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Bridging Talent and Sustainability: Aligning the Students Early Recruitment Scholarship Program with Global HRM Trends

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Abstract- In order to close the knowledge gap between academia and business in Bangladesh, the Students Early Recruitment Program (SERP) prepares students for the workforce prior to graduation. In contrast to conventional scholarship programs, SERP offers financial assistance together with early industry exposure, leadership development, sustainability-focused education, and mentorship. This study assesses how SERP helps students develop into uncommon, valuable, and morally upright talent that can provide companies with a sustainable competitive advantage. It is based on the Resource-Based View and Human Capital Theory. Using a mixed-method approach, surveys of 200 students and interviews with 50 businesses show that most firms strongly support early recruitment and mentorship, while students who are keen for early professional exposure also exhibit better levels of flexibility and confidence. The results demonstrate SERP's potential as a long-term talent pipeline, which is consistent with SDGs 4 and 8 and worldwide HRM trends. For greater scale, however, issues including resource intensity, equal access, and cultural opposition must be resolved. All things considered, SERP proves to be more than just a scholarship program; it is a strategic HRM intervention that benefits both parties by producing graduates who are self-assured and prepared for the workforce and employers that are looking for motivated, future-ready personnel.

Keywords: SERP, Resource-Based Theory, Sustainability

I. INTRODUCTION

The Students Early Recruitment Program (SERP) is a cutting-edge program created to close the knowledge gap between academics and business by preparing college students for the workforce at an early age. Through specialized skill development, leadership training, mentorship, and internship opportunities, SERP equips high-potential students with the knowledge and self-assurance necessary to succeed in a labor market that is changing quickly. With a twofold value proposition, SERP caters to both companies and students. It gives students a competitive edge in the job market, early career exposure, industry insights, and networking opportunities. Employers benefit from a sustainable talent pipeline since it finds and nurtures applicants who are ready for the workforce, fit in with the company's culture, and can lead innovation right away. SERP is a progressive concept that combines workforce sustainability, professional preparation, and academic quality with its strategic ambition to become the leader in early recruitment programs in Bangladesh. Different staff involvement and development plans might

make HCF possible. The purpose of this study is to connect global HRM trends, early requirement scholarship programs, sustainability, and talent.

II. LITERATURE REVIEW

Theories related with SERP

Human Capital Theory (Becker, 1964):

According to this fundamental principle, spending money on education and training improves both organizational and individual output. In order to regard students as valuable future assets whose early development provides significant returns for both students and companies, SERP funds technical training, leadership seminars, and scholarships.

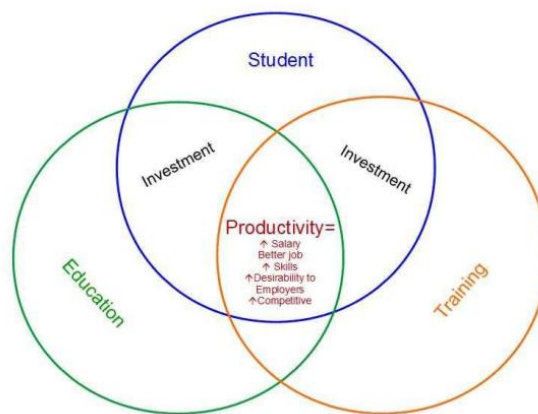


Fig.1. Human Capital Theory [3].

Talent Management Framework [1]:

Global best practices place a strong emphasis on methodically luring, developing, and keeping high-potential people. As a strategic talent pipeline, SERP keeps hiring going and makes sure that companies have an internal talent pool that is prepared for the future and in line with long-term objectives.



Fig.2. Talent Management Framework [1].

Resource-Based View (Barney, 1991):

A firm's competitive edge often comes from possessing rare, valuable, inimitable, and non-substitutable (VRIN) resources. SERP contributes to the development of unique internal talent by early recruitment of high-achieving

students, hence enhancing organizational capacities and maintaining performance advantages over time.

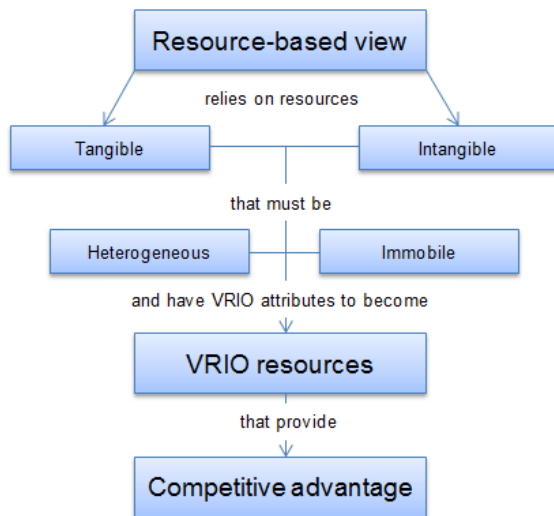


Fig.3.Resource-Based View [3].

Psychological Contract Theory [4].

SERP creates implicit expectations. While students anticipate mentorship, skill development, and job offers, corporations desire engagement, loyalty, and alignment with company values. Fulfilling these implicit psychological contracts improves long-term retention, devotion, and job satisfaction.

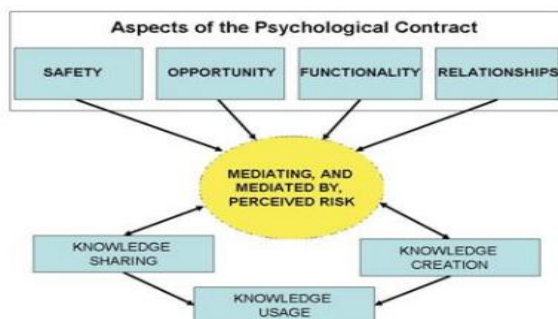


Fig.4.Psychological Contract Theory (Rousseau, 1989)

Sustainable HRM Theory (Jabbour & Santos, 2008; Ehnert, 2009):

SERP integrates its operations with sustainability goals (SDG 4&8) by incorporating environmental, social, and governance (ESG) concepts into training programs, ranging from green ethics to CSR-aligned projects. In Bangladesh, it has been empirically demonstrated that green HRM frameworks enhance organizational sustainability.

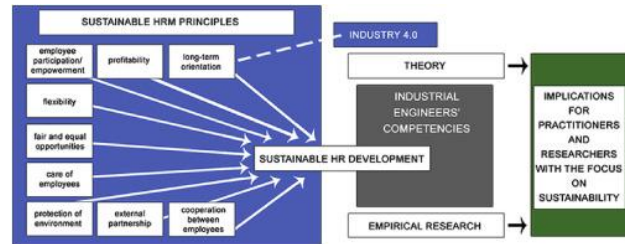


Fig.5.Sustainable HRM Theory (Jabbour & Santos, 2008; Ehnert, 2009)

Resource-Based View (RBV): Variables and Relation to SERP

Independent Variables (Strategic Talent Development Activities):

Selective Hiring of Students with High Potential

Before they graduate, SERP finds students who are motivated to lead and have great academic credentials. Talent that has the potential to become a unique and valuable resource for future employers is the focus of this early selection process. [3].

Personalized Training and Guidance

Students undergo a distinctive educational process that includes exposure to the real world, values education, and one-on-one mentorship, which makes their growth unique[3].

Integrating Green and Ethical Values

By educating students about ethics, sustainability, and ethical conduct, SERP makes sure that these future workers share the organization's long-term objectives[3]

Alignment of Strategic Careers

SERP reduces mismatch and improves fit with potential employers by bringing students' goals and abilities into line with market demands[3]

Dependent Variables (Strategic Resource Outcomes):

Talent Rarity

Graduates from SERP belong to a small, exceptional group that is uncommon among all graduates.[3]

Value of Talent

Because of their strong ethical foundation, leadership abilities, and practical capabilities, employers value SERP graduates more [3]

Unmistakable

These graduates are strategically unique since it is difficult for other programs to provide the comprehensive SERP experience (skills, values, mentoring, exposure[2].

Ethical and Cultural Fit

Graduates blend in well with corporate cultures that place a high importance on long-term value generation, sustainability, and accountability[2]

Long-Term Competitive Advantage

Employers who hire SERP graduates receive devoted, moral, productive workers who support long-term objectives[2]

How This Relates to SERP:

The way that SERP improves organizational performance is supported by the Resource-Based View. Employers get a sustained advantage in developing a top-tier workforce by utilizing SERP to transform students into VRIN resources—Valuable, Rare, Inimitable, and Non-substitutable. These graduates give companies strategic human resources that are difficult to replace in addition to helping them fill jobs.(Barney, 1991)

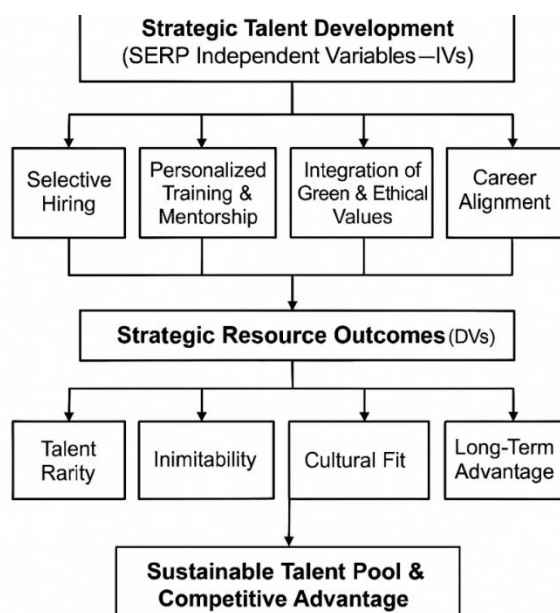


Fig.6.Independent and Dependent Variables

Pioneering student programs in Bangladesh inspired the creation of SERP as a structured talent pipeline.

The Students Early Recruitment Scholarship Program (SERP) shares goals with several national and commercial initiatives in Bangladesh that integrate education, skills training, mentorship, and sustainability-focused HR practices. While YES (PKSF) and BYLC encourage leadership, ethical growth, and vocational training, programs like SEIP and BDJobs Training offer upskilling that is career-focused and aligned with industry standards. While BITM focuses on digital readiness and green skills, Youth Co:Lab places more emphasis on social responsibility and innovation that is connected with the SDGs. Internship

programs like BYLCX and Grameenphone Explorers replicate the early recruitment and mentoring model of SERP. These programs offer useful standards for SERP-style talent development initiatives.

III.METHODOLOGY

Research Design

Using a mixed-method approach, this study evaluates the Students Early Recruitment Scholarship Program's (SERP) efficacy and alignment with global HRM trends and sustainable development goals using both quantitative and qualitative approaches. The Resource-Based View (RBV) [3] and Human Capital Theory [2] serve as the foundation for the study framework, which directs the choice of factors and the examination of their effects on talent outcomes.

Data Collection

The survey was completed by 200 students, including undergraduates students from a number of public and private universities in Dhaka. Field trips and interviews were used to acquire qualitative information. PRAN Group was the site of one such visit, and other conversations were had with HR specialists from six significant Bangladeshi businesses: PRAN Group, Grameenphone, BRAC-Aarong, ACI Limited, bKash, and Walton Group. These businesses were carefully chosen due to their proactive participation in mentorship programs, youth employment initiatives, and environmentally friendly hiring procedures.

Academic literature, HRM journals, global workforce studies, and organizational publications were the sources of secondary data. Additionally, case studies of current youth development initiatives in Bangladesh, including BYLC, PKSf YES, and SEIP, were examined. The study's theoretical and practical framework was further supported by an analysis of strategic development resources, such as UNDP Bangladesh's SDG-related material, and CSR reports from a few chosen companies.

Sampling Method & Size

Employers and students who are directly involved in or aware of early recruiting and career development efforts were chosen using a purposive sample technique. The entire sample consisted of 200 students who answered the questionnaire and 50 employers took part in the questionnaires and interviews.A targeted examination of SERP's conformity to academic and industry standards was made possible by this sampling.

Variables of the Questionnaire

The questionnaire for the Students Early Recruitment Program (SERP) collects both quantitative and qualitative data across several key variables. For students, the main variables include the level of interest in early professional exposure, desired skill development areas, confidence in adapting to professional work culture, motivational factors for joining SERP, and interest in mentorship from industry experts. These variables are designed to assess students' readiness, aspirations, and engagement with early career development opportunities. For employers, the variables include the perceived importance of early talent development, expected competencies from young recruits, challenges in hiring fresh graduates, willingness to offer mentorship or training, and anticipated benefits of partnering with SERP. These variables help gauge employers' strategic alignment, recruitment preferences, and openness to collaborating with talent development initiatives.

Data Analysis Techniques

In order to interpret the data from employers and students using SERP, we employed a variety of methods in this study. We started by counting and characterizing the data, such as the proportion of firms who believed early recruiting was crucial or the number of students who desired internships. Next, we examined whether the relationships we observed in the data—for example, the relationship between students' confidence and their interest in SERP—were genuine and applicable to different groups. We also looked at the effects of key SERP components, such as matching careers, ethics, training, and student selection, on factors like the rarity and value of the talent. These techniques enabled us to test our hypotheses and evaluate the effectiveness of SERP.

Ethical Considerations

The purpose of the study was explained to each participant, and participation was completely optional. Throughout the process, secrecy and anonymity were strictly maintained to protect the participants' identities. Only academic research and strategic reporting made use of the collected data.

IV. RESULTS

In keeping with global HRM and sustainability trends, the Students Early Recruitment Scholarship Program (SERP) effectively identifies and develops rare, valuable talent by selecting high-potential students early and providing them with individualized training, mentorship, and integration of ethical and green values. Strong employer sponsorship and student involvement in the program result in a long-term talent pipeline that gives businesses a competitive edge. Cultural resistance to new hiring practices, the possibility of unequal access for disadvantaged students,

sustaining student engagement over time, evaluating long-term effects, and possible misalignments between employer and student demands are some of the challenges that come with implementing SERP, which takes a lot of resources. To ensure SERP's scalability, efficacy, and inclusion in Bangladesh's changing labor market, these issues must be resolved.

Student (Based on 200 Students)

Students who are very interested in internships are also confident they can handle the work culture. Eighty (40%) of the 200 students stated that they would be extremely interested in gaining early professional experience through internships or part-time work. Of the same sample, 56 students (28%) identified as Extremely Confident and 71 students (35.5%) as Very Confident about adjusting to a professional work culture.

This demonstrates that students who are enthusiastic about early employment possibilities are also confident in their ability to adapt to real-world work environments.

Most students want mentorship from industry experts. Just 35 students (17.5%) stated they would not be interested in mentorship possibilities, compared to 165 students (82.5%) who said they would.

What it means: This shows that most students think that gaining knowledge from seasoned professionals will help them advance in their jobs.

Confident students are more interested in joining SERP. The capacity to adjust to a professional work atmosphere was rated as Very Confident by 71 students (35.5%). It's interesting to see that 80 students (40%) said they were really interested in SERP and the publicity it provides.

This implies that kids are more inclined to participate in early career-building programs like SERP if they have greater self-confidence in their talents.

Employer (Based on 50 Employers)

Employers who care about early talent also want to mentor students.

Out of the 50 employers who responded, 15 (30%) said they place a high value on early talent development, and 17 (34%) said they place a high value on it. 42 employers (84%) responded in the affirmative when asked whether they would be willing to mentor students under the SERP program.

This is a direct correlation: businesses that place a high importance on developing young talent are also prepared to devote time to mentoring them.

Most employers support early recruitment. For their long-term plan, 47 (94%) of the 50 firms stated that early recruitment is either Very Important, Moderately Important, or Critically Important. Just three employers thought it was either not important or rather important.

V. DISCUSSION

The findings support the fundamental tenet of the Resource-Based View (RBV), which holds that human capital can provide long-term competitive advantage when it is developed through deliberate development initiatives. Future employees have been shown to develop VRIN (Valuable, Rare, Inimitable, Non-substitutable) traits thanks to SERP's organized approach to early recruitment, ethical training, and career alignment.

The ability of selective hiring to produce talent rarity validates earlier research showing that early talent investment pays off (Becker, 1964; Armstrong, 2006). In addition to improving cultural fit and inimitability, the personalized mentoring and green HRM alignment also represent the larger movement toward sustainable HR practices (Ehnert, 2009). Crucially, long-term workforce stability and ethical alignment—two essential components in today's purpose-driven organizations—were brought about by the deliberate alignment of business demands with student aspirations. Additionally, the SERP model closely aligns with SDG 4 (Quality Education) and SDG 8 (Decent Work & Economic Growth) by combining early recruitment with ethical and environmental development, while also reflecting successful aspects of other Bangladeshi initiatives like BYLC, PKSf YES, and Grameenphone Explorers.

Bridging Talent Sustainability

The goal of sustainability in HRM is to generate long-term benefits for businesses and workers alike. In order to enable this, SERP prepares students early, guarantees a consistent supply of skilled professionals, and lessens recruitment difficulties. By providing training in sustainability and corporate social responsibility, it also encourages ethical and green practices and responsible business conduct. Moreover, graduates who are engaged and well-prepared are less likely to quit, which reduces turnover and decreases hiring and training costs for businesses.

Students Early Recruitment Program

One strategic HR strategy that connects academia and industry is the Students Early Recruitment Program (SERP). In addition to offering scholarships and development opportunities like financial support, mentorship, and leadership training to make sure students are capable and motivated, it gives the early career exposure through internships, projects, and industry seminars. In addition, SERP establishes a strategic talent pipeline that enables businesses to find and develop candidates before to

graduation, guaranteeing cultural fit and alignment with corporate objectives. Because of this, SERP generates graduates who are highly employable, morally oriented, and prepared to contribute successfully, which streamlines and expedites the employment process.

Global HRM Trends:

Programs such as SERP are shaped by global HRM trends, which encourage proactive and strategic approaches. These include diversity and inclusion for equitable chances, employer branding to draw in top students, and strategic talent management through early identification and development. Additionally, contemporary methods place a strong emphasis on continuous learning, digital HR tools, and integration of sustainability and CSR. In order to prepare students for a competitive, dynamic workforce, they also place a strong emphasis on employee engagement and well-being and promote global mobility through cross-border internships and international exposure.

VI. CONCLUSION

The Students Early Recruitment Scholarship Program (SERP) is not just a scholarship initiative but a strategic HRM intervention designed to bridge the gap between student development and sustainable organizational needs. By embedding the principles of Human Capital Theory and the Resource-Based View, SERP develops future employees who are valuable, rare, ethically grounded, and strategically aligned with organizational goals. In the context of Bangladesh's evolving labor market, SERP offers a forward-thinking model that other educational and corporate institutions can replicate. It addresses both local employment challenges and global HR expectations, proving that early talent development—when ethically and strategically implemented—can yield long-term advantages for organizations and society. A strategic HRM intervention, the Students Early Recruitment Scholarship Program (SERP) aims to close the gap between long-term organizational requirements and student growth. The Resource-Based View and Human Capital Theory are included into SERP to create future workers who are rare, valuable, morally sound, and strategically in line with company objectives. With Bangladesh's labor market changing, SERP provides a progressive model that other corporate and educational institutions might adopt. It proves that early talent development, when done ethically and effectively, may have long-term benefits for businesses and society. It tackles both local employment issues and worldwide HR standards.

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