

A Study on Role of Employee Demographics on Human Resource Practices in Metro Rail Service Sector Organizations in India

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ABSTRACT

In this multifaceted world, employee demographics have emerged as an important consideration for human resource manager due to diverse nature of work force. Demographics characteristics are gaining importance in making strategic human resource policies and practices in the organization. This study is an attempt to investigate the role of employee demographics in the application of human resource (HR) practices in Metro Rail service sector organizations in India. Independent sample t-test was applied as an analytical tool. Findings indicate that there is significant impact of demographics variables (age, experience and grade) in employees' attitude towards selective human resource practices. Based on the findings, this study tries to provide an understanding on the influence of demographics characteristics towards the importance and application of HR practices and discusses how the differences in demographics can be utilized in the organization towards effectiveness of human resource management.

Keywords: Employee demographics, Human resource, Human resource practices, Work environment, Workforce diversity

1. INTRODUCTION

The achievement of organizational goals depends on the calibre of their workforce. An organization cannot stand and survive without human resources. It is the people who build, equip and maintain the brand names that make the institution or organization (Decenzo & Robbins, 1999). According to De Cieri et al., 2008 Human Resource Management (HRM) referred as the policies, practices and system that influence behaviours, attitude and performance of the employee. In this era of globalization, heightened competitive environment and in uncertainty, HRM plays a significant role in success of organization, if effective HRM practices would be adopted. HR practices act as media through which employees' perception, attitude and behaviours can be moulded towards the organization. Human resource practices include determining resource-

based needs, recruitment, screening and selection, Training, rewarding, appraising and managing the employment relations, Employee health and safety issues concerned in organization (Dessler, 2007). HRM practices are basically associated with the management of HR activities which is needed for staffing, organizing, directing and sustainable employee performance (Mahmood, 2004). If the organizations do not give attention in inducement of effective HR practices, it will have its adverse effect on organizational performance and also on the motivational level of the employees, which is ultimately linked with the success of organization in this heightened competitive edge. Conventional literature on HR practices recognized basically four criteria of practices that incorporates staffing, training & development, compensation and employee assessment (Mathis and Jackson, 2008). Generally, the

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“relationship-based approaches” to these activities of staffing, training, compensation and assessment are depicted in the scholarly literature to be in direct association with organizational performance (Huselid, 1995; Ngo, Turban, Lau & Lui, 1998). By adopting and selecting constructive HR practices, firms can promote innovation, develop new skill and inculcate potential knowledge that help employees in their attitude development (positive or negative) and that behaviour shows high level of relationship with firm performance and commitment towards the organization. Lee and Lee (2007), also supported that HRM practices namely, recruitment and selection, Training & development, teamwork, compensation and benefits, incentives, manpower planning, performance management and job security enables the firms to improve firm performance that includes individual productivity, better product quality and flexibility. Several researchers have examined the relationship of Human Resource practices with different types of employee outcomes measuring affective components, like satisfaction (Dessler, 2007), motivation (Becker & Huselid, 1998), commitment (Wright & Kehoe, 2008) and citizenship behaviour as well as behavioural components like turnover intention, absenteeism and high attrition rate etc. But all these depend on effectiveness of HRM practices responsible for successful functioning of any organization and it is no exception to the Metro Rail service sector. Nowadays, workforce demographics emerge as a critical factor that was often treated as control variable in research. But due to global change in workforce structure and organization structure, it is being considered as an essential component of HR strategies. In the world we live, we, the people, are very different from one another. The term workforce diversity is used worldwide to acknowledge the fact that people differ from one another in many ways – age, gender, socialites, marital status, religion, culture, race, ethnicity, and physical appearance (Kossek, Lobel & Brown, 2005). These workforce diversities depend upon the geographical locations where people are living. For example, in India, people primarily differ based on religions and cultures; in western countries, they differ based on cultures whereas racism predominates as workforce diversity in US and South Africa (Shen, Chanda, D’Netto & Monga, 2009). The recent globalization of organization opens doors to the people to work

globally in different geographical locations, thus enhancing the significance of workforce diversity. The workforce diversity has been found to support organization to address the problems in an efficient manner through quality management decisions and innovative ideas (Australian Centre for International Business [ACIB], 2000). Workforce diversity enables organization to make use of positive attributes of people diversity rather than treating it as a problem (Thompson, 1997). Hence, this research is aimed to measure effectiveness of HR practices in relation with employee demographics in Metro Rail service sector organizations.

2. METRO RAIL SERVICE SECTOR ORGANIZATIONS

In India, Metro Rail has become an epitome of urban civilization spreading its successful implementation and execution in Delhi, Bangalore, Kolkata and Chennai in recent years. Due to urbanization of public transport in the form of Metro Rail and involvement of private players by way of Public Private Partnership (PPP) model; there are various challenges in execution of projects. The technology savvy resources working on these projects are having high demand and requirements in the market not only in India, but worldwide. There is a need to hold the experienced employees working on these projects not only to complete the projects in time, but to have smooth operation and maintenance during the operations. Also, in Metro Rail projects, the project implementation, operation and maintenance activities are being executed in parallel; this creates tremendous work pressure and requires great commitment from employees for completing the project in time with zero breakdowns in operations. The success of Metro Rail operations heavily depends on the efficient maintenance practices in place and commitment of employees under such work pressure. The significance of effective human resource practices has become an evitable role to play for keeping the employees motivated and committed to achieve public service centric Metro Rail organizations goals and achievements.

3. EMPLOYEE DEMOGRAPHICS

Employee demographics is “study of the composition of a social entity in terms of its members’ attributes” (Pfeffer, 1983, p. 303). Individual and Organizational

demography include factors such as gender, occupation, age, geographical ethnicity, marital status, ranking, experience and salary levels. Till date employees are generally considered as homogeneous association with similar characteristics and beliefs. But now it becomes an issue of debate to consider demographic variables in research and the most persistent step has been taken from Guest (1999, 2001). In research area of HRM, demographics plays a major part in analysing and moulding the attitude and belief of workforce. However, it is always neglected somewhat referred as black box (Pfeffer, 1985). According to Lawrence (1997), despite the significant role of demography in human resource, researchers usually do not consider it and leave these demographic variables as unmeasured, non-specified and unstructured, which creates a black box with untested and indistinct theories. In recent years, due to emergence of dynamic, competitive and global marketplace the work force diversity become a great challenge for HR professionals in organizations. In addition to that, nowadays demographic variables are considered as important factor in making organizational policies and practices in respect of some specific group within workforce like job design, equal employment opportunity, and work life balance etc. According to Pfeffer (1985), the sensitivity embedded in demographic provides a contextual environment to understand employee behaviour in organization. In spite of, only few studies have touched the demographics aspects in HRM research. For example, Gibb (2001) explores employee demographic views in HRM, while Guest (1999) tries to evaluate demographic differences in association with number of HR practices incorporated in organization. Generally, the diversity research in HRM tries to achieve twofold objectives- one, to identify and reduce the discriminatory practices in respect of employee demographics in workplace and the other one is to achieve sustainable advantage with the help of its positive effects on team and organization performance. Diversity has the potential to make social integration in workplace, which can be translated into overall organization performance (Cox and Blake, 1991). Demographic attributes act as determinant of employee behaviour, their actions, attitude, and career related decisions, which are directly or indirectly linked with human resource policies and practices.

4. EXPLORING HR PRACTICES AND ITS EFFECTIVENESS

Engaging and utilizing human capital is the biggest challenge for each and every organization irrespective of its size and nature. In such turbulent and competitive pressure, the role of HR department becomes quite challenging and crucial to develop strategies and practices, which could transform the unstable workforce into retained, productive and motivated employees.

Effective HRM practices have the potential to bring major differences in efficacy of the firm. In particular, these practices nurture internal competencies of the firm to handle current and future requirements of organization. Effective HRM practices stimulate the overall development and well-being of work force which helps in establishing sustainability. HRM practices also have linkage with commitment and motivation that leads to better employee performance. There are various HR practices being used now days in the organization as detailed out in below sections.

4.1 Recruitment and Selection

The HR practices used to select the right candidate from the pool of talents are classified as recruitment and selection. Through a defined activity, organization ensures selection of right people possessing the required characteristics and desired knowledge to meet the challenges in their work offered by the organization. Effective selection practices always decrease the cost involved in training and development. There is lots of argument on the selective hiring process that results in higher productivity in the organization. Paul and Anantharaman (2003) pinpointed that effective recruitment practices have the potential to choose the right candidate with specified qualifications, which leads to quality production consequently. It helps in identifying training needs and mapping strategies for employee growth and competency building programme. Realistic job preview and job-person fit are some deciding factors to judge the suitability of the candidate and organization as well for employee. Metro Rail service sector is in flourishing stage so recruitment is the continuous process and retaining the technology savvy employee is greatest challenge for the organization.

4.2 Training

Training and development play a crucial role in harnessing the employees to make them an asset so that organization can rely on them to achieve its goals and objectives. Training practices help the new recruits to gain requisite skill sets to execute their jobs efficiently (Dessler, 2007). Employee development practices take care of the much-needed development programme that helps in enhancing the employee capabilities for future assignments. The employee development has strong linkage with performance of the organization (Delaney & Huselid, 1996) and to the employee commitment (Chew and Chan, 2008). In the Metro Rail organizations, training is required to address the employee skill sets that help in achieving organization performance in delivering a high-quality passenger service satisfaction. This is needed due to the complex technicalities involved in the continuous metro train operation and maintenance process.

4.3 Career Development

Career development plays an evitable part in the overall development of workforces throughout their career in the organization. It provides a platform that enables the employees to overcome their weaknesses and helps in recognizing their values and job satisfaction (Greenhaus, 1987). The organization can effectively utilize its employee skill sets and competencies that the employees develop and nurture through a structured career development plan in achieving organizations' objective. The career development is perceived as a continuous ongoing process, not as one-time activity (Leibowitz, Farren & Kaye, 1988).

4.4 Compensation and Benefit

A fair and an equitable compensation system in organization build the quality employment relationship, which is foundation of human resource policies and practices. Compensation can be defined as combined share of monetary and non-monetary gains given to workers in respect of their contribution to the organization. Research has witnessed the role of effective compensation practices in enhancement of employee motivation and overall organization effectiveness (Hackman & Lawler, 1971; Milkovich & Newman, 1996). Seniority, total work experience, employee contribution, skills or competencies,

excellence in performance are determinants of compensation policy, which predict the behaviour of employees. De Cieri et al. (2008) advocate that good compensation and benefit package has calibre to attract and retain high quality talent.

De Cieri et al. (2008) advocated that competitive compensation and benefit packages in industries play noteworthy role in attracting and retaining competitive workforce. Equitable and fair pay structure boost up the engagement level of employees; they put more energy and efforts in their contribution.

4.5 Performance Appraisal

Performance appraisal refers to the practices by which the performance of employees is evaluated and assessed. Employees' performance related to their work and job attributes and associated behaviours are generally measured. The performance appraisal is usually carried out on an annual basis with some exception where it is performed twice in a year, purely based on the organizations' policies and practices related to performance appraisal. It has been observed that a fair and transparent performance appraisal practices influence the employees' motivation factor to a great extent in their job performance resulting in achieving organizations' objectives (Singh, 2004). A well-defined performance appraisal system provides a great benefit to the employees by guiding their training needs and getting appraisals in terms of promotions and monetary benefits such as incentives, bonus, salary increments, etc.

4.6 Reward and Recognition

Reward and recognition are the achievement employees get in return of their performance excellence in the organization. Rewards include monetary as well as non-monetary gains (extrinsic as well as intrinsic). When employees' performance is sighted as extra-ordinary effort in their job, the recognition is honoured to motivate them to continue doing the good work. Other employees are also motivated to perform exemplary so as to be recognized. Thus, employees are motivated to apply extra effort in order to be recognized and rewarded and contribute significantly in achieving goals and objectives of the organization (Milkovich & Newman, 1996). It is very important that organization follows a fair and transparent reward and recognition

practices so as to motivate employees to put extra effort towards their jobs. It has been established that extrinsic and intrinsic rewards are the main motivation factors that helps organization to achieve its productivity and profitability (Reio & Callahon, 2004).

4.7 Work Environment

Work environment is the initial introduction an employer gives to his employees. It is basically a form of silent interaction with the employees. Work environment involves location, working conditions, surroundings, ambience and other activities meant for the convenience of the employees. This is one aspect of the HR that must never be ignored because it poses a direct impact on employee performance. Regular feedback must be taken on improvement of work environment in order to keep the workforce satisfied and engaged (Kumar & Sia, 2012).

Effective HRM practices have the potential to become main factor for the successful organization. Metro Rail organizations have taken the initiatives to make the urban transport facilities world class and also encourage private entry to make it competitive. Hence, the performance and retention of skilled employee is very important and for this, employee should be motivated to remain in the organization forever. An employee gets motivated to perform duties if sufficient guidance is provided by the HR department through different practices like working environment, supervision, fair and equitable compensation, need based training, performance appraisal, rewards and recognition for their contribution in performance of organization. The primary purpose of this study is to identify the effectiveness of these HR practices in Metro Rail service sector organizations in respect of demographic variables.

5. OBJECTIVES OF RESEARCH STUDY

This research work aims:

- To explore and measure effectiveness of HR practices in Metro Rail service sector organizations in India;
- To study and analyze the effect of demographic differences in selected HR practices amongst a sample of employee pertaining to Metro Rail service sector organizations in India

6. RESEARCH HYPOTHESES

The research hypotheses are summarized as below:

- H₀1: There is no attitudinal differences towards the application of HRM practices (training, career development, performance appraisal, compensation and benefit, reward and recognition, and work environment) across age groups.
- H₀2: There is no attitudinal differences towards the application of HRM practices (training, career development, performance appraisal, compensation and benefit, reward and recognition, and work environment) among the different grades of employees.
- H₀3: There is no attitudinal differences towards the application of HRM practices (training, career development, performance appraisal, compensation and benefit, reward and recognition, and work environment) across the departments.
- H₀4: There is no attitudinal differences towards the application of HRM practices (training, career development, performance appraisal, compensation and benefit, reward and recognition, and work environment) across experience levels.

7. RESEARCH DESIGN

Research design is basic structure of research which clarify different strategies and methods to be utilized in research to accumulate data from various sources (Malhotra, 2007). As indicated by Neuman (2006), quantitative methodology has the attributes of estimating objective using variables. Hypotheses were formulated to establish the relationship between employee demographics and their attitudes towards HRM practices, as extracted from the scholarly literature after investigation. Quantitative data was gathered through survey method in Metro Rail service sector organizations using purposive sampling techniques. Self-administered questionnaire was used having statements with 5-point Likert scales from Strongly Agree to Strongly Disagree. Statistical Package (SPSS) Version 22 was used for descriptive and inferential analysis. Independent sample *t*-test was applied on the data collected through structured questionnaire to test the hypotheses.

7.1 Sample and Sampling Technique

The respondents in the study were employees of Metro Rail organizations which are in operation for public services in India. 300 survey questionnaires were dispersed, out of which 209 reactions were recorded. The response rate was about 69%, which was quite acceptable in social science. Out of the received response, eight were rejected due to incomplete information. In social sciences research,

questionnaires in the range of 30-500 are acceptable (Sekaran, 2003). Non probability sampling is adopted for collection of data because it is very convenient, economical, less time consuming and provides easy and speedily data from the respondents as compared to probability sampling (Malhotra, 2007). Moreover, the sample units of this research study were chosen on the ground of convenience because the target respondents were willing to provide information. The respondent's profile is shown in Table 1.

Table-1 : Demographic profile of Respondent % (N=209)

Age Group (in years)		Grade		Department		Total Experience (in years)	
Category	%	Category	%	Category	%	Category	%
Below 31	28.5	Executive	28.6	Operation	62.3	Below 06	27.3
31 - 40	48.1	Non-executive	71.4	Maintenance	37.7	06 - 10	42.8
41 - 50	16.9			Other	0	11 - 15	13
Above 50	6.5					16 - 20	6.5
						Above 20	10.4

Source: Author

7.2 Measurement and Instrumentation

In this study, four demographic variables are examined - age group, grade, department and total experience. The broad categories of demographic research usually cited these variables much significant in contextual environment. Seven functional areas were selected to assess employee's attitude towards the application of HRM practices:

- Recruitment and Selection
- Training

- Career Development
- Performance Appraisal
- Compensation and Benefit
- Reward and Recognition
- Work Environment

These seven HRM domains are selected as they are listed in HRM high performance models, that are summarized with the number of scales and literature references in Table 2.

Table - 2: HR Practices - No. of Scale / Statement and Literature References

HR Practices (Construct/ Variable)	No. of Scale / Statement	Literature Reference
Recruitment and Selection	05	Edgar and Geare (2005), Sun, Aryee, and Law (2007), Chew and Chan (2008), Taylor, Levy, Boyacigiller, and Beechler (2008), Williams and Mohamed (2010)
Training	04	Edgar and Geare (2005), Sun et al. (2007), Chew and Chan (2008), Taylor et al. (2008), Williams and Mohamed (2010), Hong, Hao, Kumar, Ramedran, and Kadiresan (2012)
Career Development	03	Sturges, Guest, and Davey (2000), Edgar and Geare (2005), Chew and Chan (2008), Taylor et al. (2008), Williams and Mohamed (2010), Hong et al. (2012)
Performance Appraisal	05	Sun et al. (2007), Chew and Chan (2008), Whiting, Kline, and Sulsky (2008), Williams and Mohamed (2010), Hong et al. (2012)
Compensation and Benefit	05	Chew and Chan (2008), Williams and Mohamed (2010), Hong et al. (2012)
Reward and Recognition	04	Sun et al. (2007), Chew and Chan (2008), Taylor et al. (2008)
Work Environment	05	Sun et al. (2007), Edgar and Geare (2005)

Source: Author

The survey instrument used in the study composed of range of statements on 5-point Likert scale expressing the application of HRM practices. The survey instrument consists of two segments in which the first segment comprises of the demographic questions relating to gender, age, qualification, designation, grade, department and total experience while the second segment comprises of questions to collect intuitive responses on effectiveness of seven domains of HRM practices. The scale had 31 items (statements) and an arithmetic mean was constructed separately for each construct.

7.3 Scale Properties and Reliability Analysis

The 5-point Likert scale, from strongly agree (1) to strongly disagree (5) was framed. Reliability test was conducted to check the reliability of all the seven HRM constructs (variables). Cronbach's alpha was calculated with the help of SPSS. Table 3 shows that responses of the respondents were reliable. The value of Cronbach's alpha measured 0.7 or more is considered reliable in social science (Nunnally & Bernstein, 1994) whereas this study found Cronbach's alpha measured at 0.94, when all the seven HRM constructs were tested altogether; and found to be at 0.7 or more for six HRM constructs (variables) when tested them individually. This reliability test (Cronbach's Alpha) measures for the seven HRM constructs (variables) are summarized in Table 3.

Table - 3 : Reliability Test (Cronbach's Alpha)

Construct (HR Practice)	N (No. of Response)	Items (Statements)	Cronbach's Alpha
Recruitment and Selection	77	5	0.66
Training	77	4	0.75
Career Development	77	3	0.76

Performance Appraisal	77	5	0.80
Compensation and Benefit	77	5	0.75
Reward and Recognition	77	4	0.71
Work Environment	77	5	0.88

Source: Author

Accordingly, the HR practice Recruitment and Selection were excluded from further study of its relationship with demographic variables as it has Cronbach's Alpha measure < 0.7 ($\alpha = 0.66$).

8. DATA ANALYSIS

The data analysis captures the existence of perceptual difference between employee demographics (age, grade, experience and department) and their attitude towards the selected HR practices. To check the differences in mean between demographic variables, independent sample *t*-test was applied. *F*-value and significant (*p*) value were examined to confirm the hypothesis. To perform independent samples *t*-test, demographic data (age group, grade, department and total experience) has been converted into dichotomous variable. The distribution of demographic variables was tested to check sufficiently normal distribution for conducting *t*-test (i.e., skewness $< |2.0|$ and kurtosis $< |9.0|$; Schmider, Ziegler, Danay, Beyer, & Bühner, 2010).

9. FINDINGS

The HR practices (six domains) and related demographic variables are reported in Table 4.

Table - 4: Application of HR Practices by Age Group, Grade, Department and Total Experience

Construct (Variable) - HR Practice	Result	Age Group		Grade		Department		Total Experience	
		Below 31 Yrs	Above 31 Yrs	Executive	Non-Executive	Operation	Maintenance and Other	10 Yrs or below	Above 10 Yrs
Training	N	22	55	22	55	48	29	54	23
	Mean	2.25	2.11	1.76	2.30	2.04	2.34	2.24	1.93
	<i>F</i>	0.15		8.53		9.69		0.17	
	<i>P</i>	.417		.000*		.101		.072	

Career Development	Mean	3.00	2.62	2.24	2.92	2.66	2.84	2.89	2.35
	F	0.02		0.70		0.28		0.99	
	P	.091		.002*		.398		.014*	
Performance Appraisal	Mean	2.57	2.19	1.95	2.44	2.23	2.41	2.41	2.03
	F	2.55		0.60		2.60		0.41	
	P	.013*		.002*		.207		.011*	
Compensation and Benefit	Mean	2.88	2.53	2.14	2.83	2.58	2.72	2.79	2.28
	F	2.80		0.23		0.02		0.09	
	P	.062		.000*		.408		.005*	
Reward and Recognition	Mean	2.56	2.36	2.07	2.56	2.31	2.59	2.53	2.15
	F	0.56		0.02		2.60		0.04	
	P	.256		.003*		.073		.022*	
Work Environment	Mean	2.78	2.35	1.98	2.67	2.40	2.60	2.66	2.03
	F	0.54		5.43		4.72		4.14	
	p	.043*		.000*		.357		.001*	

Notes: 1. N = number of respondents

2. * p {Sig. (2-tailed)} < 0.05

Source: Author

As shown in Table 4, thirteen analyses had significant differences between means. The statistical analysis and results of demographic variables associated with HR practices are summarized as below.

- **Age Group**

The younger employees (i.e., below 31 years) were associated with training $M=2.25$ ($SD=.61$), career development $M=3.00$ ($SD=.88$), performance appraisal $M=2.57$ ($SD=.69$), compensation and benefit $M=2.88$ ($SD=.84$), reward and recognition $M=2.56$ ($SD=.60$), work environment $M=2.78$ ($SD=.94$). By comparison, the elder employees (i.e., above 31 years) were associated with a numerically smaller training $M = 2.11$ ($SD = .71$), career development $M = 2.62$ ($SD = .88$), performance appraisal $M = 2.19$ ($SD = .59$), compensation and benefit $M = 2.53$ ($SD = .68$), reward and recognition $M = 2.36$ ($SD = .70$), work environment value $M = 2.35$ ($SD = .78$). Levene's F -test was used for testing assumption of homogeneity of variances and found satisfied for training $F(75)=.15$, $p=.696$; career development $F(75)=.02$, $p=.882$; performance appraisal $F(75)=2.55$, $p=.114$; compensation and benefit $F(75) = 2.80$, $p = .099$; reward and recognition $F(75)=.56$, $p=.457$; and work environment $F(75)=.54$, $p=.466$. The independent samples t -test

was associated with statistically significant effect for performance appraisal $t(75) = 2.54$, $p = .013$ and work environment $t(75) = 2.06$, $p = .043$; and was not associated with training $t(75)=.82$, $p=.417$, career development $t(75)=1.71$, $p=.091$; compensation and benefit $t(75)=1.90$, $p=.062$; and reward and recognition $t(75)=1.14$, $p=.256$. Thus, the attitudinal differences exist towards the application of selective HR practices across the age groups.

- **Grade**

The non-executive employees were associated with training $M = 2.30$ ($SD = .72$), career development $M = 2.92$ ($SD = .88$), performance appraisal $M = 2.44$ ($SD = .59$), compensation and benefit $M=2.83$ ($SD = .67$), reward and recognition $M = 2.56$ ($SD = .63$), work environment $M = 2.67$ ($SD = .84$). By comparison, executive employees were associated with a numerically smaller training $M = 1.76$ ($SD = .34$), career development $M = 2.24$ ($SD = .74$), performance appraisal $M = 1.95$ ($SD = .56$), compensation and benefit $M = 2.14$ ($SD = .68$), reward and recognition $M = 2.07$ ($SD = .65$), work environment value $M = 1.98$ ($SD = .65$). Levene's F -test was used for testing assumption of homogeneity of variances and found satisfied for career development $F(75) =$

.70, $p = .404$; performance appraisal $F(75) = .60$, $p = .443$; compensation and benefit $F(75) = .23$, $p = .636$; reward and recognition $F(75) = .02$, $p = .897$; and found not satisfied for Training $F(75) = 8.53$, $p = .005$; and work environment $F(75) = 5.43$, $p = .022$. The independent samples t -test was associated with statistically significant effect for training $t(73) = -4.46$, $p = .000$; career development $t(75) = -3.18$, $p = .002$; performance appraisal $t(75) = -3.28$, $p = .002$; compensation and benefit $t(75) = -4.11$, $p = .000$; reward and recognition $t(75) = -3.06$, $p = .003$ and work environment $t(50) = -3.88$, $p = .000$. Thus, the attitudinal differences exist towards the application of all six HR practices across the grade.

• Department

The employees belonging to Maintenance were associated with training $M = 2.34$ ($SD = .87$), career development $M = 2.84$ ($SD = .85$), performance appraisal $M = 2.41$ ($SD = .63$), compensation and benefit $M = 2.72$ ($SD = .74$), reward and recognition $M = 2.59$ ($SD = .76$), work environment $M = 2.60$ ($SD = 1.00$). By comparison, the operation employees were associated with a numerically smaller training $M = 2.04$ ($SD = .51$), career development $M = 2.66$ ($SD = .92$), performance appraisal $M = 2.23$ ($SD = .61$), compensation and benefit $M = 2.58$ ($SD = .74$), reward and recognition $M = 2.31$ ($SD = .59$), work environment $M = 2.40$ ($SD = .73$). Levene's F -test was used for testing assumption of homogeneity of variances and found satisfied for career development $F(75) = .28$, $p = .599$; performance appraisal $F(75) = 2.60$, $p = .111$; compensation and benefit $F(75) = .02$, $p = .879$; reward and recognition $F(75) = 2.60$, $p = .111$; and found not satisfied for Training $F(75) = 9.69$, $p = .003$; and work environment $F(75) = 4.72$, $p = .033$. The independent samples t -test was not associated with statistically significant effect for training $t(40) = -1.68$, $p = .101$; career development $t(75) = -.85$, $p = .398$; performance appraisal $t(75) = -1.27$, $p = .207$; compensation and benefit $t(75) = -.83$, $p = .408$; reward and recognition $t(75) = -1.82$, $p = .073$; work environment $t(46) = -.93$, $p = .357$. Thus, the attitudinal differences do not exist towards the application of HR practices across the department.

• Total Experience

The employees having total work experiences of 10 years or below were associated with training $M = 2.24$ ($SD = .66$), career development $M = 2.89$ ($SD = .90$), performance appraisal $M = 2.41$ ($SD = .60$), compensation and benefit $M = 2.79$ ($SD = .69$), reward and recognition $M = 2.53$ ($SD = .66$), work environment $M = 2.66$ ($SD = .85$). By comparison, employees having total work experiences above 10 years were associated with a numerically smaller training $M = 1.93$ ($SD = .70$), career development $M = 2.35$ ($SD = .76$), performance appraisal $M = 2.03$ ($SD = .59$), compensation and benefit $M = 2.28$ ($SD = .74$), reward and recognition $M = 2.15$ ($SD = .64$), work environment value $M = 2.03$ ($SD = .65$). Levene's F -test was used for testing assumption of homogeneity of variances and found satisfied for Training $F(75) = .17$, $p = .682$; career development $F(75) = .99$, $p = .322$; performance appraisal $F(75) = .41$, $p = .522$; compensation and benefit $F(75) = .09$, $p = .761$; reward and recognition $F(75) = .04$, $p = .835$; and found not satisfied for work environment $F(75) = 4.14$, $p = .045$. The independent samples t -test was associated with statistically significant effect for career development $t(75) = 2.51$, $p = .014$; performance appraisal $t(75) = 2.62$, $p = .011$; compensation and benefit $t(75) = 2.89$, $p = .005$; reward and recognition $t(75) = 2.34$, $p = .022$; work environment $t(54) = 3.53$, $p = .001$; and was not associated with training $t(75) = 1.83$, $p = .072$. Thus, the attitudinal differences exist towards the application of HR practices across the total work experiences.

10. DISCUSSION AND CONCLUSION

The findings of the research highlight potential role of employee demography in effectiveness of HR practices. Whilst the results suggest some of the demographic constructs greatly affect employee behaviour towards HR practices, still some research exists that advises demographics to be part of sample selection and statistical analysis. As summarized in Table 4, the younger employees (below 31 years) perceive performance appraisal and work environment practices to be substantially better placed than what was experienced by the elder (above 31 years) respondents. Also,

the non-executive employees perceive training, career development, reward and recognition, compensation and benefit, performance appraisal and work environment practices to be substantially better placed as compared to executive grade employees. Furthermore, employees having total work experiences of 10 years or below perceives career development, reward and recognition, compensation and benefit, performance appraisal and work environment practices to be substantially better placed than what was experienced by the employees having total work experiences above 10 years.

Thus, the research finding highlight attitudinal differences towards the application of many HR practices, which conforms to Pfeffer's (1985) finding of crucial role that demography plays in area of HR research. HR professionals can be benefited with the study of employee demographics and its linkage with employee's behaviour and approach towards jobs and organization. Demographic attributes have the potential to anticipate traits for employee attitude (Pfeffer 1985; Stewman, 1988). In the process of designing and developing HR policies and practices in the organization, employee demographics should be considered as an integral part of HR policies and practices

11. LIMITATION OF STUDY

The present study has some limitations. Further study on employee demographics should include other variables like gender, marital status, employee seniority, etc. along with other HR practices like employee participation, communication and job design to name a few. The study was limited to few Metro Rail service sector organizations with smaller sample size. Future study should span over several Metro Rail service sector organizations with bigger sample size.

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