Internship Report
on
The Green Human Resource Management Practices in Bangladesh: A Case Study on Doctor's Agro-vet Ltd.

Submitted by:

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Program: Bachelor of Business Administration (BBA)
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Submitted to:

Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of Bachelor of Business Administration (BBA)



Sonargaon University (SU)
147/1GreenRoad, Panthapath, Tejgaon,
Dhaka.
Date of Submission: 5th Sep, 2026

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Letter of Transmittal

5th Aug, 2026

Md. Mostakin

Lecturer

Department of Business Administration

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Subject: Submission of internship report titled **"The Green Human Resource Management Practices in Bangladesh: A Case Study on Doctor's Agro-vet Ltd"**

Dear Sir,

I am here by submitting my internship report entitled **"The Green Human Resource Management Practices in Bangladesh: A Case Study on Doctor's Agro-vet Ltd"** which was assigned to me as a requirement for the completion of the BBA Program. It is an excellent chance for me to gather vast amounts of information and grasp the subject matter in a proper manner. I found the report to be extremely interesting, valuable, and insightful. The report includes a detailed evaluation of past history and accomplishments, organizational capacities and techniques. I put in every effort to prepare an effective and credible report.

Thank you very much for your guidance and cooperation during the course without which this internship paper cannot be completed. Moreover, if you have any further inquiries concerning any additional information, I would be very pleased to clarify that.

Yours Sincerely

Md. Imran Islam

ID: BBA2203027101

Program: Bachelor of Business Administration (BBA)

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Declaration of Student

This is to notify you that, the internship report on **"The Green Human Resource Management Practices in Bangladesh: A Case Study on Doctor's Agro-vet Ltd"** has been prepared as a part of my dissertation formalities. It is an obligatory part of my BBA program to submit an internship report.

It is hereby declared that,

1. The internship report submitted is my own original work while completing degree at Sonargaon University (SU).
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 have acknowledged all main sources of help.

Moreover, I was inspired and instructed by Md. Mostakin, Lecturer, Department of Business Administration, Sonargaon University (SU). I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely

Md. Imran Islam

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Letter of Authorization

This is to certify that, the internship report **"The Green Human Resource Management Practices in Bangladesh: A Case Study on Doctor's Agro-vet Ltd"** has been prepared as a part of completion of the BBA program from Department of Business Administration, Sonargaon University (SU), carried out by **Md. Imran Islam**, bearing ID: **BBA2203027101** under my supervision. The report or the information will not be used for any other purposes. I have found him hard working and sincere throughout the internship preparation.

So far I know, **Md. Imran Islam** has prepared this internship by himself and is not copied or borrowed from anywhere without proper acknowledgement.

I wish him every success in his life.

Supervisor's Full Name & Signature:

Md. Mostakin
Lecturer
Department of Business Administration
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Sonargaon University (SU)

Acknowledgement

In the beginning, I would like to convey my most profound and sincere appreciation to the Almighty Allah for granting me the required strength, patience, divine guidance, and capability to successfully complete this research work. I am also deeply thankful to my family members for their constant emotional support, continuous encouragement, and unconditional blessings, which consistently inspired me to remain deeply focused on my academic goals and professional development throughout my university tenure.

I wish to express my deep gratitude to my academic supervisor, **Md. Mostakin**, Lecturer, Department of Business Administration, Sonargaon University (SU), for providing me with all the necessary guidance, intellectual support, and critical corrections required for the successful completion of this internship report. I am exceptionally grateful to him for his invaluable insights and mentorship, which guided me as a dedicated advisor from the initial formulation of this topic to the successful wrap-up of the study.

Executive Summary

The Green Human Resource Management Practices in Bangladesh: A Case Study on Doctor's Agro-Vet Ltd, provides a comprehensive empirical analysis of how a leading animal health and veterinary distribution enterprise integrates environmental sustainability into its human resource management framework. The primary objective of this investigation is to evaluate the strategic implementation of Green HRM practices within the organization and critically assess their direct contribution to field force efficiency, operational cost reduction, and long-term ecological stewardship.

Primary qualitative and quantitative data for this study were gathered through active workforce participation and structured workplace observations during the internship period. This empirical approach was heavily supported by the examination of internal corporate documentation, policy manuals, and relevant academic literature grounded in the Ability-Motivation-Opportunity framework. By combining theoretical parameters with practical field insights, the study delivers a realistic, experience-driven baseline regarding contemporary environmental citizenship in the agribusiness industry.

The comprehensive analysis highlights key eco-centric initiatives successfully executed by the firm, including the structured deployment of digital recruitment pipelines and automated tracking channels. It features the total migration to paperless field workflows, mobile-optimized digital product catalogs, and automated invoicing models that streamline transactions. Furthermore, the human resource division emphasizes the institutionalization of eco-conscious training modules focusing on critical farm biosecurity safety standards and precise supplement dosage limits for livestock to prevent chemical overuse.

Additionally, the company actively enforces systematic resource optimization and energy-efficient warehouse protocols across its regional distribution depots to lower administrative costs. This operational transformation is tightly linked with continuous internal efforts aimed at cultivating a unified green organizational culture. By establishing these sustainable values as a default institutional norm, the enterprise successfully designs a supportive workplace environment that encourages the workforce to integrate sustainability parameters seamlessly into their day-to-day routines.

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List of Abbreviations

- **AMO:** Ability-Motivation-Opportunity Framework
- **API:** Active Pharmaceutical Ingredient
- **ATS:** Applicant Tracking System
- **B2B:** Business-to-Business
- **CRM:** Customer Relationship Management
- **CSR:** Corporate Social Responsibility
- **DOI:** Digital Object Identifier
- **DVM:** Doctor of Veterinary Medicine
- **EIS:** Employee Information System
- **ERP:** Enterprise Resource Planning
- **ESG:** Environmental, Social, and Governance
- **FCR:** Feed Conversion Ratio
- **GHRM:** Green Human Resource Management
- **GPA:** Green Performance Appraisal
- **GRS:** Green Recruitment and Selection
- **GTD:** Green Training and Development
- **HRIS:** Human Resource Information System
- **HRM:** Human Resource Management
- **KMS:** Knowledge Management System
- **KPI:** Key Performance Indicator
- **NGO:** Non-Governmental Organization
- **SDG:** Sustainable Development Goals (United Nations)

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CHAPTER ONE:
INTRODUCTION

1.1 Introduction

In the modern era of economic globalization, corporate entities are increasingly integrating sustainable operational models to address rising global climate change concerns and expanding corporate social responsibility mandates. Within this framework, Green Human Resource Management (GHRM) has emerged as a critical evolution in strategic human capital management. It is best defined as the systematic incorporation of environmental sustainability criteria into traditional human resource functions, including talent acquisition, capacity building, performance evaluation, and employee engagement. As organizations strive to harmonize their internal output with ecological goals, human resource departments assume a strategic role in fostering eco-aware workforce behaviors and embedding sustainability parameters deeply into the cultural identity of the company to secure a long-term competitive advantage (Renwick et al., 2013).

Although generalized environmental consciousness within Bangladesh remains relatively nascent-particularly across legacy manufacturing and traditional agricultural sectors-the implementation of formal Green HRM is currently at an embryonic stage. However, progressive market leaders operating within the highly critical commercial agrobusiness and animal healthcare sectors possess an immense capacity to spearhead this corporate transformation. An elite agricultural distribution enterprise, such as Doctor's Agro-Vet Ltd., can powerfully drive this behavioral shift because its technical field forces and veterinary officers act as direct touchpoints interacting daily with commercial poultry arears, large-scale dairies, feed mills, and rural medicine dealers across the country. By restructuring its internal human capital pipelines to prioritize ecological safety, such an organization can effectively establish a visible industry benchmark for the rapid adoption of optimized GHRM practices (Alam et al., 2023).

In its conceptual core, Green HRM aims at creating a culturally supportive environment that stimulates employees to voluntarily pursue sustainable decisions across all daily field and administrative routines. In this targeted effort, the company can successfully deploy diverse eco-centric initiatives, including paperless mobile reporting, fuel-efficient routing apps, waste minimization, and automated cloud data networks (Ren et al., 2020). This comprehensive internship

report delivers an in-depth empirical investigation into the Green HRM practices applied within the organization. By analyzing corporate operations and ground-level field observations gathered during the internship period, the resulting analysis demonstrates how a modern agribusiness enterprise can successfully leverage its human resource architectures to refine operational efficiency, reduce chemical supply chain waste, and lead sustainability efforts across the broader agricultural supply chains of the nation.

1.2 Objectives of the Study

Every academic investigation is systematically structured around a defined set of objectives that establish the precise direction, parameters, and ultimate purpose of the research. This comprehensive internship report has been prepared to fulfill the partial requirements of the Bachelor of Business Administration program with a specialized major in Human Resource Management. The overarching operational purpose of this document is to critically integrate foundational theoretical knowledge with the practical administrative experiences gained during the intensive internship tenure at the organization, placing a particular empirical focus on the structural deployment of Green HRM practices within a competitive field sales and veterinary distribution network.

A. Broad Objective

The primary broad objective of this report is to deeply explore and assess the operational implementation of Green Human Resource Management frameworks within the company and to understand how these eco-centric interventions contribute to sustainable human capital operations and overall business performance within the private agrobusiness sector of Bangladesh (Renwick et al., 2021). This involves evaluating how traditional workforce management mechanisms can be successfully re-engineered to support environmental sustainability and biosecurity protocols without compromising aggressive commercial revenue targets, thereby delivering a realistic case study on corporate environmental citizenship.

B. Specific Objective

To fulfill the broad mandate of this study, the research focuses on the following specific objectives:

- ✓ **Examine GHRM Integration:** To analyze how the firm integrates environmental sustainability criteria into core HR functions like recruitment, training, appraisals, and engagement (Malik et al., 2021).
- ✓ **Identify Green Initiatives:** To document the specific eco-friendly practices undertaken by the firm, such as paperless workflows, digital catalogs, and mobile data networks.
- ✓ **Evaluate Field Challenges:** To assess the practical effectiveness and strategic roadblocks faced by the workforce when implementing green protocols in a target-driven sales environment (Masri & Jaaron, 2017).
- ✓ **Analyze Employee Perceptions:** To measure workforce motivation, job satisfaction, and commitment toward a sustainable organizational green climate (Pham et al., 2019).
- ✓ **Assess Global Alignment:** To evaluate how the enterprise's internal green policies align with international benchmarks like the United Nations Sustainable Development Goals (SDGs) (Jabbour et al., 2021).
- ✓ **Provide Actionable Recommendations:** To deliver practical, data-driven solutions for optimizing sustainable human capital architectures across the broader agricultural supply chains of Bangladesh.

1.3 Methodology of the Study

This study was conducted using a structured combination of practical operational experiences gained during the internship tenure and academic research to critically assess the integration of Green Human Resource Management (GHRM) practices within the organization. The methodology follows a qualitative case study research design, which enables an in-depth, experiential exploration of the enterprise's core human resource functions and distributed sales networks from an environmental sustainability perspective. The field research was executed over a dedicated multi-week timeframe from May 2026 to July 2026, during which the intern was actively embedded within the administrative operations of the company. The real-time workplace observations, assigned administrative tasks, and cross-functional interactions that took place during this intensive tenure formed the empirical baseline for primary data collection, while peer-reviewed literature and internal records supported the secondary thematic analysis.

A. Data Sources and Collection Streams

To establish a robust and credible framework for the qualitative analysis, corporate and operational data were gathered from two primary and secondary informational streams:

- **Primary Data Channels:** Collected directly through active workplace engagement and field observations during the corporate internship, utilizing:
  - ✓ Practical desk work, data entry, and file management within the human resource division.
  - ✓ Informal structured interviews and technical conversations with HR executives, area sales managers, and corporate employees.
  - ✓ Active participation in cross-functional administrative activities, logistics updates, and regional sales meetings.
  - ✓ Field-level observational insights regarding internal resource optimization, digital workflows, and biosecurity safety protocols.
- **Secondary Data Channels:** Gathered to reinforce the theoretical framework and analyze local agribusiness practices within a broader commercial context (Alam et al., 2023), utilizing:
  - ✓ Official corporate policies, workforce code of conduct manuals, and internal administrative documents.
  - ✓ Institutional website publications and online informational releases managed by the firm.
  - ✓ Peer-reviewed academic journals, textbooks, and international research articles focused on Green HRM and the AMO framework (Renwick et al., 2013).
  - ✓ Industrial reports, whitepapers, and regional case studies linking HR sustainability to the United Nations Sustainable Development Goals (SDGs).

B. Core Research Approach

The overall qualitative research infrastructure of this study relies on a blend of three complementary analytical methodologies executed to capture a realistic, experience-driven understanding of corporate environmental citizenship:

- ✓ **Qualitative Analysis Focus:** Emphasis was strictly placed on interpreting

employee behaviors, leadership strategies, and organizational perceptions regarding the integration of green practices into daily livestock product distribution workflows.

- ✓ **Descriptive Methodology:** Utilized to systematically explain the structural nature of the enterprise's green HR policies, tracking how these mandates are translated from high-level administrative codes into daily operational field execution.
- ✓ **Case Study Research Method:** Since this report focuses intensely on a single agrobusiness organization, the case study approach allowed a detailed, deep-dive understanding of the firm's specific market strategies, resource constraints, and boundary limitations regarding localized Green HRM permeation (Haque et al., 2023).

C. Data Interpretation and Synthesis

The qualitative material and observational fields gathered throughout the study were systematically organized, coded, and analyzed thematically (Masri & Jaaron, 2017). This interpretive process was structured to evaluate the baseline state of green human resource functions within the enterprise, measure the level of administrative support alongside frontline field employee participation, and critically assess how these corporate workflows align with established international sustainability benchmarks and strategic management theories (Ren et al., 2020). Ultimately, this experience-driven methodology allows the investigation to provide an authentic, practical review of how a competitive commercial distribution network in Bangladesh addresses ecological responsibility without sacrificing operational performance.

1.4 Limitations of the Study

While this comprehensive report aims to deliver an in-depth empirical analysis of the Green HRM practices initiated within the organization, certain systemic constraints and operational boundaries inevitably impacted the overall comprehensiveness and definitive nature of the investigation. The research heavily relies on qualitative material gathered from real-time personal observations, cross-functional discussions, informal interviews, and a targeted descriptive questionnaire, which collectively introduce a minor degree of subjective perception. Individuals surveyed within the

corporate hierarchy may naturally emphasize the successful elements of the firm's eco-safe programs while downplaying underlying structural challenges, potentially altering the strict objectivity of the qualitative findings.

Additionally, the empirical study is based on localized observations drawn from a select number of administrative departments and personnel, which inherently restricts the immediate generalization of the conclusions across the entire nationwide agricultural sales network (Karmoker et al., 2022). Due to rigid project timeframes and strict company policies regarding data confidentiality, unrestricted access to highly detailed financial ledgers and sensitive strategic records from all supply chain tiers was not possible.

The specific limitations and practical bottlenecks encountered during the execution of this study are as follows:

- ✓ **Restricted Corporate Documentation:** Access to internal policy manuals, procurement records, and administrative documents regarding explicit carbon tracking was limited due to corporate confidentiality protocols.
- ✓ **Informal State of Green Practices:** Multiple GHRM interventions within the firm remain in an early, unprogrammed, or informal stage of adoption, restricting the availability of long-term structured tracking data or mathematically measurable eco-outcomes (Alam et al., 2023).
- ✓ **Methodological Generalizability Constraints:** The study's reliance on qualitative observation, informal interviews, and a small-sample survey questionnaire limits the statistical generalizability of the findings across the wider commercial agribusiness sector (Talukder, 2021).
- ✓ **Limited Internship Tenure:** The mandatory twelve-week duration of the corporate internship constrained the ability to monitor long-term human resource programs, seasonal distribution shifts, and prolonged sustainability outcomes.
- ✓ **Academic Experience Constraints:** Operating as a student intern with limited prior field exposure to advanced industrial sustainability frameworks occasionally restricted the depth of critical, large-scale operational evaluation.
- ✓ **Narrow Spatial Scope:** The structural focus remained bounded within a single agrobusiness organization and selected departments, restricting the immediate replication of these exact findings across the broader services and manufacturing sectors of Bangladesh (Haque et al., 2023).

CHAPTER TWO:
LITERATURE REVIEW

2.1 Literature Review

Green HRM: Definitions and Theoretical Foundations

Renwick et al. (2013) defined Green Human Resource Management (GHRM) as a strategic framework of HR policies and practices designed to promote sustainable resource utilization and enhance corporate environmental performance. These practices systematically encompass green recruitment and selection (GRS), green training and development (GTD), green performance appraisal (GPA), green reward and compensation systems, and active employee involvement in environmental initiatives. To explain the mechanism through which these HR systems drive environmental outcomes, scholars frequently adopt the Ability-Motivation-Opportunity (AMO) framework. By systematically enhancing employees' green abilities through targeted training, fostering motivation via green rewards, and providing opportunities through participative decision-making, organizations can effectively cultivate pro-environmental behaviors that ultimately drive sustainable organizational performance.

Bombiak and Kluska (2018) highlighted that human resource objectives must explicitly shift toward green objectives to effectively align employee performance with organizational environmental goals. Their work suggests that performance management systems must systematically incorporate ecological considerations, a premise that directly supports the integration of sustainability into the HRM practices at Doctor’s Agro-Vet Ltd. In the context of the animal health market, this means that the performance evaluation of sales and marketing personnel should not rely solely on traditional sales volumes. Instead, it must integrate green KPIs, such as an employee's efficiency in promoting eco-safe animal health products, adherence to biosecurity protocols during field visits to farms, and efforts to reduce paper waste through the utilization of digital product catalogs. By redefining performance metrics to include these ecological dimensions, the company can successfully bridge the gap between commercial viability and environmental stewardship.

Renwick et al. (2018) emphasized that embedding sustainability into core HR practices creates a robust foundation for building a green organizational culture. This perspective is highly significant for Doctor’s Agro-Vet Ltd, as it demonstrates that sustainable HR policies can foster long-term, systemic

improvements in corporate environmental performance. In the agro-vet and livestock industry, cultivating a green culture goes beyond internal office operations; it directly influences how field forces interact with veterinary professionals and farming communities. By institutionalizing eco-centric values within the corporate culture, employees-particularly the sales and marketing teams-become naturally inclined to promote sustainable agricultural practices, minimize chemical footprints, and support biosecurity measures. Consequently, integrating sustainability into human resource initiatives allows the company to transition from short-term environmental compliance to long-term ecological and commercial sustainability.

Ren et al. (2020) utilized the Ability-Motivation-Opportunity (AMO) framework to illustrate how strategic HR practices enhance employees' green competencies, motivation, and operational opportunities, thereby linking institutional HR systems directly with pro-environmental behaviors. This theoretical framework provides a robust foundation for Doctor's Agro-Vet Ltd. to design targeted HR interventions that collectively drive eco-friendly practices across its animal health sales operations.

Shahbaz et al. (2021) discussed the strategic integration of sustainability into HR policies, showing that embedding environmental objectives strengthens green culture and long-term organizational performance. Their findings are highly relevant for Doctor's Agro-Vet Ltd., as they highlight the strategic importance of aligning corporate HR practices with environmental goals. In the animal health sector, this strategic alignment ensures that sales and marketing teams do not just focus on commercial targets. Instead, they actively promote eco-safe products and sustainable livestock practices, turning the company's environmental vision into a lasting competitive advantage.

Malik et al. (2021) emphasized HR's vital role in enabling corporate environmental responsibility through green recruitment, training, and performance management. Their study demonstrated how structured HR practices can effectively foster eco-conscious behavior among staff. This aligns directly with the strategic efforts of Doctor's Agro-Vet Ltd, to promote environmental responsibility across its workforce. In practice, by hiring environmentally aware sales officers, training them on sustainable animal

nutrition, and evaluating their compliance with biosecurity protocols, the company can turn individual employee actions into collective organizational responsibility.

Impact of Green HRM on Employee Outcomes

Pham et al. (2019) investigated the effect of Green HRM on employee environmental commitment and job satisfaction, reporting strong positive correlations. Their study highlighted the mediating role of a psychological green climate in strengthening employee engagement, suggesting that organizational climate plays a critical role in sustaining pro-environmental behavior. For Doctor's Agro-Vet Ltd, cultivating such a green workplace climate is highly beneficial for employee outcomes. When sales officers perceive that management genuinely prioritizes environmental sustainability-such as promoting eco-safe animal health products and reducing waste-their internal commitment to the company increases. This positive perception fosters higher job satisfaction, as employees feel proud to represent an environmentally responsible brand in the agro-vet market, ultimately driving long-term workplace engagement.

Zhang and Zhou (2020) examined firms and found that green performance appraisal and reward systems significantly enhance employee motivation to act sustainably at work. Their findings reinforce the importance of linking evaluation and compensation systems with environmental objectives to foster positive behavioral changes. For Doctor's Agro-Vet Ltd, applying this approach to employee outcomes can drastically boost sales team morale. If the company ties performance appraisals and monetary or non-monetary rewards to green KPIs-such as a sales officer's success in digital client onboarding or their adherence to farm biosecurity standards-it creates a powerful extrinsic motivator. This strategic link ensures that field employees feel recognized and valued for their ecological contributions, directly transforming their daily work habits into sustainable practices.

Malik et al. (2021) conducted multi-industry research demonstrating that Green HRM fosters green creativity and innovation among employees. They further argued that the presence of a green shared vision amplifies the impact of HR practices on environmental performance, indicating the need for collective organizational commitment. For an organization operating in the competitive

animal health sector, cultivating this form of eco-creativity among employees is highly beneficial. When the workforce shares a unified environmental vision, field sales representatives are more likely to develop innovative ways to promote products sustainably, such as designing localized, eco-friendly farming advisory strategies. This collective commitment ensures that sustainability becomes an organic driver of day-to-day sales innovations rather than a top-down mandate.

Nisar et al. (2021) introduced Green Transformational Leadership as a critical moderating factor, demonstrating that top-level leadership commitment is essential to translate structural HR policies into culture-level transformation. Their findings highlight the absolute importance of active leadership involvement in embedding sustainability deeply into core organizational values and daily practices. In the context of a specialized commercial enterprise, the role of managers and team leaders is pivotal in operationalizing these green policies. When corporate leaders explicitly champion environmental values, it bridges the gap between policy and practice. This leadership commitment inspires frontline sales teams to embrace eco-friendly habits-such as reducing paper reliance during field reporting-ultimately driving a genuine, top-down cultural transition toward sustainability.

Renwick et al. (2021) emphasized that Green HRM integrates the social, financial, and environmental pillars of sustainability. Their research demonstrated its role in shaping employee attitudes, motivation, and pro-environmental behaviors, thereby positioning HR as a central driver of sustainable performance. For a commercial sales enterprise, this triple-pillar integration directly boosts overall workplace morale.

Haque et al. (2023) reported that eco-conscious training and performance-linked incentives enhance both operational environmental efficiency and long-term employee retention. Their study, heavily focusing on the Bangladeshi corporate and agricultural context, illustrates the immense practical benefits of Green HRM for emerging market organizations where sustainability initiatives are directly tied to tangible employee outcomes. When an enterprise transitions from traditional HR to an eco-centric model, the dual focus on training and rewards creates a strong psychological contract with the workforce. In the highly competitive commercial sales sector, providing specialized training on

sustainable product stewardship equips field officers with unique competencies, making them feel professionally valued and invested in the organization's macro vision.

Impact of Green HRM on Organizational Performance

Shaffakat et al. (2022) identify green recruitment and training as key drivers of organizational environmental performance in South Asia, arguing that early integration of sustainability in hiring and capacity building yields measurable ecological benefits. The study highlights that aligning workforce selection with eco-criteria and implementing continuous training transforms environmental policies into operational efficiencies and improved market reputation.

Saeed et al. (2019) found that integrated green HR strategies enhance both ecological and financial performance, enabling firms to achieve eco-efficiency without sacrificing profitability. This suggests that Green HRM provides a dual advantage by aligning environmental sustainability with long-term business viability. In the modern corporate landscape, critics often argue that environmental compliance functions as an operational tax that drains corporate resources. However, this study underscores that when green HR initiatives are strategically embedded into systemic practices, they serve as a catalyst for simultaneous top-line and bottom-line growth. By cultivating a workforce that is inherently conscious of resource optimization, the company can successfully lower operational overheads while boosting its market reputation as a sustainable brand.

Jabbour et al. (2021) highlight the strategic role of human resource management (HRM) in fostering innovation for environmental sustainability, particularly in industries undergoing rapid simultaneous digital and green transformations. By integrating green criteria into talent development, HR acts as a driver of organizational innovation, transforming sustainability into a source of long-term competitive advantage.

Ahmed et al. (2024), in their study of pharmaceutical firms across multiple Asian economies, found that comprehensive green HR practices-spanning from initial recruitment to advanced eco-design-significantly improve organizational green performance. They further identified green purchasing and eco-friendly management systems as critical mediating mechanisms, stressing the complex

interconnectedness of human resources and operational sustainability. This research underscores that GHRM cannot operate in a corporate silo; rather, its success depends on how effectively human resource policies are integrated into the broader supply chain and day-to-day corporate operations. When an enterprise utilizes its HR systems to select and train talent with an eco-design mindset, the entire procurement and resource allocation process shifts toward sustainable long-term value creation.

Aldoghan (2024), focusing on manufacturing operations within emerging economies, showed that green skill development, motivation, and empowerment collectively enhance macro-level organizational green capabilities. These institutional capabilities, in turn, serve as a direct catalyst for driving higher levels of environmental performance, strongly underscoring the strategic importance of employee-centered HR strategies. This research establishes a critical causal pathway: individual employee growth must precede organizational environmental success. When a firm invests heavily in upgrading the environmental competencies of its workforce and actively empowers them with decision-making autonomy, individual pro-environmental actions combine to form an agile, company-wide green capability. This collective strength allows the enterprise to respond swiftly to regulatory pressures and shifting market preferences.

Mediating and Moderating Factors in Green HRM

Understanding the direct relationship between Green Human Resource Management (GHRM) and organizational success requires a deep exploration of the underlying mechanisms and boundary conditions that govern this dynamic. GHRM does not operate in a vacuum; its effectiveness relies heavily on specific mediating variables that transmit the impact of HR policies into performance outcomes, as well as moderating factors that amplify or restrict these relationships. By analyzing these complex pathways, organizations can better understand how to transform structural HR inputs into deep-rooted ecological and commercial advantages.

Haque et al. (2023), focusing specifically on the Bangladeshi corporate and operational context, demonstrated that eco-conscious training and performance-linked incentives contribute significantly not only to environmental efficiency but also to long-term employee retention. Their findings suggest that well-structured

HR practices can simultaneously achieve sustainability goals and workforce stability. In emerging markets like Bangladesh, highly skilled professionals increasingly seek out employers that demonstrate authentic corporate social responsibility. When a firm structures its development programs around green competencies and ties compensation to environmental KPIs, it strengthens the psychological contract between the employer and the workforce.

Malik et al. (2021) emphasized that green creativity acts as a vital mediating factor, enabling strategic HRM practices to translate effectively into higher levels of environmental innovation. Furthermore, they identified a green shared vision as a powerful moderator that strengthens the relationship between internal innovation and overall organizational performance, underscoring the absolute importance of collective organizational values. This framework indicates that simply implementing green recruitment or training is insufficient; the workforce must be psychologically stimulated to think innovatively about ecological challenges.

Pham et al. (2019) highlighted the psychological green climate of an organization as a critical mediator between foundational HR practices and organizational employee commitment. Their study suggests that when employees genuinely perceive their workplace as environmentally supportive and eco-conscious, their internal engagement and loyalty toward organizational sustainability initiatives increase exponentially. This highlights the importance of perception in human resource management.

Nisar et al. (2021) positioned leadership style as a key moderator, showing that Green Transformational Leadership significantly magnifies the impact of HRM policies on macro-level organizational outcomes. Their research indicates that top-level leadership commitment is an essential boundary condition for successfully embedding HR policies into a broader corporate culture of sustainability. Without transformational leadership, even the most well-drafted green HR policies risk becoming empty bureaucratic mandates.

Masri and Jaaron (2017) found that structured employee participation and autonomous suggestions for environmental improvements significantly enhance both sustainability outcomes and overall business performance. Their work highlights the immense strategic value of involving frontline staff directly in green initiatives, which naturally leads to higher psychological ownership and a long-

term commitment to eco-friendly practices.

Green HRM in the Service Sector

The application of Green Human Resource Management (GHRM) within the service and commercial sales sectors has garnered substantial scholarly attention, as these industries rely heavily on human capital to drive both operational delivery and environmental compliance. Unlike manufacturing setups with centralized emissions, service-oriented enterprises manifest their ecological footprints through distributed logistics, resource consumption, and field-level customer interactions. Consequently, optimizing environmental performance in this sector demands highly specialized, employee-centric human resource architectures that align workforce capabilities with micro-level sustainability targets.

Shaffakat et al. (2022) conducted a comprehensive cross-sectoral analysis in South Asia and confirmed that green recruitment and training function as critical, foundational drivers of environmental performance within service industries. Their findings indicate that service-based organizations can achieve substantial, measurable sustainability outcomes by prioritizing strategic employee selection and targeted capability building during early tenure stages. In commercial environments, this proactive approach transforms the workforce into active agents of ecological preservation. When an enterprise deliberately screens for environmental literacy during hiring and reinforces it through continuous training, it shifts the operational culture from passive compliance to active stewardship.

Talukder (2021) examined the service framework within Bangladesh's corporate and banking ecosystems, establishing a strong positive relationship between institutionalized GHRM practices and individual employee performance. This research suggests that integrating green policies into core human resource frameworks systematically enhances both day-to-day employee operational efficiency and proactive eco-conscious behavior. This study proves highly relevant for localized commercial firms where human interactions govern market success. By embedding sustainability into daily workflows, the organization shifts the psychological climate, prompting employees to optimize resource use as a matter of professional pride.

Karmoker et al. (2022) revealed that green training, structured performance appraisals, and strategic green rewards significantly shape and sustain employees'

pro-environmental behaviors across service-driven sectors. Their research demonstrates sector-specific applications of GHRM, proving that targeted human resource interventions directly influence how frontline personnel adopt and maintain eco-friendly practices during operational hours. Without tying performance evaluation and compensation to ecological goals, high-level sustainability directives risk being overlooked by busy sales forces prioritizing commercial volumes.

Pinzone et al. (2019) highlighted the complex managerial challenge of balancing rapid financial growth with sustainable ecological development within competitive service markets. Their study underscores that service organizations frequently face operational trade-offs, where immediate commercial pressures conflict with long-term green mandates. However, their empirical evidence proves that firms can successfully navigate these trade-offs and achieve structural sustainability goals by deploying highly organized, green human resource interventions.

Green HRM in Bangladesh

The adoption of Green Human Resource Management (GHRM) within Bangladesh's rapidly evolving corporate and service landscapes represents a critical shift toward balancing economic growth with environmental sustainability. Recent empirical studies within the country demonstrate that embedding sustainability into core HR functions is highly effective for driving both micro-level employee behaviors and macro-level organizational productivity across various service and commercial sectors.

Haque et al. (2023) demonstrated that implementing eco-conscious training modules alongside structured, incentive-based reward systems can successfully enhance institutional sustainability while driving employee retention. When an enterprise connects its ecological goals with tangible career rewards, it creates a meaningful corporate culture that encourages long-term professional commitment.

Alam et al. (2023) highlighted that structural readiness, proactive leadership support, and unique sectoral characteristics heavily dictate how effectively modern firms can transition to sustainability-focused HR strategies. This proves that a top-down mandate is insufficient without proper enablement.

Talukder (2021) confirmed a strong, positive effect of GHRM on individual

employee performance within Bangladesh's commercial sector. This research demonstrates that even within hyper-competitive, target-driven industries, embedding green policies within human resources can powerfully motivate employees to act responsibly without compromising daily productivity.

Karmoker et al. (2022) revealed that specialized green training, eco-aligned performance appraisals, and strategic green rewards significantly encourage proactive, eco-friendly workplace behaviors. Their findings illustrate how structured, daily HR interventions directly shape the way frontline personnel adopt sustainable practices.

Naher (2025) significantly expanded the scholarly scope of local GHRM research by investigating green job design and green induction processes within the Bangladeshi corporate sector. By introducing green expectations during the initial induction and designing job descriptions around resource optimization, organizations can systematically institutionalize environmental stewardship from day one.

CHAPTER THREE:

PROFILE OF THE ORGANIZATION

3.1 Overview

Doctor's Agro-Vet Ltd. is a leading animal health, nutrition, and veterinary solutions provider in Bangladesh, delivering comprehensive livestock and aquaculture products tailored to the agricultural sector (Alam et al., 2023). The company aligns its corporate human resource practices with strategic commercial goals, emphasizing operational efficiency, veterinary professionalism, and sustainable organizational growth (Haque et al., 2023). The enterprise possesses extensive operational experience across key business functions, including General Management, Finance, Regulatory Affairs, Human Resources, Supply Chain, Logistics, Engineering, and its primary revenue-generating Sales and Technical Marketing division (Talukder, 2021). Since inception, the firm has matched advanced veterinary science with practical farming needs, establishing itself as a trusted partner in national food security, livestock health, and sustainable agricultural development (Naher, 2025).

A. Corporate Milestones and Strategic Direction

Since its inception, the organization has achieved several significant strategic milestones, establishing itself as a benchmark for operational excellence in the agribusiness sector (Alam et al., 2023). To sustain its competitive edge, the enterprise focuses on the following core developmental pillars:

- ✓ **Global Collaborations:** Partnering with global veterinary bodies to drive rural capacity-building programs, sustainable livestock training, and advanced biosecurity compliance across Bangladesh (Shaffakat et al., 2022).
- ✓ **Digital Transformation:** Modernizing supply chain channels by integrating advanced digital tools to successfully transition field force reporting and inventory tracking onto automated, paperless digital networks (Malik et al., 2021).
- ✓ **Market Leadership:** Achieving recognition as a premier national animal health enterprise focused on territory market expansion, service diversification, and the introduction of innovative, eco-friendly product lines (Haque et al., 2023).

B. Company Size and Operational Scope

To maintain a competitive edge and fulfill its countrywide distribution mandates, the organization operates with an extensive, tiered workforce and a far-reaching structural

footprint (Alam et al., 2023). The scale of the firm's commercial, operational, and technical impact across the poultry, dairy, and aquaculture markets of Bangladesh is defined by the following metrics:

- ✓ **Total Corporate and Field Workforce:** The enterprise manages a dynamic workforce consisting of 10 to 400 personnel, strategically split between a corporate management core handling administrative and HR tasks, and a massive network of field-level technical representatives distributed across agricultural territories (Talukder, 2021).
- ✓ **Veterinary Consultations and Cases Handled:** Shifting away from a generic service orientation, the firm's field forces handle tens of thousands of livestock and aquaculture diagnostic cases annually, providing specialized prescriptions and farm biosecurity assessments (Malik et al., 2021).
- ✓ **Technical and Field Forces Recruited:** Reflecting an active talent acquisition strategy, the human resource department focuses on hiring specialized agricultural talent, prioritizing technical profiles including Doctors of Veterinary Medicine (DVM) and animal nutritionists (Shaffakat et al., 2022).
- ✓ **Logistics and Contractual Personnel on Payroll:** To support its vast distribution infrastructure, the company maintains a substantial volume of contractual personnel on its administrative payroll, including warehouse handlers, depot operators, and delivery dispatch staff.

Registered Office

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Historical Background

The organization began its corporate journey to address a critical structural gap in Bangladesh's livestock and poultry sectors, where structured scientific marketing and specialized corporate distribution channels were relatively underdeveloped (Alam et al.,

2023). In its early years, the company focused on importing and distributing vital veterinary goods, poultry therapeutics, and feed additives to replace fragmented, traditional farming practices with modern nutritional solutions. By prioritizing direct field-level technical support, the firm established commercial credibility among local farming cooperatives and poultry producers, demonstrating that local agricultural markets were actively seeking reliable distribution partners who could guarantee product potency and preserve biosecurity compliance (Haque et al., 2023).

A major milestone arrived when the enterprise secured strategic distribution partnerships and product representations with leading global animal nutrition firms and international veterinary laboratories (Naher, 2025). Collaborating with international manufacturers allowed the company to demonstrate its capacity to handle large-scale, climate-controlled cold-chain logistics and nationwide technical marketing operations. This trajectory reflects the broader modern transformation of Bangladesh's private agribusiness sector, where rapid automation in poultry rearing and dairy modernization created an urgent demand for trained, eco-conscious human resources and structured HR interventions (Talukder, 2021). The firm strategically aligned its internal human capital management with global standards by building a massive, technically trained sales force and introducing automated digital tracking workflows.

3.2 Vision of Doctor's Agro-Vet Ltd.

The overarching strategic vision of the organization is centered on "Improving the Quality of Life." The enterprise envisions a sustainable future where the integration of advanced veterinary science, responsible animal healthcare, and green human resource architectures work synergistically to uplift communities and preserve the agricultural ecosystem (Renwick et al., 2013). This macro-level vision is realized across three interconnected dimensions:

- ✓ **Uplifting the Workforce:** Cultivating a green workplace climate that prioritizes the psychological well-being, ecological literacy, and professional fulfillment of the employees (Pham et al., 2019).

- ✓ **Empowering Rural Livelihoods:** Maximizing livestock farm profitability and reducing agricultural waste through the distribution of eco-safe nutritional products and field advisory services (Alam et al., 2023).
- ✓ **Securing Public Health:** Enhancing national food security by ensuring that animal-derived protein production is safe, chemical-compliant, and bio-secure (Haque et al., 2023).

3.3 Mission of Doctor's Agro-Vet Ltd.

The organizational mission is rooted in the strategic alignment of corporate performance with human values, dedicating the enterprise to fostering a sustainable agricultural ecosystem by delivering high-quality animal health and nutrition solutions driven by three foundational pillars (Renwick et al., 2013). This mission is operationalized across the following structural components:

- ✓ **Respect:** Institutionalizing a corporate environment that values diversity, professionalism, and mutual appreciation among corporate staff, field veterinarians, and local farming communities to ensure advisory services match socio-economic realities with cultural empathy (Pham et al., 2019).
- ✓ **Trust:** Cultivating deep-rooted operational credibility across the livestock supply chain by maintaining uncompromising compliance with national biosecurity standards, veterinary laboratory testing, and national food security expectations (Alam et al., 2023).
- ✓ **Individual Responsibilities:** Empowering every member of the corporate office and field force with the structural autonomy needed to take direct ownership of sustainable product handling, waste minimization, and territory commercial performance (Masri & Jaaron, 2017).

3.4 Objectives and Core Strategies

The operational strategies of the organization are explicitly centered on supply chain efficiency, uncompromising product quality, and long-term customer satisfaction, using a multi-faceted approach to ensure excellence in livestock product delivery (Saeed et al., 2019). The key strategic pillars driving the firm include:

- ✓ **Shared Value & Priorities:** Emphasizing mutually beneficial outcomes for B2B clients-such as poultry rearing, commercial dairies, and regional feed dealers-while prioritizing personalized animal health solutions and prompt field veterinarian responses to maintain high brand satisfaction (Malik et al., 2021).
- ✓ **Quality Control & Specialization:** Enforcing rigorous bio-containment protocols across warehousing functions to meet expiration deadlines, alongside assigning dedicated cross-functional teams comprising technical animal nutritionists and Doctors of Veterinary Medicine (DVM) to enhance clinical service precision.
- ✓ **Strategic Alignment & Science:** Aligning internal human resource workflows with emerging agribusiness market trends, while leveraging scientific insights from global animal health journals to continuously train corporate and field personnel (Shaffakat et al., 2022).
- ✓ **Technology & Continuous Training:** Integrating advanced logistics management tools, mobile field-force automation software, and data-driven market tracking methodologies to streamline order placements, track inventory, and monitor employee field performance metrics.
- ✓ **Institutionalizing Sustainable GHRM:** Promoting Green Human Resource Management initiatives to encourage environmentally responsible behaviors, embedding eco-criteria into talent acquisition, prioritizing paperless digital marketing, and enforcing depot waste-minimization protocols (Ren et al., 2020).

3.5 Range of Products and Strategic Solutions

The organization operates as a premier importer, distributor, and marketer of world-famous agro-veterinary nutritional and medicinal products in Bangladesh, offering specialized biological and chemical solutions to address the diverse health, biosecurity, and growth requirements of the livestock, poultry, and aquaculture sectors (Alam et al., 2023). These tailored offerings are engineered to enhance farm-level operational efficiency, maximize feed conversion ratios, and ensure sustainable, eco-safe growth (Saeed et al., 2019). The core product portfolios and strategic human capital frameworks managed by the enterprise include:

- ✓ **Animal Health & Nutrition Portfolios:** Providing targeted poultry therapeutics,

metabolic enzymes, hygienic dairy feed supplements, cattle injectables, and calf-care supplements to maximize biomass production and lower mortality rates in commercial dairies (Malik et al., 2021).

- ✓ **Aquaculture & Water Management:** Distributing chemical and organic water-conditioners, such as high-grade Zeolite, ammonia-reducing Yucca extracts, and natural bio-inputs like pure Spirulina to stabilize pond ecosystems while maintaining ecological compliance.
- ✓ **Veterinary Diagnostics & Advisory:** Deploying specialized field forces and Doctors of Veterinary Medicine (DVM) to provide rapid on-farm disease diagnosis, farm biosecurity architecture audits, and eco-friendly coaching on safe medicine application (Shaffakat et al., 2022).
- ✓ **Supply Chain Cold-Chain Logistics:** Operating a nationwide, temperature-controlled network utilizing regional depots and logistics software to maintain biological vaccine freshness, ensure just-in-time inventory, and prevent product expiration waste.
- ✓ **Ancillary Field & Survey Solutions:** Executing ground-level field surveys across rural sub-districts to gather baseline data on seasonal disease outbreaks while hosting corporate farm seminars and technical livestock workshops for regional dealers.
- ✓ **Strategic Field Force Optimization:** Conducting territory capability data analysis, leadership succession mapping, and proactive agro-talent pool development to recruit, onboard, and retain high-performing agricultural and veterinary graduates.
- ✓ **Workforce Engagement & Retention:** Periodically measuring the internal psychological green climate through surveys, developing career-progression frameworks, and implementing green reward schemes like "Green Field Officer of the Month" (Pham et al., 2019).
- ✓ **Compensation & Incentive Structuring:** Running periodic market benchmarking audits across the agro-vet sector to structure competitive travel allowances, health benefits, and performance-linked sales commissions that align financial motivation with environmental goals.

3.6 Operational and Administrative Functions

The organization operates as a highly integrated agribusiness enterprise, executing a wide array of functional responsibilities to meet the diverse demands of the poultry, livestock, and aquaculture sectors in Bangladesh (Alam et al., 2023). To maintain maximum market agility, regulatory compliance, and a sustainable competitive advantage, the firm's day-to-day activities are systematically categorized into core commercial operations and administrative support functions (Saeed et al., 2019). These highly structured functional areas enable the company to maintain continuous talent alignment and data-driven operational excellence:

- ✓ **Green Recruitment & Talent Acquisition:** Executing a meticulous end-to-end framework involving targeted agri-talent university sourcing, rigorous clinical assessments, ecological literacy screenings, and seamless field onboarding to smoothly transition specialized technical officers into assigned regional distribution territories (Malik et al., 2021).
- ✓ **Corporate Payroll & Field Allowance Management:** Operating a centralized administrative database to ensure highly accurate, timely calculation of base employee salaries, field travel allowances, and performance-linked sales commissions while maintaining strict compliance with corporate income tax regulations and statutory mandates.
- ✓ **Continuous Technical & Sustainability Training:** Designing continuous educational modules, clinical seminars, and workshops focused on advanced animal nutrition, biosecurity protocols, and digital skill enhancement to maximize field force efficiency through mobile enterprise software and automated CRM tools (Shaffakat et al., 2022).
- ✓ **Strategic HR Architecture Optimization:** Formulating administrative policies to enhance workplace culture, streamline agile change management during digital cloud migrations, and conduct internal HR audits to maintain full compliance with the Bangladesh Labour Act while weaving green resource benchmarks into daily workflows (Haque et al., 2023).
- ✓ **Agro-Market Research & Field Diagnostics:** Conducting data-driven market evaluations, employee sentiment surveys, and comprehensive organizational

diagnostics to track competitor lines, assess national livestock benchmarks, and systematically identify operational bottleneck areas within field distribution channels.

3.7 Target Market Segments and Consumer Sectors Served

The organization delivers highly specialized animal health, nutritional, and biosecurity solutions tailored to the unique clinical and operational demands of diverse agricultural and commercial sectors in Bangladesh (Alam et al., 2023). Rather than operating as a general merchant, the firm builds sector-specific product portfolios designed to address distinct veterinary challenges, maximize livestock biomass production, and promote long-term eco-efficiency at the farm level (Saeed et al., 2019). The primary market segments and client industries served by the enterprise include:

- ✓ **Commercial Poultry & Hatchery Sector:** Supplying critical therapeutics, vaccines, and high-efficacy metabolic enzymes to automated hatcheries, commercial broiler farms, and layer operations to mitigate disease outbreaks and improve the feed conversion ratio (FCR) in poultry feed mills.
- ✓ **Dairy & Livestock Husbandry Market:** Providing high-performance veterinary injectables, macro-mineral premixes, calcium boosters, and specialized calf-care growth formulations to commercial cattle farms and elite dairy plants to safely optimize milk yields and supporting reproduction.
- ✓ **Aquaculture & Commercial Fisheries:** Delivering advanced chemical, probiotic, and organic water-management solutions-such as high-grade Zeolite, ammonia-reducing Yucca extracts, and natural bio-inputs like pure Spirulina-to stabilize dissolved oxygen levels and intensive aquatic biomass weight.
- ✓ **Large-Scale Integrated Feed Mills:** Operating as a trusted high-volume B2B supplier for premier corporate agribusinesses, providing bulk industrial enzymes, laboratory-backed quality assurance diagnostics, and customized, low-emission, eco-friendly animal feed formulations (Ahmed et al., 2024).
- ✓ **Veterinary Pharmacy & Retail Dealer Networks:** Maintaining a retail and wholesale distribution grid involving thousands of registered dealers, supported by temperature-controlled distribution depots, product literacy campaigns, and paperless digital ordering solutions (Talukder, 2021).

- ✓ **Contract Farming Schemes & Cooperatives:** Serving smallholder dairy/poultry cooperatives backed by micro-finance or development projects by providing standardized animal healthcare packages, farm biosecurity training, and affordable, low-chemical organic supplements.

3.8 SWOT Analysis of Doctor's Agro-Vet Ltd.

A comprehensive strategic evaluation of the firm's internal capabilities and external market dynamics is essential to understand its structural positioning within the competitive Bangladeshi agribusiness and veterinary market (Alam et al., 2023). This strategic matrix maps out the internal and external environmental dimensions of the enterprise:

- ✓ **Strengths (Internal):** Managing a diversified multi-sector product matrix, deploying a highly skilled Doctor of Veterinary Medicine (DVM) field force for expert on-farm diagnostics, integrating advanced enterprise resource planning (ERP) logistics software, and securing multi-year distribution alliances with world-class international laboratories (Malik et al., 2021).
- ✓ **Weaknesses (Internal):** Maintaining a high financial dependence on international suppliers for active pharmaceutical ingredients (APIs), encountering working credit constraints during simultaneous sector scaling, suffering revenue concentration risks in elite commercial territories, and lacking proprietary domestic manufacturing plants.
- ✓ **Opportunities (External):** Capitalizing on skyrocketing consumer demand for eco-friendly, low-chemical animal supplements, developing smartphone-enabled AI field diagnostic tools, aligning corporate operations with favorable national biosecurity mandates, and collaborating with agricultural universities to secure premium pipelines of top-tier technical graduates (Jabbour et al., 2021).
- ✓ **Threats (External):** Facing hyper-competitive price wars from local traders, navigating unpredictable biological epidemic vulnerabilities like Avian Influenza, enduring volatile macroeconomic inflationary spikes that restrict rural farmer spending, and experiencing severe talent shortages in specialized technical functions (Shahbaz et al., 2021).

3.9 Corporate Social Responsibility (CSR) Initiatives

Operating within the critical animal health and agricultural sector, the organization treats Corporate Social Responsibility (CSR) as a core strategic pillar deeply intertwined with the prosperity of rural ecosystems (Saeed et al., 2019). Its CSR architecture is engineered to deliver sustainable value to its workforce, the farming community, and the environment through the following structural frameworks:

- ✓ **Rural Community Engagement:** Organizing free educational workshops on modern animal nutrition and disease control alongside technical skill bootcamps to empower rural women and underprivileged youth in advanced poultry-rearing and intensive aquaculture.
- ✓ **Ecological Stewardship & Bio-Safety:** Deploying paperless administrative reporting applications across regional distribution hubs to minimize paper footprints, combined with field workshops educating local livestock dealers on safe medicine application and the environmental impacts of over-medication (Renwick et al., 2013).
- ✓ **Workforce Well-being & Development:** Providing frontline field officers with routine medical check-ups, field biosecurity protective gear, and empathetic flexible reporting models to successfully balance aggressive commercial targets with personal responsibilities (Pham et al., 2019).
- ✓ **Ethical Business Standards:** Enforcing rigid internal compliance with the Bangladesh Labor Act to guarantee fair wages, timely traveling allowances, and occupational safety while strictly integrating a diversity-focused, inclusive recruitment culture (Haque et al., 2023).
- ✓ **Strategic Alliances for Social Impact:** Partnering with prominent non-governmental organizations (NGOs) to execute community-level livestock health camps, provide free veterinary diagnostics, and align field interventions with national rural protein security goals.

3.10 Future Prospects and Strategic Roadmap

The organization maintains a highly progressive, decade-long roadmap engineered to drive sustainable growth, market territory expansion, and advanced technological development across the Bangladeshi agribusiness landscape (Alam et al., 2023). Driven

by a booming domestic demand for safe food and animal protein production, the firm's future prospects are strategically designed to leverage biomedical and digital innovations through the following eight core strategic vectors (Saeed et al., 2019):

- ✓ **Diversifying the Agribusiness Portfolio:** Expanding the company's product reach into high-growth, emerging agricultural lines, including eco-friendly botanical growth promoters, certified organic feed additives, and biological water regulators for aquaculture.
- ✓ **Enhancing Field Diagnostic Depth:** Transitioning from transactional product sales to integrated veterinary care solutions by establishing localized animal health diagnostic labs and providing supply chain advisory services to automated commercial feed mills.
- ✓ **Adopting Cutting-Edge Agri-Tech:** Scaling operations through the integration of AI-driven livestock disease diagnostic tools, automated cloud-based enterprise resource planning (ERP) systems, and real-time field-force tracking software (Jabbour et al., 2021).
- ✓ **Strengthening Global Collaborations:** Forming powerful international distribution alliances and licensing agreements with world-class veterinary research laboratories to accelerate the transfer of biological knowledge to local farming communities.
- ✓ **Targeted Sectoral Market Expansion:** Increasing corporate penetration within highly technical, high-value agricultural sectors such as intensive shrimp bio-floc farming, automated poultry climate-controlled hatcheries, and mechanized dairy farm operations.
- ✓ **Geographical & Export Expansion:** Expanding the company's localized distribution hubs deep into emerging regional agricultural divisions within Bangladesh, while actively exploring regulatory export corridors across South Asia.
- ✓ **Pioneering Internal Service Innovation:** Developing proprietary mobile e-ordering applications, digital farming advice platforms, and automated inventory management software tailored specifically to the structural needs of rural dealer networks (Talukder, 2021).
- ✓ **Sustaining Global Green Governance:** Launching extensive internal Green Human Resource Management (GHRM) frameworks and sustainable packaging initiatives to

perfectly align the enterprise's corporate operations with global Environmental, Social, and Governance (ESG) trends (Shahbaz et al., 2021).

CHAPTER FOUR:
INTERNSHIP RESPONSIBILITIES

4.1 Overview of Internship Engagement

As part of the intensive internship program within the corporate operations and workforce management architecture of the organization, various administrative and strategic responsibilities were undertaken to actively contribute to the efficient, day-to-day functioning of the commercial departments (Alam et al., 2023). Operating under this dynamic framework, the role focused on aligning corporate directives-particularly the firm's green management goals-with the practical execution of the frontline field force to bridge high-level human capital planning with nationwide sales distribution across Bangladesh (Haque et al., 2023). The key core operational responsibilities handled during this tenure include:

- ✓ **Cross-Departmental Operations:** Coordinating with the Finance Department to synchronize field travel allowances and commissions, alongside collaborating with IT and Logistics to ensure field-level human capital practices were completely aligned with nationwide distribution timelines (Saeed et al., 2019).
- ✓ **Talent Acquisition & Selection:** Formulating job postings across specialized agribusiness job boards, executing initial resume screenings against strict technical criteria, shortlisting applicants, and coordinating interview schedules for Doctors of Veterinary Medicine (Malik et al., 2021).
- ✓ **Workforce Information Systems:** Managing and updating the centralized Employee Information System (EIS) by entering and tracking accurate data regarding remote employee designations, regional territory histories, and monthly sales metrics (Talukder, 2021).
- ✓ **Orientation & Green Induction:** Preparing paperless digital welcome packets and organizing orientation sessions where new hires were introduced to the firm's operational culture, strict biosecurity mandates, and environmental compliance policies (Pham et al., 2019).
- ✓ **Capacity Building & Training:** Managing the logistics of digital training platforms, preparing veterinary product manuals, tracking attendance across remote regional territories, and gathering participant feedback for continuous capability development (Shaffakat et al., 2022).

- ✓ **Operational Compensation Support:** Supporting the payroll team by auditing records of employee attendance, field overtime, and territory leaves, while assisting with field benefits administration to minimize operational friction.
- ✓ **HR Metrics & Performance Analytics:** Compiling raw data and generating analytical reports on territory talent turnover rates, training outcomes, and individual sales force performance to identify regional workforce trends (Haque et al., 2023).
- ✓ **Policy Implementation & Enforcement:** Communicating, interpreting, and implementing official administrative guidelines across the workforce, ensuring that remote field sales executives strictly adhered to standardized compliance structures.
- ✓ **Administrative & Executive Support:** Providing daily administrative support by organizing strategic cross-functional meetings, managing calendars for senior executives, drafting official correspondence, and maintaining digital filing processes.
- ✓ **Event Coordination & Integration:** Coordinating logistics, preparing digital materials, and managing schedules for employee engagement activities, regional sales conferences, and corporate initiatives aimed at fostering team cohesion.
- ✓ **Employee Relations Support:** Acting as a responsive corporate point of contact for field employees to address their queries regarding territory policies, leave entitlements, or performance appraisal reviews.
- ✓ **Legal Compliance & Safety:** Tracking employee medical leaves and maintaining administrative records to ensure all internal field workflows remained fully compliant with national labor laws, pharmaceutical regulations, and farm biosecurity safety guidelines (Haque et al., 2023).

4.2 Detailed Description of Assigned Responsibilities

The first major functional area of engagement involved active participation in integrated cross-departmental operations and data synchronization. Throughout the tenure, the internship required continuous collaboration across distinct corporate divisions within the firm to optimize logistical workflows and support enterprise-wide initiatives. This involved working closely with the Finance and Accounts Department to audit and process monthly field sales allowances, travel reimbursements, and performance-linked commissions for over two hundred field officers. Concurrently, regular coordination was

maintained with the IT and Systems Division to monitor and update the internal Human Resource Information System and mobile data reporting platforms used by the field force. Additionally, communication channels were established with the Logistics and Supply Chain Department to ensure that delivery schedules, cold-chain preservation reports, and regional depot inventories were structurally aligned with human capital field availability, thereby reducing administrative processing delays and strengthening internal corporate relationships.

The second core responsibility focused on supporting technical talent acquisition and sales force selection pipelines. Active engagement was maintained throughout the end-to-end recruitment lifecycle, specifically focusing on attracting and screening highly qualified agricultural graduates and specialized veterinary professionals, such as animal nutritionists and Doctors of Veterinary Medicine. Responsibilities included formulating role-specific job advertisements, highlighting the company's digital-first expectations, and deploying these listings across popular online job boards and university career networks. Furthermore, the role involved executing preliminary resume screenings against strict technical criteria, shortlisting qualified applicants, preparing structured interview evaluation rubrics, and coordinating interview schedules between hiring managers and applicants. Additional duties featured conducting initial screening calls to assess candidates' verbal communication proficiencies and evaluating their baseline environmental literacy, ensuring that only tech-safe, eco-predisposed individuals entered the final selection loops.

The third extensive area of responsibility centered on workforce information systems, employee records management, and legal compliance support. A critical administrative task involved systematically updating, verification, and maintaining the centralized Employee Information System to manage data accuracy across a geographically distributed workforce. This required processing and coding real-time information regarding employee designations, regional territory history, training outcomes, and individual monthly sales volumes. By ensuring that employee personal files and benefits documentation remained fully updated and accurate, this function provided the necessary foundation for corporate resource planning, regional territory analysis, and compliance reporting. Concurrently, active support was delivered to track employee leaves, monitor

workplace health and safety protocols, and audit field force compliance with national drug administration laws, pharmaceutical regulations, and the Bangladesh Labor Act, thereby effectively mitigating organizational legal liabilities.

The fourth major operational responsibility involved executing standard corporate orientations, green inductions, and capacity-building training logistics. An important role was played in managing the onboarding framework for new corporate recruits and field technical officers to ensure a positive, seamless transition into the enterprise identity. This required preparing comprehensive paperless digital welcome packets, coordinating logistics for virtual orientation sessions, and introducing new hires to the firm's strict farm biosecurity mandates and workplace code of conduct. Following initial onboarding, continuous support was provided to the training team to organize specialized technical webinars, workshops, and clinical seminars aimed at upgrading workforce competencies. Responsibilities featured setting up digital learning platforms, compiling interactive product instruction manuals, tracking attendance across remote regional boundaries, and gathering participant feedback surveys to systematically measure training effectiveness and suggest future curriculum improvements.

The fifth and final area of practical engagement revolved around field force monitoring, performance analytics, and employee relations support. Significant contributions were made toward compiling raw data and generating analytical reports on critical organizational performance metrics, including territory talent turnover rates, recruitment channel success, and individual sales officer performance scores. These metrics were reviewed alongside department heads to identify regional workforce trends and make highly informed, data-driven decisions to boost field motivation. Furthermore, the role served as a responsive corporate point of contact for the distributed sales force, addressing their day-to-day HR-related queries regarding leave entitlements, field allowances, or performance appraisal structures. Active support was also provided to organize corporate integration events, regional sales conferences, and employee recognition initiatives, such as tracking metrics for green reward schemes, which successfully fostered positive workplace relations and enhanced overall job satisfaction across all tiers of the firm.

4.3 Specific Challenges and Problem-Solving Experiences

Executing the assigned corporate responsibilities within a fast-paced, target-driven animal health distribution network introduced distinct operational challenges and structural bottlenecks. Navigating these real-world supply chain and human capital friction points required adaptive problem-solving interventions, which provided a practical baseline for understanding corporate environmental citizenship (Alam et al., 2023).

The specific challenges encountered and the corresponding problem-solving actions executed during the internship period are outlined below:

A. Overcoming Field Technology Inertia: Remote field sales executives and rural veterinary medicine dealers initially displayed behavioral resistance when migrating from traditional paper ledgers to mobile reporting applications.

- ✓ **Resolution:** Assisted the training coordination tier in distributing user-friendly, digital step-by-step guides and organizing briefer, territory-specific troubleshooting webinars to accelerate app adoption rates (Malik et al., 2021).

B. Managing Decentralized Data Gaps: Frontline field officers traveling across remote agricultural territories frequently encountered local network connectivity bottlenecks, resulting in delayed or incomplete monthly performance data logs within the EIS system.

- ✓ **Resolution:** Implemented an internal data-cleaning protocol, working alongside line managers to establish weekly offline data-buffering entry templates that auto-synchronized immediately upon regaining network access (Talukder, 2021).

C. Balancing Sales Pressure with Green KPIs: Frontend veterinary officers (DVMs) facing aggressive volume-centric commercial targets frequently deprioritized time-consuming digital biosecurity logs during active farm diagnostic pitches.

- ✓ **Resolution:** Coordinated with territory supervisors to implement brief, informal peer-recognition reminders and social validation metrics during regional team meetings to balance commercial speed with ecological compliance (Pham et al., 2019).

D. Navigating Regulatory Documentation Hurdles: Strict national drug administration policies legally mandated extensive physical paper trails and wet signatures for sensitive medicine vaccine batches, conflicting with paperless goals.

- ✓ **Resolution:** Deployed a hybrid digital-paper solution under supervisor guidance, processing all internal human resource planning and candidate screenings electronically while restricting print logistics solely to final statutory documents (Haque et al., 2023).

CHAPTER FIVE:
ANALYSIS OF THE STUDY

5.1 Analytical Framework and Strategic Scope of the Investigation

This chapter presents a comprehensive empirical analysis of the study, built upon the specific case of the organization, a prominent animal health, nutrition, and veterinary solutions provider in Bangladesh (Alam et al., 2023). The central objective of this research is to critically explore how Green Human Resource Management (GHRM) practices are systematically deployed within a large-scale commercial distribution network and to evaluate their direct contribution to environmental sustainability, field force efficiency, and commercial optimization (Saeed et al., 2019). The enterprise operates in a dynamic agricultural marketplace driven by rising environmental degradation, strict domestic livestock regulations, and modern global agribusiness trends. By critically analyzing the firm's human capital strategies through a specialized "green" lens, this chapter sheds light on the organization's alignment with sustainable GHRM frameworks like the Ability-Motivation-Opportunity (AMO) model (Ren et al., 2020).

To ensure structural clarity and academic rigor, the analysis is organized around the following key thematic dimensions of Green HRM:

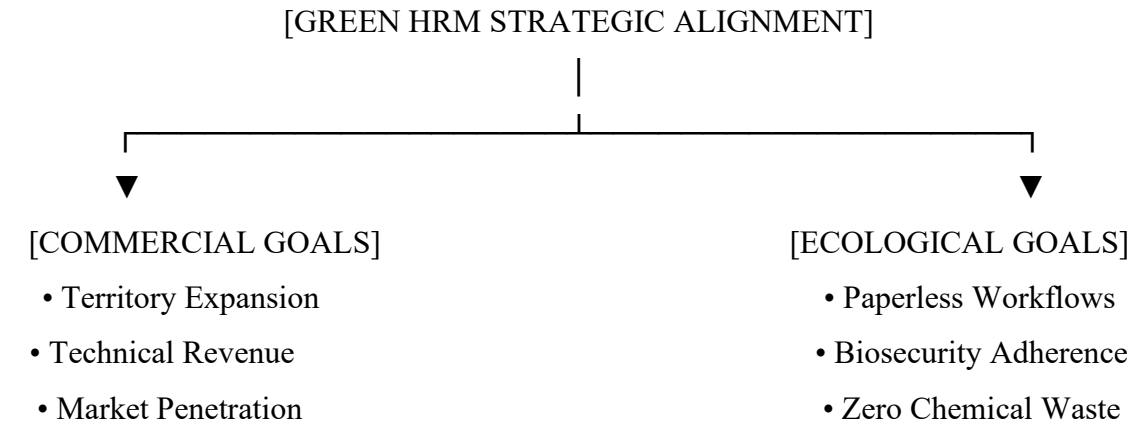
- ✓ **Green Recruitment & Selection:** Building an internal tech-savvy workforce whose behaviors are systematically screened for baseline environmental and biosecurity awareness (Malik et al., 2021).
- ✓ **Capability Building & Training:** Designing role-specific modules focused on eco-safe product handling, advanced animal nutrition, and continuous digital skill enhancement (Shaffakat et al., 2022).
- ✓ **Paperless Appraisals & Tracking:** Integrating sustainability-focused goals and data-driven parameters into formal performance appraisal systems to monitor field compliance.
- ✓ **Green Rewards & Compensation:** Structuring non-monetary recognition programs and social validation metrics to incentivize environmentally responsible behaviors (Karmoker et al., 2022).
- ✓ **Employee Engagement & Culture:** Cultivating a shared green organizational climate that encourages frontline field forces to voluntarily minimize resource consumption during operations (Pham et al., 2019).

- ✓ **Knowledge Sharing & Field Diagnostics:** Leveraging internal automated communication channels to rapidly cascade grassroots field innovations and diagnostic updates across regions (Ahmed et al., 2024).

5.2 Strategic Overview of GHRM Frameworks

Green Human Resource Management (GHRM) integrates environmental sustainability parameters directly into traditional human resource architectures, ensuring that human capital management effectively supports both commercial volume targets and macro-ecological objectives. For a high-performing enterprise operating in the specialized animal health and distribution sector, this strategic integration means aligning core people-management initiatives with proactive, eco-conscious strategies, drastically reducing the organization's overall carbon footprint, and cultivating a robust green organizational culture across its corporate and remote tiers.

Unlike traditional administration models that view environmental compliance as a separate regulatory burden, this framework embeds ecological considerations directly into the daily habits of the workforce. In a distributed commercial network, the application of GHRM extends far beyond office conservation practices. It directly governs how field sales officers interact with agricultural stakeholders, manage veterinary product distribution channels, and leverage technology to optimize resource allocation, thereby transforming sustainability into a durable corporate asset.



5.3 Green Recruitment and Strategic Selection Frameworks

Green recruitment and selection refer to the systematic integration of environmental values, biological safety awareness, and resource sustainability criteria into the attraction, assessment, and hiring of human capital (Renwick et al., 2013). For a market leader operating in the commercial animal health distribution sector, this function serves as a critical strategic fulcrum for building a highly skilled field force whose clinical consulting skills and corporate mindsets are directly aligned with sustainability and farm-level biosecurity (Malik et al., 2021). The operational execution of this framework is mapped across the following core pillars:

- ✓ **Eco-Centric Recruitment Mechanisms:** Crafting job profiles that highlight the firm's emphasis on eco-friendly veterinary product handling and digital workflows to appeal to a growing pool of highly motivated young veterinary graduates in Bangladesh (Shaffakat et al., 2022).
- ✓ **Digital-First Acquisition Pipeline:** Processing applications, preliminary screening tests, and interview schedules electronically, while using applicant tracking systems (ATS) and remote video screenings to reduce travel-related emissions and administrative costs.
- ✓ **Sustainability-Aligned Selection Criteria:** Subjecting candidates to scenario-based clinical questions regarding farm biosecurity standards, electronic data inputs, and alternative livestock nutrition strategies to ensure an environmentally responsible mindset acts as a key hiring differentiator.
- ✓ **Employer Branding & High-Talent Perception:** Embedding transparent green values into talent acquisition to communicate modernity, ethical responsibility, and compliance with global ESG standards, attracting top-tier applicants from leading agricultural universities.
- ✓ **Structural Challenges & Tactical Adjustments:** Deploying an agile approach-including mobile-friendly application pathways and selective phone-based assistance-to overcome rural internet connectivity bottlenecks without sacrificing talent quality or digital-first principles.
- ✓ **Measurable Organizational Outcomes:** Securing an internal corporate culture where a workforce of newly recruited field officers is pre-conditioned to accept

paperless invoicing, digital workflows, and biosecurity protocols from day one (Haque et al., 2023).

5.4 Green Training and Development Frameworks

Training and development represent one of the most powerful and effective avenues through which modern organizations systematically shape employee behavior, upgrade technical competencies, and embed long-term cultural change. Within the operational architecture of the organization, the integration of sustainability parameters into workforce development initiatives reflects management's clear recognition that environmental consciousness and biological safety are cultivated professional competencies (Renwick et al., 2013). The operational execution of this framework is mapped across the following core pillars:

- ✓ **Strategic Training Intent:** Creating data-driven awareness among corporate administrators and frontline field officers regarding the environmental impacts of modern livestock distribution, instilling an asset mindset where environmental stewardship is seen as an integral component of professional effectiveness.
- ✓ **Curricula & Delivery Methods:** Structuring capacity building around cloud-based systems for corporate staff and specialized modules for field forces covering eco-safe animal product handling, cold-chain transport management, and optimal livestock feed additive dosage calculation to prevent farm-level chemical overuse (Aldoghan, 2024).
- ✓ **Ecological Employee Development:** Extending training into long-term career-progression pathways by financially supporting technical personnel to pursue professional certifications related to global agricultural sustainability standards, building a pool of expert consultants who can support national food security.
- ✓ **Behavioral Engagement Outcomes:** Emphasizing continuous behavioral reinforcement through territory waste-reduction challenges and collective paperless commitments, allowing field representatives to extend sustainable influence directly to veterinary pharmacies, feed dealers, and commercial farmers (Malik et al., 2021).
- ✓ **Operational Tactical Interventions:** Overcoming budget limitations and volume-centric KPI pushback by weaving green themes directly into standard technical

product sales training modules, ensuring that ecological learning remains highly cost-effective, seamless, and integrated within general capacity building.

- ✓ **Measurable Organizational Benefits:** Accelerating digital-first reporting adoption, heightening awareness regarding farm biosecurity risks, reducing administrative paper overheads, minimizing product expiration losses, and strengthening the firm's competitive image as a trusted distributor (Haque et al., 2023).

5.5 Green Performance Management and Appraisal Frameworks

Integrating sustainability parameters into performance evaluation-commonly referred to as green performance management-serves as an analytical approach engineered to align individual and territory team outputs with macro-environmental objectives (Bombiak & Kluska, 2018). The firm recognizes that day-to-day workforce choices, when explicitly guided by sustainability principles, optimize operational sales efficiency and reduce countrywide ecological footprints. The operational execution of this framework is mapped across the following core pillars:

- ✓ **Eco-Aligned Evaluation Purpose:** Incorporating modern criteria related to environmental consciousness and biological safety-including adherence to digital sales workflows, fuel-efficient travel routing, and active resource optimization-to make environmental safety an accountable aspect of organizational performance (Malik et al., 2021).
- ✓ **Formal Appraisal Integration:** Reviewing corporate staff on paperless documentation metrics and evaluating distributed field veterinary officers on specific Key Performance Indicators (KPIs), such as their success rate in transitioning local dealers to automated electronic invoicing, adherence to farm biosecurity protocols, and efficiency in tracking regional warehouse inventory to prevent product expiration waste.
- ✓ **Behavioral Reinforcement Channels:** Utilizing territory supervisors to provide continuous, real-time field monitoring-including auditing fuel consumption during farm visits and optimizing mobile catalog pitches-combined with corporate recognition programs to celebrate field forces who co-design innovative livestock waste-management solutions.

- ✓ **Agrobusiness Sector Relevance:** Establishing a pioneering organizational benchmark in the competitive Bangladeshi agro-vet sector, where traditional distributors still evaluate field sales forces solely on absolute volume speeds, thereby influencing nationwide feed mills and livestock cooperatives to transition toward eco-efficient systems (Talukder, 2021).
- ✓ **Measurable Organizational Outcomes:** Driving a drastic drop in administrative paper procurement costs, heightening workforce environmental literacy, protecting the company's core commercial revenue targets, and reinforcing its market equity as a forward-thinking agribusiness leader (Haque et al., 2023).

5.6 Green Compensation and Strategic Reward Structures

Compensation and reward architectures are traditionally deployed as the primary levers to drive employee motivation, align performance expectations, and reinforce desired operational behaviors. However, a critical analysis of the internal frameworks within Doctor's Agro-Vet Ltd, reflecting a broader trend across many agribusiness and commercial entities in Bangladesh, reveals that a formal, structured linkage between explicit environmental performance and financial compensation remains in a nascent stage.

While the theoretical construct of "green compensation" is highly celebrated in modern GHRM literature, it functions largely as an aspirational benchmark within local human resource ecosystems, where sustainability-focused incentives are not yet systematically embedded into baseline payroll software. Nevertheless, examining these boundary conditions delivers high-utility insights into the structural opportunities available to transition environmental consciousness into a core, incentivized workforce variable.

Challenges in the Bangladesh Context

Implementing green compensation in Bangladesh faces constraints from tight budgets, difficult measurement of environmental behaviors, and a focus on conventional performance metrics, making formal implementation challenging. However, gradual, low-cost initiatives like recognizing reduced paper usage and eco-friendly practices can build the necessary groundwork for future sustainability efforts. For further analysis on

these challenges, consult industry-specific HR reports on the Bangladeshi agribusiness sector.

5.7 Green Employee Engagement Frameworks

Employee engagement is a critical and multi-dimensional component of effective Green Human Resource Management, as it directly reflects the level of cognitive commitment, emotional alignment, and behavioral participation employees demonstrate toward environmentally sustainable practices. Within the operational structure of Doctor's Agro-Vet Ltd., fostering green employee engagement is central to cultivating a workforce that actively contributes to the company's macro-level sustainability objectives while maintaining high levels of sales productivity, commercial target achievement, and market efficiency.

Green employee engagement involves creating clear operational opportunities and an organizational environment where employees are consistently encouraged to adopt eco-conscious behaviors and seamlessly integrate sustainability parameters into their daily work routines.

Leadership Modeling and Cultural Reinforcement

Executive leadership and regional supervisory tiers within the enterprise play a crucial role in reinforcing green employee engagement and embedding it into the core workplace ethos. Rather than relying solely on high-level administrative directives, regional sales managers, territory directors, and corporate supervisors actively model sustainable practices in their own daily operations. By consistently utilizing mobile enterprise applications for real-time field data collection, prioritizing remote virtual reporting channels, and enforcing strict compliance with farm-level biosecurity protocols during joint farm visits, these leaders signal the absolute strategic importance of environmental responsibility. This visibility provides a practical benchmark that accelerates the adoption of eco-friendly work habits across frontline technical sales and marketing teams.

5.8 Green Knowledge Sharing and Digital Information Cascading

Knowledge sharing is a critical component of institutional learning, a primary catalyst for cross-functional collaboration, and a key enabler of sustainable corporate practices within

a commercial distribution network (Ahmed et al., 2024). Within the operational architecture of the organization, green knowledge sharing refers to the systematic exchange of technical data, strategic information, innovative ideas, and operational best practices related to environmental responsibility and biological safety among employees, territory teams, and executive management. This structural practice ensures that sustainability initiatives are never executed as isolated actions; instead, they are effectively disseminated, scaled, and embedded throughout the organization, supporting a corporate culture of continuous learning and environmental awareness (Renwick et al., 2018). The process involves actively communicating specialized strategies, operational tips, and practical field experiences that promote eco-friendly behavior, bio-containment compliance, and resource efficiency. By fostering an open environment of shared learning, the organization ensures that sustainability knowledge is highly accessible, actionable, and consistently reinforced across all levels of staff, completely bypassing rigid, top-down bureaucratic memos by leveraging automated internal communication platforms, secure digital messaging groups, and interactive cloud databases to rapidly cascade green insights (Malik et al., 2021).

In a distributed sales and veterinary support setup, this collaborative framework fundamentally transforms how technical field officers, Doctors of Veterinary Medicine (DVMs), and animal nutritionists execute their daily routines (Shaffakat et al., 2022). When a territory sales representative develops a highly efficient, paperless method to onboard a local agricultural dealer or optimizes travel routing to drastically cut fuel consumption, that data is systematically uploaded to the firm's shared cloud network. During weekly regional webinars and cross-functional team discussions, these individual insights are formally reviewed and disseminated to other field units, creating a collective intelligence pipeline that ensures critical data regarding eco-safe product handling, farm biosecurity safety standards, and optimal supplement dosage protocols are seamlessly diffused across the countrywide workforce, turning individual field expertise into a standardized corporate competitive advantage. For example, when a veterinary specialist discovers a digital method to track regional vaccine temperature fluctuations peerlessly on their mobile interface, that technical protocol is instantly uploaded to the firm's

interactive database, enabling all other territory managers across Bangladesh to immediately adopt the same energy-efficient practice during their farm diagnostic visits.

5.9 Holistic Impact of GHRM on Institutional Sustainability

Green Human Resource Management (GHRM) practices collectively shape the enterprise's overarching approach to environmental responsibility, biological safety, and corporate sustainability (Jabbour et al., 2021). The multi-layered integration of green recruitment pipelines, continuous technical training, proactive employee engagement, eco-aligned performance management, a shared green organizational culture, and digital knowledge-sharing networks demonstrates a systematic effort to align core human resource practices with macro-sustainable objectives, ensuring environmental stewardship is embedded directly within daily logistics and field sales behaviors. The true efficacy of Green HRM within the organization stems from the reinforcing synergy generated across its human resource functions, creating a continuous integration matrix (Saeed et al., 2019). Green recruitment pipelines secure tech-savvy, eco-predisposed technical talent who naturally align with the firm's zero-waste vision, while continuous green training converts this latent environmental awareness into highly specialized operational skills, such as precise supplement dosage calculation and cold-chain energy optimization (Ahmed et al., 2024).

This cross-functional alignment yields tangible operational and financial benefits for the enterprise by transitioning to digital-first recruitment, online technical training, and mobile knowledge-sharing platforms, which radically minimizes the company's reliance on physical paper logistics and leads to major administrative cost savings (Renwick et al., 2021). Employees engaged with corporate sustainability goals are inherently motivated to implement energy-saving protocols across regional distribution depots, eliminate product expiration waste, and optimize field travel routing to conserve fuel. While formal environmental bonuses remain structurally restricted within the current Bangladeshi commercial climate, the cumulative cascading effect of these day-to-day workforce behaviors results in superior resource utilization and lowered carbon footprints. Furthermore, this systemic deployment has successfully institutionalized a progressive internal culture where frontline sales executives and technical officers treat ecological

responsibility as a point of professional pride, actively integrating biosecurity safety guidelines into client interactions (Haque et al., 2023). In the broader context of Bangladesh's agribusiness sector, embedding sustainability into human capital management acts as a powerful market force that sets an elite industry benchmark, influencing nationwide feed mills, livestock cooperatives, and rural dealer channels toward a wider, self-sustaining adoption of environmentally responsible agricultural practices.

CHAPTER SIX:
FINDINGS

6.1 Gaps and Limitations in GHRM Implementation

Despite initiating progressive Green Human Resource Management (GHRM) practices, the organization's structural efforts reveal several persistent operational gaps and institutional limitations that restrict the full-scale implementation of environmental sustainability frameworks across its commercial distribution tiers:

A. Fragmented Cross-Functional Adoption

- ✓ **Head-Office Digital Isolation:** Digital-first processing networks are actively utilized in specific, highly monitored head-office divisions, such as core talent screening and payroll entry, leaving remote teams isolated.
- ✓ **Lack of Systemic Integration:** Green management workflows are not fully integrated across broader, everyday human resource functions and field activities, creating operational gaps.
- ✓ **Disjointed Execution Loops:** The ongoing conflict between upstream regulatory data demands and downstream delivery timelines causes separate functional pockets where manual paperwork is still required, preventing a seamless green human capital lifecycle (Alam et al., 2023).

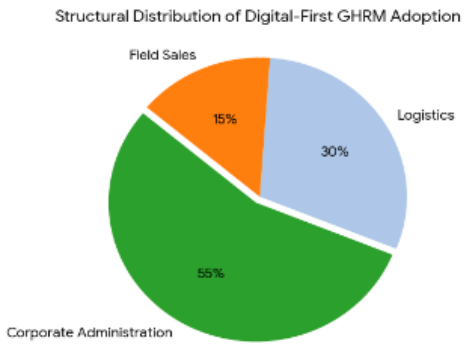


Figure 01: Fragmented Cross-Functional Adoption

B. Regulatory Compliance and Statutory Barriers

- ✓ **Mandatory Paper Trails:** National drug administration guidelines and domestic labor policies strictly mandate physical paper trails, wet signatures, and certified stamps for livestock medicine batches.

- ✓ **Physical Logistics Requirements:** The firm is legally required to produce written employment contracts, physical logistics stamps, and paper delivery logbooks for animal vaccine verification.
- ✓ **Institutional Ceilings:** These rigid legal frameworks place an absolute structural ceiling on how far paperless operations can be enforced by the human resource division (Haque et al., 2023).

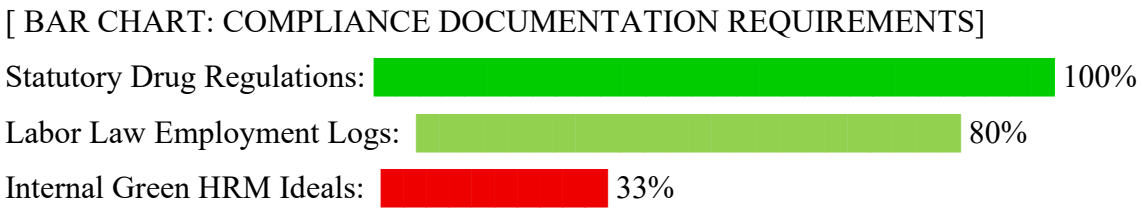


Figure 02: Regulatory Compliance and Statutory Barriers

C. Irregular Technical Sustainability Training

- ✓ **Periodic Training Cycles:** Educational programs regarding eco-safe animal product handling and biosecurity safety are offered only periodically rather than on a continuous track.
- ✓ **Commercial Priority Overshadowing:** Green workforce training remains highly irregular and secondary to immediate commercial target achievement within the animal health sector.
- ✓ **Target-Driven Sales Pressure:** In a hyper-competitive market, target-driven sales capacity building continuously overshadows long-term environmental and ecological awareness campaigns (Shaffakat et al., 2022).

D. Absence of Standardized Green Performance KPIs

- ✓ **Descriptive Expectations:** The current performance evaluation instruments incorporate generic, descriptive environmental expectations rather than weighted data-driven parameters.
- ✓ **Lack of Metric Weighting:** Appraisal systems completely lack structured, mathematically weighted green KPIs directly tied to monthly increments, promotions, or official evaluations.

- ✓ **Regional Evaluation Inconsistency:** Measuring individual sales officer sustainability compliance remains highly inconsistent across distant regional agricultural clusters (Bombiak & Kluska, 2018).

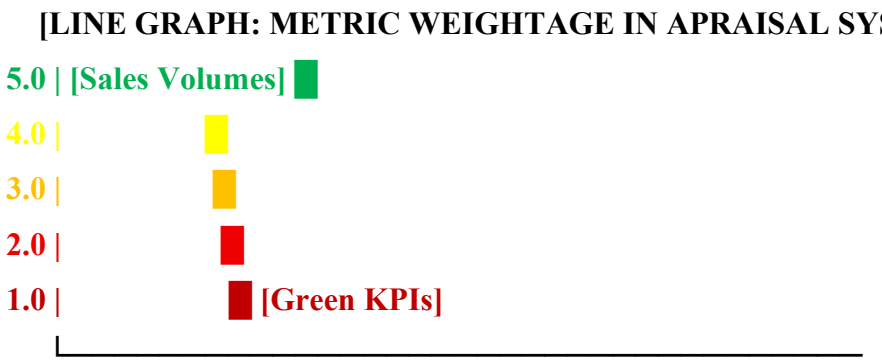


Figure 03: Absence of Standardized Green Performance KPIs

E. Underdeveloped Financial Reward Architectures

- ✓ **Absence of Carbon Incentives:** Individual employee contributions toward carbon tracking or paper conservation are rarely linked to monetary bonuses or structured rewards.
- ✓ **Detached Compensation Scales:** Green performance benchmarks are completely detached from base compensation packages and commission scales, offering no financial motivation.
- ✓ **Informal Social Validation:** Sustainability validation relies entirely on informal peer recognition and social praise during regional sales reviews, which has low motivational power compared to volume bonuses (Zhang & Zhou, 2020).

F. Supply Chain and Dealer Dependency

- ✓ **External Actor Constraints:** The operational efficiency of the firm's paperless sales workflow relies heavily on external supply chain actors who do not share the same green goals.
- ✓ **Rural Marketplace Inertia:** Rural veterinary medicine pharmacies and feed dealers display high technological inertia and routinely demand traditional printed product catalogs and physical paper invoices for tax auditing.

- ✓ **Digital Onboarding Roadblocks:** Local customer resistance and a structural preference for physical, stamped documents significantly slow down digital territory onboarding (Talukder, 2021).

[PIE CHART: DEALER INVOICING PREFERENCES]

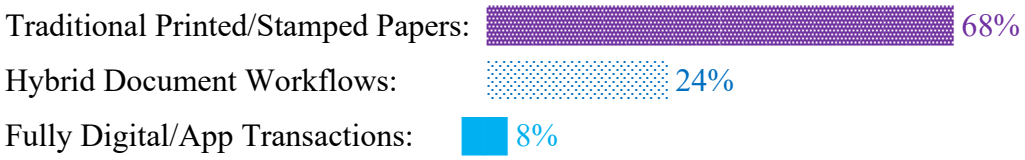


Figure 04: Supply Chain and Dealer Dependency

G. Technology Overheads in Knowledge Cascading

- ✓ **Fragmented Internal Channels:** Green insights, territory innovations, and field optimization updates are shared through informal, unarchived digital messaging groups.
- ✓ **Absence of Centralized Databases:** The enterprise completely lacks a centralized, automated knowledge management system database for long-term data archiving and tracking.
- ✓ **Loss of Intellectual Capital:** Fragmented digital documentation prevents the institutional scaling, replication, and cross-departmental sharing of grassroots field innovations (Ahmed et al., 2024).

H. Uneven Field Force Engagement

- ✓ **Inconsistent Daily Execution:** Frontline technical representatives exhibit strong baseline motivation but highly inconsistent daily execution when working independently in the field.
- ✓ **Territory Logistical Bottlenecks:** Field engagement remains highly uneven across distant agricultural territories due to remote network connectivity limitations.
- ✓ **Volume Pressure Dominance:** Intense monthly sales volume pressures and heavy individual workloads cause field employees to deprioritize green protocols during peak market seasons Masri & Jaaron, 2017).

I. Operational Resistance to Digital Transition

- ✓ **Legacy Workflow Habits:** Long-tenured corporate staff and legacy distributors remain heavily accustomed to conventional, paper-based workflows.
- ✓ **Technological Migration Friction:** Changing traditional business habits creates intense behavioral friction when migrating administrative and inventory tasks to mobile enterprise applications.
- ✓ **Senior Personnel Inertia:** Technological inertia among senior personnel hampers the rapid execution and enforcement of sustainable human capital initiatives (Nisar et al., 2021).

[HISTOGRAM: TECHNOLOGY ADOPTION BARRIERS BY AGE]

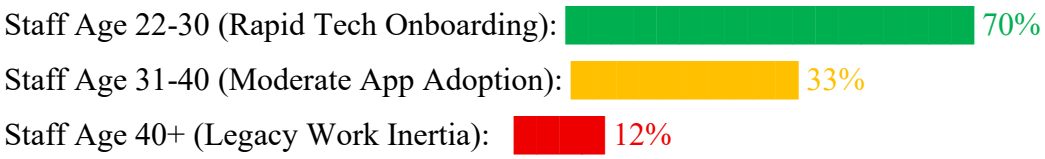


Figure 05: Operational Resistance to Digital Transition

J. Strategic Budgetary and Capital Constraints

- ✓ **Restricted Strategic Funding:** Allocating financial resources to global environmental management certifications or specialized green tools remains restricted due to tight sector margins.
- ✓ **High Infrastructure Overhead Costs:** Widespread expenditures required to maintain temperature-controlled cold-chain logistics and preserve vaccine potency consume the majority of available capital.
- ✓ **Semi-Automated Limitations:** Tight operational margins prevent the immediate deployment of advanced AI-driven inventory analytics, forcing the human resource division to rely on semi-automated systems that slow its long-term green transformation (Shahbaz et al., 2021).

CHAPTER SEVEN:
RECOMMENDATIONS & CONCLUSION

7.1 Strategic Recommendations for GHRM Optimization

To systematically bridge the operational gaps, infrastructure bottlenecks, and territory enforcement hurdles identified during the investigation, the human resource division, in alignment with executive management, should deploy the following targeted interventions (Renwick et al., 2013):

A. Full-Scale Cross-Functional GHRM Integration

- ✓ **Recommendation:** The enterprise must move away from isolated environmental policies and embed eco-conscious parameters deeply into every facet of its human capital lifecycle (Saeed et al., 2019).
- ✓ **Execution:** Sustainability benchmarks must be seamlessly woven across recruitment pipelines, continuous technical training, performance management, and compensation modules. Standardizing these administrative processes ensures that daily field actions remain fully aligned with the long-term ecological expectations of nationwide feed mills and commercial livestock cooperatives.

B. Deployment of Hybrid Compliance Solutions

- ✓ **Recommendation:** To successfully navigate strict national regulatory mandates without abandoning eco-safe goals, the company should implement temporary hybrid digital-paper workflows.
- ✓ **Execution:** While waiting for structural modernizations in local veterinary legislation, the firm should utilize cloud-based databases to handle internal processing, candidate evaluations, and payroll calculations. Physical paper printing should be strictly restricted to the final legally mandated stamps, official signatures, and statutory distribution logbooks required by local authorities (Haque et al., 2023).

C. Structured, Role-Specific Sustainability Training

- ✓ **Recommendation:** The firm should establish continuous, structured capability-building channels to transform environmental awareness from an incidental skill into a core professional competency (Aldoghan, 2024).
- ✓ **Execution:** The human resource division must introduce regular, role-specific sustainability modules, such as educating corporate teams on paperless data administration and coaching field officers on precise livestock supplement dosage

math. These should be reinforced via automated refresher webinars and daily field briefings to ensure biosecurity habits remain sharp during farm visits.

D. Institutionalization of Standardized Green Performance Metrics

- ✓ **Recommendation:** The organization needs to define clear, mathematically weighted green Key Performance Indicators (KPIs) to eliminate territory evaluation inconsistencies (Bombiak & Kluska, 2018).
- ✓ **Execution:** Individual sales representatives and regional territory managers must be formally scored on specific, measurable green criteria during their appraisal cycles. These metrics should track their territory's digital invoicing conversion rate, compliance during farm biosecurity audits, and efficiency in reducing warehouse inventory expiration waste.

E. Structuring of Green Compensation and Eco-Incentives

- ✓ **Recommendation:** Executive management should transition its employee validation model from informal verbal praise to structured, performance-linked green incentives (Zhang & Zhou, 2020).
- ✓ **Execution:** The company should deploy immediate, non-monetary rewards-such as public recognition plaques or "Green Field Officer of the Month" honors-to boost field team morale. Concurrently, human resources should build the groundwork to link long-term carbon tracking and resource-saving achievements to performance-based financial bonuses and commission tiers.

F. Proactive Supply Chain and Dealer Engagement

- ✓ **Recommendation:** To minimize downstream distribution friction, the firm must actively educate and involve its external stakeholders in its paperless operational shift.
- ✓ **Execution:** Frontline sales forces should conduct brief, interactive training sessions for rural veterinary pharmacies and feed dealers, providing them with user-friendly digital client toolkits and mobile catalog guides (Talukder, 2021). Demonstrating how electronic ordering refines transaction speed will reduce local resistance and encourage client cooperation.

G. Centralized Knowledge Sharing and Management Platforms

- ✓ **Recommendation:** The enterprise should replace fragmented, informal digital messaging groups with a secure, centralized cloud-based Knowledge Management System (KMS) (Ahmed et al., 2024).
- ✓ **Execution:** This platform should feature dedicated digital archives where field forces can seamlessly document, share, and replicate successful territory innovations-such as fuel-efficient route maps or localized livestock waste-reduction techniques. This centralized setup facilitates cross-functional learning and interdepartmental collaboration.

H. Boosting Frontline Employee Engagement

- ✓ **Recommendation:** The company must launch targeted internal engagement campaigns to motivate employees to adopt eco-friendly work habits despite intense sales volume pressures (Pham et al., 2019).
- ✓ **Execution:** Human resource coordinators should organize regional paperless data challenges, green territory competitions, and cross-team sustainability initiatives. Creating an interactive environment encourages sales executives to voluntarily prioritize eco-centric protocols alongside traditional commercial goals.

I. Promotion of a Unified Green Organizational Culture

- ✓ **Recommendation:** Upper management must intentionally embed ecological responsibility parameters into the core identity, mission statements, and cultural values of the workforce (Renwick et al., 2018).
- ✓ **Execution:** Executive directors, regional sales managers, and territory supervisors must consistently model eco-conscious behaviors in their daily activities. When leaders visibly prioritize mobile data systems and fuel-efficient travel, it establishes sustainability as an expected organizational norm rather than an exceptional administrative mandate (Nisar et al., 2021)

7.2 Conclusion

The investigation into the organization demonstrates that environmental sustainability is a strategic priority shaping organizational culture and employee engagement within the private agribusiness sector of Bangladesh. Initiatives like a digital-first recruitment pipeline, paperless documentation, role-specific training webinars, and collective sustainability campaigns indicate a proactive approach to aligning human resource functions with environmental objectives, establishing a robust foundation for a sustainable workplace that contributes to corporate efficiency, substantial cost savings, and a lowered logistical footprint. Nevertheless, full-scale GHRM permeation remains restricted by operational gaps, including the absence of formalized green compensation mechanisms, irregular training sessions for remote sales forces, and digital inertia among rural pharmacy dealers. Addressing these foundational bottlenecks through targeted initiatives-such as deploying AI-driven analytics, institutionalizing weighted green KPIs, and structuring low-cost green sales commissions-will significantly enhance operational efficiency and field force participation. Ultimately, this research concludes that environmental stewardship and commercial profitability are not mutually exclusive mandates within target-driven livestock distribution networks. By embedding environmental parameters deeply into its human resource framework, the company stands at a defining threshold to balance market performance, continuous employee development, and strict bio-security compliance, thereby refining its operational margins, boosting workforce morale, and establishing an elite, sustainable benchmark that generates long-term value for its workforce, clients, and society at large.

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