Report on

# “Transformational Leadership and Employee Engagement in Green HRM in WeGro”

**Submitted By**

Nafis Fuad

ID: 20104066

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
February, 2025

## Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

**Nafis Fuad**
20104066

**Supervisor's Full Name & Signature:**

Dr. Nusrat Hafiz

Assistant Professor, Brac Business School

Brac University

## Letter of Transmittal

Dr. Nusrat Hafiz, PhD

Assistant Professor,

BRAC Business School

BRAC University

Kha-224, Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Madam,

It is a great opportunity for me to present to you my report written on **“Transformational Leadership and Employee Engagement in Green HRM in WeGro”** which I was appointed to as per your instructions.

I have tried my best to finish the report as per the given set of instructions by BBS and your advice.

I am confident that the report will meet your demands.

Sincerely yours,

Nafis Fuad

Student ID: 20104066

BRAC Business School

BRAC University

Date: 9th March, 2025

## Non-Disclosure Agreement

This agreement is made between WeGro Technologies Limited and the undersigned student Nafis Fuad at Brac University that the report does not contain any confidential information from the organization.

Nafis Fuad
ID: 20104066
BRAC Business School
BRAC University

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Avijit Ghosh
Assitant HR Manager
WeGro Technologies Limited.

## Executive Summary

The purpose of this paper  was to investigate the role of transformational leadership through which employees' engagement rate for Green HRM (GHRM) can be enhanced in WeGro Technologies Ltd. This study was conducted for the purpose of finding shortfalls in the organizations sustainability practices and  recommend what could be done to improve.

WeGro is externally starting to  preach about sustainability, but internally, they have no green policies in their human resources practices. Leadership declares commitment to sustainability goals, but employees have no clear course of action, incentives, or opportunities to  contribute. Sustainability is not included in recruiting, training, and performance assessment, which restricts staff from undertaking pro-environmental behaviors.

Unstructured GHRM, lack of communication on sustainability, and a lack of initiatives towards green workplace hinder employees' participation. It was also  difficult for an intern to impact company-wide sustainability initiatives in a short time span.

Integrating the leadership, HRM, and sustainability perspectives will improve WeGro's environmental impact and employee  commitment. By adopting these approaches, WeGro can further establish itself as an industry pioneer in sustainable agri-fintech fostering a passionate and  eco-friendly employee base.

## Keywords

Transformational Leadership, Employee Engagement, Green Human Resource Management (GHRM), Sustainability in HRM, Sustainable Leadership, Organizational Culture, Corporate Sustainability, Agri-fintech, Sustainable Agriculture, Green Initiatives, Employee Motivation.

## Contents

# Chapter 1
# Overview of the Internship

## 1. Student Information:

This report is written by Nafis Fuad, ID: 20104066, an undergraduate student of BRAC Business School, BRAC University, with a major in Human Resource Management and a minor in Computer Information Management. This semester, Fall 2024, I have aimed to finish my undergraduate degree from BRAC University with the successful completion of my internship

### 1.1 Internship Information:

As a business school graduate, doing an internship is a significant part of the graduation program as it gives exposure to the corporate world to the students after four long years of academic journey. The outcome of this internship program has a significant impact on the student's life, including their comprehension of the business world, corporate culture, and, most importantly, the establishment of connections with prominent organizations in Bangladesh. I am deeply grateful and delighted to have had the opportunity to serve as the HR intern at WeGro Technologies Limited, a local Agri fintech startup company in Bangladesh, for the past three years. Consequently, I have acquired valuable knowledge about the organization as a whole and the work in which I was involved.

This internship report is heavily influenced by the knowledge that I have acquired during my time as an intern at WeGro. Consequently, in order to preserve the organization's integrity and confidentiality, this report exclusively concentrated on publicly available and non-confidential information.

#### 1.1.1 Internship period, department/division, address:

I started my internship at WeGro Technologies Limited in the Human Resources Department for a three month long tenure. The first day of my joining was on 3rd November, 2024 and will end on 31st January, 2025. The headquarter of WeGro

Technologies Limited is at House 42, Road 1, Block A, Niketon, Dhaka, Bangladesh.

### 1.1.2 Internship Supervisor Information:

During my internship period, I was assigned under Avijit Ghosh, Assistant HR Manager of WeGro Technologies Ltd.

### 1.1.3 Job Responsibilities:

Being an HR Intern at Wegro Technologies Limited, some of the HR functions that I was responsible for were on a very broad based though they all related to the services of the HR team as well as the overall operations of the company. My role worked on recruitment, records management, payroll management and human resources information system to create a smooth flow of HR processes and a fit workplace environment.

## 1.2 Internship Outcomes

I am grateful for the opportunity to serve as an intern at WeGro's HR department. My job experience at the HR department taught me not only about many parts of the department, but also about the culture and practices that shape it.

I was allocated to several jobs which expanded my understanding.

a) **Revising Role Profiles:** A role profile outlines the employment purpose, responsibilities, and important results, as well as the position name, department, division, and reporting structure. My work entails reviewing the stated purpose, duties, and results to ensure accuracy. I made remarks on difficulties and checked with my supervisor to ensure their legitimacy.

b) **Interview Scheduling:** Another aspect of the work is scheduling interviews. This work involves calling applicants, creating scorecards and attendance records, and sorting resumes. I called applicants to tell them of their interview time, place, and other important details.

c) **Coordinate Interviews:** I am often responsible for coordinating physical interviews. The job flow is as follows: first, ensure the receptionist gets the attendance sheet. I phone individual applicants to confirm their attendance at the location on time. Next, put applicants in the waiting area and lead them to the interview room. Additionally, I may need to assist them with any urgent inquiries or needs. Finally, I need to ensure that the candidates have properly departed the venue.

d) **Additional responsibilities:** In addition to my main duties, I was assigned to put Field Staff’s data into worksheet to track records of Filed Staffs. Also, handling data of BMMDP projects. And, updating HRIS.

### 1.2.1 Benefits to the student

At WeGro, students may develop professional skills and collaborate with other departments to achieve business goals. This company taught me how to connect professionally with candidates, investors and manage employee records. I can now talk clearly to both candidates and colleagues. Furthermore, one will learn how to respond effectively under pressure. Working for this agri-tech firm may also need the employee to contact with a large number of employees over the phone, and email. On the other side, I learnt how to work in groups and cooperate. That, in my opinion, was the best approach to survive in a business atmosphere while still maintaining harmony. Now I have a decent idea of what to do in a variety of situations and how the chain of command operates inside a corporation. Many other firms do not compensate interns for their time and effort. However, WeGro really appreciates the interns' contribution. As a result, our company provides interns with numerous privileges such as a monthly stipend and transportation to meetings.

### 1.2.2 Challenges faced during the internship

The academic internship opportunity exposes a student to the real-world work setting that they may encounter throughout their permanent employment tenure. As an intern at one of Bangladesh's largest agri-fintech organizations, I gained many significant lessons from my supervisors, senior staff, and other interns, which I will apply and treasure in my future undertakings.

Nonetheless, there is always the other side of the door. Along with having a fruitful internship, I face a few challenges, including:

- Having trouble transitioning to the corporate setting for the first time. This internship is my first time working in an organization. As a result, I had to perform a lot of multitasking, which I found tough to handle. However, thanks to the advice of my supervisor, I was able to complete my assigned works on time.

- I thought I would be doing multiple tasks. This includes a demanding task of time management as it is difficult to manage time efficiently to meet deadlines with quality work.
- As an intern it's difficult to have influence over companywide sustainability initiatives. Due to the length of the internship, it takes too long to convince HR managers and leaders to adopt new strategies.

# Chapter 2
# Organization Part

## 2. About WeGro Technologies Ltd.

Emerged in 2021, WeGro Technologies Ltd is a Dhaka–based agri-fintech startup aimed at helping Bangladesh's agricultural sector close the gap between farmers and investors. It offers a digital platform for urban and institutional investors to fund agricultural projects that give small holder farmers access to essential resources and finance. The slogan of WeGro is 'Grow your money by helping our farmers. Your decision to join our community brings our smallholder farmers a step closer to the hope of a better life.' (*WeGro: A Better Way to Provide Credit Support to Farmers*, n.d.)

WeGro's business strategy uses technology to link stakeholders and provide quick access to aggregate farm products, inputs, and processed food. Their mission is to provide premium value to stakeholders across the food value chain. They are committed to leaving a great legacy, which is why they are working to establish a household brand that is unequaled in Africa's digital agriculture area and renowned for pushing food security initiatives. They are motivated by a desire to be the top agri-fintech company supporting sustainability across the global food chain. (*WeGro - Investing in Agriculture, Simplified*, n.d.)

Wegro allows interested investors to participate in specific agricultural projects. Once the investment is made, Wegro provides funding to the farmers in that field for the project, allowing them to benefit. When the project is finished, the investor receives a percentage of the earnings immediately.

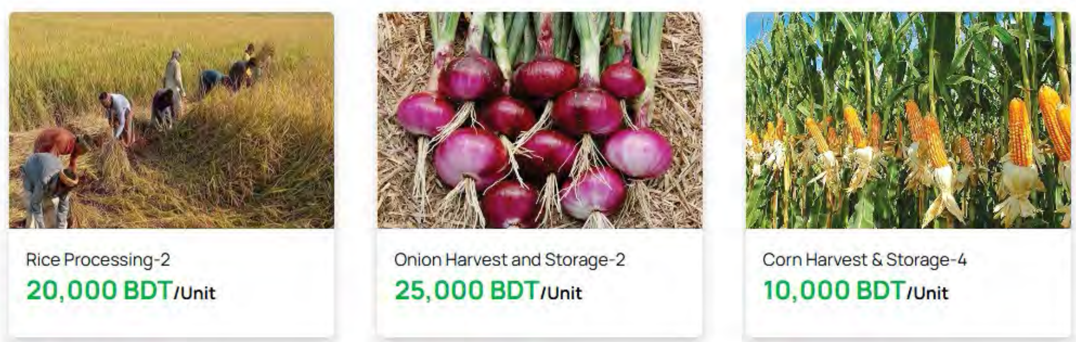


*Fig1: Projects of WeGro*

As of now, from 40 operating zones in Bangladesh, WeGro has partnered with over 5,500 farmers. A total of over $617 million has been given out in funds, of which more than $210 million has been generated in the form of agricultural production, while $454 million has been collected in return or reimbursed to the investors.

## 2.1 Partners

- Lightcastle partners
- Phoenix insurance
- Mutual Trust Bank
- Prime Bank
- Chaldal.com
- Brac seed
- Petrochem group
- Supreme seed
- Bini
- Dhaka Bank
- UCB
- OXFAM
- Syngenta
- Sajida Foundation
- Green Delta Capital

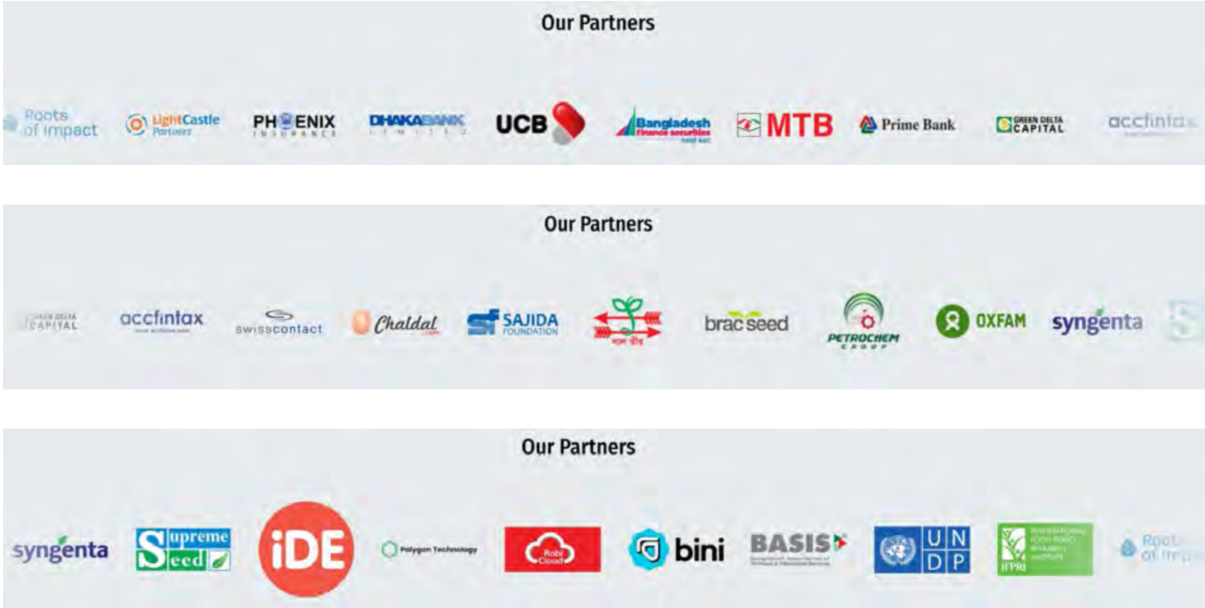


*Fig2: Partners of WeGro*

### 2.1.1 Mission of WeGro Technologies Ltd.

WeGro's mission is to close the gap between agriculture and investment, and empower farmers. Our goal is to be the first digital agriculture platform in Bangladesh that's focused on impact in collaborative food production and farmers' food security on the continent. (*WeGro - Investing in Agriculture, Simplified*, n.d.)

### 2.1.2 Vision of WeGro Technologies Ltd.

The dream of WeGro is to bring everyone on board the road towards achieving a global food security. WeGro aims to build a sustainable, inclusive agricultural ecosystem that is good for farmers and investors alike, by leveraging technology and financial solutions. (*WeGro - Investing in Agriculture, Simplified*, n.d.)

## 2.2 Achievements of WeGro Technologies Ltd.

WeGro Technologies Ltd. has received several honors and recognition for their steadfast and inventive efforts to effect change. From 2021 to 2024, WeGro won several honors for its extraordinary achievement in the business. Some of the accomplishments are listed below:

- 'Best Startup Innovation Best Innovation Agriculter' – 2023
- 'Youth Co-lab Springboard 5.0 by UNDP & Citi Foundation' 2nd Runners-Up
- 'Microsoft Founder's Hub' $10,000 Azure Grant
- 'Winner Global Fintech Hackcelerator'- 2024

- ‘Accelerating Asia Cohort 8’ Raised $100,000 Funding- 2023
- ‘iDEA Project’ BDT 1Mn Grant
- Top 3 Finalist Top 15 SDG ‘Pre-accelerator Impact Aimb by UNDP’- 2023
- Top 3 Finalist ‘Huawei ICT Incubator’- 2022
- ‘Biniyog Briddhi Awardee’ $100,000 Impact Ready Matching (IRMF)



## 2.3 Services of WeGro Technologies Ltd.

**Access to Finance:** WeGro takes farmers and connects them with investors for agricultural initiatives funding. This approach provides attractive gains to investors and financially enables farmers with low cost, timely financing.

**Quality Agricultural Inputs:** They supply high quality inputs like seed, livestock and fertilizer so farmers don’t have to do the bare minimum and can be successful.

**Market Access:** WeGro enable farmers to sell their produce directly to markets, getting better prices and minimizing reliance on intermediaries.

**Data and Advisory Services:** Farmers get market data, expert advice and feedback to increase productivity and profit through the platform.

## 2.4 Sustainable Development Goals of WeGro Technologies Ltd.

WeGro Technologies Ltd. actively contributes to several United Nations Sustainable Development Goals (SDGs) through its innovative platform and initiatives:

- **SDG 1:** WeGro helps to reduce poverty by increasing smallholder farmers' productivity and income through providing finance and quality agricultural inputs to smallholder farmers so as to enhance their production and income. (*WeGro: A Better Way to Provide Credit Support to Farmers*, n.d.)

- **SDG 2:** Zero Hunger through its support of sustainable agricultural practices and efficient market access, WeGro's support increases food production and availability for food security, and as a result helps eradicate hunger. (*WeGro: A Better Way to Provide Credit Support to Farmers*, n.d.)
- **SDG 4:** Specialized training and mentorship are offered to farmers to improve technology adaptability and teach them on ways to increase financial literacy.
- **SDG 5:** To make farming an inclusive space for female farmers to overcome financial aid as well as to give them a prone position in the community.
- **SDG 8:** To ensure decent work and economic growth, WeGro facilitates financial inclusion and promote investment in agriculture, thus helping create decent work opportunities for farmers and agri entrepreneurs. (Economy, 2023).
- **SDG 10:** WeGro seeks to reduce inequalities of opportunity within the agricultural sector by focusing on the financial resources and market access of marginalized agricultural entrepreneurs. (Economy, 2023).

These efforts were to create congruent operations with the global agendas of sustainable development and endpoints of impacting the positive to society and the environment.

## 2.5 Management and Operational Practice:

WeGro follows a generic management structure with nine divisions. Its management approach is democratic and inclusive, therefore WeGro encourages not only self-development but also teamwork. Under each division, there are multiple fully operational departments staffed by skilled and diligent workers. Furthermore, WeGro and its workers recognize and accept cultural diversity, which contributes to the company's diverse workforce. One of the most important components of working at WeGro is the culture of autonomy.

Without breaching any laws imposed by the firm or the government, every person has the freedom to express their own viewpoint and make decisions to help the organization grow. WeGro grants its staff complete autonomy and power to carry out any assigned obligations. Despite the fact that WeGro has only been in business for 3 years, the firm does not have a strict culture, which allows workers to come up with game-changing ideas for the company.

## 2.6 Divisions of WeGro Technologies Ltd:

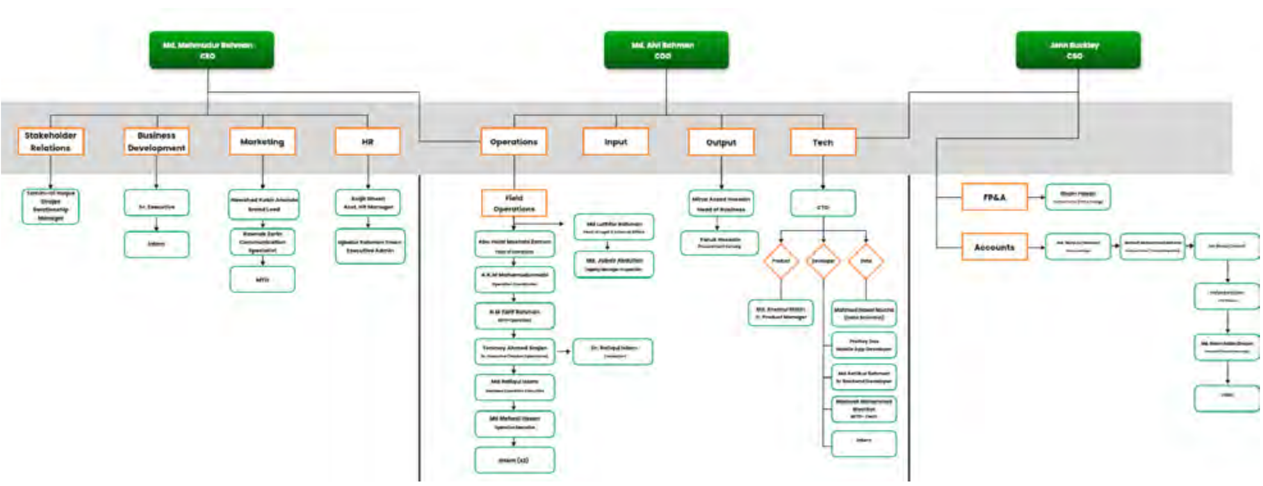


*Fig3: Departments of WeGro*

## 2.7 Human Resources (HR) Department:

The human resources department oversees the most important asset that WeGro owns—its inhabitants, or the individuals who live there. To make sure that employees are enthusiastic, committed, and productive on the job, this department handles recruiting, orientation, training, performance evaluation, and employee relations. Furthermore, the HR department creates policies and programs for talent development and wellness in order to maintain a healthy work environment and a fantastic organizational culture by keeping employees highly motivated and engaged.

The mission of WeGro is fulfilled when its several divisions work together to promote sustainability, hasten the change of agriculture, and provide farmers with cutting-edge technological goods and services. To accomplish WeGro's objectives in the agricultural sector, each department collaborates with every other department.

### 2.7.1 The recruitment and selection process:

- **Recruitment Strategy**: WeGro Technologies inclined fundamentally toward recruiting individuals who are able to perfectly relate to the company's mission of creating a sustainable impact on the agriculture sector in Bangladesh through the use of novel financial technologies. The recruitment strategy includes:

  Internal Recruitment: When WeGro wants to fill a key position, they first consider promoting talent within, capitalizing on the skills and knowledge the group has within workforce.

  External Recruitment: Methods of external recruitment includes advertising in online job boards (e.g. BDjobs, LinkedIn) or the university's partnerships with agricultural and technology departments to find prospective talent or by advertising through industry specific job fairs, agrifintech forums.
- **Selection Process**: The steps of selection process of WeGro Technologies are:

  Application Review: HR department screen through resumes and applications and draw in these candidates who met the qualifications required.

  Interviews: Those candidates that successfully complete initial screening follow a structured interview process to assess technical knowledge (agriculture knowledge, fintech and software development), problem-solving capabilities and cultural fit within the company.

  Technical tests or assessment: Candidates needed to complete a practical test or a case study, depending on the role wanted. For instance, a software developer will have to take a coding test, and a financial analyst, evaluate the financial feasibility of a given agrifintech solution.

  Reference and Background Checks: This is the part to check that the candidate's qualifications and previous job experiences are true.

  Final Selection: The final decision is a compound of interview performance, test results and good match with the cultural and values of the company.
- **Onboarding Process**: After selection, WeGro onboard the new hires, enabling them to learn about WeGro's mission, values and operations. It includes an introduction to company culture, leadership team and internal systems.

### 2.7.2 Compensation System:

The compensation system that WeGro crafts is intended to draw and hold on to the best talent for the rapidly growing agrifintech segment, and at the same time, can afford to manage cost. The compensation system includes:

- Base salary: WeGro Technologies Ltd. is competitive with the industry when it comes to salary—market research conducted to make sure compensation for like roles at WeGro mirror salaries at similar tech and agrifintech firms.
- Incentive bonuses: Individual and team achievements are rewarded, within the confines of gained revenues or bonuses due to performance. Such bonus are annual performance based bonuses.
- Other Perks: Flexible timings, work from home facility, employee wellness program and the option to join in social and team building activities.

### 2.7.3 Performance Appraisal System:

In place of traditional performance evaluations, WeGro's performance appraisal system emphasizes continuous feedback, goal setting, and development so employees are on the same page as the organization and their performance is constantly being checked. The performance appraisal system includes:

- Continuous Feedback: WeGro Technologies Ltd. adopts a 360° feedback system, where feedback is not only received from the supervisors but from the subordinates and their peers alike, for the system of growth. Meetings between managers and employees are held regularly in one to one setting to discuss progress and roadblocks and provide feedback.
- Performance Reviews: When the performance is finished at the end of the performance cycle and at that time a formal performance review takes place to check the achievement of the goals. This review is used to compensation adjustments like the employees gets salary increments, bonuses or promotions based their performance.

## 2.8 Marketing and Sales Department:

The goal of the WeGro Marketing and Sales Department is to increase awareness of the company's offerings, attract new customers, and solidify its position as a leader in its field. This section comes up with marketing plans, makes promotional materials, and employs a number of channels to interact with consumers in order to boost sales and visibility. Also, the sales and marketing team does research to identify growth prospects and creates strategic marketing strategies.

### 2.8.1 Marketing Practices:

1. **Toward Rural Communities and Farmers**

   Localized Marketing: Localized, region specific marketing campaigns are often how Wegro directed agrifintech marketing at rural farmers and rural communities. This includes using local languages, and cultural symbols and community events.

   Community Outreach: Because digital tools are not common with many farmers, outreach is mostly carried out by face to face meetings, farmer training and seminars to build the trust with the target audience and enlightening them on the benefits of technology.

2. **Leveraging Mobile Marketing**

   Mobile-First Solutions: With so many farmers in Bangladesh using the mobile phone (not smartphones), mobile marketing is very important. Agricultural tips, financial services updates, market prices alerts are sending out to the users via SMS and phone calls.

3. **Digital Platforms & Social Media**

   Social Media Campaigns: To communicate with the wider agricultural community WeGro team are often used platforms such as Facebook, Instagram and YouTube. These platforms used by Wegro to tell success stories, case studies, and testimonials from farmers that the services.

   Content Marketing: To explain how their technology works, the educational content made in the form of videos, infographics or blog posts. This builds credibility and trust with an audience that isn’t very technologically savvy.

4. **NGO and Government partnerships, and with Financial Institutions**

   Collaborations with NGOs: On the ground marketing and awareness building are helped by partnerships with NGOs, government agencies and development organizations in rural development.

   Financial Products & Services: Wegro Technologies Ltd. provide farmers with low interest loans and micro insurance packages through collaborating with microfinance institutions or banks. Often involved with joint campaigns with financial institutions or government agencies in the marketing strategy around these financial products for financial inclusion.

5. **Word of Mouth & Referral Programs**

   Farmer-to-Farmer Recommendations: WeGro Technologies Ltd. survive based on word of mouth and trust based marketing. Those who are using the platform successfully recommend this service to his peers in their community. In rural areas, referral programs are a good strategy when they reward existing customers with rewards for bringing new customers.

6. **The Training & Capacity Building**

   Farmer Education: WeGro marketing is aimed at educating the end user. It is about providing tools to farmers to understand how to use technology to improve on farming best practice, based on data, or based on how farmers can manage risk.

   Workshops and Field Demonstrations: When Wegro organize workshops or field demonstration events to demonstrate how their technology and products are helping to directly increase crop yield, cut input costs, or create market access opportunities, that helps it to gain acceptance.

7. **Data Driven & Personalized Marketing**

   By using data analytics WeGro provide personalized experience to customers. With an example, the farmer’s tailored advice such as crop management, pest control and financial planning based on the one’s own individual requirement and circumstances.

   Customer Segmentation: WeGro Technologies Ltd. typically segmenting their audience based on crop type, geographical region, and financial capacity. It helps market products and services more targetted to meet specific needs.

8. **Impact-Oriented Marketing**

   Social Impact Messaging: However, WeGro often aims to articulate the social impact of their work in delivering for smallholder farmers. Wegro demonstrate how their solutions help reduce poverty, increase food security and lead to economic empowerment, and thus have appeal both for impact investors and socially conscious consumers.

9. **Agri Supply Chains Partnerships**

   Farmer-to-Market Connections: WeGro do partnership with a supplier of seeds, fertilizers, and equipment creating one stop shop solution for the farmers. By creating such partnerships, they create brand loyalty and push integrated solutions that appeal to willing farmers.

## 2.9 Financial Analysis:

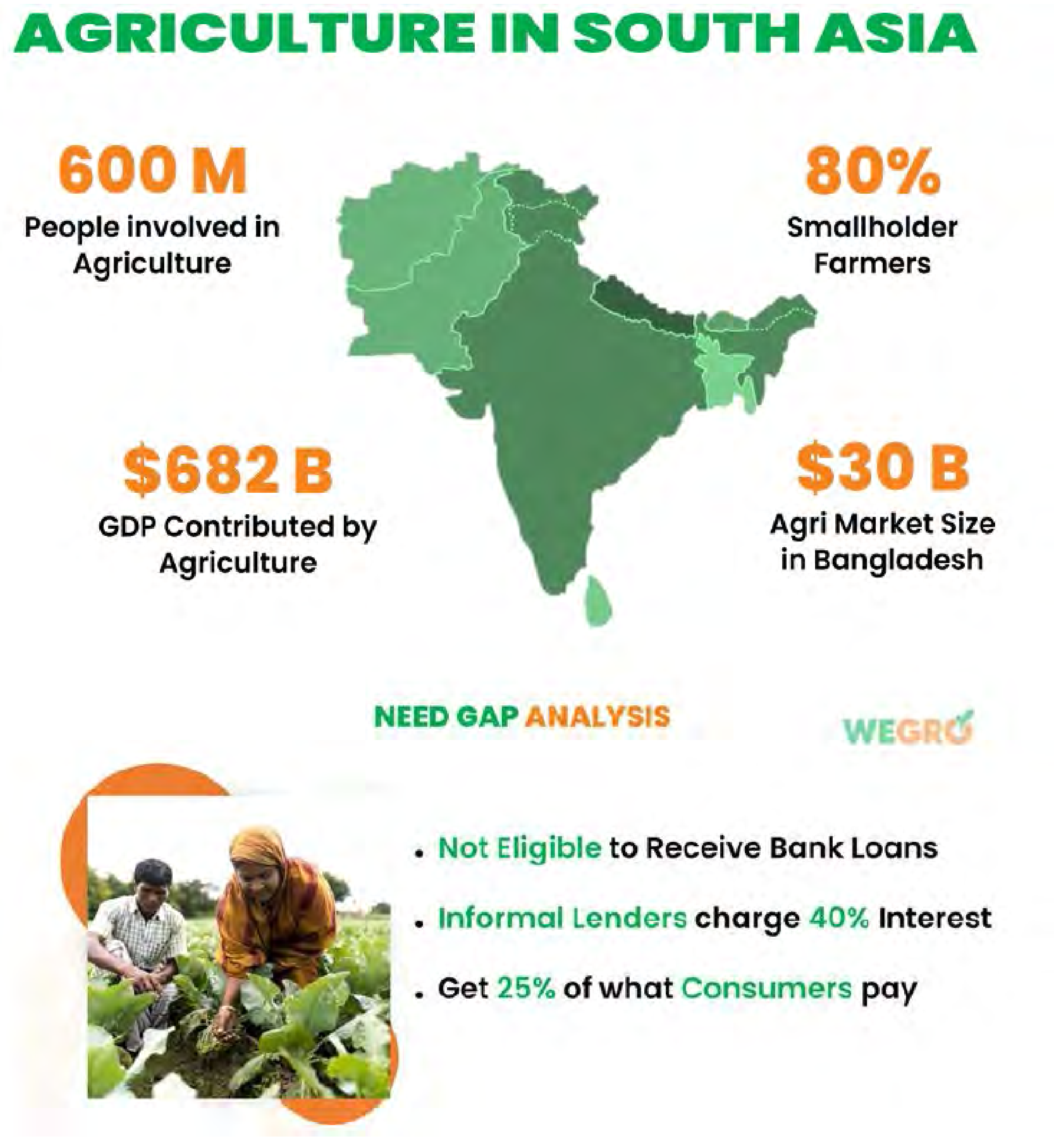


*Fig 4: South Asia Agriculture Market*

Nearly 600 million people are located on the agriculture sector which is a significant role in economy in the region, South Asia. Most notably, 80% of them are smallholder farmers: the backbone of the industry. Agriculture alone generates $682 billion for the South Asia GDP each year. Over $30 billion Agri market size in Bangladesh alone offers a huge potential for agrifintech initiatives like WeGro Technologies Ltd. (Wegro, 2023)

**Identified market gaps & challenges**

WeGro Technologies Ltd has conducted a need-gap analysis to address critical challenges faced by smallholder farmers:

**Limited Access to Formal Financing:** Traditional banks have little incentive to give farmers credit, largely because they too often have no collateral to risk or credit history to prove their worth.

**High-Interest Rates from Informal Lenders:** Informal lenders are one of the sources which farmers often seek for money but most of the time, these informal lenders have very high interest rates of up to 40% which adds to farmers back pain.

**Low Income for Producers:** Smallholder farmers, on average, only receive 25% of what is paid to them by consumers for their products — a testimony of how inefficient the value chain can be.

WeGro Technologies Ltd has set its goal towards revolutionizing the agricultural sector in Bangladesh by trying to fill in the gaps and providing innovative financial solutions to narrow the financial divide that otherwise limits small and medium holder farmers to achieve much needed economic empowerment as well as sustainable growth. (Wegro, 2021)

## 2.9.1 Farmer Financing:

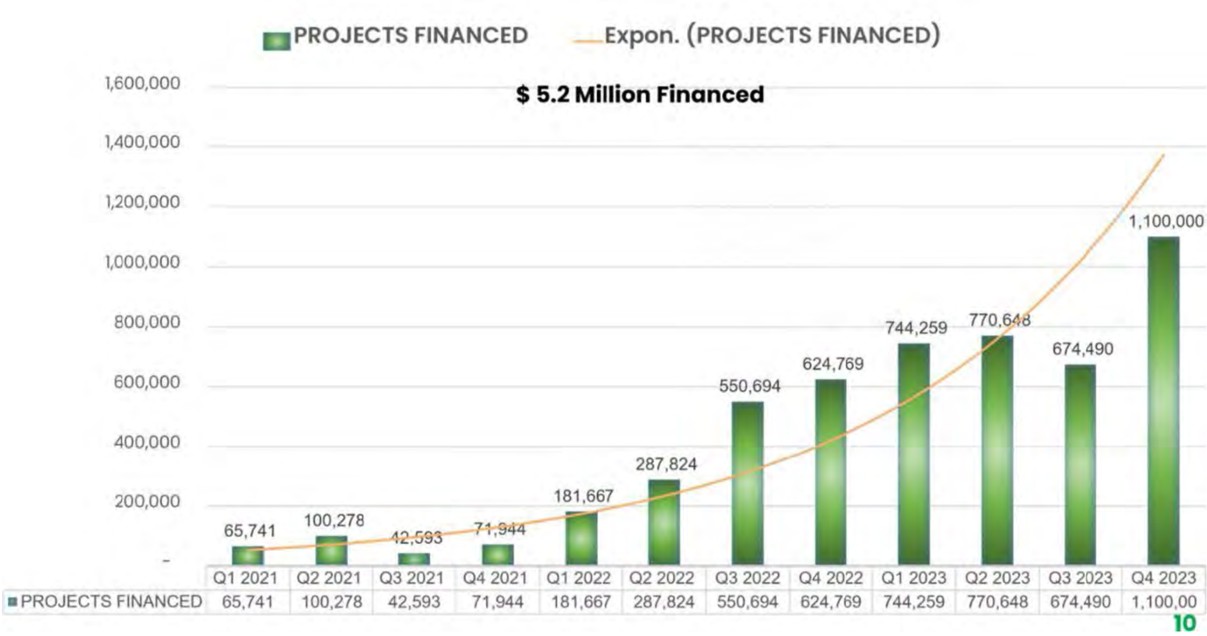


*Fig4: 2021-2023 farmer financing*

The chart shows we Gro technologies limited farmer financing hike over 3 years from Q1 2021 to Q4 2023. Over these years, the company has financed a cumulative total of $5.2 million, signaling support to smallholder farmers.

**Initial Phase (2021):** WeGro's financing activity commenced in 2021 with relatively modest financing volumes measured from 65,741 projects in Q1. While Q3 saw a small downturn (42,593 projects), the year closed with Q4 at 71,944 projects.

**Accelerated Growth (2022):** This number rapidly increased in 2022 with total projects financed growing to 287,824 in Q2 then to 624,769 by Q4. This was a big year for the company because it demonstrated its ability to scale across agriculture and the impact it was having on the sector.

**Exponential Expansion (2023):** Then in 2023, financing volume expanded further. As a noteworthy fact, the number of projects financed reached the level of 1.1 million in Q4. WeGro's exponential growth can be seen here, as we increase farmer adoption and rely on growing trust in our financial model.

**Trend Analysis**: The chart suggests that not only does the number of projects financed, grow exponentially, but so does the efficiency and outreach of WeGro Technologies Ltd. This growth is truly remarkable and is in line with the Company's vision on bridging the financing gap for smallholder farmers, thereby enabling them become financially independent and contribute more efficiently to the agricultural economy.

## 2.9.2 Growth in investments:

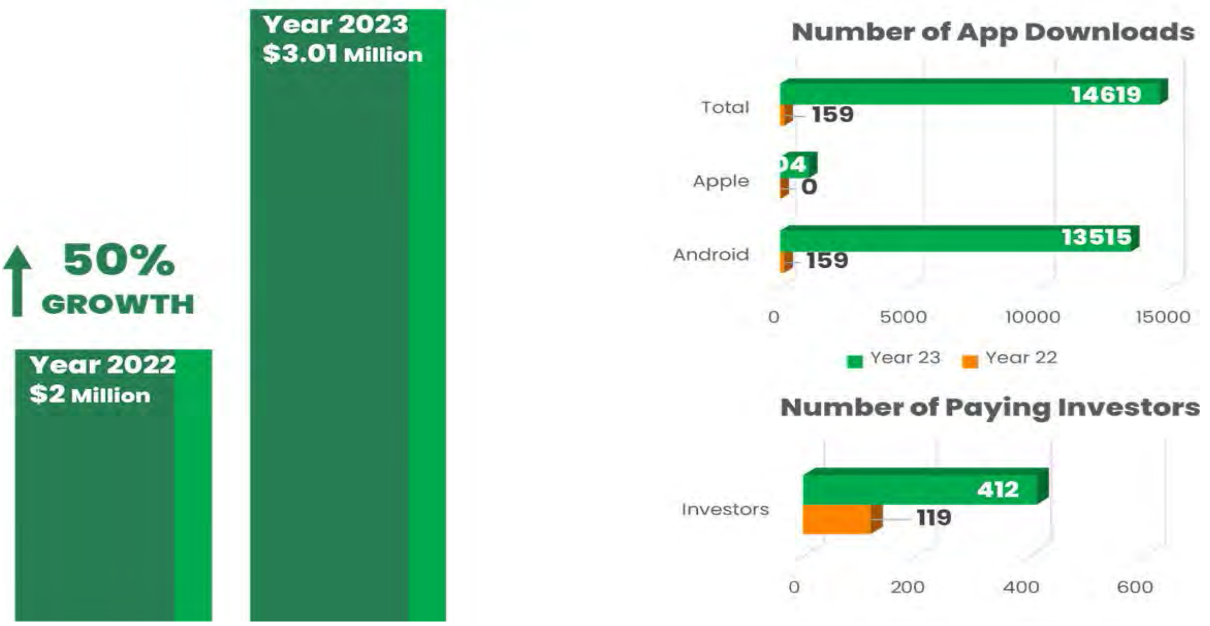


*Fig5: 2022-2023 growth in investments*

Between 2022 and 2023, WeGro Technologies Ltd showed both financial performance and user engagement metric growth, while cementing its place in the agri fintech space.

**Financial Growth**

From $2 million in 2022 to $3.01 million in 2023, investments soared by 50 percent year on year. It shows the growing confidence on the part of stakeholders and investors in WeGro's pioneering financial solutions and its market impact.

**User Engagement Metrics**

**Number of App Downloads:** WeGro’s popularity was growing among farmers too as well as other stakeholders and app downloads grew significantly from 159 in 2022 to 14,619 in 2023.

**Platform Breakdown:** Android users downloaded it the most, and from 159 downloads in 2022 to 13,515 downloads in 2023.

In 2022, there were no Apple downloads to record, and in 2023 this metric increased.

**Number of Paying Investors:** The number of paying investors rose from 119 in 2022 to 412 in 2023, which indicates 246% growth. The growth we’re seeing in this is due to growing interest and trust from the investor community in how WeGro’s business model works and the sized market it operates in.

### 2.9.3 Product Sold:

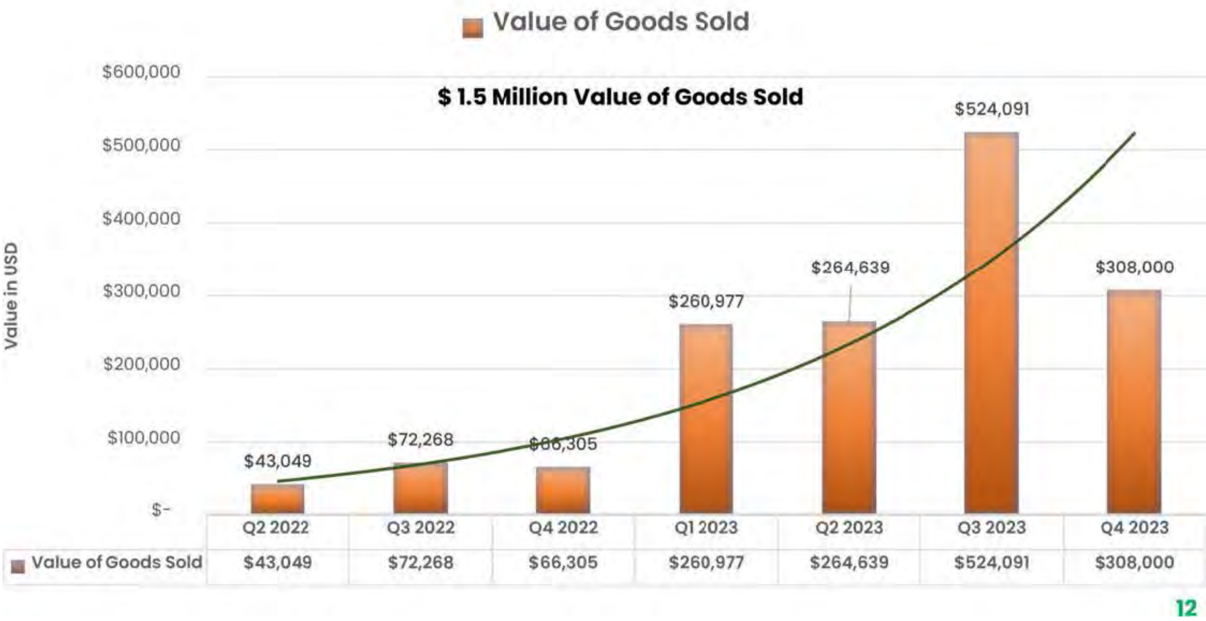


*Fig6: 2022-2023 products sold*

WeGro Technologies Ltd chart displays that values of goods sold are growing consistently from Q2 2022 to Q4 2023, resulting in $1.5 million in cumulative total.

**2022 Performance:** In Q2 the value of goods sold was $43,049 and rose to $72,268 in Q3.

Between the year 2022 (Q4 end), the price here slightly dropped to $66,305. However, it was a good base for future growth.

**2023 Growth:** A significant increase of $260,977, was observed in the company's market presence and efficiency was recorded during the first quarter of 2023. Q2 2023 continued growth at $264,639. But there was a remarkable peak of value of goods sold in Q3 2023, which reached the value of $524,091, which shows how the strategic initiatives and partnerships in WeGro had happened. In Q4 2023 the total value was $308,000, which has been strong performance through the close of the year.

What's clear is this trajectory of steady growth, a big jump up in Q3 2023, WeGro Technologies Ltd is capable of scaling up and developing revenue streams. The $1.5 million in cumulative goods sold demonstrates their large impact on the agricultural sector of enabling smallholder farmers to market their produce.

## 2.9.4 Revenue:



*Fig7: 2022-2023 Revenue*

By Q4 2023 WeGro Technologies Ltd was able to achieve a remarkable revenue growth of more than USD $1.7 million. Of the many charts, the charts show of both year over year and quarter over quarter progress for the company's revenue, indicating how the company is monetizing itself and how widely they are established in the market.

**Annual Revenue Growth**

The company’s revenue came to nominal levels in 2021 while operations were still scaling. In 2022, revenue increased to $326.810 and is a rock solid base for exponential growth. Revenue grew a whopping 50% per year to $1,477,890 by the end of 2023.

**Quarterly Revenue Performance (2022 – 2023)**

**2022:**

- Q2: Early monetization was indicated by the fact that revenue started at $19,284.
- Q3: Traction was growing, and it was a huge leap to $134,728.
- Q4: However, revenue dropped down slightly, but was still solid.

**2023:**

- Q1: $280,910 revenue in strong year start.
- Q2: Revenues grew to $308,869.
- Q3: The highest quarterly figure was revenue, at $558,112.
- Q4: Revenue reached $330,000, a great success by any means.

**Revenue Streams**

WeGro generates revenue through:

- **Product Sales:** Commission that comes in at 10–15% of goods sold.
- **Project Investments:** Sharing 8–10% of profit on project investments.
- **Farm Inputs:** Commissions from input sales to the farmers of 5 to 10%.

## 2.9.5 Competition Demand of financing (farmer):

| Parameter | Bank | MFIs | Krishi Bank | iFarmer | WeGro |
|---|---|---|---|---|---|
| Collateral | ✓ | ✗ | ✓ | ✗ | ✗ |
| Paperwork | Rigorous | Tolerable | Rigorous | ✗ | ✗ |
| Interest | 9-11% | >30% | 4-7% | 20-30% | 16-20% Profit Sharing |
| Security Deposit | No | Yes | Yes | No | No |
| Repayment | Installments | Installments | Installments | Term End | Term End |

*Fig8: Competition of Demand of Financing*

WeGro Technologies Ltd is unique among agricultural financing models with its ability to close the gaps in traditional and alternative financing. The table below compares key financing parameters across various options available to farmers:

**Comparative Parameters**

- Collateral Requirements: Many smallholder farmers don't have the collateral for banks or Krishi Banks.
  By Getting rid of this requirement, WeGro eliminates the requirement for farmers to have something that they cannot currently afford.
- Paperwork: Traditional options of Banks and Krishi Bank has very rigorous documents to be followed whereas Microfinance Institutions (MFI) has tolerable documentation.
  On the other hand, WeGro reduces documentation to reduce the complexity of the financing process.
- Interest Rates: Krishi Bank lends at the lowest rates of interest, 4–7 %, while banks charge 9–11%.
  Fees charged by MFIs is as high as 30%, which is beyond affordable for most farmers.
  WeGro's rates are 16–20% profit sharing, and are flexible and competitive compared with iFarmer's rates of 20–30%.
- Security Deposit: Banks and Krishi Bank charge a security deposit, further reducing convenience.
  WeGro doesn't require a security deposit, making it a farmer's friendly choice.
- Repayment Terms: Traditional options like Banks, MFIs and Krishi Bank are based on the models of installment based repayment.
  iFarmer and WeGro offer term end repayment structure where farmers repay after harvest or project completion.

**Strategic Advantages of WeGro**

WeGro Technologies Ltd differentiates itself by:

- It eliminates need of collateral and security deposits.
- Instead of high interest loans WeGro offer competitive profit sharing rates.
- Minimizing paperwork in the process of financing.

- Flexible term end repayment options based on farmers' cash flow patterns.

By addressing the financing gap for smallholder farmers, WeGro uses this unique approach to be the leading agri fintech company that will help to develop sustainable agricultural.

### 2.9.6 Competition Supply of financing (investor):

**FUTURE OF FARMING** WEGRO

| Parameter | Term Deposit | Stock Market | Saving Certificate | iFarmer | WeGro |
|---|---|---|---|---|---|
| Tax Rebate | ✓ | ✓ | ✓ | ✗ | ✗ |
| Paperwork | ✓ | ✓ | ✓ | ✗ | ✗ |
| Return | 6% | 10%-20% | 10% | 15% - 18% | 16-20% Profit Sharing |
| Time Required | Nil | High | Nil | Nil | Nil |
| Risk | None | Highly Volatile | None | None | Capital Protection |

*Fig9: Competition of Supply of Financing*

With competitive investment model in farmer's field, compared to the traditional and alternative financing options, WeGro Technologies Ltd gives investors lucrative opportunities in the agricultural sector.

**Comparative Parameters**

- Tax Rebate: Tax rebates are being offered by traditional options like the Term Deposits, Stock Market, and Saving Certificates.
  Neither WeGro nor iFarmer offers tax rebates. They're focused on high returns and low risk.
- Paperwork: Term Deposits, Stock Market, saving certificates, and even life Insurance require minimum to moderate paperwork.
  iFarmer and WeGro smooth the process of investing by dealing with paperwork.
- Return: The Stock Market gives 10 to 20% but the return is extremely volatile, Term deposit gives back 6%.
  Fixed return 10% on Saving Certificates.
  iFarmer offers 15–18% returns, as does WeGro with its 16–20% profit sharing, to make it one of the most rewarding options.

- Time Required: No extra time commitments are required to invest in Term Deposits, Saving Certificates, iFarmer, and WeGro.
  However, market monitoring and active trading are required for the high time requirement of the Stock Market.
- Risk: A risk free account with Term Deposits and Saving Certificates.
  Investors are exposed to high risk in the Stock Market.
  On iFarmer, it's zero risk, and on WeGro, it's capital protection along with high returns.

**WeGro Technologies Ltd stands out by:** The returns are competitive, 16–20%. To achieve capital protection along with mitigating risks of volatile markets. Punching through paperwork barriers, making investment process transparent. A hassle free, time efficient investment model for individuals with the target of sustainable and secure returns.

## 2.10 Porter's Five Forces Analysis:

Michael Porter is well recognized for introducing a renowned paradigm for strategic analysis, known as Porter's Five Forces. This emphasizes the need of keeping an eye on external possibilities and dangers as part of an organization's strategy for achieving long-term competitive advantage. This tool will help firms comprehend the external environment and make strategic choices based on that knowledge. Here are the five forces:

- The possibility of new competitors opening up shop
- The possibility of competing goods and services
- Buyers' bargaining power
- Suppliers' bargaining power
- Rivalry in the market

Among other things, Porter's Five Forces analysis is a must-have for getting a better grasp on the present state of Agrifintech in Bangladesh and WeGro's position.

1. **Threat of New Entrants: Moderate**
   **Barriers to Entry:** It is easy to underestimate the ease of entry into the agricultural tech space, especially in the case of smallholder farmers. The idea of connecting farmers with consumers as well as with services is not new per se, yet WeGro managed to set itself apart through its existing platform, strong brand, and good relations with local farmers.

**Capital and Tech Investment:** New entrants would have to invest significant capital in both technology, logistics and outreach programs to onboard farmers, and WeGro's existing network and technology allows them to compete on this playing field. **Regulations:** New companies may have to comply with the agricultural laws as well as the market standards in countries such as Bangladesh. It can be used as a moderate barrier.

2. **Bargaining Power of Suppliers: Moderate**

   **Farmer Network:** The raw agricultural products that WeGro relies on as suppliers are provided by its network of smallholder farmers. WeGro supports these farmers by giving them access to markets, inputs and finance, but the farmers' bargaining power may remain high if they have many other buyers beyond these farmers.

   **Diversification:** Here WeGro has somewhat mitigated this risk by using several suppliers and providing value added services like training, financing etc. to farmers. Yet if farmers find that they don't like WeGro's terms or services, they can easily switch to competitors.

   **Market Price Fluctuations:** If such prices are varying agricultural products, agricultural products suppliers may attempt to obtain more monetary savings if prices are low.

3. **Bargaining Power of Buyers: High**

   **Consumer Choices:** There are many alternatives' suppliers – retailers, restaurants and individual customers – for WeGro's customers. Their bargaining power is high because consumers can easily comparison price and service offering between different platforms or local market.

   **Price Sensitivity:** Buyers (as supermarkets and other retailers) may also put pressure on farmers on WeGro to undercut prices. In a price sensitive market, there's this pressure that is especially high.

   **Product Quality & Customer Service:** In a bid to increase the quality, customers may demand higher value and there will be competition from other support platforms providing the same service.

4. **Threat of Substitute Products or Services: Moderate to High**

   **Alternative Platforms:** WeGro is competing with other digital platforms that provide services that are similar to services like connecting farmers to the consumers providing agrifintech solutions. Substitutes can be competitors, such as "iFarmer" and "Farmster" in Bangladesh or international players selling similar models.

**Traditional Markets:** Though the infrastructure and technology were ripe for the wholesale distribution of produce, even still, farmers could still rely on traditional methods of producing and selling produce such as local markets, wholesalers, or cooperatives. In rural areas where it's difficult to get a smartphone or the internet, this could appear to be a more secure option for some of these farmers.

**Changing Consumer Preferences:** Consumers are becoming more mindful of sustainability and the health of their food and the use of WeGro for this may no longer be preferred to farming directly from farms or through community supported agriculture (CSA) models.

5. **Industry Rivalry: High**

**Growing Competition:** The agrifintech world is also becoming more competitive as there are new startups in the marketplace and those already doing business, they also compete with other platforms and traditional supply chain actors that help farmers reach consumers directly. Competing in this space is intense due to that many of these players are chasing after the same farmers and consumers.

**Differentiation:** The differentiating factor of WeGro, when it comes to competing with other smallholder service providers in this highly competitive sector, is its capacity to finance, digital solutions and access to better markets, that the company can deliver better. But the rivalry could intensify if other companies were to offer similar services with a lower cost, or better features.

**Local and Global Players:** Generally international competitors bring in the advanced technology and logistics and local players attempt to play with the market conditions but may be less familiar and, therefore, less attuned to the specific needs of the farmers in Bangladesh.

A number of other reasons, such as the enormous amount of cash that is required, heighten the level of competition in the sector, as established businesses strive for dominance in order to get the most out of their investments. Thus, the level of competitiveness in the Agri fintech is seen to be very high.

| Forces | Threats | Analysis |
|---|---|---|
| Threat of new entrants | Moderate | Moderate barriers to entry, but it requires a considerable amount of investment in technology, infrastructure and building farmer networks. |
| Bargaining Power of Suppliers | Moderate | WeGro is dependent on its network of smallholder farmers, which grant farmers relatively low bargaining power. |
| Bargaining Power of Buyers | High | There is a high bargaining power for buyers (consumers, retailers) from alternative suppliers and price sensitivity. |
| Threat of Substitutes | Moderate to High | Increasing amount of competition from other agrifintech platforms and traditional market channels like local markets and wholesalers respectively. |
| Industry Rivalry | High | Local and international players with high competition and new startups in the agrifintech sector. Reduction of rivalry is dependent on differentiation. |

*Table 1: Porter's Five Forces*

### 2.10.1 SWOT Analysis:

**Strength**

- WeGro offers state-of-the-art solutions for supply chain management, crop monitoring, and precision agriculture by using cutting-edge technology including the internet of things (IoT), data analytics, and machine learning.
- In order to increase farmer engagement and acceptance, WeGro supplies farmer training and personalized suggestions within a user friendly interface that puts its needs front and center.
- Strategic Partnerships: WeGro works with industrial partners, government agencies, NGO's as well as academic institutions in the bid to increase its reach, access resources and to promote the exchange of information. It makes the organization more sustainable and scalable.
- A Focus on Sustainability: Some of the sustainable agricultural methods WeGro advocates for are organic farming, water conservation and soil health management. Preserving the environment and turning agriculture more lasting in the long haul also will be represented by these endeavors.

**Weakness**

- The digital divide: WeGro's solutions may not catch on so well in rural places far off where there is poor infrastructure and connectivity, and many farmers don't have access to technology.
- Exorbitant Upfront Expenses: Our technological solutions are expensive, and therefore may not be affordable to smallholder farmers, who could be cash strapped, and thus have high barriers to adoption.
- Since WeGro's performance depends upon unpredictable external variables, such as government regulations, market forces as well as weather, its performance is at risk.

**Opportunities**

- Market Expansion: Growing demand for sustainable agriculture practices and technology driven solutions will create opportunities to increase market potential and diversity, penetrate new segments and diversification of the product offering by WeGro.

- Technological Advancements: In addition to 5G connectivity, AI driven analytics and remote sensing, WeGro is also ready to take advantage of ongoing advancements in technology in order to better improve its functionality, performance, and scalability.
- Internationalization: WeGro is set to replicate its success in other emerging markets facing similar agricultural troubles drawing from its experience, networks and research collaborations to meet global food security and sustainability objectives.

**Threats**

- Market Competition: The development and position of WeGro in the market can be a challenge because, as a startup, it belongs to the highly competitive agri-fintech industry in Bangladesh. New and existing firms are battling to capture a greater share of the market.
- Regulatory Risks: Regulatory risks and compliance problems are inherent to WeGro resulting from potential changes related to government policies, laws and trade agreements that impact on WeGro’s operations, market access and investment environment.
- The potential external shocks facing WeGro such as, pandemics, natural catastrophes or economic downturns, can affect business continuity and sustainability of business resulting in the disruption of agricultural activity, supply networks and farmer livelihoods.

Through a SWOT analysis, WeGro can pinpoint its main advantages and disadvantages, seize possibilities, and minimize possible risks to support agri-fintech industry success and sustainable development.

## 2.11 Recommendations:

By analyzing into Porter’s Five Forces and SWOT analysis, this thesis makes several strategic recommendations to help WeGro Technologies Ltd improve its market position in the agrifintech competitive market of Bangladesh. They include utilizing the company's strengths, taking on weaknesses and capitalizing on future openings, while locking in on existing risks.

First, WeGro should start focusing on bridging the digital divide for people living in rural areas, as access to technology and assured internet connectivity is still a big issue. To this effect, the company could launch entry-level, low-tech solutions designed for low-cost smartphone, that are usable in remote areas by the farmers. Furthermore, WeGro should be offering digital literacy training to help farmers learn more about and use the agronomy and technology behind WeGro. By making digital accessibility better the company will improve not only the adoption amongst the smallholder farmers but also expand its customer outreach, come to its mission of empowering farmers with tech driven solutions.

Second, WeGro has to keep investing in strategic partnerships with government bodies, NGOs, agricultural cooperatives and financial institutions. It will also boost the company’s credibility, reach out for wider market and offer more resources to boost the company itself. One example is WeGro partnering with telecommunications companies to enhance internet connectivity in remote areas, or similar with microfinance institutions to provide affordable financing from farmers to pay the cost of the technology. Similarly, as it grows, WeGro will be able to lessen some of the regulatory and financial challenges it faces by diffusing its partners' weight and by enhancing the product's sustainability and scalability.

WeGro also should remain focused on sustainability for its business model. Besides being important to the environment, sustainable farming practices like organic farming, conservation of water and soil health management are increasingly a thing of concern to consumers and investors. WeGro’s promotion of these initiatives will not only help to differentiate the firm in the market but will also enhance its brand reputation. Furthermore, Beyond the finance, focusing on sustainability could attract investment from impact investors and global development organizations strengthening the company’s finances.

# Chapter 3
# Project Part

## 3. Introduction

In today's world, focusing on sustainability has become important for every business. For WeGro Technologies Ltd, a leading agri-fintech company in Bangladesh, it's an opportunity to create a work culture focused on sustainability. WeGro can make its operations more environmentally friendly by connecting leadership practice to the green initiatives. The purpose of this report will be to explore ways that WeGro's leadership can create a green practice environment where employees work with a motivated energy level, to understand the role of HR strategies in supporting these efforts and determining steps to engage employees in sustainability goals.

## 3.1 Background

Businesses everywhere are focusing on environmental sustainability. This means that the companies are now expected to grow financially, and protect the environment also. This is where Green Human Resource Management (GHRM) comes into picture. By making hiring, training and performance management processes green, businesses can achieve the goal. This encourages employees to be ecofriendly, and build a culture where sustainability is a part of our daily activities (Wikipedia contributors, 2024).

WeGro, one of Bangladesh's leading agri-fintech companies, is already helping farmers adopt sustainable agricultural practices. It gives smallholder farmers financial support also crop quality inputs and market access as they grow crops in an environmentally friendly manner. However, while WeGro is doing a great job externally, it doesn't yet have a clear system for bringing sustainability into its internal processes. This can be fixed by transformational leadership, which is leadership that inspires and motivates employees to be reaching for shared goals. Leaders who promote green values and inspire their teams to act can play a big role in making WeGro's internal operations more sustainable (Ren et al., 2024).

### 3.1.1 Problem Statement

Even though WeGro has made good progress in promoting sustainability with farmers, it faces challenges in its internal operations. There isn't yet a well-organized plan to connect leadership, HR practices, and employees with green goals. The key challenges are:

1. **HR Practices Don't Focus on Sustainability**
   WeGro's HR processes, like hiring, training, and performance evaluation, don't include environmental goals. This means the company is missing out on opportunities to encourage sustainability through its workforce. According to research, green criteria integration into HR practices is a means driving organizational environmental performance (Zihan & Makhbul, 2024).

2. **Employees Aren't Fully Involved**
   At WeGro, employees are not always involved in green initiatives. They might not be encouraged if there is no recognition of, or support, or clear plans for on the table to engage them in sustainability projects. Study has indicated that engaged employees are more likely to do pro environmental behaviors but only when they are supported with effective leadership and HR practice (Umair et al., 2023).

3. **Clear Strategy is Missing in Leadership**
   While WeGro's leaders care about sustainability, they don't yet have a structured plan to guide employees toward green goals. It has been proven that when leaders clearly communicate their vision, transformational leadership, which can inspire and empower employees, encourages the environmental behavior.

4. **Sustainability Isn't Part of the Culture Yet**
   Sustainability hasn't become a regular part of WeGro's organizational culture. If sustainability efforts don't have clear policies and regular communication around green goals, they can be viewed as one off activity rather than ingrained long term priorities. The most critical standard required by organizations for the sustainability of their environmental initiatives and their effectiveness is to establish a green culture (Wikipedia contributors, 2024).

These issues indicate that WeGro requires a clear plan as to how it will bring its leaders, HR practices and employees together behind sustainability. This report will explore practical solutions to address these challenges by combining transformational leadership and GHRM.

The goal is to help WeGro build a workplace where sustainability is a key focus, both internally and externally.

### 3.1.2 Objectives

The purpose of this study is to discover how the WeGro's leadership can encourage green human resource management (GHRM) practices and involve employees more in green initiatives. Secondly, it will examine how leadership behavior contributes to the development of a sustainability focused workplace. A further aim is to propose simple and effective changes in HR practice such as hiring, training and performance management, which incorporate environmental aspects. The report will also suggest ways to make green initiatives a regular part of the company culture so that everyone feels motivated to contribute.

### 3.1.3 Scope and Significance

This study will focus on how WeGro's leaders and employees can work together to create a more sustainable organization. It will help the company make its operations greener while also showing employees how their contributions matter. The findings will offer a clear plan for integrating sustainability into WeGro's work culture and contribute to the growing conversation about sustainability in agri-fintech businesses.

## 3.2 Literature Review

1. **Transformational Leadership and Environmental Sustainability**
   Transformational leadership is all about leaders inspiring and motivating their employees to fulfill or exceed their individual goals to reach shared goals. (Awan et al. 2022) demonstrate, in a study, that green transformational leadership has a significant effect not only on the adoption of GHRM practices but also on raising the environmental performance of SMEs. Strong leadership with a vision empower employees and lead by example can help an organization a great deal on their effort towards sustainability. With respect to environmental practices, transformational leaders lead in establishing a culture that puts sustainability high on the agenda.
2. **Green Human Resource Management (GHRM)**

Within Green Human Resource Management they tackle the application of sustainability in HR processes such as hiring, training and performance. In other words, organizations can create the environment for green workplace by giving their employees the capacity to contribute in the green goals. For instance, if you provide employees with training programs related to sustainable practices, your company will achieve better efficiency because the employees' awareness is increased, allowing them to perform work in a more eco friendly way. Pham et al. (2020) have conducted a comprehensive review of literatures found that adopting GHRM practices positively affects employees green behaviors and attitudes, which in turn, lead to greater organizational green performance.

3. **Employee Engagement in Green Initiatives**
   Employee engagement is about how engaged employees are with their work and the organizations values. Engaged employees are more inclined to be involved in company efforts in sustainability. Employe involvement in green activities has been enhanced when associated with transformational leadership and GHRM. If a company shows its employees that green initiatives are important to the organization, and that leaders actually support them, the employees are more likely to do the same (Kim, Kim, & Han, 2019).
4. **Connecting Transformational Leadership, GHRM, and Employee Engagement**
   Transformational leadership and GHRM fit together nicely as combining these two can result in the ideal situation for involving employees in green initiatives. GHRM helps in inspiring the team to integrate sustainability and leaders can also implement GHRM practices which gives the employees motivation, skill sets and tools needed to participate in environmental goals.

## 3.3 Methodology

Information gathered and understood in this study will be gathered and understood with qualitative methods. It will begin by interviewing WeGro's leadership team about their views, strategies, and how they have been dealing with adopting green practices. Some valuable insights into how change may be inspired through leadership can be gained from these interviews.

Besides, I will also hold focus group discussions with employees from various units so as to hear their opinion regarding green initiatives, what is motivating them to participate, and what obstacles can get in their way. This will allow us to know where we can offer more support, or newer strategies, to our community.

An understanding of how HR practices may support with sustainability will be used to understand the existing policies and processes that exist in WeGro. Such as that the company hires, trains and evaluates employees. It will all be analyzed, and gaps are identified and suggestions for improvements are made in line with the company's green goals.

## 3.4 Framework

*Fig 10: Framework*

Here the framework explains how WeGro can coordinate its effort to reach at its sustainability goals. Transformational leadership comes first that inspires and motivates employees to follow the clear vision of sustainability through the leadership. The role the staff plays is they lead by example demonstrating how employees can also participate into green practices so that everyone gets encouraged to work towards similar goals.

The next is Green Human Resource Management (GHRM), where leadership and employees are connected. Sustainability is made a component of HR practices by GHRM such as hiring individuals who are environmentally conscious, training people to implement green ways of life, and rewarding others who are pioneers in green issues. Through these HR efforts, WeGro's employees are ready or motivated to be part of the green mission.

With the implementation of GHRM on board, the attention goes to the employee engagement in green initiatives. Here's where employees actually participate in, for instance, recycling, saving energy or working on a team project associated with sustainability. When it comes to work, the more clarity, contribution and recognition for work done, the more powerful employees feel and the more involved and valued they feel.

Engaged employees make for a green organizational culture. Sustainability becomes an integral part of WeGro's values and daily work in such a culture. Having this kind of culture means that green practices aren't some one day projects, it's who they are and how they operate each and every day.

All of these parts come together in order to achieve our sustainability goals at WeGro. Through strong leadership, a combination of sustainable HR practices, engaged employees and a supportive culture, WeGro can develop a workplace which is committed to environmental protection. The company's gaining tremendous success in its mission and becoming the leader in sustainable agriculture through this approach.

## 3.5 Findings

A interview was conducted with three people at the leadership level within WeGro, two who oversee operations and human resources, respectively, along with one that oversees the strategy part of the company. Interviews were designed to understand their vision of being sustainable, the part of leadership in carrying green endeavors, and difficulties they meet in the implementation of those goals.

1. **Vision for Sustainability**
   WeGro's mission is centered around sustainability, leaders said. But for the farmers they support, and for the organization itself, they see it as an essential trait. But leaders are quite clear about their environmental aims something they acknowledged is not always disseminated clearly to every department. It's not uncommon for many employees to be unaware of how their daily work contributes to achieving company green objectives.
2. **Role of Leadership**
   While we believe that everyone at WeGro can be role models for green practices, unfortunately there is not currently a defined approach to supporting these efforts. They often work more on external sustainability, such as if we're helping farmers adapt and cultivate in an environmentally friendly way, than in internal changes. They also indicated that they needed formal training on how to inspire employees and how to incorporate sustainability into the everyday business.
3. **Challenges in Implementing Green Practices**
   There are challenges such as lack of resources, lack of employee engagement, absence of sustainability focused HR policies etc. But workers are prepared to get involved in green initiatives, they think, provided they get proper direction and backing from leadership and HR.

### 3.5.1 Findings from Focus Group Discussions (FGDs)

Six employees from various departments such as branding, legal, operations and IT participated in the FGDs. The goals was to find their understanding of green initiatives, their will to be part of it, and the challenges they are facing. The group was chosen with regard to diversity of perspectives.

1. **Awareness of Green Initiatives**

   The topics in discussion indicated that the majority of the employees are associating sustainability with WeGro's work with farmers rather than its internal ones. Although they recognized the company's push towards ecofriendly farming, they didn't feel sustainability was given the same attention in the office. They said they need to know more about how to help the company meet its green goals.

2. **Motivation to Participate**

   Several employees are motivated personally to engage in green initiatives because they have an environmental interest. One participant mentioned that they already reduce waste at home and would like to reduce waste at work, if given the chance to do so. Different others however said that they need a source of incentives such as the message of recognition, rewards or financial bonuses, to maintain their involvement in green practice.

3. **Barriers to Engagement**

   Participants identified several barriers to participating in green initiatives:

   **Lack of Guidance**: Employees didn't have clear instructions or policies about how they could contribute to sustainability.

   **Limited Resources:** A critical limitation we saw was the absence of basic infrastructure such as recycling bins or energy efficient tools.

   **Communication Gaps:** Employees were unable to make any sense of what the company expects in regard to sustainability, as it is not mentioned in meetings or corporate communications.

4. **Suggestions from Employees**

   Training sessions, awareness campaigns, and team based challenges were some of the things that employees suggested to introduce as part of participation. One suggestion was for an office wide recycling program; the other was for a "Green Employee of the Month" award.

### 3.5.2 Review of HR Practices

An analysis of WeGro’s HR practices reveals that sustainability was not part of the recruitment, training or performance management systems of the company.

**1. Recruitment**

Currently, technical skills and experience are the only things considered during hiring processes at WeGro, while disregarding candidates’ environmental values or their ability to help with green causes. Sustainability criteria in recruiting process will help to attract those employees who already buy in the environmental responsibility.

**2. Training and Development**

None of the formal training programs at WeGro trains people on sustainability or green practices. It has revealed that while employees are willing to learn, they do not have the knowledge and tools to embed eco friendly practices within their work.

**3. Performance Management**

The fact that contributions to sustainability do not yet factor into employee evaluations makes it difficult to foster green behaviors. Encouraging employees that get involved in green initiatives gives them recognition, and can encourage others to do the same.

### 3.5.3 Analysis

The findings show a large gap on WeGro’s sustainability goal and its internal operations. However, without specific communication regarding sustainability and well defined methods and strategies, leadership's vision on sustainability is not translated into action. Likewise, employees are motivated to participate in green acts but have roadblocks like inadequate resource and inadequate outlines.

GHRM practices can be integrated to work on these challenges. WeGro can utilize sustainability as a factor through recruitment, training, and performance management in order to foster a workplace in which green initiatives are actually encouraged. Leadership training programs can also be used to train how leaders can inspire their employees to bring meaningful change.

The FGDs validated that employees are ready to engage in green initiatives with the support of communication, training and recognition of their contribution. By closing these gaps, together WeGro will be able to develop a stronger, more sustainable organizational culture.

## 3.6 Conclusion

WeGro is also focusing on sustainability, but this is block chained into the level of the company itself. These can be gained through transformational leadership, and green HR practices. This change is led by leaders at WeGro. Through strong communication, setting an example and encouraging employee participation in efforts, they have to show their green vision. Leadership training programs can help them do this better.

Sustainability should also receive more focus by HR practices. Recruiting people who care about the environment, educating your employees in green practices, and rewarding efforts are just a few steps to creating a green friendly workplace. These changes will work for employees not only encourages actions, but also make sustainability a shared responsibility.

Thus addressing these gaps WeGro would lead the internal alignment with the external goals for more sustainable organization. These measures are not limited to helping the company achieve their environmental goals, but will also make the company a leader of sustainable agriculture in Bangladesh.

In summary, WeGro should work to empower leaders and employees alike because by doing so, WeGro can create a greener future. The company can make a lasting impact on the environment and its success, by connecting leadership, HR practices, and employee efforts.

## 3.7 Recommendations

The findings in this research present some practical steps that WeGro Technologies Limited can take in connecting transformational leadership, Green Human Resource Management (GHRM), and employee engagement to its sustainability goals. These ideas aspire to transform the sustainability into an integral part of Wegro's day by day work.

1. **Strengthen Leadership for Sustainability**

- **Train leaders:** WeGro should carry training sessions for its leaders to enable them to ideate on how they can communicate the company's green goals, motivate them and be an example. Green transformational leadership positively affects employees' green behavior as suggested by research (Ansari et al., 2022).
- **Lead by Example:** As leaders show their commitment to sustainability, they should practice it themselves using less energy, reducing waste at work, joining some green

activities, and so on. Leaders who behave the way they want employees to behave are more likely to have employees follow them.

2. **Add Sustainability to HR Practices**

- **Green Hiring:** Hiring should be updated to include criteria that evaluates the candidate's commitment for environmental practices. It guarantees that new hires will support the sustainability objectives of the company, as per the instructions (Ren et al., 2023).
- **Recognize Green Efforts:** Performance reviews for WeGro must include contributions to sustainability. But bonuses, certificates or public acknowledgment should be awarded to employees who actively participate in green initiatives to be an example for other persons. Rewarding their green efforts may also serve as a proven motivator of employees (Kim et al., 2019).

3. **Get Employees Involved in Green Initiatives**
    - **Encourage Team Activities:** Host team challenges for the team to practice green practices such as using less energy or collecting recyclable materials. Another way to do that is to have group activities like planting trees and recycling drives.
    - **Listen to Employee Ideas:** Ask employees to set up a system so that they can share their ideas for improving sustainability at work. Doing this will help them feel as though they are part of the company's green efforts (Norton et al., 2022).

4. **Build a Culture of Sustainability**
        - **Implement Green Policies:** Policies should be developed clearly encouraging sustainability like using guidelines to reduce paper usage and save energy. Policies are a means of ensuring consistent practice (Renwick et al., 2023).

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