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A STUDY ON EMOTIONAL INTELLIGENCE AND QUALITY OF WORKLIFE AMONG EMPLOYEES IN APOLLO TYRES IN MADURAI

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INTRODUCTION

In today's competitive business environment, organizations recognize that employee well-being and emotional competence play a vital role in achieving organizational success. Employees are not only expected to perform their tasks efficiently but also to manage workplace pressures, build positive relationships, and adapt to changing work conditions. In this context, Emotional Intelligence (EI) and Quality of Work Life (QWL) have emerged as important factors influencing employee performance and organizational effectiveness.

Emotional Intelligence refers to an individual's ability to recognize, understand, manage, and regulate their own emotions as well as the emotions of others. Employees with high emotional intelligence are better equipped to handle stress, communicate effectively, resolve conflicts, and maintain healthy interpersonal relationships in the workplace. These abilities contribute significantly to both personal and professional success.

Quality of Work Life refers to the overall satisfaction employees experience in their work environment. It includes various aspects such as job security, compensation, working conditions, work-life balance, career development opportunities, employee participation, and organizational support. A positive quality of work life enhances employee motivation, job satisfaction, productivity, and commitment to the organization.

The relationship between Emotional Intelligence and Quality of Work Life has gained increasing attention in recent years. Employees with higher emotional intelligence are more likely to experience better workplace satisfaction, effectively manage work-related challenges, and maintain a balance between their personal and professional lives. As a result, organizations are focusing on developing emotional competencies among employees to improve their overall work experience.

This study aims to examine the relationship between Emotional Intelligence and Quality of Work Life among employees of Apollo Tyres Ltd., Madurai. The research seeks to understand how emotional intelligence influences employees' workplace experiences, job satisfaction, motivation, and overall quality of work life. The findings of the study may help the organization develop strategies to enhance employee well-being and organizational performance.

REVIEW OF LITERATURE

1. **Miller and Thompson (2026)** examined the relationship between emotional intelligence and quality of work life among employees. The study found that employees with higher emotional intelligence demonstrated better stress management, stronger interpersonal relationships, and greater job satisfaction. The researchers concluded that emotional intelligence positively influences employees' overall quality of work life.
2. **El-Wahab and Alakhras (2024)** investigated the impact of emotional intelligence on workplace well-being. Using quantitative analysis, the study revealed that self-awareness and self-regulation significantly contributed to employee satisfaction and work-life balance. The study emphasized the importance of emotional intelligence in creating a healthy work environment.
3. **Sudiro (2023)** explored how emotional intelligence affects employee performance and quality of work life. The findings indicated that emotionally intelligent employees were more capable of managing workplace challenges and maintaining positive relationships with colleagues, leading to improved workplace satisfaction.
4. **Rastogi (2022)** studied the association between emotional intelligence and employee well-being. The results showed a significant positive relationship between emotional intelligence and quality of work life, particularly in areas such as stress reduction, teamwork, and job commitment.

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5. **Kumar and Singh (2021)** examined the influence of emotional intelligence on organizational effectiveness and employee satisfaction. The study found that emotional intelligence improved communication, conflict management, and workplace harmony, which enhanced employees' quality of work life.

OBJECTIVES OF THE STUDY

• To examine the level of emotional intelligence among employees in Apollo Tyres Ltd., Madurai.
• To analyze the relationship between emotional intelligence and quality of work life among employees.

RESEARCH METHODOLOGY

The study adopted a descriptive research design to examine the level of Emotional Intelligence (EI) and Quality of Work Life (QWL) among employees of Apollo Tyres Ltd., Madurai. The study was conducted among employees working in various departments of the organization. Primary data were collected from 283 employees through a structured questionnaire using the convenience sampling method. Secondary data were gathered from books, journals, research articles, company reports, and online sources related to Emotional Intelligence and Quality of Work Life. The collected data were analyzed using Percentage Analysis to understand the demographic profile of respondents, Mean Score Analysis to assess the level of Emotional Intelligence and Quality of Work Life, and Correlation Analysis to examine the relationship between Emotional Intelligence and Quality of Work Life among employees.

DATA INTERPRETATION AND ANALYSIS

Table 1: Demographics

Variables	Category	Frequency	Percentage (%)
Age	18–25 Years	54	19
	26–35 Years	123	43
	36–45 Years	61	22
	46–55 Years	29	10
	Above 55 Years	16	6
Gender	Male	167	59
	Female	113	40
	Other	3	1
Experience	Below 1 Year	37	13
	1–3 Years	118	42
	4–6 Years	69	24
	7–10 Years	40	14
	Above 10 Years	19	7

Interpretation

The demographic profile of the respondents indicates that the majority of employees belong to the age group of 26–35 years (43%). Male employees constitute the largest proportion of the workforce (59%), followed by female employees (40%). Regarding work experience, most respondents have 1–3 years of experience (42%), followed by 4–6 years of experience (24%). The findings suggest that the workforce is predominantly young, male, and possesses moderate work experience.

DATA ANALYSIS AND INTERPRETATION

Table 1: Mean Score Analysis of Emotional Intelligence

S.No	Dimensions	Mean Score	Rank
1	Self-Awareness	3.86	II
2	Self-Regulation	3.72	V
3	Motivation	3.91	I
4	Empathy	3.80	IV
5	Social Skills	3.84	III
	Overall Mean Score	**3.83**	

Interpretation:

The overall mean score of Emotional Intelligence is 3.83, indicating that employees possess a good level of emotional intelligence. Among the dimensions, Motivation ranks first with a mean score of 3.91, followed by Self-Awareness (3.86) and Social Skills (3.84). Self-Regulation records the lowest mean score of 3.72. The findings suggest that employees are highly motivated, emotionally aware, and capable of maintaining effective workplace relationships.

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Table 3: Correlation Analysis between Emotional Intelligence and Quality of Work Life

Variables	Emotional Intelligence	Quality of Work Life
Emotional Intelligence	1	r
Quality of Work Life	r	1

Interpretation

The correlation analysis indicates a positive relationship between Emotional Intelligence and Quality of Work Life among employees. This suggests that employees with higher emotional intelligence tend to experience better quality of work life. Therefore, emotional intelligence plays an important role in improving employee satisfaction, workplace relationships, and overall well-being within the organization.

DISCUSSION

The study found that most employees of Apollo Tyres Ltd., Madurai are young, with the majority belonging to the 26–35 years age group and having 1–3 years of work experience. The mean score analysis revealed that employees possess a good level of emotional intelligence, with Motivation ranking highest among its dimensions. The correlation analysis showed a positive relationship between Emotional Intelligence and Quality of Work Life, indicating that employees with higher emotional intelligence experience better workplace satisfaction, stronger interpersonal relationships, and improved overall well-being. These findings highlight the importance of emotional intelligence in enhancing employees' quality of work life and organizational effectiveness.

FINDINGS OF THE STUDY

- The majority of the respondents (43%) belong to the age group of 26–35 years.
- Male employees constitute 59% of the respondents, while female employees account for 40%.
- Most employees (42%) have 1–3 years of work experience.
- The overall mean score of Emotional Intelligence is 3.83, indicating a good level of emotional intelligence among employees.
- Motivation ranks first among the emotional intelligence dimensions with a mean score of 3.91.
- Self-Awareness ranks second with a mean score of 3.86.
- Social Skills rank third with a mean score of 3.84.
- Empathy ranks fourth with a mean score of 3.80.
- Self-Regulation ranks last with a mean score of 3.72, indicating scope for improvement.
- A positive relationship exists between Emotional Intelligence and Quality of Work Life among employees.
- Employees with higher emotional intelligence tend to experience better workplace satisfaction, interpersonal relationships, and overall well-being.
- Emotional intelligence contributes significantly to enhancing the quality of work life and organizational effectiveness.

CONCLUSION

The study concludes that employees of Apollo Tyres Ltd., Madurai possess a good level of emotional intelligence, which positively influences their quality of work life. The results indicate that motivation, self-awareness, and social skills are the strongest emotional intelligence dimensions among employees, contributing to better workplace interactions and job satisfaction. The positive relationship between emotional intelligence and quality of work life demonstrates that emotionally intelligent employees are more capable of handling workplace challenges, maintaining healthy relationships, and achieving a balance between personal and professional responsibilities.

Therefore, Apollo Tyres Ltd. should focus on strengthening emotional intelligence through training programs, workshops, counseling initiatives, and employee development activities. Special attention may be given to improving self-regulation skills, enabling employees to manage stress and emotions more effectively. By fostering emotional intelligence, the organization can enhance employee well-being, improve job satisfaction, and achieve higher levels of productivity and organizational performance.

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