

CHAPTER IV

ANALYSIS AND INTERPRETATION

Chapter IV described the various tools used and the methods adopted to collect the data. The present chapter gives an analysis of the result of the present study. The data for the present study were collected from 553 employees of automobile industries in Chennai and the data have been analyzed using the following statistical techniques:

1. Descriptive analysis (Frequency, Percentage, Mean and standard deviation)
2. Independent Sample t-test
3. One way ANOVA test
4. K- Mean Cluster Analysis
5. Chi-Square analysis
6. Correlation analysis
7. Multiple regression analysis

Table 4.1.1: Distribution of Automobile Industry

SL.NO	Variable	Category	Frequency	Percentage
1.	Industry	Ashok Leyland	65	11.8
		BMW	70	12.7
		Caterpillar	70	12.7
		Daimler	68	12.3
		Ford India	70	12.7
		Hyundai	70	12.7
		Nissan & Renault	70	12.7
		Royal Enfield	70	12.7
		Total	553	100.0

From the sample size, there are 11.8 percentage of the employees working in Ashok Leyland, 12.3 percentage of the employees working in Daimler and each 12.7 percentage of the employees working in BMW, Caterpillar, Ford India, Hyundai, Nissan & Renault and Royal Enfield.

Chart 4.1.1: Distribution of Automobile Industry

Table 4.1.2: Distribution of Age of the Employees

SL.NO	Variable	Category	Frequency	Percentage
2.	Age	Up to 25	131	23.7
		26 To 35	344	62.2
		36 To 45	52	9.4
		Above46	26	4.7
		Total	553	100.0

Source: primary data

Most of the employees belonging to the age group of 26 to 35 years (N=344) (62.2%), followed by the employees in the age group of up to 25 years (N=131) (23.7%), employees in the age group of 36 to 45 years (N=52) (9.4%) and employees in the age group of above 46 years (N=26) (4.7%).

Chart 4.1.2: Distribution of Age of the Employees

Table 4.1.3: Distribution of Education of the Employees

SL.NO	Variable	Category	Frequency	Percentage
3.	Education	Up to HSC	69	12.5
		Technical	199	36.0
		Graduates	184	33.3
		Post graduates	101	18.3
		Total	553	100.0

Among 553 employees, 69 (12.5%) have acquired up to HSC, 199 (36%) employees are in technical education, 184 (33.3%) employees are found to be graduates and 101 (18.3%) employees are found to be post graduate.

Chart 4.1.3: Distribution of Education of the Employees

Table 4.1.4: Distribution of Department of the Employees

SL.NO	Variable	Category	Frequency	Percentage
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4.	Department	Finance	114	20.6
		Human resource	52	9.4
		Production	283	51.2
		Other	104	18.8
		Total	553	100.0

Among 553 employees, 114 (20.6%) have working in finance department, 52 (9.4%) employees are working in human resource department, 283 (51.2%) employees are working in production department, and 104 (18.8%) employees are working in other departments.

Chart 4.1.4: Distribution of Department of the Employees

4.1.5: Distribution of Experience of the Employees

SL.NO	Variable	Category	Frequency	Percentage
5.	Experience	Up to 5 Yrs	205	37.1
		6 To 10 Yrs	253	45.8
		11 To 15 Yrs	59	10.7
		Above 15 Yrs	36	6.5
		Total	553	100.0

It is inferred that, there are 37.1 percentage of the employees having up to 5 years of experience, 45.8 percentage of the employees having 6 – 10 years of experience, 10.7 percentage of the employees having 11 – 15 years of experience and 6.5 percentage of the employees having above 15 years of experience.

Chart 4.1.5: Distribution of Experience of the Employees

Table 4.1.6: Distribution of Gender of the Employees

SL.NO	Variable	Category	Frequency	Percentage
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6.	Gender	Male	541	97.8
		Female	12	2.2
		Total	553	100.0

It is observed that among 553 employees, majority of the employees are male (N=541) (97.8%), and (N=12) (2.2%) are female.

Chart 4.1.6: Distribution of Gender of the Employees

Table 4.1.7: Distribution of Marital Status of the Employees

SL.NO	Variable	Category	Frequency	Percentage
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7.	Marital Status	Married	294	53.2
		Unmarried	259	46.8
		Total	553	100.0

It is found that among 553 employees, majority of the employees are married (N=294) (53.2%), and 259 (46.8%) are unmarried.

Chart 4.1.7: Distribution of Marital Status of the Employees

Table 4.1.8: Distribution of Family Type of the Employees

SL.NO	Variable	Category	Frequency	Percentage
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8.	Family Type	Joint	429	77.6
		Nuclear	124	22.4
		Total	553	100.0

It is observed that among 553 employees, majority of the employees are joint family 429 (77.6%), and 124 (22.4%) are nuclear family.

Chart 4.1.8: Distribution of Family Type of the Employees

Table 4.1.9: Distribution of Area of Employment of the Employees

SL.NO	Variable	Category	Frequency	Percentage
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9.	Area of Employment	Rural	490	88.6
		Urban	63	11.4
		Total	553	100.0

The table observed that 88.6 percentages of the employees are coming from rural and 11.4 percentages of the employees are coming from urban.

Chart 4.1.9: Distribution of Area of Employment of the Employees

Table 4.1.10: Distribution of Designation of the Employees

SL.NO	Variable	Category	Frequency	Percentage
10.	Designation	Supervisory	208	37.6
		Subordinates	345	62.4
		Total	553	100.0

The table observed that 62.4 percentages of the employees are subordinate and 37.6 percentages of the employees are supervisor.

Chart 4.1.10: Distribution of Designation of the Employees

Table 4.2: One way ANOVA showing employees opinion among industry groups with respect to Human Relations

Dimensions	Industry	N	Mean	SD	F	p	DMRT
Working Conditions	Ashok Leyland	65	3.3769	.32919	15.275	.000	8,3>2,5, 4,7,1,6
	BMW	70	3.5329	.36662			
	Caterpillar	70	3.7729	.57406			
	Daimler	68	3.4044	.34660			
	Ford India	70	3.4271	.34004			
	Hyundai	70	3.3714	.39860			
	Nissan & Renault	70	3.4029	.42494			
	Royal Enfield	70	3.8943	.56025			
Total	553	3.5246	.46564				

Work Groups	Ashok Leyland	65	3.2631	.43966	17.434	.000	8>3>2> 6,5,4,1,7
	BMW	70	3.4700	.42302			
	Caterpillar	70	3.6171	.49048			
	Daimler	68	3.2691	.39898			
	Ford India	70	3.2829	.38710			
	Hyundai	70	3.2929	.34064			
	Nissan & Renault	70	3.2486	.43961			
	Royal Enfield	70	3.8371	.50624			
	Total	553	3.4119	.47404			
Rewards	Ashok Leyland	65	3.2215	.36763	11.151	.000	8>3,2> 4,5,6,7,1
	BMW	70	3.5100	.48727			
	Caterpillar	70	3.5186	.66120			
	Daimler	68	3.3603	.33819			
	Ford India	70	3.3400	.33897			
	Hyundai	70	3.3286	.32264			
	Nissan & Renault	70	3.3171	.40108			
	Royal Enfield	70	3.8086	.60379			
	Total	553	3.4277	.48638			
Manage. Policies & Admin.	Ashok Leyland	65	3.2954	.41436	13.341	.000	8>3,2> 4,7,1,6,5
	BMW	70	3.4314	.55809			
	Caterpillar	70	3.5271	.58950			
	Daimler	68	3.3132	.34028			
	Ford India	70	3.2686	.44739			
	Hyundai	70	3.2757	.37819			
	Nissan & Renault	70	3.2957	.44247			
	Royal Enfield	70	3.8671	.52935			
	Total	553	3.4107	.50617			

Source: primary data

Continuous of table 4.2

Dimensions	Industry	N	Mean	SD	F	p	DMRT
Satisfaction With The Nature of Work	Ashok Leyland	65	3.3000	.36870	11.801	.000	8>3,2>5, 6>4,1,7
	BMW	70	3.5629	.49700			
	Caterpillar	70	3.5771	.53600			
	Daimler	68	3.3750	.32662			
	Ford India	70	3.4829	.32924			
	Hyundai	70	3.4271	.31938			
	Nissan & Renault	70	3.3486	.41729			
	Royal Enfield	70	3.8643	.58781			
	Total	553	3.4944	.46374			
	Ashok Leyland	65	3.4015	.39824			
	BMW	70	3.4586	.55755			
	Caterpillar	70	3.5843	.53909			
	Daimler	68	3.3500	.34098			

Leadership	Ford India	70	3.3457	.36858	10.721	.000	8>3,2> 1,7,4,5,6
	Hyundai	70	3.2943	.41350			
	Nissan & Renault	70	3.3429	.43691			
	Royal Enfield	70	3.8329	.53371			
	Total	553	3.4521	.48353			
Communi.	Ashok Leyland	65	3.2554	.41346	11.791	.000	8>3,2>6, 7,4>5,1
	BMW	70	3.5029	.48123			
	Caterpillar	70	3.5486	.63605			
	Daimler	68	3.3338	.33663			
	Ford India	70	3.2743	.38549			
	Hyundai	70	3.3557	.31283			
	Nissan & Renault	70	3.3443	.43159			
	Royal Enfield	70	3.8357	.62671			
	Total	553	3.4333	.49903			
Supervision	Ashok Leyland	65	3.3292	.36216	16.119	.000	8>3,2>7, 1>4,6,5
	BMW	70	3.5186	.53549			
	Caterpillar	70	3.5529	.55029			
	Daimler	68	3.2794	.45762			
	Ford India	70	3.1957	.46421			
	Hyundai	70	3.2629	.46412			
	Nissan & Renault	70	3.3571	.43358			
	Royal Enfield	70	3.9300	.62446			
	Total	553	3.4297	.53871			
Human Relation	Ashok Leyland	65	3.3054	.25453	22.173	.000	8>3,2>4, 7,1,5,6
	BMW	70	3.4984	.38421			
	Caterpillar	70	3.5873	.48187			
	Daimler	68	3.3357	.22184			
	Ford India	70	3.3271	.25242			
	Hyundai	70	3.3261	.24001			
	Nissan & Renault	70	3.3321	.30570			
	Royal Enfield	70	3.8587	.49042			
	Total	553	3.4480	.38915			

Source: primary data

The one way ANOVA is conducted for the sample of 553 and to validate the significant difference among the industry groups towards human relations in automobile industry. Independent variable industry of automobile is classified into eight groups such as Ashok Leyland, BMW, Caterpillar, Daimler, Ford India, Hyundai, Nissan & Renault and Royal Enfield. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies &

administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, F ratio, p value and DMRT are calculated and the following hypotheses are framed.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards working conditions with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Working conditions factor with eight sub groups of industry show the highest mean of 3.8943 goes with the industry of Royal Enfield and the lowest mean of 3.3714 is with the industry of Hyundai. The F value of 15.275 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards working conditions of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much

difference among the industry groups and obtained mean scores of the working conditions of employees in automobile industry.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Work groups factor with eight sub groups of industry show the highest mean of 3.8371 goes with the industry of Royal Enfield and the lowest mean of 3.2486 is with the Nissan & Renault. The F value of 17.434 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards work groups of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the industry groups and obtained mean scores of the work groups of employees in automobile industry.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards rewards with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Rewards factor with eight sub groups of industry show the highest mean of 3.8086 goes with the industry of Royal Enfield and the lowest mean of 3.2215 is with the Ashok Leyland. The F value of 11.151 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards rewards of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the industry groups and obtained mean scores of the rewards of employees in automobile industry.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management policies & administration with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management policies & administration with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of management policies & administration, the opinion scores regard the management policies & administration from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Management policies & administration factor with eight sub groups of industry show the highest mean of 3.8671 goes with the industry of Royal Enfield and the lowest mean of 3.2686 is with the Ford India. The F value of 13.341 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards management policies & administration of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the industry groups and obtained mean scores of the management policies & administration of employees in automobile industry.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of satisfaction with the nature of work, the opinion scores regard the satisfaction with the nature of work from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Satisfaction With the nature of work factor with eight sub groups of industry show the highest mean of 3.8643 goes with the industry of Royal Enfield and the lowest mean of 3.3486 is with the Nissan & Renault. The F value of 11.801 is significant with the p-value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the industry groups and obtained mean scores of the satisfaction with the nature of work of employees in automobile industry.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of leadership, the opinion scores regard the leadership from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Leadership factor with eight sub groups of industry show the highest mean of 3.8329 goes with the industry of Royal Enfield and the lowest mean of 3.2943 is with the Hyundai. The F value of 10.721 is significant with the p-value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards leadership of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the industry groups and obtained mean scores of the leadership of employees in automobile industry.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of communication, the opinion scores regard the communication from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Communication factor with eight sub groups of industry show the highest mean of 3.8357 goes with the industry of Royal Enfield and the lowest mean of 3.2554 is with the Ashok Leyland. The F value of 11.791 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards communication of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the industry groups and obtained mean scores of the communication of employees in automobile industry.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of supervision, the opinion scores regard the supervision from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Supervision factor with eight sub groups of industry show the highest mean of 3.9300 goes with the industry of Royal Enfield and the lowest mean of 3.1957 is with the Ford India. The F value of 16.119 is significant with the p-value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards supervision of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the industry groups and obtained mean scores of the supervision of employees in automobile industry.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to industry groups of automobile in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to industry groups of automobile in Chennai.

In order to examine the influence of industry groups over the opinion of human relation, the opinion scores regard the human relation from the individuals belonging to the different industry groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different industry groups. Human relation variable with eight sub groups of industry show the highest mean of 3.8587 goes with the industry of Royal Enfield and the lowest mean of 3.3261 is with the Hyundai. The F value of 22.173 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_O is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the industry groups and obtained mean scores towards human relation of employees in automobile industry. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the industry groups and obtained mean scores of the human relation of employees in automobile industry.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this one way ANOVA and the result, it shown that different industry groups of auto mobile have significant differences towards human relations of employees in Chennai.

There is significant difference through the dimensions of human relations such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision with respect to different industry groups of auto mobile. Human relations with eight sub groups of industry of auto mobile shows the highest influence of 3.8587 goes with the auto mobile industry of Royal Enfield and the lowest influence of 3.3261 is with the auto mobile industry of Hyundai in Chennai. It is noted that one way ANOVA and the result shows that moderately influence towards human relations with respect to industry group of auto mobile. From the one way ANOVA analysis, it is found that the perceived better human relations goes with the auto mobile industry of Royal Enfield when compared respective industry categories of auto mobiles in Chennai.

Table 4.3: One way ANOVA showing employees opinion among age groups with respect to Human Relations

Dimensions	Age	N	Mean	SD	F	p	DMRT
Working Conditions	Up to 25	131	3.4847	.50283	19.672	.000	4,3>1,2
	26 To 35	344	3.4593	.40062			
	36 To 45	52	3.8519	.51468			
	Above46	26	3.9346	.51532			

	Total	553	3.5246	.46564			
Work Group	Up to 25	131	3.3840	.48084	8.929	.000	3,4>1,2
	26 To 35	344	3.3657	.44149			
	36 To 45	52	3.6750	.48704			
	Above46	26	3.6385	.60866			
	Total	553	3.4119	.47404			
Rewards	Up to 25	131	3.4573	.47117	10.054	.000	3,4>1,2
	26 To 35	344	3.3587	.44856			
	36 To 45	52	3.6865	.54666			
	Above46	26	3.6731	.65333			
	Total	553	3.4277	.48638			
Manage. Policies & Admin.	Up to 25	131	3.3908	.50359	12.064	.000	3,4>1,2
	26 To 35	344	3.3494	.45962			
	36 To 45	52	3.7519	.58494			
	Above46	26	3.6385	.62615			
	Total	553	3.4107	.50617			
Satisfaction With The Nature of Work	Up to 25	131	3.5305	.42660	7.163	.000	3>4,1,2
	26 To 35	344	3.4381	.43139			
	36 To 45	52	3.7365	.58041			
	Above46	26	3.5731	.61875			
	Total	553	3.4944	.46374			
Leadership	Up to 25	131	3.4374	.51446	8.757	.000	3,4>1,2
	26 To 35	344	3.4006	.44578			
	36 To 45	52	3.6962	.53759			
	Above46	26	3.7192	.48416			
	Total	553	3.4521	.48353			

Continuous of table 4.3

Dimensions	Age	N	Mean	SD	F	p	DMRT
Communi.	Up to 25	131	3.4252	.51296	9.296	.000	3,4>1,2
	26 To 35	344	3.3782	.44573			
	36 To 45	52	3.7442	.62038			
	Above46	26	3.5808	.59466			
	Total	553	3.4333	.49903			
Supervision	Up to 25	131	3.3878	.53017	14.670	.000	3,4>1,2
	26 To 35	344	3.3648	.50670			
	36 To 45	52	3.8308	.53998			
	Above46	26	3.6962	.59429			
	Total	553	3.4297	.53871			
Human Relation	Up to 25	131	3.4372	.39132	17.395	.000	3,4>1,2
	26 To 35	344	3.3894	.33651			
	36 To 45	52	3.7466	.47346			
	Above46	26	3.6817	.49631			
	Total	553	3.4480	.38915			

Source: primary data

The one way ANOVA is conducted for the sample of 553 and to validate the significant difference among the age groups of the employees towards human relations in automobile industry. Independent variable age of employees is classified into four groups such as up to 25 years, 26 to 35 years, 36 to 45 years and above 46 years. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, F ratio, p value and DMRT are calculated and the following hypotheses are framed.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards working conditions with respect to age groups of employees in Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to age groups of employees in Chennai.

In order to examine the influence of age groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Working conditions factor with four sub groups of age show the highest mean value of 3.9346 goes with the age group of above 46 years and the lowest mean value of 3.4593 is with the age group of 26 to 35 years. The F value of 19.672 is significant with the p -value of 0.000; since the p-value is

lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the age groups and obtained mean scores of the working conditions of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to age groups of employees in automobile industries.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to age groups of employees in automobile industries.

In order to examine the influence of age groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Work groups factor with four sub groups of age show the highest mean value of 3.6750 goes with the age group of 36 to 45 years and the lowest mean value of 3.3657 is with the age group of 26 to 35 years. The F value of 8.929 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted.

Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores towards work groups of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the age groups and obtained mean scores of the work groups of employees in automobile industries at Chennai.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards rewards with respect to age groups of employees in automobile industries.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to age groups of employees in automobile industries.

In order to examine the influence of age groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Rewards factor with four sub groups of age show the highest mean value of 3.6865 goes with the age group of 36 to 45 years and the lowest mean value of 3.3587 is with the age group of 26 to 35 years. The F value of 10.054 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores

towards rewards of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the age groups and obtained mean scores of the rewards of employees in automobile industries at Chennai.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management polices & administration with respect to age groups of employees in automobile industries.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management polices & administration with respect to age groups of employees in automobile industries.

In order to examine the influence of age groups over the opinion of management polices & administration, the opinion scores regarding the management polices & administration from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Management polices & administration factor with four sub groups of age show the highest mean value of 3.7519 goes with the age group of 36 to 45 years and the lowest mean value of 3.3494 is with the age group of 26 to 35 years. The F value of 12.064 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores towards management polices & administration of employees in automobile

industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the age groups and obtained mean scores of the management polices & administration of employees in automobile industries at Chennai.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to age groups of employees in automobile industries.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to age groups of employees in automobile industries.

In order to examine the influence of age groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the satisfaction with the nature of work from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Satisfaction with the nature of work factor with four sub groups of age show the highest mean value of 3.7365 goes with the age group of 36 to 45 years and the lowest mean value of 3.4381 is with the age group of 26 to 35 years. The F value of 7.163 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industries. Further, the standard deviations also show that there is much

difference among the same. The DMRT result also confirms that there is much difference among the age groups and obtained mean scores of the satisfaction with the nature of work of employees in automobile industries at Chennai.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to age groups of employees in automobile industries.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to age groups of employees in automobile industries.

In order to examine the influence of age groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Leadership factor with four sub groups of age show the highest mean value of 3.6962 goes with the age group of 36 to 45 years and the lowest mean value of 3.4006 is with the age group of 26 to 35 years. The F value of 7.163 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores towards leadership of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the age groups

and obtained mean scores of the leadership of employees in automobile industries at Chennai.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to age groups of employees in automobile industries.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to age groups of employees in automobile industries.

In order to examine the influence of age groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Communication factor with four sub groups of age show the highest mean value of 3.7442 goes with the age group of 36 to 45 years and the lowest mean value of 3.3782 is with the age group of 26 to 35 years. The F value of 9.296 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the age groups and obtained mean scores of the communication of employees in automobile industries at Chennai.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to age groups of employees in automobile industries.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to age groups of employees in automobile industries.

In order to examine the influence of age groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Supervision factor with four sub groups of age show the highest mean value of 3.8308 goes with the age group of 36 to 45 years and the lowest mean value of 3.3648 is with the age group of 26 to 35 years. The F value of 14.670 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the age groups and obtained mean scores of the supervision of employees in automobile industries at Chennai.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to age groups of employees in automobile industries.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to age groups of employees in automobile industries.

In order to examine the influence of age groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different age groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different age groups. Human relation factor with four sub groups of age show the highest mean value of 3.7466 goes with the age group of 36 to 45 years and the lowest mean value of 3.3894 is with the age group of 26 to 35 years. The F value of 17.395 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the age groups and obtained mean scores towards human relation of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the age groups and obtained mean scores of the human relation of employees in automobile industries at Chennai.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this one way ANOVA and the result, it shown that different age groups of employees has significant differences towards human relations of employees in Chennai. There is significant difference through the dimensions of human relations such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision with respect to different industry groups of auto mobile. Human relations with four sub groups of age groups shows the highest influence of 3.7466 goes with the 36 to 45 years of the employees and the lowest influence of 3.3894 is with the 26 to 35 years of employees in automobile industries at Chennai. It is noted that one way ANOVA and the result shows that moderately influence towards human relations with respect to age group of the employees. From the one way ANOVA analysis, it is found that the perceived better human relations goes with the 36 to 45 years of age groups when compared respective categories of auto mobiles industries in Chennai.

Table 4.4: One way ANOVA showing employees opinion among education groups with respect to Human Relations

Dimensions	Education	N	Mean	SD	F	p	DMRT
Working Conditions	Up to HSC	69	3.2043	.32378	41.827	.000	4>3>2,1
	Technical	199	3.3980	.42259			
	Graduates	184	3.6011	.40918			
	Post graduates	101	3.8535	.49286			
	Total	553	3.5246	.46564			
Work Groups	Up to HSC	69	3.2420	.40526	16.440	.000	4>3,2>1
	Technical	199	3.3241	.41599			
	Graduates	184	3.4299	.48001			
	Post graduates	101	3.6683	.51204			
	Total	553	3.4119	.47404			
Rewards	Up to HSC	69	3.3391	.43292	15.305	.000	4>3,2,1
	Technical	199	3.3236	.44596			
	Graduates	184	3.4250	.48836			
	Post graduates	101	3.6980	.49739			
	Total	553	3.4277	.48638			
Manage. Policies & Admin.	Up to HSC	69	3.2391	.43563	18.230	.000	4>3>2,1
	Technical	199	3.2985	.44090			
	Graduates	184	3.4408	.49204			
	Post graduates	101	3.6941	.57373			
	Total	553	3.4107	.50617			
Satisfaction With The Nature of Work	Up to HSC	69	3.4058	.34036	14.829	.000	4>3>1,2
	Technical	199	3.3844	.40203			
	Graduates	184	3.5141	.45222			
	Post graduates	101	3.7356	.57019			
	Total	553	3.4944	.46374			
Leadership	Up to HSC	69	3.2710	.43491	16.316	.000	4>3>2,1
	Technical	199	3.3628	.44270			
	Graduates	184	3.4761	.45673			
	Post graduates	101	3.7079	.53529			
	Total	553	3.4521	.48353			

Continuous of table 4.4

Dimensions	Education	N	Mean	SD	F	p	DMRT
Communi.	Up to HSC	69	3.3014	.38673	21.449	.000	4>3>1,2
	Technical	199	3.2874	.43980			
	Graduates	184	3.4804	.44837			
	Post graduates	101	3.7248	.61472			
	Total	553	3.4333	.49903			
Supervision	Up to HSC	69	3.2348	.45174	21.584	.000	4>3>2,1
	Technical	199	3.3296	.45380			
	Graduates	184	3.4196	.55775			
	Post graduates	101	3.7782	.56313			

	Total	553	3.4297	.53871			
Human Relation	Up to HSC	69	3.2797	.25620	32.580	.000	4>3>2,1
	Technical	199	3.3386	.30896			
	Graduates	184	3.4734	.37368			
	Post graduates	101	3.7325	.46950			
	Total	553	3.4480	.38915			

Source: primary data

The one way ANOVA is conducted for the sample of 553 and to validate the significant difference among the education groups of the employees towards human relations in automobile industry. Independent variable education of employees is classified into four groups such as up to HSC, technical, graduates and post graduates. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, F ratio, p value and DMRT are calculated and the following hypotheses are framed.

Null Hypothesis (H₀): Employees' opinion does not differ significantly towards working conditions with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the

different education groups. Working conditions factor with four sub groups of education show the highest mean value of 3.8535 goes with the education group of post graduates and the lowest mean value of 3.2043 is with the education group of up to HSC. The F value of 41.827 is significant with the p-value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the working conditions of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different education groups. Work groups factor with four sub groups of

education show the highest mean value of 3.6683 goes with the education group of post graduates and the lowest mean value of 3.2420 is with the education group of up to HSC. The F value of 16.440 is significant with the p-value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards work groups of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the work groups of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards rewards with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different education groups. Rewards factor with four sub groups of education show the highest mean value of 3.6980 goes with the education group of post graduates

and the lowest mean value of 3.3391 is with the education group of up to HSC. The F value of 15.305 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards rewards of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the rewards of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management polices & administration with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management polices & administration with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of management polices & administration, the opinion scores regarding the management polices & administration from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different education groups. Management polices & administration factor with four sub groups of education

show the highest mean value of 3.6941 goes with the education group of post graduates and the lowest mean value of 3.2391 is with the education group of up to HSC. The F value of 18.230 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards management polices & administration of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the management polices & administration of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the satisfaction with the nature of work from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different education groups. Satisfaction with the nature of work factor with four sub groups of education

show the highest mean value of 3.7356 goes with the education group of post graduates and the lowest mean value of 3.3844 is with the education group of technical. The F value of 14.829 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the satisfaction with the nature of work of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different education groups. Leadership factor with four sub groups of education show the highest mean value of 3.7079 goes with the education group of post

graduates and the lowest mean value of 3.2710 is with the education group of up to HSC. The F value of 16.316 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards leadership of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the leadership of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different education groups. Communication factor with four sub groups of education show the highest mean value of 3.7248 goes with the education group of post graduates and the lowest mean value of 3.3014 is with the education group of up to HSC. The F value of 21.449 is significant with the p

-value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the communication of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different education groups. Supervision factor with four sub groups of education show the highest mean value of 3.7782 goes with the education group of post graduates and the lowest mean value of 3.2348 is with the education group of up to HSC. The F value of 21.584 is significant with the p

-value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the supervision of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to education groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to education groups of employees in automobile industries at Chennai.

In order to examine the influence of education groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different education groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different education groups. Human relation factor with four sub groups of education show the highest mean value of 3.7325 goes with the education group of post graduates and the lowest mean value of 3.2797 is with the education group of up to HSC. The F value of 32.580 is significant with the p

-value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the education groups and obtained mean scores towards human relation of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the education groups and obtained mean scores of the human relation of employees in automobile industries.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this one way ANOVA and the result, it shown that different education groups of employees has significant differences towards human relations of employees in Chennai. There is significant difference through the dimensions of human relations such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision with respect to different education groups of automobile industries. Human relations with four sub groups of education shows the highest influence of 3.7325 goes with the post graduate of the employees and the lowest influence of 3.2797 is with the up to HSC of employees in automobile industries at Chennai. It is noted that one way ANOVA and the result shows that moderately influence towards human relations with respect to education group of the employees. From the one way ANOVA analysis, it is found that

the perceived better human relations goes with the post graduate of education groups when compared respective categories of auto mobiles industries in Chennai.

Table 4.5: One way ANOVA showing employees opinion among designation groups with respect to Human Relations

Dimensions	Designation	N	Mean	SD	F	P
Working Conditions	Finance	114	3.3535	.45276	7.180	.000
	Human resource	52	3.6058	.49484		
	Production	283	3.5491	.43323		
	Other	104	3.6048	.50807		
	Total	553	3.5246	.46564		
Work Groups	Finance	114	3.3184	.47103	2.386	.068
	Human resource	52	3.4712	.50733		
	Production	283	3.4155	.45254		
	Other	104	3.4750	.50718		
	Total	553	3.4119	.47404		
Rewards	Finance	114	3.3404	.48385	2.513	.058
	Human resource	52	3.4615	.47739		
	Production	283	3.4237	.48029		
	Other	104	3.5173	.49941		
	Total	553	3.4277	.48638		
Manage. Policies & Admin.	Finance	114	3.3193	.49473	2.710	.044
	Human resource	52	3.3808	.52283		
	Production	283	3.4159	.48873		
	Other	104	3.5115	.54333		
	Total	553	3.4107	.50617		
Satisfaction With The Nature of Work	Finance	114	3.4316	.44984	1.279	.281
	Human resource	52	3.5346	.45066		
	Production	283	3.4929	.46770		
	Other	104	3.5471	.47233		
	Total	553	3.4944	.46374		

Leadership	Finance	114	3.3675	.42914	3.094	.027
	Human resource	52	3.4558	.54751		
	Production	283	3.4442	.48458		
	Other	104	3.5644	.48869		
	Total	553	3.4521	.48353		

Continuous of table 4.5

Dimensions	Designation	N	Mean	SD	F	P
Communi.	Finance	114	3.3202	.48026	3.294	.020
	Human resource	52	3.5115	.50280		
	Production	283	3.4353	.49238		
	Other	104	3.5125	.51872		
	Total	553	3.4333	.49903		
Supervision	Finance	114	3.3123	.48283	3.140	.025
	Human resource	52	3.4481	.54754		
	Production	283	3.4357	.54026		
	Other	104	3.5327	.57072		
	Total	553	3.4297	.53871		
Human Relation	Finance	114	3.3454	.35478	4.541	.004
	Human resource	52	3.4837	.42002		
	Production	283	3.4515	.37720		
	Other	104	3.5332	.42067		
	Total	553	3.4480	.38915		

Source: primary data

The one way ANOVA is conducted for the sample of 553 and to validate the significant difference among the designation groups of the employees towards human relations in automobile industry. Independent variable designation of employees is classified into four groups such as finance human resource, production and others. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, F ratio, p value and DMRT are calculated and the following hypotheses are framed.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards working conditions with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. Working conditions factor with four sub groups of designation show the highest mean value of 3.6058 goes with the designation group of human resource and the lowest mean value of 3.3535 is with the designation group of finance. The F value of 7.180 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the designation groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the designation groups and obtained mean scores of the working conditions of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. The F value of 2.386 is significant with the p-value of 0.068; since the p-value is greater than 0.05 it falls in the acceptance region; hence, the H_0 is accepted and H_A is rejected. Hence, it can be concluded that the one way ANOVA and the result shows that there is no difference among the designation groups and obtained mean scores towards work groups of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards rewards with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals

belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. The F value of 2.513 is significant with the p -value of 0.058; since the p-value is greater than 0.05 it falls in the acceptance region; hence, the H_0 is accepted and H_A is rejected. Hence, it can be concluded that the one way ANOVA and the result shows that there is no difference among the designation groups and obtained mean scores towards rewards of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management polices & administration with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management polices & administration with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of management polices & administration, the opinion scores regarding the management polices & administration from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. Management polices & administration factor with four sub groups of designation show the highest mean value of 3.5115 goes with the designation group of others and the lowest mean value of 3.3193 is with the designation group of finance. The F value of 2.710 is significant with the p -value of 0.044;

since the p-value is lesser than 0.05 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the designation groups and obtained mean scores towards management polices & administration of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the designation groups and obtained mean scores of the management polices & administration of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the satisfaction with the nature of work from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. The F value of 1.279 is significant with the p -value of 0.281; since the p-value is greater than 0.05 it falls in the acceptance region; hence, the H_0 is accepted and H_A is rejected. Hence, it can be concluded that the one way ANOVA and the result shows that there is no difference among the designation groups and

obtained mean scores towards satisfaction with the nature of work of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. Leadership factor with four sub groups of designation show the highest mean value of 3.5644 goes with the designation group of others and the lowest mean value of 3.3675 is with the designation group of finance. The F value of 3.094 is significant with the p -value of 0.027; since the p-value is lesser than 0.05 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the designation groups and obtained mean scores towards leadership of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the designation groups and obtained mean scores of the leadership of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. Communication factor with four sub groups of designation show the highest mean value of 3.5125 goes with the designation group of others and the lowest mean value of 3.3202 is with the designation group of finance. The F value of 3.294 is significant with the p -value of 0.020; since the p-value is lesser than 0.05 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the designation groups and obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the designation groups and obtained mean scores of the communication of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. Supervision factor with four sub groups of designation show the highest mean value of 3.5327 goes with the designation group of others and the lowest mean value of 3.3123 is with the designation group of finance. The F value of 3.140 is significant with the p -value of 0.025; since the p-value is lesser than 0.05 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the designation groups and obtained mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the designation groups and obtained mean scores of the supervision of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different designation groups. Human relation factor with four sub groups of designation show the highest mean value of 3.5332 goes with the designation group of others and the lowest mean value of 3.3454 is with the designation group of finance. The F value of 4.541 is significant with the p -value of 0.004; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the designation groups and obtained mean scores towards human relation of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the designation groups and obtained mean scores of the human relation of employees in automobile industries.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this one way ANOVA and the result, it shown that different designation groups of employees has significant differences towards human relations of employees in Chennai. There is significant difference through the dimensions of human relations such as working conditions, management policies & administration, leadership, communication and supervision and do not differ towards the factors work groups, rewards and satisfaction with the nature of work with respect to different designation groups of automobile industries. Human relations with four sub groups of designation shows the highest influence of 3.5332 goes with the others department of the employees and the lowest influence of 3.3454 is with the finance department of employees in automobile industries at Chennai. It is noted that one way ANOVA and the result shows that moderately influence towards human relations with respect to designation group of the employees. From the one way ANOVA analysis, it is found that the perceived better human relations goes with the others department of designation groups when compared respective categories of auto mobiles industries in Chennai.

Table 4.6: One way ANOVA showing employees opinion among experience groups with respect to Human Relations

Dimensions	Experience	N	Mean	SD	F	p	DMRT
Working Conditions	Up to 5 Yrs	205	3.6312	.41892	39.339	.000	1,2>3,4
	6 To 10 Yrs	253	3.5972	.46440			
	11 To 15 Yrs	59	3.1559	.26799			
	Above 15 Yrs	36	3.0111	.34623			
	Total	553	3.5246	.46564			
Work Groups	Up to 5 Yrs	205	3.4976	.45798	17.260	.000	1,2>4,3
	6 To 10 Yrs	253	3.4561	.46429			
	11 To 15 Yrs	59	3.1051	.39279			
	Above 15 Yrs	36	3.1167	.45638			
	Total	553	3.4119	.47404			
Rewards	Up to 5 Yrs	205	3.5171	.48512	16.780	.000	1,2>4,3
	6 To 10 Yrs	253	3.4700	.47839			
	11 To 15 Yrs	59	3.1153	.37362			
	Above 15 Yrs	36	3.1333	.40848			
	Total	553	3.4277	.48638			
Manage. Policies & Admin.	Up to 5 Yrs	205	3.4771	.50962	15.215	.000	1,2>4,3
	6 To 10 Yrs	253	3.4723	.50649			
	11 To 15 Yrs	59	3.0966	.34239			
	Above 15 Yrs	36	3.1139	.41895			
	Total	553	3.4107	.50617			
Satisfaction With The Nature of Work	Up to 5 Yrs	205	3.5488	.47430	15.816	.000	2,1>3,4
	6 To 10 Yrs	253	3.5569	.45408			
	11 To 15 Yrs	59	3.2458	.33699			
	Above 15 Yrs	36	3.1528	.37147			
	Total	553	3.4944	.46374			

Continous of table 4.6

Dimensions	Experience	N	Mean	SD	F	p	DMRT
Leadership	Up to 5 Yrs	205	3.4927	.46935	17.691	.000	2,1>4,3
	6 To 10 Yrs	253	3.5352	.48737			
	11 To 15 Yrs	59	3.1051	.32612			
	Above 15 Yrs	36	3.2056	.43814			
	Total	553	3.4521	.48353			
Communi.	Up to 5 Yrs	205	3.4946	.50402	12.911	.000	2,1>3,4
	6 To 10 Yrs	253	3.4889	.50359			
	11 To 15 Yrs	59	3.1644	.33976			
	Above 15 Yrs	36	3.1333	.41335			
	Total	553	3.4333	.49903			
	Up to 5 Yrs	205	3.5093	.54112			

Supervision	6 To 10 Yrs	253	3.4806	.55016	13.703	.000	1,2>4,3
	11 To 15 Yrs	59	3.0847	.40761			
	Above 15 Yrs	36	3.1833	.31122			
	Total	553	3.4297	.53871			
Human Relation	Up to 5 Yrs	205	3.5210	.38728	28.909	.000	1,2>3,4
	6 To 10 Yrs	253	3.5072	.39476			
	11 To 15 Yrs	59	3.1341	.15230			
	Above 15 Yrs	36	3.1313	.16716			
	Total	553	3.4480	.38915			

Source: primary data

The one way ANOVA is conducted for the sample of 553 and to validate the significant difference among the experience groups of the employees towards human relations in automobile industry. Independent variable experience of employees is classified into four groups such as up to 5 years, 6 to 10 years, 11 to 15 years and above 15 years. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, F ratio, p value and DMRT are calculated and the following hypotheses are framed.

Null Hypothesis (H₀): Employees' opinion does not differ significantly towards working conditions with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different experience groups. Here also, it

is proposed to test whether the mean of the scores differ significantly among the different experience groups. Working conditions factor with four sub groups of experience show the highest mean value of 3.6312 goes with the experience group of up to 5 years and the lowest mean value of 3.0111 is with the experience group of above 15 years. The F value of 39.339 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the working conditions of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different experience groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the

different experience groups. Work groups factor with four sub groups of experience show the highest mean value of 3.4976 goes with the experience group of up to 5 years and the lowest mean value of 3.1051 is with the experience group of 11 to 15 years. The F value of 17.260 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards work groups of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the work groups of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards rewards with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals belonging to the different experience groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different experience groups. Rewards factor with four sub groups of experience show the

highest mean value of 3.5171 goes with the experience group of up to 5 years and the lowest mean value of 3.1153 is with the experience group of 11 to 15 years. The F value of 16.780 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards rewards of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the rewards of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management polices & administration with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management polices & administration with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of management polices & administration, the opinion scores regarding the management polices & administration from the individuals belonging to the different experience groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different experience groups. Management polices & administration factor with four sub groups of experience show the highest mean value of 3.4771 goes with the experience

group of up to 5 years and the lowest mean value of 3.0966 is with the experience group of 11 to 15 years. The F value of 15.215 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards management polices & administration of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the management polices & administration of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the satisfaction with the nature of work from the individuals belonging to the different experience groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different experience groups. Satisfaction with the nature of work factor with four sub groups of experience show the highest mean value of 3.5569 goes with the experience group of 6 to

10 years and the lowest mean value of 3.1528 is with the experience group of above 15 years. The F value of 15.816 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the satisfaction with the nature of work of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different experience groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different experience groups. Leadership factor with four sub groups of experience show the highest mean value of 3.5352 goes with the experience group of 6 to 10 years and the lowest mean value of 3.1051 is with the experience group of 11

to 15 years. The F value of 17.691 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards leadership of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the leadership of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different experience groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different experience groups. Communication factor with four sub groups of experience show the highest mean value of 3.4946 goes with the experience group of up to 5 years and the lowest mean value of 3.1333 is with the

experience group of above 15 years. The F value of 12.911 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the communication of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different experience groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different experience groups. Supervision factor with four sub groups of experience show the highest mean value of 3.5093 goes with the experience group of up to 5 years and the lowest mean value of 3.0847 is with the

experience group of 11 to 15 years. The F value of 13.703 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the supervision of employees in automobile industries.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to experience groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to experience groups of employees in automobile industries at Chennai.

In order to examine the influence of experience groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different experience groups. Here also, it is proposed to test whether the mean of the scores differ significantly among the different experience groups. Human relation factor with four sub groups of experience show the highest mean value of 3.5210 goes with the experience group of up to 5 years and the lowest mean value of 3.1313 is with the

experience group of above 15 years. The F value of 28.909 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the one way ANOVA and the result shows that there is much difference among the experience groups and obtained mean scores towards human relation of employees in automobile industries. Further, the standard deviations also show that there is much difference among the same. The DMRT result also confirms that there is much difference among the experience groups and obtained mean scores of the human relation of employees in automobile industries.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this one way ANOVA and the result, it shown that different experience groups of employees has significant differences towards human relations of employees in automobile industries in Chennai. There is significant difference through the dimensions of human relation such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision with respect to different experience groups of automobile industries. Human relations with four sub groups of experience shows the highest influence of 3.5210 goes with the up to 5 years of the employees and the lowest influence of 3.1313 is with the above 15 years of employees in automobile industries at Chennai. It is noted that one way ANOVA and the result shows that moderately influence towards human

relations with respect to experience group of the employees. From the one way ANOVA analysis, it is found that the perceived better human relation goes with the up to 5 years of experience groups when compared respective categories of auto mobiles industries in Chennai.

Table 4.7: Independent sample t test showing employees opinion between gender groups with respect to Human Relations

Dimensions	Gender	N	Mean	SD	t	P
Working Conditions	Male	541	3.5333	.46516	2.964	.003
	Female	12	3.1333	.29644		
Work Groups	Male	541	3.4185	.47394	2.189	.029
	Female	12	3.1167	.39042		
Rewards	Male	541	3.4370	.48370	3.042	.002
	Female	12	3.0083	.43580		
Manage. Policies & Admin.	Male	541	3.4170	.50714	1.982	.048
	Female	12	3.1250	.37447		
Satisfaction with the Nature of Work	Male	541	3.5028	.46245	2.871	.004
	Female	12	3.1167	.36639		
Leadership	Male	541	3.4579	.48419	1.891	.059
	Female	12	3.1917	.38485		
Communi.	Male	541	3.4401	.49948	2.171	.030
	Female	12	3.1250	.37929		
Supervision	Male	541	3.4340	.54146	1.277	.202
	Female	12	3.2333	.35760		
Human Relation	Male	541	3.4551	.39016	2.870	.004
	Female	12	3.1313	.12195		

Source: primary data

The independent sample t test is conducted for the sample of 553 and to validate the significant difference between the gender groups of the employees towards human relations in automobile industry. Independent variable gender of employees is classified into two groups such as male and female. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, t ratio and p values are calculated and the following hypotheses are framed.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards working conditions with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different gender groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different gender groups. Working conditions factor with two sub groups of gender show the highest mean value of 3.5333 goes with the gender group of male and the lowest mean value of 3.1333 is with the gender group of female. The t value of 2.964 is significant with the p -value of 0.003; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and

H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the gender groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different gender groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different gender groups. Work groups factor with two sub groups of gender show the highest mean value of 3.4185 goes with the gender group of male and the lowest mean value of 3.1167 is with the gender group of female. The t value of 2.189 is significant with the p -value of 0.029; since the p-value is lesser than 0.05 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the gender groups and obtained mean scores towards work groups of employees in automobile industries.

Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards rewards with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals belonging to the different gender groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different gender groups. Rewards factor with two sub groups of gender show the highest mean value of 3.4370 goes with the gender group of male and the lowest mean value of 3.0083 is with the gender group of female. The t value of 3.042 is significant with the p -value of 0.002; since the p-value is lesser than 0.001 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the gender groups and obtained mean scores towards rewards of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management polices & administration with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management polices & administration with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of management polices & administration, the opinion scores regarding the management polices & administration from the individuals belonging to the different gender groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different gender groups. Management polices & administration factor with two sub groups of gender show the highest mean value of 3.4170 goes with the gender group of male and the lowest mean value of 3.1250 is with the gender group of female. The t value of 1.982 is significant with the p -value of 0.048; since the p-value is lesser than 0.050 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the gender groups and obtained mean scores towards management polices & administration of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the satisfaction with the nature of work from the individuals belonging to the different gender groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different gender groups. Satisfaction with the nature of work factor with two sub groups of gender show the highest mean value of 3.5028 goes with the gender group of male and the lowest mean value of 3.1167 is with the gender group of female. The t value of 2.871 is significant with the p -value of 0.004; since the p-value is lesser than 0.010 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the gender groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different gender groups. Here also, it is proposed to test

whether the mean of the scores differ significantly between the different gender groups. Leadership factor with two sub groups of gender show the highest mean value of 3.4579 goes with the gender group of male and the lowest mean value of 3.1917 is with the gender group of female. The t value of 1.891 is significant with the p -value of 0.059; since the p-value is lesser than 0.050 it falls in the acceptance region; hence, the H_0 is accepted rejected and H_A is rejected. Hence, it can be concluded that the independent sample t test and the result shows that there is no difference between the gender groups and obtained mean scores towards leadership of employees in automobile industries. Further, the standard deviations also show that there is no difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different gender groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different gender groups. Communication factor with two sub groups of gender show the highest mean value of 3.4401 goes with the gender group of male and the lowest mean value of 3.1250 is with the gender group of female. The t value of

2.171 is significant with the p -value of 0.030; since the p-value is lesser than 0.050 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the gender groups and obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different gender groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different gender groups. Supervision factor with two sub groups of gender show the highest mean value of 3.4340 goes with the gender group of male and the lowest mean value of 3.2333 is with the gender group of female. The t value of 1.277 is significant with the p -value of 0.202; since the p-value is lesser than 0.050 it falls in the acceptance region; hence, the H_0 is accepted rejected and H_A is rejected. Hence, it can be concluded that the independent sample t test and the result shows that there is no difference between the gender groups and obtained

mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is no difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to gender groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to gender groups of employees in automobile industries at Chennai.

In order to examine the influence of gender groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different gender groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different gender groups. Human relation factor with two sub groups of gender show the highest mean value of 3.4551 goes with the gender group of male and the lowest mean value of 3.1313 is with the gender group of female. The t value of 2.870 is significant with the p -value of 0.004; since the p-value is lesser than 0.010 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the gender groups and obtained mean scores towards human relation of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this independent sample t test and the result, it shown that different gender groups of employees has significant differences towards human relations of employees in automobile industries in Chennai. There is significant difference through the dimensions of human relation such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, communication and do not differ towards the factors leadership and supervision with respect to different gender groups of automobile industries. Human relation with two sub groups of gender shows the highest influence of 3.4551 goes with the male of the employees and the lowest influence of 3.1313 is with the female of employees in automobile industries at Chennai. It is noted that independent sample t test and the result shows that moderately influence towards human relations with respect to gender group of the employees. From the independent sample t test analysis, it is found that the perceived better human relation goes with the male employees of gender groups when compared female employees of auto mobiles industries in Chennai.

Table 4.8: Independent sample t test showing employees opinion between marital status groups with respect to Human Relations

Dimensions	Marital	N	Mean	SD	t	P
Working Conditions	Married	294	3.3769	.39226	-8.439	.000
	Unmarried	259	3.6923	.48586		
Work Groups	Married	294	3.3799	.40799	-1.694	.091
	Unmarried	259	3.4483	.53782		
Rewards	Married	294	3.3425	.43001	-4.461	.000
	Unmarried	259	3.5243	.52774		
Manage. Policies & Admin.	Married	294	3.3337	.45828	-3.859	.000
	Unmarried	259	3.4981	.54335		
Satisfaction With The Nature of Work	Married	294	3.4088	.39939	-4.710	.000
	Unmarried	259	3.5915	.51105		
Leadership	Married	294	3.3745	.41802	-4.077	.000
	Unmarried	259	3.5402	.53586		
Communi.	Married	294	3.3367	.44654	-4.949	.000
	Unmarried	259	3.5429	.53263		
Supervision	Married	294	3.3888	.46595	-1.906	.057
	Unmarried	259	3.4761	.60850		
Human Relation	Married	294	3.3677	.30697	-5.295	.000
	Unmarried	259	3.5392	.44867		

Source: primary data

The independent sample t test is conducted for the sample of 553 and to validate the significant difference between the marital status groups of the employees towards human relations in automobile industry. Independent variable marital status of employees is classified into two groups such as married and unmarried. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean,

standard deviation, t ratio and p values are calculated and the following hypotheses are framed.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards working conditions with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different marital status groups. Working conditions factor with two sub groups of marital status show the highest mean value of 3.6923 goes with the marital status group of unmarried employees and the lowest mean value of 3.3769 is with the marital status group of married employees. The t value of -8.439 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the marital status groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H₀): Employees' opinion does not differ significantly towards work groups with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different marital status groups. Work groups factor with two sub groups of marital status show the highest mean value of 3.4483 goes with the marital status group of unmarried employees and the lowest mean value of 3.3799 is with the marital status group of married employees. The t value of -1.694 is significant with the p -value of 0.091; since the p-value is greater than 0.05 it falls in the acceptance region; hence, the H₀ is accepted and H_A is rejected. Hence, it can be concluded that the independent sample t test and the result shows that there is no difference between the marital status groups and obtained mean scores towards work groups of employees in automobile industries. Further, the standard deviations also show that there is no difference between the same.

Null Hypothesis (H₀): Employees' opinion does not differ significantly towards rewards with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different marital status groups. Rewards factor with two sub groups of marital status show the highest mean value of 3.5243 goes with the marital status group of unmarried employees and the lowest mean value of 3.3425 is with the marital status group of married employees. The t value of -4.461 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the marital status groups and obtained mean scores towards rewards of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management policies & administration with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management policies & administration with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of management policies & administration, the opinion scores regard the management policies & administration from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different marital status groups. Management policies & administration factor with two sub groups of marital status show the highest mean value of 3.5915 goes with the marital status group of unmarried employees and the lowest mean value of 3.4088 is with the marital status group of married employees. The t value of -4.710 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the marital status groups and obtained mean scores towards management policies & administration of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the

satisfaction with the nature of work from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different marital status groups. Satisfaction with the nature of work factor with two sub groups of marital status show the highest mean value of 3.5915 goes with the marital status group of unmarried employees and the lowest mean value of 3.4088 is with the marital status group of married employees. The t value of -4.710 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the marital status groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the

different marital status groups. Leadership factor with two sub groups of marital status show the highest mean value of 3.5402 goes with the marital status group of unmarried employees and the lowest mean value of 3.3745 is with the marital status group of married employees. The t value of -4.077 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the marital status groups and obtained mean scores towards leadership of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different marital status groups. Communication factor with two sub groups of marital status show the highest mean value of 3.5429 goes with the marital status group of unmarried employees and the lowest mean value of

3.3367 is with the marital status group of married employees. The t value of --4.949 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the marital status groups and obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different marital status groups. Supervision factor with two sub groups of marital status show the highest mean value of 3.4761 goes with the marital status group of unmarried employees and the lowest mean value of 3.3888 is with the marital status group of married employees. The t value of -1.906 is significant with the p -value of 0.057; since the p-value is greater than 0.05 it falls in the acceptance region; hence, the H_0 is accepted and H_A is rejected.

Hence, it can be concluded that the independent sample t test and the result shows that there is no difference between the marital status groups and obtained mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is no difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to marital status groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to marital status groups of employees in automobile industries at Chennai.

In order to examine the influence of marital status groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different marital status groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different marital status groups. Human relation factor with two sub groups of marital status show the highest mean value of 3.5392 goes with the marital status group of unmarried employees and the lowest mean value of 3.3677 is with the marital status group of married employees. The t value of -5.295 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the marital status groups and obtained mean scores towards human relation of employees in automobile

industries. Further, the standard deviations also show that there is much difference between the same.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this independent sample t test and the result, it shown that different marital status groups of employees has significant differences towards human relations of employees in automobile industries in Chennai. There is significant difference through the dimensions of human relation such as working conditions, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and do not differ towards the factors work groups, and supervision with respect to different marital status groups of automobile industries. Human relation with two sub groups of marital status shows the highest influence of 3.5392 goes with the unmarried employees and the lowest influence of 3.3677 is with the married employees in automobile industries at Chennai. It is noted that independent sample t test and the result shows that moderately influence towards human relations with respect to marital status group of the employees. From the independent sample t test analysis, it is found that the perceived better human relation goes with the unmarried employees of marital status groups when compared married employees of auto mobiles industries in Chennai.

Table 4.9: Independent sample t test showing employees opinion between family type groups with respect to Human Relations

Dimensions	Family	N	Mean	SD	t	P
Working Conditions	Joint	429	3.4366	.42210	-8.823	.000
	Nuclear	124	3.8290	.48233		
Work Groups	Joint	429	3.3569	.44019	-5.199	.000
	Nuclear	124	3.6024	.53579		
Rewards	Joint	429	3.3648	.45937	-5.819	.000
	Nuclear	124	3.6452	.51567		
Manage. Policies & Admin.	Joint	429	3.3527	.46767	-5.124	.000
	Nuclear	124	3.6113	.58005		
Satisfaction With The Nature of Work	Joint	429	3.4550	.42778	-3.758	.000
	Nuclear	124	3.6306	.55159		
Leadership	Joint	429	3.3928	.45469	-5.505	.000
	Nuclear	124	3.6573	.52455		
Communi.	Joint	429	3.3783	.45202	-4.917	.000
	Nuclear	124	3.6234	.59974		
Supervision	Joint	429	3.3566	.51463	-6.121	.000
	Nuclear	124	3.6823	.54580		
Human Relation	Joint	429	3.3867	.34245	-7.203	.000
	Nuclear	124	3.6602	.46161		

Source: primary data

The independent sample t test is conducted for the sample of 553 and to validate the significant difference between the family type groups of the employees towards human relations in automobile industry. Independent variable family type of employees is classified into two groups such as nuclear family and joint family. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, t ratio and p values are calculated and the following hypotheses are framed.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards working conditions with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different family type groups. Working conditions factor with two sub groups of family type show the highest mean value of 3.8290 goes with the family type group of nuclear family employees and the lowest mean value of 3.4366 is with the family type group of joint family employees. The t value of -8.823 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different family type groups. Work groups factor with two sub groups of family type show the highest mean value of 3.6024 goes with the family type group of nuclear family employees and the lowest mean value of 3.3569 is with the family type group of joint family employees. The t value of -5.199 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_O is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and obtained mean scores towards work groups of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H₀): Employees' opinion does not differ significantly towards rewards with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different family type groups. Rewards factor with two sub groups of family type show the highest mean value of 3.6452 goes with the family type group of nuclear family employees and the lowest mean value of 3.3648 is with the family type group of joint family employees. The t value of -5.819 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and obtained mean scores towards rewards of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management policies & administration with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management policies & administration with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of management policies & administration, the opinion scores are regarding the management policies & administration from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean

of the scores differ significantly between the different family type groups. Management policies & administration factor with two sub groups of family type show the highest mean value of 3.6113 goes with the family type group of nuclear family employees and the lowest mean value of 3.3527 is with the family type group of joint family employees. The t value of -5.124 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and obtained mean scores towards management policies & administration of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the satisfaction with the nature of work from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different family type groups. Satisfaction with the nature of work factor with two sub groups of family type

show the highest mean value of 3.6306 goes with the family type group of nuclear family employees and the lowest mean value of 3.4550 is with the family type group of joint family employees. The t value of -3.758 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different family type groups. Leadership factor with two sub groups of family type show the highest mean value of 3.6573 goes with the family type group of nuclear family employees and the lowest mean value of 3.3928 is with the family type group of joint family employees. The t value of -5.505 is significant with the p -value

of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and obtained mean scores towards leadership of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different family type groups. Communication factor with two sub groups of family type show the highest mean value of 3.6234 goes with the family type group of nuclear family employees and the lowest mean value of 3.3783 is with the family type group of joint family employees. The t value of -4.917 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and

obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different family type groups. Supervision factor with two sub groups of family type show the highest mean value of 3.6823 goes with the family type group of nuclear family employees and the lowest mean value of 3.3566 is with the family type group of joint family employees. The t value of -6.121 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and obtained mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to family type groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to family type groups of employees in automobile industries at Chennai.

In order to examine the influence of family type groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different family type groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different family type groups. Human relation factor with two sub groups of family type show the highest mean value of 3.6602 goes with the family type group of nuclear family employees and the lowest mean value of 3.3867 is with the family type group of joint family employees. The t value of -7.203 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the family type groups and obtained mean scores towards human relation of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this independent sample t test and the result, it shown that different family type

groups of employees has significant differences towards human relations of employees in automobile industries in Chennai. There is significant difference through the dimensions of human relation such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision with respect to different family type groups of automobile industries. Human relation with two sub groups of family type shows the highest influence of 3.6602 goes with the nuclear family employees and the lowest influence of 3.3867 is with the joint family employees in automobile industries at Chennai. It is noted that independent sample t test and the result shows that moderately influence towards human relations with respect to family type group of the employees. From the independent sample t test analysis, it is found that the perceived better human relation goes with the nuclear family employees of family type groups when compared nuclear family employees of auto mobiles industries in Chennai.

Table 4.10: Independent sample t test showing employees opinion between areas of employment groups with respect to Human Relations

Dimensions	Area	N	Mean	SD	t	P
Working Conditions	Rural	490	3.5445	.47745	2.820	.005
	Urban	63	3.3698	.32410		
Work Groups	Rural	490	3.4292	.47647	2.397	.017
	Urban	63	3.2778	.43531		
Rewards	Rural	490	3.4541	.49334	3.600	.000

	Urban	63	3.2222	.37176		
Manage. Policies & Admin.	Rural	490	3.4237	.51807	1.688	.092
	Urban	63	3.3095	.39050		
Satisfaction With The Nature of Work	Rural	490	3.5198	.46943	3.632	.000
	Urban	63	3.2968	.36322		
Leadership	Rural	490	3.4584	.49279	.853	.394
	Urban	63	3.4032	.40440		
Communi.	Rural	490	3.4557	.50662	2.970	.003
	Urban	63	3.2587	.39743		
Supervision	Rural	490	3.4443	.55615	1.785	.075
	Urban	63	3.3159	.35975		
Human Relation	Rural	490	3.4662	.40014	3.085	.002
	Urban	63	3.3067	.25015		

Source: primary data

The independent sample t test is conducted for the sample of 553 and to validate the significant difference between the areas of employment groups of the employees towards human relations in automobile industry. Independent variable area of employment of employees is classified into two groups such as rural and urban. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, t ratio and p values are calculated and the following hypotheses are framed.

Null Hypothesis (H₀): Employees' opinion does not differ significantly towards working conditions with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different area of employment groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Working conditions factor with two sub groups of area of employment show the highest mean value of 3.5445 goes with the area of employment group of rural employees and the lowest mean value of 3.3698 is with the area of employment group of urban employees. The t value of 2.820 is significant with the p -value of 0.005; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the area of employment groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different area of employment groups. Here also, it

is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Work groups factor with two sub groups of area of employment show the highest mean value of 3.4292 goes with the area of employment group of rural employees and the lowest mean value of 3.2778 is with the area of employment group of urban employees. The t value of 2.397 is significant with the p -value of 0.017; since the p-value is lesser than 0.05 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the area of employment groups and obtained mean scores towards work groups of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards reward with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards reward with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of reward, the opinion scores regarding the reward from the individuals belonging to the different area of employment groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Reward factor with two sub groups of area of employment show the highest mean value of 3.4541 goes with the area of

employment group of rural employees and the lowest mean value of 3.2222 is with the area of employment group of urban employees. The t value of 3.600 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the area of employment groups and obtained mean scores towards reward of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management policies & administration with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management policies & administration with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of management policies & administration, the opinion scores are regarding the management policies & administration from the individuals belonging to the different area of employment groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Management policies & administration factor with two sub groups of area of employment show the highest mean value of 3.4237 goes with the area of employment group of rural employees and the lowest mean value of 3.3095 is with the area of employment group of urban

employees. The t value of 1.688 is significant with the p -value of 0.092; since the p-value is greater than 0.05 it falls in the acceptance region; hence, the H_0 is accepted and H_A is rejected. Hence, it can be concluded that the independent sample t test and the result shows that there is no difference between the area of employment groups and obtained mean scores towards management policies & administration of employees in automobile industries. Further, the standard deviations also show that there is no difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the satisfaction with the nature of work from the individuals belonging to the different area of employment groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Satisfaction with the nature of work factor with two sub groups of area of employment show the highest mean value of 3.5198 goes with the area of employment group of rural employees and the lowest mean value of 3.2968 is with the area of employment group of urban employees. The t value of 3.632 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A

is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the area of employment groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different area of employment groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Leadership factor with two sub groups of area of employment show the highest mean value of 3.4584 goes with the area of employment group of rural employees and the lowest mean value of 3.4032 is with the area of employment group of urban employees. The t value of 0.853 is significant with the p -value of 0.394; since the p-value is greater than 0.05 it falls in the acceptance region; hence, the H_0 is accepted and H_A is rejected. Hence, it can be concluded that the independent sample t test and the result shows that there is no difference between the area of employment groups and obtained mean scores towards leadership of employees in

automobile industries. Further, the standard deviations also show that there is no difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different area of employment groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Communication factor with two sub groups of area of employment show the highest mean value of 3.4557 goes with the area of employment group of rural employees and the lowest mean value of 3.2587 is with the area of employment group of urban employees. The t value of 2.970 is significant with the p -value of 0.003; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the area of employment groups and obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different area of employment groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Supervision factor with two sub groups of area of employment show the highest mean value of 3.4443 goes with the area of employment group of rural employees and the lowest mean value of 3.3159 is with the area of employment group of urban employees. The t value of 1.785 is significant with the p -value of 0.075; since the p-value is greater than 0.05 it falls in the acceptance region; hence, the H_0 is accepted and H_A is rejected. Hence, it can be concluded that the independent sample t test and the result shows that there is no difference between the area of employment groups and obtained mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is no difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to area of employment groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to area of employment groups of employees in automobile industries at Chennai.

In order to examine the influence of area of employment groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different area of employment groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different area of employment groups. Human relation factor with two sub groups of area of employment show the highest mean value of 3.4662 goes with the area of employment group of rural employees and the lowest mean value of 3.3067 is with the area of employment group of urban employees. The t value of 3.085 is significant with the p -value of 0.002; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_O is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the area of employment groups and obtained mean scores towards human relation of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this independent sample t test and the result, it shown that different area of employment groups of employees has significant differences towards human relations of employees in automobile industries in Chennai. There is significant difference through the dimensions of human relation such as working

conditions, work groups, rewards, satisfaction with the nature of work and communication and do not differ towards the factors such as management policies & administration, leadership and supervision with respect to different area of employment groups of automobile industries. Human relation with two sub groups of area of employment shows the highest influence of 3.4662 goes with the rural employees and the lowest influence of 3.3067 is with the urban employees in automobile industries at Chennai. It is noted that independent sample t test and the result shows that moderately influence towards human relations with respect to area of employment group of the employees. From the independent sample t test analysis, it is found that the perceived better human relation goes with the rural employees of area of employment groups when compared urban employees of auto mobiles industries in Chennai.

Table 4.11: Independent sample t test showing employees opinion between designation groups with respect to Human Relations

Dimensions	Designation	N	Mean	SD	t	P
Working Conditions	Supervisory	208	3.6356	.46892	4.425	.000
	Subordinates	345	3.4577	.45130		
Work Groups	Supervisory	208	3.5077	.46764	3.731	.000
	Subordinates	345	3.3542	.46915		
Rewards	Supervisory	208	3.5192	.48585	3.472	.001
	Subordinates	345	3.3725	.47900		
Manage. Policies & Admin.	Supervisory	208	3.5221	.48254	4.077	.000
	Subordinates	345	3.3435	.50890		
Satisfaction With The Nature of Work	Supervisory	208	3.5851	.47955	3.610	.000
	Subordinates	345	3.4397	.44580		

Leadership	Supervisory	208	3.5476	.51094	3.647	.000
	Subordinates	345	3.3945	.45743		
Communi.	Supervisory	208	3.5394	.50100	3.935	.000
	Subordinates	345	3.3693	.48750		
Supervision	Supervisory	208	3.5409	.54632	3.815	.000
	Subordinates	345	3.3626	.52354		
Human Relation	Supervisory	208	3.5497	.40411	4.867	.000
	Subordinates	345	3.3867	.36704		

Source: primary data

The independent sample t test is conducted for the sample of 553 and to validate the significant difference between the designation groups of the employees towards human relations in automobile industry. Independent variable designation of employees is classified into two groups such as supervisory and subordinates. Likewise, the dependent variable human relation is also classified into eight groups such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. Frequency distribution, mean, standard deviation, t ratio and p values are calculated and the following hypotheses are framed.

Null Hypothesis (H₀): Employees' opinion does not differ significantly towards working conditions with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards working conditions with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of working conditions, the opinion scores regarding the working conditions from the individuals belonging to the different designation groups. Here also, it

is proposed to test whether the mean of the scores differ significantly between the different designation groups. Working conditions factor with two sub groups of designation show the highest mean value of 3.6356 goes with the designation group of supervisor employees and the lowest mean value of 3.4577 is with the designation group of subordinate employees. The t value of 4.425 is significant with the p -value of 0.000; since the p-value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards working conditions of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards work groups with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards work groups with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of work groups, the opinion scores regarding the work groups from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different designation groups. Work groups factor with two sub groups of designation show the highest mean value of 3.5077 goes with the designation

group of supervisor employees and the lowest mean value of 3.3542 is with the designation group of subordinate employees. The t value of 3.731 is significant with the p - value of 0.000; since the p - value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards work groups of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards rewards with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards rewards with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of rewards, the opinion scores regarding the rewards from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different designation groups. Rewards factor with two sub groups of designation show the highest mean value of 3.5192 goes with the designation group of supervisor employees and the lowest mean value of 3.3725 is with the designation group of subordinate employees. The t value of 3.472 is significant with the p - value of 0.001; since the p - value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the

independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards rewards of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards management policies & administration with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards management policies & administration with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of management policies & administration, the opinion scores regarding the management policies & administration from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different designation groups. Management policies & administration factor with two sub groups of designation show the highest mean value of 3.5221 goes with the designation group of supervisor employees and the lowest mean value of 3.3435 is with the designation group of subordinate employees. The t value of 4.077 is significant with the p - value of 0.000; since the p - value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards management policies & administration of employees in automobile

industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards satisfaction with the nature of work with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards satisfaction with the nature of work with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of satisfaction with the nature of work, the opinion scores regarding the satisfaction with the nature of work from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different designation groups. Satisfaction with the nature of work factor with two sub groups of designation show the highest mean value of 3.5851 goes with the designation group of supervisor employees and the lowest mean value of 3.4397 is with the designation group of subordinate employees. The t value of 3.610 is significant with the p - value of 0.000; since the p - value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards satisfaction with the nature of work of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards leadership with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards leadership with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of leadership, the opinion scores regarding the leadership from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different designation groups. Leadership factor with two sub groups of designation show the highest mean value of 3.5476 goes with the designation group of supervisor employees and the lowest mean value of 3.3945 is with the designation group of subordinate employees. The t value of 3.647 is significant with the p - value of 0.000; since the p - value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards leadership of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards communication with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards communication with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of communication, the opinion scores regarding the communication from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different designation groups. Communication factor with two sub groups of designation show the highest mean value of 3.5394 goes with the designation group of supervisor employees and the lowest mean value of 3.3693 is with the designation group of subordinate employees. The t value of 3.935 is significant with the p - value of 0.000; since the p - value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards communication of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards supervision with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards supervision with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of supervision, the opinion scores regarding the supervision from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the different designation groups. Supervision factor with two sub groups of designation show the highest mean value of 3.5409 goes with the designation group of supervisor employees and the lowest mean value of 3.3626 is with the designation group of subordinate employees. The t value of 3.815 is significant with the p - value of 0.000; since the p - value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards supervision of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

Null Hypothesis (H_0): Employees' opinion does not differ significantly towards human relation with respect to designation groups of employees in automobile industries at Chennai.

Alternative Hypothesis (H_A): Employees' opinion differs significantly towards human relation with respect to designation groups of employees in automobile industries at Chennai.

In order to examine the influence of designation groups over the opinion of human relation, the opinion scores regarding the human relation from the individuals belonging to the different designation groups. Here also, it is proposed to test whether the mean of the scores differ significantly between the

different designation groups. Human relation factor with two sub groups of designation show the highest mean value of 3.5497 goes with the designation group of supervisor employees and the lowest mean value of 3.3867 is with the designation group of subordinate employees. The t value of 4.867 is significant with the p - value of 0.000; since the p - value is lesser than 0.01 it falls in the rejection region; hence, the H_0 is rejected and H_A is accepted. Hence, it can be concluded that the independent sample t test and the result shows that there is much difference between the designation groups and obtained mean scores towards human relation of employees in automobile industries. Further, the standard deviations also show that there is much difference between the same.

It is found that the variable of human relation p value is less than 0.01; so the null hypothesis is rejected at 1% level of significance. From this independent sample t test and the result, it shown that different designation groups of employees has significant differences towards human relations of employees in automobile industries in Chennai. There is significant difference through the dimensions of human relation such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision with respect to different designation groups of automobile industries. Human relation with two sub groups of designation shows the highest influence of 3.5497 goes with the supervisor employees and the lowest influence of 3.3867 is with the subordinate employees in automobile industries at Chennai. It is noted that

independent sample t test and the result shows that moderately influence towards human relations with respect to designation group of the employees. From the independent sample t test analysis, it is found that the perceived better human relation goes with the supervisor employees of designation groups when compared subordinate employees of auto mobiles industries in Chennai.

Table 4.12: Correlation analysis showing relationship between human relations and organizational climate

Human Relations	Organizational Climate
Working Conditions	0.578
Work Groups	0.540
Rewards	0.619
Management Policies & Administration	0.575
Satisfaction with the nature of work	0.576
Leadership	0.591
Communication	0.642
Supervision	0.628

Source: primary data

The Pearson correlation test was run on a sample of 553 employees to know the relationship between dimensions of human relation and organizational climate towards automobile industries in Chennai. Human

relation is classified into eight types such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision.

Null Hypothesis (H₀): There is no significant relationship between dimensions of human relation and organizational climate.

Alternative Hypothesis (H_A): There is significant relationship between dimensions of human relation and organizational climate.

Work conditions factor shows moderate level positive correlation with organizational climate. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.578 and size of the correlation is poor, the work conditions factor is positive in its direction towards the organizational climate.

Work groups factor shows moderate level positive correlation with organizational climate. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.540 and size of the correlation is lesser than 0.80, the work groups factor is positive in its direction towards the organizational climate.

Rewards factor shows moderate level positive correlation with organizational climate. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.619 and size of the correlation is lesser than 0.80, the rewards factor is positive in its direction towards the organizational climate.

Management policies & administration factor shows moderate level positive correlation with organizational climate. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.575 and size of the correlation is lesser than 0.80, the management policies & administration factor is positive in its direction towards the organizational climate.

Satisfaction with the nature of work factor shows moderate level positive correlation with organizational climate. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.576 and size of the correlation is lesser than 0.80, the Satisfaction with the nature of work factor is positive in its direction towards the organizational climate.

Leadership factor shows moderate level positive correlation with organizational climate. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.591 and size of the correlation is lesser than 0.80, the leadership factor is positive in its direction towards the organizational climate.

Communication factor shows moderate level positive correlation with organizational climate. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.642 and size of the correlation is lesser than 0.80, the communication factor is positive in its direction towards the organizational climate.

Supervision factor shows moderate level positive correlation with organizational climate. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.628 and size of the correlation is lesser than 0.80, the supervision factor is positive in its direction towards the organizational climate.

The analysis found that dimensions of human relation moderate level and positive correlation with organizational climate.

Table 4.13: Correlation analysis showing relationship between human relations and organizational performance

Human Relations	Organizational Performance
Working Conditions	0.579
Work Groups	0.630
Rewards	0.603
Management Policies & Administration	0.614
Satisfaction with the nature of work	0.614
Leadership	0.593
Communication	0.606
Supervision	0.660
Human Relation	0.579

Source: primary data

The Pearson correlation test was run on a sample of 553 employees to know the relationship between dimensions of human relation and organizational performance towards automobile industries in Chennai. Human relation is classified into eight types such as working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision.

Null Hypothesis (H₀): There is no significant relationship between dimensions of human relation and organizational performance.

Alternative Hypothesis (H_A): There is significant relationship between dimensions of human relation and organizational performance.

Work conditions factor shows moderate level positive correlation with organizational performance. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.579 and size of the correlation is poor, the work conditions factor is positive in its direction towards the organizational performance.

Work groups factor shows moderate level positive correlation with organizational performance. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.630 and size of the correlation is lesser than 0.80, the work groups factor is positive in its direction towards the organizational performance.

Rewards factor shows moderate level positive correlation with organizational performance. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.603 and size of the correlation is lesser than 0.80, the rewards factor is positive in its direction towards the organizational performance.

Management policies & administration factor shows moderate level positive correlation with organizational performance. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation

coefficient is 0.614 and size of the correlation is lesser than 0.80, the management policies & administration factor is positive in its direction towards the organizational performance.

Satisfaction with the nature of work factor shows moderate level positive correlation with organizational performance. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.614 and size of the correlation is lesser than 0.80, the Satisfaction with the nature of work factor is positive in its direction towards the organizational performance.

Leadership factor shows moderate level positive correlation with organizational performance. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.593 and size of the correlation is lesser than 0.80, the leadership factor is positive in its direction towards the organizational performance.

Communication factor shows moderate level positive correlation with organizational performance. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.606 and size of the correlation is lesser than 0.80, the communication factor is positive in its direction towards the organizational performance.

Supervision factor shows moderate level positive correlation with organizational performance. The analysis found p value is 0.000 and significant at one percent level of significance. Correlation coefficient is 0.660

and size of the correlation is lesser than 0.80, the supervision factor is positive in its direction towards the organizational performance.

The analysis found that dimensions of human relation moderate level and positive correlation with organizational performance.

Table 4.14: Showing chi-square analysis for association between human relation and organizational climate

S L · N O ·	Human Relation	Organizational Climate				c ²	p
		Low	Mediu m	High	Total		
1	Low	14 2.5%	49 8.9%	68 12.3%	131 23.7%	132.302	0.000
2	Medium	55 9.9%	114 20.6%	103 18.6%	272 49.2%		
3	High	99 17.9%	29 5.2%	22 4.0%	150 27.1%		
Total		168 30.4%	192 34.7%	193 34.9%	553 100.0%		

Source: primary data

Above table is run on sample of 553, to know the association between human relation and organizational climate. For the statistical purpose the human relation is classified into three groups such as low, medium and high.

Using K mean cluster analysis organizational climate is subdivided into three groups such as low, medium and high.

It is concluded from the above table that the level of human relation towards organizational climate attains the score as (low –30.4%, moderate – 34.7%, and high –34.9%). Most of the employees' opinion falls into high organizational climate.

The above cross table shows that that 114employee's opinion (20.6%) was the highest score found in this table regarding medium having the organizational climate and also human relation. Only a few of employee's in the organization climate group of low (N=14, 2.5%) having a low human relation towards automobile industries in Chennai.

Null hypothesis H_0 = There is no association between organizational climate and human relation towards automobile industries in Chennai.

Alternate hypothesis H_a = There is an association between organizational climate and human relation towards automobile industries in Chennai.

In order to identify the association between organizational climate and human relation chi-square test was applied. It is observed from the chi-square value is 132.302, p value is 0.000. So the null hypothesis is rejected at 1% level of significance.

It is establish that there is a significant association between organizational climate and human relation towards automobile industries in Chennai. It is concluded that employees in the human relation group of medium(moderate human relation) having high level towards organizational climate (N=103 and 18.6%) and other face 17.9 percent of the high level human relation (N=99) having low organizational climate towards automobile industries in Chennai.

Table 4.15: Showing chi-square analysis for association between human relation and organizational performance

S L · N O ·	Human Relation	Organizational performance				c ²	p
		Low	Medium	High	Total		
1	Low	64 11.6%	53 9.6%	14 2.5%	131 23.7%	158.736	0.000
2	Medium	101 18.3%	107 19.3%	64 11.6%	272 49.2%		
3	High	12 2.2%	26 4.7%	112 20.3%	150 27.1%		
Total		177 32.0%	186 33.6%	190 34.4%	553 100.0%		

Source: primary data

Above table is run on sample of 553, to know the association between human relation and organizational performance. For the statistical purpose the human relation is classified into three groups such as low, medium and high. Using K mean cluster analysis organizational performance is subdivided into three groups such as low, medium and high.

It is concluded from the above table that the level of human relation towards organizational performance attains the score as (low – 32%, moderate – 33.6%, and high – 34.4%). Most of the employees' opinion falls into moderate organizational performance.

The above cross table shows that that 112 employee's opinion (20.3%) was the highest score found in this table regarding high level having the organizational performance and also human relation. Only a few of employee's in the organization climate group of low (N=12, 2.2%) having a high human relation towards automobile industries in Chennai.

Null hypothesis H_0 = There is no association between organizational performance and human relation towards automobile industries in Chennai.

Alternate hypothesis H_a = There is an association between organizational performance and human relation towards automobile industries in Chennai.

In order to identify the association between organizational performance and human relation chi-square test was applied. It is observed from the chi-square value is 158.736, p value is 0.000. So the null hypothesis is rejected at 1% level of significance.

It is establish that there is a significant association between organizational performance and human relation towards automobile industries in Chennai. It is concluded that employees in the human relation group of high (high human relation) having high level towards organizational performance (N=112 and 20.3%) and other face 18.3 percent of the medium level human relation (N=101) having low organizational performance towards automobile industries in Chennai.

Table 4.16: Showing Influence of Human Relation on Organizational Climate

Model Summary

R	R Square	Adjusted R Square	F	p
0.755	0.570	0.564	90.124	0.000

Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	t	P
		B	Std. Error	Beta		
	Constant	1.342	0.280		4.797	0.000
1	Working Conditions	1.111	0.471	0.096	2.361	0.019
2	Work Groups	0.745	0.436	0.066	1.706	0.089
3	Rewards	2.061	0.442	0.186	4.658	0.000

4	Management Policies & Administration	0.543	0.448	0.051	1.213	0.225
5	Satisfaction with the Nature of Work	0.812	0.476	0.070	1.703	0.089
6	Leadership	1.037	0.463	0.093	2.239	0.026
7	Communication	2.107	0.461	0.196	4.573	0.000
8	Supervision	1.795	0.422	0.180	4.256	0.000

Dependent Variable: Organizational Climate

The Linear regression analysis has been carried a sample of 553 and data considering organizational climate as a dependent variable and the remaining eight independent variables viz., working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. The reaction of the employees and effect of the eight independent over organizational climate have been studied by the regression analysis.

The F value obtained for the analysis is 90.124 which is significant at one percent level. Hence the assumed regression model may be considered as a good fit. The value of R^2 is 0.570 and implies that 57% of organizational climate influenced by the above eight variables viz., working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision.

H₀: There is no influence of dimensions of human relation on organizational climate towards automobile industries in Chennai.

H_A: There is an influence of dimensions of human relation on organizational climate towards automobile industries in Chennai.

Considering the significant individual regression coefficients, it is seen that the factor working conditions shows that (Beta – 0.096, t – 2.361 and p – 0.019), rewards shows that (Beta – 0.186, t – 4.658 and p – 0.000), leadership shows that (Beta – 0.093, t – 2.239 and p – 0.026), communication shows that (Beta – 0.196, t – 4.573 and p – 0.000) and supervision shows that (Beta – 0.180, t – 4.256 and p – 0.000) are having effect over the organizational climate. Hence, the p values are lesser than 0.050 and the null hypotheses are rejected at 1% level of significance. From this multiple regression analysis result, it is shown that there is an influence of working conditions, rewards, leadership, communication and supervision on organizational climate towards automobile industries in Chennai.

The rest of the factor work groups shows that (Beta – 0.066, t – 1.706 and p – 0.089), management policies & administration shows that (Beta – 0.051, t – 1.213 and p – 0.225) and satisfaction with the nature of work shows that (Beta – 0.070, t – 1.703 and p – 0.089). Hence, the p values are greater than 0.050 and the null hypotheses are accepted and not significant. It is concluded that there is no influence of work groups, management policies & administration and satisfaction with the nature of work on organizational climate towards automobile industries in Chennai.

It is concluded that there is an influence of working conditions, rewards, leadership, communication and supervision on organizational climate and does not influence of work groups, management policies & administration and satisfaction with the nature of work on organizational climate towards automobile industries in Chennai.

Table 4.17: Showing Influence of Human Relation on Organizational Performance

Model Summary

R	R Square	Adjusted R Square	F	p
0.807	0.652	0.647	127.422	0.000

Coefficients

SL.NO.		Un standardized Coefficients		Standardized Coefficients	t	P
		B	Std. Error	Beta		
	Constant	0.291	0.120		2.418	0.016
1	Working Conditions	0.201	0.041	0.180	4.900	0.000
2	Work Groups	0.152	0.038	0.138	3.993	0.000

3	Rewards	0.150	0.038	0.140	3.888	0.000
4	Management Policies & Administration	0.167	0.039	0.162	4.285	0.000
5	Satisfaction with the Nature of Work	0.118	0.041	0.106	2.854	0.004
6	Leadership	0.143	0.040	0.133	3.560	0.000
7	Communication	0.008	0.040	0.008	0.211	0.833
8	Supervision	0.142	0.037	0.147	3.861	0.000

Dependent Variable: Organizational Performance

The Linear regression analysis has been carried a sample of 553 and data considering organizational performance as a dependent variable and the remaining eight independent variables viz., working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision. The reaction of the employees and effect of the eight independent over organizational performance have been studied by the regression analysis.

The F value obtained for the analysis is 127.422 which is significant at one percent level. Hence the assumed regression model may be considered as a good fit. The value of R^2 is 0.652 and implies that 65.2% of organizational performance influenced by the above eight variables viz., working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership, communication and supervision.

H₀: There is no influence of dimensions of human relation on organizational performance towards automobile industries in Chennai.

H_A: There is an influence of dimensions of human relation on organizational performance towards automobile industries in Chennai.

Considering the significant individual regression coefficients, it is seen that the factor working conditions shows that (Beta – 0.180, t – 4.900 and p – 0.000), work groups shows that (Beta – 0.138, t – 3.993 and p – 0.000), rewards shows that (Beta – 0.140, t – 3.888 and p – 0.000), management policies & administration shows that (Beta – 0.162, t – 4.285 and p – 0.000), satisfaction with the nature of work shows that (Beta – 0.106, t – 2.854 and p – 0.004), leadership shows that (Beta – 0.133, t – 3.560 and p – 0.004) and supervision shows that (Beta – 0.147, t – 3.861 and p – 0.000) are having effect over the organizational performance. Hence, the p values are lesser than 0.010 and the null hypotheses are rejected at 1% level of significance. From this multiple regression analysis result, it is shown that there is an influence of working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership and supervision on organizational performance towards automobile industries in Chennai.

The rest of the factor communication shows that (Beta – 0.008, t – 0.211 and p – 0.833). Hence, the p value is greater than 0.050 and the null hypothesis is accepted and not significant. It is concluded that there is no influence of communication on organizational performance towards automobile industries in Chennai.

It is concluded that there is an influence of working conditions, work groups, rewards, management policies & administration, satisfaction with the nature of work, leadership and supervision on organizational performance and does not influence of communication on organizational performance towards automobile industries in Chennai.

Table 4.18: Showing Influence of Human Relation and Organizational Climate on Organizational Performance

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
0.756	0.572	0.570	0.39203	209.996	0.000

Coefficients

SL.NO.	Variables	Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Constant	0.928	0.124		7.509	0.000
1	Human Relation	0.047	0.004	0.444	10.380	0.000
2	Organizational Climate	0.026	0.004	0.274	6.397	0.000

Dependent Variable: Organizational Performance

The Linear regression analysis has been carried a sample of 553 and data considering organizational performance as a dependent variable and the remaining two independent variables viz., human relation and organizational climate. The reaction of the employees and effect of the independent variables viz., human relation and organizational climate over organizational performance have been studied by the regression analysis.

The F value obtained for the analysis is 209.996 which is significant at one percent level. Hence the assumed regression model may be considered as a good fit. The value of R^2 is 0.572 and implies that 57.2% of organizational performance influenced by the above two variables viz., human relation and organizational climate.

H₀: There is no influence of human relation and organizational climate on organizational performance towards automobile industries in Chennai.

H_A: There is an influence of human relation and organizational climate on organizational performance towards automobile industries in Chennai.

Considering the significant individual regression coefficients, it is seen that the variable human relation shows that (Beta – 0.444, t – 10.380 and p – 0.000) and organizational climate shows that (Beta – 0.274, t – 6.397 and p – 0.000) are having effect over the organizational performance. Hence, the p values are lesser than 0.010 and the null hypotheses are rejected at 1% level of

significance. From this multiple regression analysis result, it is shown that there is an influence of human relation and organizational climate on organizational performance towards automobile industries in Chennai.

It is concluded that there is an influence of human relation and organizational climate on organizational performance towards automobile industries in Chennai.