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Title

THE ENIGMA OF GROUP COHESION: AN EMPIRICAL STUDY WITH REFERENCE TO AUTOMOBILE INDUSTRY

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Abstract:

In the context of a dynamic environment, organizations of today have recognized that in order to gain a competitive advantage, training must encompass a broader focus than just basic skills development. The modern day organizations are thus equipping their staff with the necessary skills and competencies that would enhance their abilities to perform as a cohesive group. Individuals are thereby trained in the fundamental concept of self-awareness which will pave the way for developing and improving their social skills. Individuals who become aware of their strengths and weaknesses would work on correcting those behaviours that would impact and impede their nature and attitude. A changed behaviour would then go on to improve their inter-personal relations thereby promoting cohesive groups in the organization.

This research paper aims to study and identify the dimensions that contribute to the interpersonal relations and group cohesion of the management staff of the Automobile Industry in Chennai. Hypothesis testing was done by applying appropriate statistical tools such as Factor Analysis, Correlation Co-efficient Analysis and Step-wise Regression Analysis. Key findings identified select attitudinal and behavioural aspects as significant in contributing to group cohesion. The findings from this study would thus help the top management to work on those aspects that would promote and enhance the social skills and correct those aspects that would hinder them.

Key Words: Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Conditions of mind, Negative Approach, Self-concept.

Introduction:

In today's dynamic business environment, an organization must stay competitive by thinking tactically and strategically. In the knowledge economy, it is no longer enough to put the employees through the occasional training modules a few times a year. Companies looking to operate and compete in a global market need to constantly skill and reskill their people and training is a 24/7 affair, cutting across geographies and time restrictions. As a result the HR function has undergone a dramatic change in its functioning.

Developing the human resources with regard to their nature, attitude and behaviour has become part and parcel of today's organizations which aim to enhance the right attitude and inter-personal skills of the individuals. Training is thereby the means to bring about holistic changes in individuals that encompass behavioural aspects leading to significant improvement in attitudes and interpersonal relations. Biswajeet Pattanayak (2002)[1] says, "Training may be defined as a planned programme designed to improve performance and to bring about measurable changes in knowledge, skills, attitude and social behaviour of employees for doing a particular job." Thomas D. McFarland (1990)[2] draws a distinction between training and education. "While the term training relates to imparting specific skills for specific objectives, the term education involves the development of the whole individuals socially, intellectually and physically."

The researchers thereby reiterate the importance of training programs that focuses on not only enhancing the skill sets but also the attitude and the social behaviour of the individuals.

Individuals are thereby trained in the fundamental concept of self-awareness which will pave the way for developing and improving their social skills. Individuals who become aware of their strengths and weaknesses would work on correcting those behaviours that would impact and impede their nature and attitude. A changed behaviour would then go on to improve their interpersonal relations thereby promoting cohesive groups in the organization. Ultimately, developing quality interpersonal relationships in an organisation has far reaching effects in improving the organizational climate. This research paper thereby aims to identify the dimensions that contribute to the interpersonal skills of the management staff of the Automobile Industry in Chennai. The findings from this study would help the management to work on those aspects that would promote interpersonal skills and group cohesion and correct the potential areas of incompatibility.

The Enigma of Interpersonal Orientation:

Interpersonal orientation indicates the underlying behavioural tendencies and relationship that one shares with others. Management involves constant interaction with other people which

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[1]Biswajeet Pattanayak, 2002, Human Resource Management, Prentice Hall of India Pvt Ltd., New-   Delhi, pp 143.

[2]Thomas D. McFarland, 1990, Expert Systems in Educational Training, Educational Technology Publications, pp   230.

involves understanding of one's interpersonal tendencies in order to maximize the probabilities of successful interactions. Schutz (1958, 1992)[3] proposed a theory on interpersonal orientation which highlights three aspects which are essential for maintaining compatible relations with others. These aspects are *need for inclusion, need for control and need for affection*.

Need for inclusion represents peoples' needs to be included in activities along with other people. At the same time they also want to have their space and be left alone for sometime. In other words, people exhibit tendencies of both introversion and extroversion. They have differing needs with regard to 1) expressed inclusion or the need to include others and 2) wanted inclusion or the need to be controlled by others.

Need for control represents the need to maintain a satisfactory balance of power and influence in relationships. Individuals need to strike the right balance between exerting control over people and remaining independent from them. At the same time they also need to be controlled, directed or structured by others while maintaining a sense of freedom. This is essentially a tradeoff between authoritarianism and dependency.

Need for affection indicates peoples' need to develop personal commitment towards others. This need goes beyond the physical or romantic relationships to represent genuine need for warmth and love. Individuals would like to be intimately associated with others without becoming excessively committed. There is thus a constant shift between high attachment and high independence needs.

The following table summarizes the three needs and illustrates the characteristics of each:

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[3] David A. Whetten, Kim S. Cameron, 2002, Developing Management Skills, fifth edition, Prentice-Hall, New Jersey, pp 78.

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Table 1 - Descriptors of Fundamental Interpersonal Orientation- Behaviour Needs

Peoples' Behaviour	Inclusion	Control	Affection
Expressed Toward Others	I join other people, and I include others.	I take charge, and I influence people.	I get close and personal with people.
Wanted From Others	I want other people to include me.	I want others to lead me or give me directions.	I want people to get close and personal with me.

Source: David A. Whetten, Kim S. Cameron, Developing Management Skills, (2002) fifth edition, Prentice-Hall, New Jersey, pp 79.

The three interpersonal needs thus have two important aspects, a desire to express the need and a desire to receive the needed behaviour from others. These three needs thereby determine an individual's interpersonal orientation. In short, individuals differ uniquely in their need to give or receive certain behaviours when interacting with others. Consequently, knowing the interpersonal orientation of individuals in an organization can help the management to identify the aspects that enhance social skills and also diagnose potential areas of incompatibility. It thus paves the way for the organizations to solve interpersonal difficulties.

Review of Literature:

The following research studies were analysed with regard to the significance of interpersonal orientation and group cohesion and the research gaps were thereby identified, that form the basis of this research paper.

Amy Hawke, Troy Heffernan (2006)[4] in their study focused on the critical, yet under-researched dimension of relationship development, being interpersonal liking in the banking sector. Findings from the study suggested that the interplay between similarities, communication, professionalism, trust and personality are the driving forces leading to interpersonal liking in business lender-customer relationships.

Russel F. Korte (2007)[5] reviewed the implications of social identity theory on the workplace learning in the organizations. Accordingly, social identity theory portends to be a unifying theory of organizational behavior since what and how people think as members of social groups influence subsequent behavior and attitudes in social systems. Hence training and development have to focus primarily on the individual with more attention to the identity-based dynamics of group behavior in organizational settings.

Mary Bambacas, Margaret Patrickson (2008)[6] investigated and identified the interpersonal communication skills that enhance employee commitment to the organisation through a series of in-depth interviews with 32 senior HR managers in organizations with over 100 staff. Findings indicated clarity and frequency of the messages, ability of personnel to actively listen and the ability to lead in a collaborative way as significant in promoting interpersonal skills which would enhance employee commitment to the organization.

Daniel Bishop (2008)[7] presented empirical evidence to highlight the significance of social and subjective factors in the effectiveness of training programs. Data was collected from senior managers in 25 small firms in South Wales. Follow-up interviews with employees were conducted in nine of these firms and the following findings were arrived at. The managers were of the view that social relations among the participants played a more significant role in determining the effectiveness of the training programs.

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[4] Amy Hawke, Troy Heffernan, (2006) "Interpersonal liking in lender-customer relationships in the Australian banking sector", International Journal of Bank Marketing, Vol. 24 Iss: 3, pp.140 – 157.

[5] Russel F. Korte, 2007, A review of social identity theory with implications for training and development, Journal of European Industrial Training, Emerald Pub Ltd., Mar, Vol 31, Iss 3, pp. 166-180.

[6] Mary Bambacas, Margaret Patrickson, 2008, Interpersonal communication skills that enhance organisational commitment, Journal of Communication Management, Vol: 12 Iss: 1, pp. 51-72.

[7] Daniel Bishop, 2008, The small enterprise in the training market, Education+Training, Vol 50, Iss 8/9, pp. 661-673.

Alexandros G Sahinidis, John Bouris (2008)[8] investigated the relationship between perceived employee training effectiveness and job satisfaction, motivation and commitment among the management staff of five large Greek organizations after they had completed a training program. The study was aimed to identify the attitudes of trainees towards each other and towards the training. Findings from the study indicated that there is a significant correlation between the employee perceived training effectiveness and their commitment, job satisfaction and motivation. This correlation will have a positive effect on key employee attitudes and group behaviour.

Zheng Gu et al. (2009)[9] examined the relationship between work performance and job satisfaction in Macao's casino hotels and offered useful insights on how work performance and job satisfaction can be improved by enhancing interpersonal skills. The study identified mediocre interpersonal skills as the major weakness of the labor force and job satisfaction is significantly correlated with job performance.

Nicholas Clarke (2010)[10] through his study examined the relationship between emotional intelligence (EI) and specific teamwork behaviours that are associated with transition, action and interpersonal team processes. Findings identified that emotional intelligence was found to explain direct and unique variance in transition and interpersonal team processes suggesting that emotional intelligence may be an important aspect of individual difference amongst team members that can contribute to team effectiveness.

John E. Barbuto Jr et al. (2010)[11] through their study tested the direct and mediating effects of personality, conflict management style, and leader effectiveness for 126 managers and 624 employees from various organizations. Findings indicated that an integrating conflict management style fully mediates the relationship between neuroticism and leadership

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[8] Alexandros G Sahinidis, John Bouris, 2008, Employee perceived training effectiveness relationship to employee attitudes, Journal of European Industrial Training, Emerald Pub Ltd., Jan, Vol 32, Iss 1, pp. 63-76.

[9] Zheng Gu, Ricardo Chi Sen Siu, 2009, Drivers of job satisfaction as related to work performance in Macao casino hotels: An investigation based on employee survey, International Journal of Contemporary Hospitality Management Vol: 21 Iss: 5, pp. 561-578.

[10] Nicholas Clarke 2010, Emotional intelligence abilities and their relationships with team processes, Team Performance Management, Vol: 16, Iss: 1/2, pp. 6 - 32.

[11] John E. Barbuto Jr, Kelly A. Phipps, Ye Xu, 2010, Testing relationships between personality, conflict styles and effectiveness, International Journal of Conflict Management Vol: 21, Iss: 4, pp. 434-447.

effectiveness and partially mediates the relationship between conscientiousness and leadership effectiveness. Conscientiousness was the best predictor of effectiveness among all variables.

Alicia S.M. Leung et al. (2011)[12] examined the relationship between domain-based life satisfaction and subjective well-being as well as the role of spiritual well-being as a moderator through a survey completed by 145 full-time Hong Kong Chinese employees working in a variety of jobs and organizations. Multiple regression analyses show that career success, social connectedness, and self-esteem are associated with both psychological and physical well-being. Spiritual well-being moderated the relationship between career success and psychological well-being.

Statement of the problem:

The state of affairs at the work front today is turning out to be quite complex, challenging and stressful as a result of work pressures, demanding timings, organization structure, and work atmosphere with regard to relations with superiors and subordinates. As a consequence, all organizations, be it manufacturing, service or process, have recognized the need and importance of training their employees on different dimensions of technical and soft skills, in order to sustain, compete and stay abreast of the global demands.

The 21st century organizations thus aim at training and equipping their staff with necessary skills and competencies that would enable them to cope with the changes and handle challenges with a sense of equanimity. Some of the significant areas that require comprehensive training besides technical upgradation are attitudinal and behavioural modification and most importantly effective group functioning.

The earlier researches have focused on forces leading to interpersonal liking; implications of individual thinking on group behaviour; impact of effective communication leading to good interpersonal skills; importance of social relations in training effectiveness; trainees attitudes towards each other impacting their job satisfaction and motivation; mediocre interpersonal skills

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[12] Alicia S.M. Leung, Yu Ha Cheung, Xiangyang Liu, 2011, The relations between life domain satisfaction and subjective well-being, Journal of Managerial Psychology Vol: 26 Iss: 2, pp. 155-169.

as the major weakness of the labor force in Macao's casino hotels; impact of emotional intelligence in interpersonal team processes contributing to team effectiveness; significance of conflict management and conscientiousness leading to effectiveness; importance of social connectedness and self-esteem impacting career success and psychological well-being.

The studies have not looked into the aspects that promote group cohesion among the individuals in the context of identifying the aspects that contribute to the group cohesion and also the factors that contribute to good interpersonal skills among the management staff of the Automobile Industry in Chennai. Hence this present study has concentrated in overcoming the research gap identified with the earlier researches done. In the light of these observations select attitudinal and behavioural aspects which were not studied earlier were analysed with reference to the management staff of the Automobile Industry. The key dimensions studied in this research paper are Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind, Self-concept and Coordination of Individual to Group.

Significance of the Dimensions:

Respondents' Openness (RO) helps to understand the extent to which the respondents express themselves openly with regard to their basic nature, needs, behaviour with others, doubts and fears.

High self-esteem (HSE) indicates the high opinion, confidence and self-worth that individuals have about themselves. Such individuals have a good opinion about their abilities and skills and cannot be ridiculed by others. They are content and pleasant mannered.

Low self-esteem (LSE) indicates the low self-concept in individuals that causes them to think that they are lower than others. Such individuals may feel the need to please, be submissive to others' wishes, try to be perfect, have low mood or feel depressed, feel guilty often or may even feel that they have to try and prove that they are better than other people.

Social Influences (SI) indicates the influences of social networks on the individuals. Social network includes the relations that individuals have with family members, colleagues, superiors

and the society at large. Such influences have a significant bearing on the nature and behaviour of individuals.

Negative Approach (NA) indicates the negative feelings and approaches that people have both with regard to themselves and with others. These individuals are highly self-critical with little regard for self-respect and self-worth. They also tend to be very quarrelsome with others and look at only the weaknesses and faults in others. Such negative aspects are responsible for the individuals withdrawing into a shell and as a result they lose confidence in themselves. They develop fears and mind-sets that may have a negative impact on group cohesion.

Conditions of Mind (CM) indicates the mind fixations and mind-blocks that individuals develop both with regard to themselves and with regard to interactions with others. Individuals with mind-blocks may find it difficult to express themselves with regard to their fears and thereby hesitate to accept the training programs. Hence it becomes significant to identify those mind conditions that cause the mind-blocks in order to remove them.

Self-Concept indicates the impression and understanding that individuals have about themselves. Human nature is quite unpredictable and unique and individuals bring along with them a package of personal preferences, attitudes and values. Each individual has certain inherent prejudices and mind fixations that have a bearing on their attitudes and values that may act as constraints in effective group functioning. It thus becomes the trainer's job to make the participants aware of their basic perception of self and indicate how these perceptions help or impede their performances on the job and their disposition towards everything.

Coordination of Individual to Group (CIG) aims at identifying the extent to which the respondents can be coordinated to form a motivated cohesive group. Group cohesion is an important aspect for individuals to be motivated towards organizational objectives as a group. Such cohesiveness may enable the trainees to perform the jobs as a motivated group effectively and efficiently.

In the light of the above mentioned observations the following objectives, hypotheses and methodology were formulated.

Objectives of the Study:

The following are the major objectives of the study:

1. To identify the factors to coordinate the individuals towards common objectives.

2. To find out the relationship among the dimensions Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind, Self-concept and Coordination of Individual to Group.

3. To find out the extent to which the dimensions Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind and Self-concept influence Good Interpersonal Skills.

Hypothesis of the Study:

The following are the hypotheses formulated for the present study

1. There are several factors that contribute towards Coordination of Individual to Group among the management staff of the Automobile Industry.

2. The dimensions Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences, Negative Approach, Conditions of mind, Self-concept and Coordination of Individual to Group are interrelated.

3. Good Interpersonal Skills is influenced by the dimensions Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind and Self-concept.

Sample:

In order to study and identify the factors that promote coordination of individual to group and also develop good interpersonal skills, a total of 500 management staff were selected from three leading organizations from the Automobile Industry in Chennai. These three organizations have a mission towards industry-academia interface and were also keen to have the research findings.

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The three organizations are Ashok Leyland, Brakes India Ltd. and the Rane Group. Stratified random sampling technique was used to select the sample. The process of data collection was done through a questionnaire which highlighted the key aspects of the dimensions Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind, Self-concept and Coordination of Individual to Group

The following table gives the profile of the respondents.

Table 2   Profile of the Respondents

Profile of the Respondents				Frequency	Percent
Name of the Company	**Ashok Leyland**			178	35.6
	Brakes India			112	22.4
	Rane Group			210	42.0
Demographic Variable	Designation	Manager	Group 1	237	47.4
		Executive	Group 2	72	14.4
		Engineer	Group 3	191	38.2

Source: Primary data

Application of Statistical Tools:

The data collected through questionnaires was tabulated and analyzed by applying appropriate statistical tools such as Factor Analysis, Correlation Co-efficient Analysis and Step-wise Regression Analysis. $P < 0.05$ was taken as the significance level in order to determine the Overall Feasibility Analysis.

Analysis and Discussion:

FACTOR ANALYSIS:

Factor Analysis is the technique used to reduce a large number of variables into fewer number of factors, based on the relationships in the correlation matrix, which is used for further analysis. To

test the reliability of the dimensions, Cronbach's Alpha method was used. In general, Cronbach's alpha value ranges from 0 to 1 but an alpha coefficient of 0.6 and above is considered to be good for research in social sciences (Malhotra, 2002, and Cronbach, 1990). Principle Component Analysis (PCA) was used to determine the minimum number of factors that will account for maximum variance in the data. The first factor identified in each dimension is the most important factor which contributes maximum to the total variance of that dimension. This procedure is followed by varimax rotation which helps to interpret factors meaningfully.

Factor analysis was done for the dimension Coordination of Individual to Group. This dimension lent itself to factor analysis as the Eigen values of the factors that emerged out of the analysis were above 1. This dimension plays a key role in understanding the individuals with regard to their attitude, behaviour and approach, both independently and within a group. Such an in-depth understanding of the individuals, with regard to their nature and behaviour, will enable the management to identify and work on the individuals' strengths and weaknesses and thereby get them motivated as a group. The alpha score for Coordination of Individual to Group is 0.8725**, indicating the reliability of the questions in the dimension.

Hypothesis: There are several factors that contribute towards Coordination of Individual to Group among the management staff of the Automobile Industry.

Coordination of Individual to Group

Group cohesion is an important aspect for individuals to be motivated towards organizational objectives as a group. Such cohesiveness may enable the staff to function and perform as a motivated group. In order to identify the key dimensions that play a major role in coordinating the individual to group for better group cohesion and productivity, and also understand the individuals' behaviour in a group, factor analysis was done. The dimension **Coordination of Individual to Group (CIG)** has sixteen constructs. The factor analysis yielded three factor dimensions.

Table 3 gives the findings of the rotated factor matrix for all the three factors.

Table 3   Rotated Factor Matrix for Coordination of Individual to Group

	Factor 1	Factor 2	Factor 3	Communality
CIG 1	.10985	.45203	.00754	.21645
CIG 2	.24400	.36914	.33910	.31079
CIG 3	.30539	.44980	.08641	.30305
CIG 4	.16715	.03488	.46396	.24442
CIG 5	.03049	.57819	-.08045	.34171
CIG 6	-.05936	.71266	.15024	.53399
CIG 7	-.20722	-.17031	.64716	.49076
CIG 8	.26047	.48084	-.12065	.31361
CIG 9	.30610	.26809	.20802	.20884
CIG 10	.06429	-.03208	.56900	.32892
CIG 11	.07594	.18697	.58847	.38702
CIG 12	.59828	.10604	-.01169	.36931
CIG 13	.76657	.08184	-.10432	.60521
CIG 14	.64353	-.10274	.31036	.52100
CIG 15	.52323	.20238	.16350	.34146
CIG 16	.48884	.25372	.02878	.30417
Eigen Value	**3.04376**	**1.52715**	**1.24981**	
Percentage of Variance	**19.0**	**9.5**	**7.8**	
Cumulative percent	**19.0**	**28.6**	**36.4**	

The Eigen value for factor 1 is 3.04376, the percentage of variance is 19.0, and the cumulative percent is 19.0 indicating the high contribution of this factor to coordinating the individuals into a cohesive group. The Eigen value for factor 2 is 1.52715, the percentage of variance is 9.5, and the cumulative percent is 28.6. The Eigen value for factor 3 is 1.24981, the percentage of variance is 7.8, and the cumulative percent is 36.4. The Eigen values for the second and third factors are more or less uniform. The communalities range between .20884 and .60521. The first dimension, named **People Oriented (PO),** comprises of six constructs. The second dimension, named **Good Interpersonal Skills (GIPS),** comprises of six constructs. The third dimension,

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named **Humane Approach (HA),** comprises of four constructs. Table 4 gives the loadings of the three dimensions.

Table 4   Three Factor Dimensions for Coordination of Individual to Group

	Factor 1 People Oriented	Factor 2 Good Interpersonal Skills	Factor 3 Humane Approach
CIG 1		.45203	
CIG 2		.36914	
CIG 3		.44980	
CIG 4			.46396
CIG 5		.57819	
CIG 6		.71266	
CIG 7			.64716
CIG 8		.48084	
CIG 9	.30610		
CIG 10			.56900
CIG 11			.58847
CIG 12	.59828		
CIG 13	.76657		
CIG 14	.64353		
CIG 15	.52323		
CIG 16	.48884		
Mean	23.794 (30)*	24.964 (30)*	13.904 (20)*
Standard Deviation	3.352	2.856	2.768

( )* indicates maximum score

Factor 1 gives the findings of the dimension named **People Oriented (PO)**. Accordingly the following constructs explain the extent to which individuals are people oriented and thereby form a cohesive group.

CIG 9 -   When a problem arises between you and another person, do you discuss it without losing control of your emotions?

CIG 12 -   I set people straight when they aren't doing their job properly.

CIG 13 -   I correct subordinates when they fail to perform up to standard.

CIG 14 -   I find ways to make a boring task interesting for co-workers.

CIG 15 -   When someone is new, I make an effort to show him or her where everything is.

CIG 16 -   I ensure that everyone gets to interact with each other without ego clashes.

The constructs in this factor indicate that the respondents opine that reaching out to people to make them comfortable in a job situation and becoming emotionally intelligent enables individuals to become people oriented. This is in accordance with Daniel Goleman's (1998)[13] findings of emotional intelligence leading to social skills among individuals. Consequently respondents who are people oriented tend to form better groups of motivated individuals.

The loading for this dimension varies between .30610 and .76657 The variable, "I correct subordinates when they fail to perform up to standard" contributes most towards building a cohesive group indicating that the respondents think correcting subordinates when they under-perform expresses how much they are oriented towards others. The variable, "When a problem arises between you and another person, do you discuss it without losing control of your emotions?" contributes least indicating that the respondents think that emotional outbursts will have a detrimental effect on other people and prevent them from becoming people oriented. The twelfth and fourteenth variables, indicating the respondents' interest in making co-workers comfortable in their jobs, contribute almost equally to building a cohesive group when compared to the fifteenth and sixteenth variables which indicate their enthusiastic approach towards new-comers and their positive contribution to people's interaction.

Factor 2 gives the findings of the dimension named **Good Interpersonal Skills (GIPS)**. Accordingly the following constructs express the approaches of respondents that contribute to a good relationship among them.

CIG 1 -   I say "please" and "thank you"

CIG 2 -   If I had a choice, I would prefer being with others to being by myself.

CIG 3 -   Are you satisfied with the way in which you settle your differences with others?

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[13] Daniel Goleman, 1998, Working With Emotional Intelligence, Bantam Books, USA, pp 23.

CIG 5 -   I can look anyone in the eye and talk with a straight face.

CIG 6 -   Do you maintain sound human relations with your subordinates?

CIG 8 -   Do you prefer team management?

All the above mentioned constructs indicate good communication and interpersonal skills that the respondents feel would lead to good relations between individuals. Such good interpersonal skills enable the individuals to function as a motivated group in achieving organizational objectives.

The loading for this dimension varies between .36914 and .71266. The variable, "Do you maintain sound human relations with your subordinates?" contributes most towards Good Interpersonal Skills indicating that the respondents believe in good relationship with others. The variable, "If I had a choice, I would prefer being with others to being by myself" contributes least indicating that the respondents prefer being in a group than being alone. The fifth variable, which expresses a positive body language, contributes significantly towards a good relationship among individuals compared to the first, third and eighth variables, indicating respondents' relation with others, contribute almost equally towards building good interpersonal skills.

Factor 3 gives the findings of the dimension named **Humane Approach (HA)**. Accordingly the following constructs highlight the humane approach in individuals.

CIG 4 -   I laugh more for a comedy with others than when alone.

CIG 7 -   I sometimes avoid people I do not wish to speak to.

CIG 10 -   Do you disagree with others even though you feel they might get angry?

CIG 11 -   I can't consciously hurt anyone.

All the above mentioned constructs indicate the respondents' innate sense of concern for others and their need for association with others. This is in accordance with David C. McClelland's research on need for affiliation which is a drive to relate to people on a social basis whereby people work better when they are complimented for their favourable attitudes and co-operation (Alex Taylor, 1996)[14].

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[14]   Alex Taylor III, The Odd Eclipse of a Star CEO, Fortune, Feb 11, 1991, pp, 87-96.

The loading for this dimension varies between .46396 and .64716. The variable, "I sometimes avoid people I do not wish to speak to" contributes most towards building a humane approach indicating that respondents would prefer avoiding certain people rather than have any confrontations with them that may lead to unpleasantness. The variable, "I laugh more for a comedy with others than when alone", indicating respondents' social need, contributes least. The tenth and the eleventh variables, indicating respondents' basic disposition with others, contribute equally towards developing the humane approach in individuals.

From the above findings it can be inferred that there are several factors that contribute towards developing group cohesiveness among the management staff of the Automobile Industry. Hence the hypothesis is accepted.

Inter-Correlation among the Dimensions

Hypothesis: The dimensions Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind, Self-concept and Coordination of Individual to Group are interrelated.

The following table shows the inter-correlation among the different dimensions chosen for the study.

Table 5   Inter-correlation among the Dimensions

	HSM	LSM	SI	RO	NA	CM	SC	PO	GIPS	HA
HSM	1.000	-.136**	.228**	.287**	-.027	.019	-.011	.318**	.330**	.043
LSM		1.000	.111**	-.275**	.029	.054	.023	-.217**	-.247**	.009
SI			1.000	.079*	.044	.022	-.056	.194**	.189**	.073*
RO				1.000	-.117**	-.042	.007	.361**	.455**	.182**
NA					1.000	.144**	.289**	-.031	-.066	-.041
CM						1.000	.106**	.065	-.101*	-.019
SC							1.000	.071	-.010	-.038
PO								1.000	.416**	.199 **
GIPS									1.000	.138**
HA										1.000

** Significant at 0.01 level,   * Significant at 0.05 level

The above table presents the correlation co-efficient for inter-correlation among the dimensions. It is seen from the table that most of the correlations are significant at 0.01 level and a few at 0.05 level.

The dimension *High Self-Esteem* is highly significantly negatively correlated with Low Self-Esteem and highly significantly positively correlated with Social Influences, Respondents' Openness, People Oriented and Good Interpersonal Skills. High Self-Esteem is not significant with Negative Approach, Conditions of Mind, Self-Concept and Humane Approach.

The dimension *Low Self-Esteem* is highly significantly positively correlated with Social Influences and highly significantly negatively correlated with Respondents' Openness, People Oriented and Good Interpersonal Skills. Low Self-Esteem is not significant with Negative Approach, Conditions of Mind, Self-Concept and Humane Approach.

The dimension *Social Influences* is highly significantly positively correlated with People Oriented and Good Interpersonal Skills and significantly positively correlated with Respondents' Openness and Humane Approach. Social Influences is not significant with Negative Approach, Conditions of Mind, and Self-Concept.

The dimension *Respondents' Openness* is highly significantly negatively correlated with Negative Approach, and highly significantly positively correlated with People Oriented, Good Interpersonal Skills and Humane Approach. Respondents' Openness is not significant with Conditions of Mind and Self-Concept.

The dimension *Negative Approach* is highly significantly positively correlated with Conditions of Mind and Self-Concept. Negative Approach is not significant with People Oriented, Good Interpersonal Skills and Humane Approach.

The dimension *Conditions of Mind* is highly significantly positively correlated with Self-Concept and significantly negatively correlated with Good Interpersonal Skills. Conditions of Mind is not significant with People Oriented and Humane Approach.

The dimension *Self-Concept* is not significant with People Oriented, Good Interpersonal Skills and Humane Approach.

The factor *People Oriented* is highly significantly positively correlated with Good Interpersonal Skills and Humane Approach.

The factor *Good Interpersonal Skills* is highly significantly positively correlated with Humane Approach.

From the above findings it is proved that the dimensions are inter-related. Hence the hypothesis that, the dimensions Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind, Self-concept and Coordination of Individual to Group are interrelated, is accepted.

Having observed significant inter-correlation among most of the variables, Stepwise Regression is attempted to find out the influence of these variables on the dependent variable Good Interpersonal Skills in order to identify those aspects that lead to good interpersonal skills among the management staff of the Automobile Industry in Chennai.

Hypothesis: Good Interpersonal Skills is influenced by the dimensions Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind and Self-concept

Table 6   Stepwise Regression for Dependent Variable - Good Interpersonal Skills

Step No.	Independent Variables	Coefficient of Determination	Regression Coefficient	t-value	Sig.t
1	RO	0.2073	0.4553	11.40	0.01(0.0000)
2	RO	0.2504	0.3931	9.69	0.01(0.0000)
	HSE		0.2167	5.34	0.01(0.0000)
3	RO	0.2634	0.3626	8.72	0.01(0.0000)
	HSE		0.2093	5.19	0.01(0.0000)
	LSE		0.1188	2.96	0.01(0.0033)
4	RO	0.2748	0.3699	8.94	0.01(0.0000)
	HSE		0.2061	5.14	0.01(0.0000)
	LSE		0.1114	2.79	0.01(0.0056)
	CM		0.1069	2.78	0.01(0.0057)
5	RO	0.2851	0.3706	9.01	0.01(0.0000)
	HSE		0.1833	4.50	0.01(0.0000)
	LSE		0.1028	2.58	0.01(0.0102)
	CM		0.1055	2.76	0.01(0.0060)
	SC		0.1045	2.66	0.01(0.0080)

6	RO	0.2868	0.3658	8.82	0.01(0.0000)
	HSE		0.1828	4.48	0.01(0.0000)
	LSE		0.1051	2.63	0.01(0.0089)
	CM		0.1117	2.89	0.01(0.0041)
	SI		0.1059	2.69	0.01(0.0075)
	SC		-0.0079	-0.20	NS (0.8428)
	NA		-0.0393	-0.97	NS (0.3321)

NS – Not Significant   ( ) level of significant score is given

In the above table, Stepwise Regression Analysis is done for the dependent variable Good Interpersonal Skills factor, in the dimension Coordination of Individual to Group with Respondents' Openness, High Self-esteem, Low Self-esteem, Social Influences. Negative Approach, Conditions of mind and Self-concept as the independent variables. The first contributing dimension in the *first step* in the table is Respondents' Openness. It contributes 20.73% to the dependent variable. The above finding indicates that the respondents consider the openness aspect as the most significant contributing factor in making people express themselves openly with regard to their need and motivations and thereby creates good interpersonal relations between them. All other factors presented in the table are found to have a significantly additive contribution.

In the *second step*, Respondents' Openness and High Self-Esteem together contribute 25.04% to the dependent variable. The above finding indicates that both openness and the feel good factor in the individuals helps people to be more oriented towards others and thereby improves their interpersonal skills.

In the *third step*, Respondents' Openness along with High Self-Esteem and Low Self-Esteem contribute 26.34% to the dependent variable. The above finding indicates that openness, feel good factor and the impact of low self-esteem contribute significantly to developing good interpersonal skills.

In the *fourth step*, Respondents' Openness along with High Self-Esteem, Low Self-Esteem and Conditions of Mind contribute 27.48% to the dependent variable. The above finding indicates

that openness and certain aspects of attitude along with certain pre-fixed mind conditions contribute significantly to developing good interpersonal skills.

In the *fifth step*, Respondents' Openness along with High Self-Esteem, Low Self-Esteem, Conditions of Mind and Social Influences, contribute 28.51% to the dependent variable. The above finding indicates that openness and certain aspects of attitude and pre-fixed mind conditions along with influences and interactions with others contribute significantly to developing good interpersonal skills.

In the *sixth step*, Respondents' Openness along with High Self-Esteem, Low Self-Esteem, Conditions of Mind, Social Influences, Self-Concept and Negative Approach contribute 28.68% to the dependent variable. The dimensions Self-Concept and Negative Approach do not contribute significantly to the dependent variable.

Recommendations of the Study:

The findings from the study have paved the way for the following recommendations and suggestions by the researcher for the Automobile Industry.

1. In order to make the management staff of the Automobile Industry people oriented, the top management must train the management staff to become emotionally and socially intelligent and also reach out and help co-workers by making them comfortable in job situations.

2. The top management should conduct training programs to build effective two-way communication among the management staff and also help them to settle their differences amicably that will promote good interpersonal skills among them.

3. To help the management staff develop a humane approach towards each other they should be trained to develop a need for association and an innate sense of concern for others. Individuals should also be taught the importance of avoiding certain people rather than have any confrontations with them that may lead to unpleasantness.

4. The top management should promote the following aspects among the management staff in order to develop good interpersonal skills among them:

- Develop Respondents' Openness by building their self-esteem, offer motivational techniques and be empathetic towards them,

- Build a High Self-Esteem in them by giving them opportunities to develop their personal and professional calibre,

- Remove the aspects such as: need to please and be submissive to others, mood swings and depression, guilt, and the need to be always perfect and prove that they are better than others, in order to help the management staff overcome their low self-esteem.

- Individuals with mind fixations may find it difficult to express themselves with regard to their fears both individually and within a group. It thus becomes significant to identify the mind conditions that cause the mind-blocks in order to remove them The top management may adopt techniques such as Counselling, Personal Interviews and Discussions in order to to identify those mind conditions and thereby help the management staff overcome their mind-blocks and pre-fixed notions.

- The top management should through direct interactions identify the influences of social networks, such as relations with family members, colleagues, superiors and the society, on the management staff. It may then be possible to identify those influences that have a negative impact on the individuals' nature and attitude. Positive influences may also be used as a motivating factor to better their performances individually and within a group.

Limitations of the Study:

- The present study is limited to the management staff of the Automobile Industry in Chennai.

- The study is limited to identifying the factors that lead to good interpersonal skills and group cohesion among the management staff.

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Scope for further research:

- The present study is an attempt to study the factors that lead to group cohesion and good interpersonal skills that would improve the efficiency of the individuals to achieve the organizational objectives more effectively and efficiently. Besides this dimension other dimensions of group behaviour can also be researched for improving the efficiency of the management staff as a cohesive group.

- The study has been conducted by studying the impact of the variables among the management staff and could thus be extended by studying their impact on the top and lower level management in the Automobile Industry.

- The context of understanding the attitude and interpersonal orientation of the individuals encompasses different industries whether it is manufacturing, process or the service sector. Hence the parameters taken for the present study can be studied with regard to other industries and sectors as well.

Conclusion:

The current business environment is constantly changing. Organizations need to meet this challenge by assessing their strengths and weaknesses and thereby redefine and equip their employees with newer skills and competencies in order to sustain, compete and stay abreast of the global demands. The corporate world today has thus started focusing on bringing about a fundamental change in the individuals that prompts them to have good interpersonal skills and thereby correct the potential areas of incompatibility. Factors such as People Oriented, Good Interpersonal Skills and Humane Approach significantly impact and influence the Coordination of Individual to Group. Organizations in their turn need to focus on enhancing the employee openness, promote high self-esteem, help to remove the low self-esteem, overcome the mind-sets and help the staff to handle the impact of social influences in order to promote good interpersonal skills.

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