over time, preparing their minds to take responsibilities at higher levels.**
- **The succession planning policies of all organizations need to focus on competency-based solutions where each successor should be identified based on their competency and groomed specifically for a particular position.**
- To identify the key successor, the organization should emphasize on high commitment of the successors, providing them with required development activities as well as exposing the successors' talent and competency to the board members.

6. CONCLUSION

The succession planning process can vary from organization to organization and in different industries but the major structure remains the same. In Bangladesh, succession planning is not well managed. Most of the organizations in Bangladesh are indifferent about the use of succession planning. Succession planning is not to be considered just an exercise, but focused upon so much that succession planning can be converted into successor development hence developing the talent pipeline and achieving organizational goals (Elmasri 2008). Every organization in Bangladesh should be concerned about this matter because this is an important issue for the organization.

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