

# DEMOGRAPHIC RESPONSES TO GREEN EMPLOYEE RELATIONS (GER) IN INDIAN RAILWAYS: A METHODOLOGICAL EXPLORATION

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**Abstract** *The paper aims to analyze the role of demographic profile of employees in influencing Green Employee Relations (GER). It includes employees' involvement and participation in green suggestion scheme, problem-solving circle and staff independence to form and experiment with the green idea. Employee participation in green initiatives plays a crucial role in attaining environmental sustainability through alignment of employees' capabilities, goals and motivations with the environmental sustainable activities, which leads toward the sustainable use of existing resources. Due to the heterogeneity in demography in the North Eastern Railways (NER) of Indian Railway, a single policy of environmental sustainability could not solve all the concerned problems of environmental sustainability. This paper assessed the demographic attributes including assessing contribution of employee toward the environmental sustainability through GER. Findings showed that age, education and qualification, and experience influence their perception regarding GER. However, gender and division significantly influence the level of GER. Based on the results, the study suggested relevant implications that policymakers can utilize in making decisions that aim at raising employee relations in Indian Railways, particularly the NER.*

**Keywords** *Green Employee Relations (GER), Environmental Sustainability, Indian Railways, Employee Participation and Involvement*

## BACKGROUND OF THE RESEARCH PROBLEM

The evolution of Green human resource management (Green HRM) has penetrated in to the employee's relations and union management activities of the organization where employee's relations and union support are playing a vital role in implementing environmental sustainability initiatives through joint consultation, gain sharing and recognizing union as a key stakeholder (Renwick et al., 2008).

Eco-friendly ideas should be welcomed from all groups of employees irrespective of their designation which will encourage their interest in environment sustainability issues and make best possible use of their knowledge and skills (Casler, Gundlach, Person & Zivnuska, 2010). Green employees relations and union management practices include employees' involvement and participation in green suggestion scheme and problem-solving circle, staff independence to form and experiment with green idea, integrating employees involvement and participation in to maintenance, employees' help line for guidance in green matters, tailoring green employees' involvement scheme to organization standard, increasing supervisory support behavior toward environmental sustainable issue, union management negotiation to reach green workplace

agreement and providing training to union representative for implementing green initiatives with respect to environmental sustainability (Renwick et al., 2008 & 2013).

An organization employees needs to pressurize the management to create a participative work environment where the employees are free to put up their ideas on green issues because they are ultimately responsible for implementing ethical organization behavior in regular work life of the organization (Collier & Esteban, 2007). The participation of employee in green initiatives increases the chances of better environmental sustainability (Florida & Davision, 2001).

The scope of employees' relations should be broadened by initiating a suggestion scheme within the organization, wherein each and every employees of the organization which designated from top to bottom level gets an opportunity to contribute toward environmental sustainable issues for creating greater awareness on green issues (Govindarajulu and Daily, 2004). Organization policies that support employees on eco-initiatives and supervisor supportive behavior toward employees in environmental sustainability are seen to encourage employees to produce best possible solutions to environmental problem (Ramus, 2001).

Employee involvement in environment sustainability seems to have its effects through three core process: first one is

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through tapping employees tacit knowledge gained through their close links to the production process; second one is through engaging and empowering employees to make suggestion for environmental improvement; and third and the last one through developing culture in the organizational workplace that supports environment sustainability (Boiral, 2002).

Chartered institutes of personnel and development see environmental initiatives tools like employees suggestion scheme as mean of raising interest and idea about environmental issue (CIPD, 2007). The use of employee's participation in environmental issue has been noted to help in preventing pollution from workplace of the organization (Wehrmeyer, 1996; Wolters, Bouman & Preeters, 1995). Workers participate in environmental improvement in two stages: initiation and implementation, where project initiation is more likely to stem from special staff, while line level workers are more likely to participate during project implementation (Rothenberg, 2003).

Using communication channels, suggestion schemes and involving employees in environmental issue in the all departments of the organization (Oates, 1996). Eco-

initiatives occurs from creative idea from all employees and that mechanism needs to be made to involve employees and encourage them toward environmental sustainability concern and also giving employees independence to generate creative solutions to solve an environment-related problem (Junquera and Ordiz, 2003). Individual empowerment positively influences productivity and performance and facilitate self-control, individual thinking and problem-solving skills toward environmental sustainability (Wee & Quazi 2005). Employee participation in green initiatives scheme will reduce waste and pollution from workplace (May et al., & Kitazawa et al., 1995 & 2000).

Employee involvement and participation can be encouraged within the organization is to seek entrepreneurship who are socially and ecologically oriented (Mandip, 2012). Employee participation in green initiatives enhances the chances of improved green management as it takes care of employees' goals, capabilities, motivations, and perceptions within the perspective of green management practices and systems and this is called green employee relations (GER). Table 1 discusses some of the definitions GER given by various authors.

**Table 1: Definitions Green Employee Relations (GER)**

Authors	Year	Definitions
Wehrmeyer	1996	Initiating a suggestion scheme within the organization, wherein each and every employee from top to bottom level gets an opportunity to create greater awareness on green issues besides, new ideas for eco-friendly practices.
Florida & Davison	2001	Employee participation in green initiatives increases the chances of better green management as it aligns employees' goals, capabilities, motivations, and perceptions with green management practices and systems.
Ramus	2001	Supportive behaviors from supervisors toward employees in environment management are seen to encourage employees to produce possible solutions to environmental problems.
Renwick et al.	2008 & 2013	Employee participation in green suggestion schemes and problem-solving circles, staff independence to form and experiment with green ideas, employee help line for guidance in green matters, and increasing supervisory support behaviors toward environmental sustainability.
Ahmad	2015	Green employee relations establishing amicable employer–employee relationship, which facilitates motivation and morale of the employee toward green initiatives and productivity.

## Indian Railways

Indian Railways is highly conscious about keeping its activities in the level that is very much eco-friendly and do no harm to the natural environment. They are adopting green staffing procedure for the management of people within the organization by the process of green recruitment, green selection, green performance evaluation, green training and development, green compensation and management, green employee discipline management, GER to preservation and conservation of the natural environment, and further promote toward the environment sustainability. Various green initiatives have been taken to go green by changing the attitude and behavior of employees to reduce the degradation

of the natural environment. Indian Railways is adopting both intranet and extranet for recruiting employees through on-line process from job analysis to vacancy fulfillment, which reduces the use of paper. But sometimes, it is very difficult to do some tasks without paper-pencil, as it is a Railway department. Several different trainings are arranged by Indian Railways from time to time in order to orient the employees to reduce paper work and encourage them to be Green-minded (Indian Railways, 2016).

Indian Railways have started using video and audio conferencing, which is indirectly cutting down their travel requirement and carbon footprints. And, it has also implemented the concept of virtual cloud strategy which has

enabled its clients to reduce the carbon footprint. Railway has always been known for its eco-friendly initiatives. To continue its endeavors toward clean environment, the Railways trained and raised awareness among employees on issue of environmental sustainability. Using communication channels, suggestion schemes and involving employees in environmental issue in the all departments of the Indian Railways for better environment performance. Green initiatives occur from the creative idea from each and every employee of Indian Railways and that mechanism needs to be made to involve employees and encourage them toward environmental sustainability concern and also giving employees the independence to generate creative solutions to solve environment-related problem (Indian Railways, 2017).

## OBJECTIVE OF THE STUDY

The main aim of the study is to examine the influence of demographic variables on GERs.

## HYPOTHESIS FORMULATION

On the basis of above objective, the following hypothesis was formulated:

$H_{01}$ : There is no significant influence of demographic variables on Green Employee Relation (GER).

In line with main hypothesis, different sub-hypotheses have been framed to test the impact of various demographic variables on GER, which are discussed in the analysis part of the study.

## RESEARCH METHODS

*Measures*: An integrated questionnaire is prepared compiling the GER-related statements with demographic information of group C employees working in the NER. The questionnaire comprises of two sections. The first section focuses to gather information about respondent profile through five statements. The second section consists of five GER variables. The study use the three level of measurement, namely, nominal, ordinal and interval scale. The scholar has used Itemized Scale (Likert Scale) to indicate the level and degree of satisfaction and dissatisfaction with each of the research instrument. Respondent were asked to reply to various statements on this scale ranging from Strongly Agree = 5, Agree = 4, neutral = 3, strongly disagree = 2, and disagree = 1.

**Table 2: Measures Used in the Study**

Constructs	Variables	Source
Green Employee Relation	Recognizing union as a key stakeholder in environmental friendly practices.	Renwick et al., 2008 and 2013, Arulrajah et al., 2015, Shoeb Ahmad, 2015.
	Providing opportunities to the unions to negotiate with management about green workplace agreement.	
	Providing opportunities to the employee to involve and participate in environment friendly practices suggestion schemes.	
	Providing training to the union representatives in environmental management.	
	Joint consultations in resolving environmental issues of the organization.	
Demographic Information	Age, Gender, Education & Qualification, Experience, Division.	Owino & Kwasira (2016), Gholami et al. (2016).

*Respondents and Procedure*: It includes five variables, which comprises age, gender, educational qualification, designation, and working experience of employee in present organization. Since the study is empirical in nature, the primary data has been collected from individuals by visiting the NER, which consists of Izzatnagar Division, Lucknow Division, and Varanasi Division. A total 450 questionnaires have been distributed. Out of them, 408 questionnaire in their pre-specified ratio have been collected yielding the response rate of 95%. The researcher has also personally contacted to divisional manager and senior officers to discuss the various aspects of GER.

*Data Analytic (One-Way MANOVA)*: The one-way multivariate analysis of variance (One-Way MANOVA) is used to determine whether there are any differences between independent groups on more than one continuous dependent variable. In order to achieve the objectives of the study, we used One-Way MANOVA for the analysis of the study.

## DATA ANALYSIS AND DISCUSSIONS

### Demographic Variables

The following variables (Table 3) were selected to ascertain the demographic composition of group 'C' employees.

**Table 3: Demographic Composition of North Eastern Railways**

Demographic Variables	Frequency	Percentage
Age	Below 30	62 15.2%
	30-40	136 33%
	40-50	121 30%
	50-60	82 20.09%
	60 and above	7 1.71%
Gender	Male	306 75%
	Female	102 25%
Education & Qualification	High School	10 2.4%
	Intermediate	71 17.5%
	Graduate	209 51.2%
	Post Graduate	117 28.67%
	Diploma / I.T.I.	01 0.23%
Experience	Below 10 year	100 24.50%
	10-20	129 31.61%
	20-30	109 26.74%
	30-40	60 14.70%
	Above 40	10 2.45%
Division	Izzatnagar	96 23.53%
	Lucknow	168 41.17%
	Varanasi	144 35.3%

- *Age:* Majority of respondents (33 percent) belonged to 30-40 year age group, 30 percent to 40-50 years' age group, 20.09 percent to 50-60 years' age group, 15.2 percent to below 30 years' age, and rest 1.71 percent to

60 and above years' age group.

- *Gender:* Out of the total respondents, 75 percent were male and 25 percent were female.
- *Education and Qualification:* 51.2 percent of respondents were graduate, 28.67 percent were postgraduates, 17.5 percent received their intermediate education, 2.4 percent received their high school, and 0.23 percent held a diploma/ I.T.I course.
- *Experience:* Out of the total respondents 31.61 percent respondent belonged to 10-20 years' experience group, 26.74 percent respondent belonged to 20-30 years' experience group, 24.50 percent respondent belonged to below 10 years' experience group, 14.70 percent respondent belonged to 30-40 years' experience group, and 2.45 percent respondent belonged to above 40 years' experience group.
- *Division:* Out of the total respondents, 41.17 percent belonged to Lucknow Division, 35.3 percent belonged to Varanasi Division, and 23.53 percent belonged to Izzatnagar Division.

**Influence of Demographic Variables on GER**

MANOVA is used to analyze the impact of various demographic variables on GER. Following sub-hypotheses are tested (shown in Tables 4-8) to check the proposed main hypothesis.

*H<sub>01.1</sub>: Age does not significantly influence GER in North Eastern Railway.*

**Table 4: Dependency of GER on Age**

GER Dimensions	Age	Mean	S.D.	Levene's Test	F	Mean Square	Sig. (p)	Partial Eta <sup>2</sup>	Wilks' Lambda	Box's Test
Union as a key Stakeholder	Below 30	3.73	.926	.512	.502	.505	.734	.005		
	30-40	3.58	1.030							
	40-50	3.64	1.025							
	50-60	3.59	.993							
	60 and above	4.00	.816							
Opportunities to the Unions	Below 30	3.61	.894	.513	.793	.825	.530	.008	.075	.000
	30-40	3.78	1.038							
	40-50	3.62	1.074							
	50-60	3.82	1.008							
	60 and above	3.86	.900							
Opportunities to the Employee	Below 30	3.73	.890	.654	.547	.480	.701	.005		
	30-40	3.58	.955							
	40-50	3.61	.961							
	50-60	3.61	.899							
	60 and above	4.00	1.000							

GER Dimensions	Age	Mean	S.D.	Levene's Test	F	Mean Square	Sig. (p)	Partial Eta <sup>2</sup>	Wilks' Lambda	Box's Test
Training to the Union Representatives	Below 30	3.39	1.107	.494	.848	.916	.496	.008		
	30-40	3.59	1.022							
	40-50	3.66	1.013							
	50-60	3.60	1.064							
	60 and above	3.86	.900							
Solving Environmental Issues	Below 30	3.31	.985	.366	1.541	1.703	.189	.015		
	30-40	3.47	1.075							
	40-50	3.50	1.104							
	50-60	3.63	.975							
	60 and above	4.14	1.069							

Dependency of GER on Age has been displayed in Table 4. The value of Box's test (.000) rejects the homogeneity of variance in data and dissatisfies the assumptions. Leven's test value in five dimensions (namely, Union is a key stakeholder, Opportunities to the unions, Opportunities to the employees, Training to the union representatives and Solving environmental issues) of GER (with .512, .513, .654, .494 and .366, respectively) validates that the assumption of equality of error variances has been fulfilled. There is a statistically insignificant difference between ages on combined GER:  $F(20, 1324.283) = 1.491, p = .075$ ; Wilks' lambda = .929; and Partial eta<sup>2</sup> = .018. When the results of the dependent variables are considered separately, values of partial eta<sup>2</sup> (i.e., .005, .008, .005, .008 and .015) state the difference

created by demographic variable (Age) on GER dimensions, which are 0.5%, .08%, .05%, .08% and 1.5%, respectively. Overall, the p-values (using Bonferroni adjusted alpha level of .01) of Union as a key stakeholder, Opportunities to the unions, Opportunities to the employee, Training to the union representative and solving environmental issue (.734, .530, .701, .496, and .189 respectively) state that GER does not depend on demographic variable (age): Therefore, the sub-hypothesis  $H_{01.1}$  is accepted, and it can be concluded that age insignificantly influences (combined and interaction effect) GER in the NER of Indian Railways.

$H_{01.2}$ : Gender does not significantly influence GER in North Eastern Railway.

**Table 5: Dependency of GER on Gender**

GER Dimensions	Gender	Mean	S.D.	Levene's Test	F	Mean Square	Sig. (p)	Partial Eta <sup>2</sup>	Wilks' Lambda	Box's Test
Union as a Key Stakeholder	Male	3.64	.986	.382	.117	.118	.723	.000		
	Female	3.60	1.046							
Opportunities to the Unions	Male	3.74	1.007	.415	.616	.641	.433	.002		
	Female	3.65	1.059							
Opportunities to the Employee	Male	3.63	.933	.814	.008	.007	.927	.000	.061	.000
	Female	3.62	.944							
Training to the Union Representatives	Male	3.59	1.017	.324	.091	.099	.763	.000		
	Female	3.56	1.104							
Solving Environmental Issues	Male	3.58	1.006	.038	6.878	7.529	.009	.017		
	Female	3.26	1.160							

Dependency of GER on Gender has been displayed in Table 5. The value of Box's test (.000) rejects the homogeneity of variance in data and dissatisfies the assumptions. Leven's test value in four out of five dimensions (namely, Union is a key stakeholder, Opportunities to the unions, Opportunities

to the employees, and Training to the union representatives) of GER (with .382, .415, .814, and .324, respectively) validates that the assumption of equality of error variances has been fulfilled, while the other one dimension (namely, Solving environmental issue) of GER (with .038) does

not fulfill the criteria. There is a statistically insignificant difference between gender on combined GER:  $F(5,402) = 2.128, p = .061$ ; Wilks'  $\lambda = .974$ ; Partial  $\eta^2 = .026$ . When the results of the dependent variables are considered separately, values of partial  $\eta^2$  (i.e. .000, .002, .000, .000 and .017) state the difference created by demographic variable (Gender) on GER dimensions, which are 0%, .02%, 0%, 0% and 1.7%, respectively. Overall, the p-values (using Bonferroni adjusted alpha level of .01) of Union as a key stakeholder, Opportunities to the unions, Opportunities to the employee, Training to the union representative and solving environmental issue (.732, .433, .927, .763,

and .009, respectively) it can be said that only Solving environmental issue show its dependency on demographic variable (Gender):  $F(1,406) = 6.878, p = .009$ , partial  $\eta^2 = .017$ . The mean score of GER (in solving environmental issue) reflects accordingly.

Therefore, the sub-hypothesis  $H_{01.2}$  is not accepted and it can be concluded that gender is significantly influence (interaction effect) GER in the NER of Indian Railway with regard to solving environmental issues. Also, a significant combined effect of Gender has been found on GER.

$H_{01.3}$ : Education and Qualification does not significantly influence GER in North Eastern Railway.

**Table 6: Dependency of GER on Education and Qualification**

GER Dimensions	Education & Qualification	Mean	S.D.	Levene's Test	F	Mean Square	Sig. (p)	Partial Eta <sup>2</sup>	Wilks' Lambda	Box's Test
Union as a Key Stakeholder	High School	3.90	.783	.066	.955	.956	.432	.009	.150	.000
	Intermediate	3.80	.995							
	Graduate	3.57	1.007							
	Post Graduate	3.59	1.010							
	Diploma / I.T.I.	4.00	.							
Opportunities to the Unions	High School	4.30	.949	.030	1.940	1.998	.103	.019		
	Intermediate	3.79	.860							
	Graduate	3.65	1.087							
	Post Graduate	3.76	.971							
	Diploma / I.T.I.	2.00	.							
Opportunities to the Employee	High School	3.70	1.059	.461	.790	.692	.532	.008		
	Intermediate	3.79	.955							
	Graduate	3.60	.893							
	Post Graduate	3.56	.986							
	Diploma / I. T. I.	4.00	.							
Training to the Union Representatives	High School	3.60	1.265	.430	.426	.462	.790	.004		
	Intermediate	3.70	1.006							
	Graduate	3.53	1.024							
	Post Graduate	3.61	1.074							
	Diploma / I.T.I.	4.00	.							
Solving Environmental Issues	High School	3.50	1.179	.058	1.562	1.725	.184	.015		
	Intermediate	3.75	1.010							
	Graduate	3.49	1.001							
	Post Graduate	3.36	1.148							
	Diploma / I.T.I.	4.00	.							

Dependency of GER on Age has been displayed in Table 6. The value of Box's test (.000) rejects the homogeneity of variance in data and dissatisfies the assumptions. Leven's test value four out of five dimensions (namely, Union is a key stakeholder, Opportunities to the employees, Training to the union representatives and Solving environmental

issues) of GER (with .066, .461, .430 and .058, respectively) validates that the assumption of equality of error variances has been fulfilled while the other one dimension (namely, Opportunities to the unions) of GER (with .030) does not fulfill the criteria.

There is a statistically insignificant difference between education and qualification on combined GER:  $F(20, 1324) = .936$ ,  $p = .150$ ; Wilks' lambda = .936; Partial  $\eta^2 = .016$ . When the results of the dependent variables are considered separately, values of partial  $\eta^2$  (i.e. .009, .019, .008, .004 and .015) state the difference created by demographic variable (education and qualification) on GER dimensions, which are 0.9%, 1.9%, 0.8%, 0.4%, and 1.5%, respectively. Overall, the p-values (using Bonferroni adjusted alpha level of .01) of Union as a key stakeholder, Opportunities to the unions, Opportunities to the employee, Training to the union

representative and solving environmental issue (.432, .103, .532, .790, and .184, respectively) state that GER does not depend on demographic variable (age).

Therefore, the sub-hypothesis  $H_{01.3}$  is accepted and it can be concluded that education and qualification insignificantly influence (interaction effect) GER in the NER of Indian Railway. However, insignificant combined effect of education and qualification has been found on GER.

$H_{01.4}$ : Experience does not significantly influence GER in North Eastern Railway.

**Table 7: Dependency of GER on Experience**

GER Dimensions	Experience	Mean	S.D.	Levene's Test	F	Mean Square	Sig. (p)	Partial Eta <sup>2</sup>	Wilks' Lambda	Box's Test
Union as a Key Stakeholder	Below 10 year	3.62	.930	.685	.678	.681	.607	.007	.045	.000
	10-20	3.65	1.028							
	20-30	3.61	.991							
	30-40	3.55	1.064							
	Above 40	4.10	1.101							
Opportunities to the Unions	Below 10 year	3.66	.901	.461	.833	.867	.505	.008	.045	.000
	10-20	3.74	1.040							
	20-30	3.63	1.033							
	30-40	3.83	1.137							
	Above 40	4.10	.994							
Opportunities to the Employee	Below 10 year	3.60	.943	.841	.191	.168	.943	.002	.045	.000
	10-20	3.64	.950							
	20-30	3.59	.874							
	30-40	3.67	1.003							
	Above 40	3.80	1.033							
Training to the Union Representatives	Below 10 year	3.31	1.070	.319	2.503	2.660	.042	.024	.045	.000
	10-20	3.71	1.003							
	20-30	3.62	.970							
	30-40	3.68	1.112							
	Above 40	3.80	1.135							
Solving Environmental Issues	Below 10 year	3.31	.992	.169	2.431	2.662	.047	.024	.045	.000
	10-20	3.49	1.119							
	20-30	3.49	1.059							
	30-40	3.80	.935							
	Above 40	3.90	1.101							

Dependency of GER on Experience has been displayed in Table 7. The value of Box's test (.000) rejects the homogeneity of variance in data and dissatisfies the assumptions. Levene's test value in five dimensions (namely, Union is a key stakeholder, Opportunities to the unions, Opportunities to the employees, Training to the union representatives and Solving environmental issues) of GER (with .685, .461, .841, .319 and .169, respectively) validates

that the assumption of equality of error variances has been fulfilled. There is a statistically significant difference between experience on combined GER:  $F(20, 1324.283) = 1.603$ ,  $p = .045$ ; Wilks' lambda = .924; Partial  $\eta^2 = .020$ .

When the results of the dependent variables are considered separately, values of partial  $\eta^2$  (i.e., .007, .008, .002, .024 and .024) state the difference created by demographic

variable (Experience) on GER dimensions, which are 0.7%, 0.8%, 0.2%, 2.4% and 2.4%, respectively. Overall, the p-values (using Bonferroni adjusted alpha level of .01) of Union as a key stakeholder, Opportunities to the unions, Opportunities to the employee, Training to the union representative and solving environmental issue (.607, .505, .943, .042, and .047, respectively) it can be said that Training to the union representative and solving environmental issue show its dependency on demographic variable (Experience):  $F(4,403) = 2.503$ ,  $p = .042$ , partial  $\eta^2 = .024$  and  $F(4,403) = 2.431$ ,  $p = .047$ , Partial  $\eta^2 = .024$ . The mean score of

GER (in Training to the union representative and solving environmental issue) reflects accordingly.

Therefore, the sub-hypothesis  $H_{01.4}$  is accepted (Partially) and it can be concluded that experience insignificantly influences (interaction effect) GER in the NER of Indian Railway with regard to union representative and resolving environmental issue. However, significant combined effect of experience has been found on GER.

$H_{01.5}$ : Division does not significantly influence GER in North Eastern Railway.

**Table 8: Dependency of GER on Division**

GER Dimensions	Division	Mean	S.D.	Levene's Test	F	Mean Square	Sig. (p)	Partial Eta <sup>2</sup>	Wilks' Lambda	Box's Test
Union as a Key Stakeholder	Izzatnagar	3.72	1.140	.242	.568	.570	.567	.003	.177	.000
	Lucknow	3.58	.938							
	Varanasi	3.62	.975							
Opportunities to the Unions	Izzatnagar	3.81	1.009	.147	1.428	1.482	.241	.007		
	Lucknow	3.76	1.092							
	Varanasi	3.60	.933							
Opportunities to the Employee	Izzatnagar	3.79	.845	.007	2.020	1.756	.134	.010		
	Lucknow	3.57	.977							
	Varanasi	3.58	.935							
Training to the Union Representatives	Izzatnagar	3.72	1.023	.437	1.104	1.190	.332	.005		
	Lucknow	3.52	1.072							
	Varanasi	3.57	1.008							
Solving Environmental Issues	Izzatnagar	3.73	.912	.002	3.613	3.961	.028	.018		
	Lucknow	3.37	1.114							
	Varanasi	3.50	1.051							

Dependency of GER on Divisions has been displayed in Table 8. The value of Box's test (.000) rejects the homogeneity of variance in data and dissatisfies the assumptions. Leven's test value in five dimensions (namely, Union is a key stakeholder, Opportunities to the unions, Opportunities to the employees, Training to the union representatives and Solving environmental issues) of GER (with .242, .147, .007, .437 and .002, respectively) validates that the assumption of equality of error variances has been fulfilled, while the other two dimensions (namely, Opportunities to the employees and Solving environmental issues) of GER (with .007 and .002) do not fulfill the criteria. There is a statistically insignificant difference between division on combined GER:  $F(10, 802) = 1.396$ ,  $p = .177$ ; Wilks'lambda = .966; Partial  $\eta^2 = .017$ . When the results of the dependent variables are considered separately, values of partial  $\eta^2$  (i.e. .003, .007, .010, .005 and .018) state the difference created by demographic variable (Age) on GER dimensions, which are 0.3%, .07%, 1%, .05% and 1.8%, respectively.

Overall, the p-values (using Bonferroni adjusted alpha level of .01) of Union as a key stakeholder, Opportunities to the unions, Opportunities to the employee, Training to the union representative and solving environmental issue (.567, .241, .134, .332, and .028, respectively) state that GER does not depend on demographic variable (Division):  $F(2,405) = 3.613$ ,  $p = .028$ , partial  $\eta^2 = .018$ . Therefore, the sub-hypothesis  $H_{01.5}$  is not accepted and it can be concluded that division significantly influences (interaction effect) GER in the NER of Indian Railway. However, insignificant combined effect of division has been found on GER. Thus, the main hypothesis is partially accepted based on the results of different sub-hypotheses.

### CONCLUSIONS AND MANAGERIAL IMPLICATIONS

Age, Education and Qualification insignificantly influence (combined and interaction effect) GER in the NER of Indian

Railway. Experience insignificantly influence (Interaction effect) GER. Significant combined effect of experience has been found on GER. Two variables (to union representative and solving environmental issue) are showing significant interaction effect. Gender significantly influences (interaction effect) GER. One Variable (Solving environmental issue) shows insignificant influence (interaction effect) on GER. Significant combined effect of Gender has been found on GER. Division significantly influences (interaction effect) GER. However, insignificant combined effect of Division has been found on GER. Our conclusions provide the empirical evidence that if employees are given the opportunity by senior management to participate and involve in the implementation of environmental sustainable initiatives, they will be more engaged in the organization.

This paper also made an addition in the literature of GER and contributes in the policy making by providing data about the various demography of employees who are working in the NER, which can be used by the concerned authorities to formulate tailored policy according to the various needs of GER.

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