

# From Workplace Well-Being to Smart Hiring: The Role of Emotional Intelligence, HR Practices, and Organizational Culture in Enhancing Quality of Work Life and Talent Acquisition Efficiency

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**Abstract:** The research on workplace well-being and smart hiring focuses on understanding how emotional intelligence, HR practices, and organizational culture influence the quality of work life and talent acquisition efficiency. The study relates to the growing need for organizations to create a supportive work environment and to improve hiring strategies in a competitive business landscape. Many of the organizations lack in effective integration of emotional intelligence and structured HR practices, which may affect employee satisfaction, productivity, and hiring outcomes. Employees often experience low quality of work life because of poor organizational culture and lack of emotional support, which in turn impacts retention and performance. Similarly, ineffective hiring strategies and lack of alignment with organizational values reduce the efficiency in talent acquisition. Weak HR practices and absence of emotionally intelligent leadership act as a barrier to both employee well-being and organizational growth. The objective of the study is to analyze the impact of emotional intelligence, HR practices, and organizational culture on quality of work life and talent acquisition efficiency. The sample size of the study is 200. Descriptive research design and convenience sampling method have been used. A structured questionnaire has been used as the primary data collection tool. Simple percentage analysis and ANOVA test have been applied to interpret the data for meaningful findings. The study finds the relationship between emotional intelligence, HR practices, organizational culture, and the quality of work life and hiring efficiency. It is been suggested that organizations should adopt emotionally intelligent leadership, strengthen HR policies, and build a positive work culture through employee engagement programs, training, and digital HR initiatives. It also conclude that emotional intelligence, effective HR practices, and a supportive organizational culture plays a major and important role in enhancing employee well-being and improving the talent acquisition efficiency. The study highlights that organizations focus on these factors so that they would achieve better employee satisfaction, higher retention, and more effective hiring outcomes, that leads to sustainable organizational success.

**Keywords:** Emotional Intelligence, HR Practices, Organizational Culture, Quality of Work Life, Workplace Well-being, Talent Acquisition Efficiency, Employee Satisfaction.

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## 1. INTRODUCTION

In today's fast-moving corporate world, the idea of work been transformed beyond routine tasks and fixed some roles more as human-centered experience. Organizations have started increasingly to realize that employee well-being is not just a supportive function but a strategic requirement. The concept of workplace well-being was connected with the Quality of

Work Life (QWL), which reflects how employees perceive their work environment, emotional comfort, and overall satisfaction within the organization. As noted by John R. Schermerhorn (2012), modern organizations have to focus on creating supportive environments that enhance both employee satisfaction and organizational performance.

Quality of Work Life may create the balance between an employee's professional responsibilities and personal well-being within the workplace. It includes some factors such as safety and supportive environment, fair compensation, growth opportunities, work-life balance, and positive interpersonal relationships. According to Stephen P. Robbins (2013), employee satisfaction and work environment play important role in influencing productivity and organizational effectiveness. When employees experience a high level of QWL, they tend to be more motivated, productive, and committed to organizational goals.

One of the key elements that influence workplace well-being is emotional intelligence. Emotional intelligence refers to an individual's ability to understand and manage emotions effectively in both personal and professional life of a person. Peter Salovey (1997) highlights that emotional awareness and regulation creates some impact in interpersonal relationships and workplace behavior. In workplace, emotional intelligence plays important role in building strong relationships, handling conflicts, and maintains positive atmosphere, to improve overall quality in work life.

Human Resource practices is a base to shape employee experiences within an organization. It includes practices such as recruitment, training, performance evaluation, and employee engagement initiatives that directly creates impact how employees consider their roles. As already highlighted by Gary Dessler (2015), effective HR practices are essential for aligning employee's performance with organizational objectives. An organized HR systems not only focus on employee satisfaction but also tend to improve talent acquisition efficiency by selecting the suitable candidates.

Organizational culture strengthens the relationship between employee well-being and organizational performance. It represents the shared values, beliefs, and behavior that also define how work is being carried out within an organization. According to Geert Hofstede (2011), organizational culture substantially influences employee behavior, motivation, and workplace dynamics. A positive work culture encourages innovation and trust, while also act as a strong factor to attract the right talents.

In present competitive scenario, hiring the right talent has become more challenging and strategic. Organizations are not only looking for candidates with technical skills but also individuals who align with their values and culture. Dave Ulrich (2017) suggests that modern HR focus on building capabilities and create value through effective talent management practices. Smart hiring practices integrate with emotional intelligence, cultural fit, and strategic HR process which can significantly improve recruitment results.

It focus on increasing workplace well-being and smart hiring to derive factors such as changing employee expectations, technological advancements, and the need for sustainable organizational growth. Employees today seek purpose, flexibility, and a sense of belonging at work, which has encouraged organizations to adopt more comprehensive approach in managing human resources.

The assumption is about employee's well-being and hiring efficiency, both are interconnected for essential sustainable organizational growth. In recent years, it increases focus on this concept due to the following factors:

- Rising employee expectations regarding work-life balance and job satisfaction;
- Importance of emotional intelligence in leadership and teamwork;
- Increased level of competition for skilled and talented people in the job market;
- Advancements in HR practices and increase in digital recruitment methods;
- Greater emphasis on organizational culture and employee engagement.

The study aims to explore how emotional intelligence, HR practices, and organizational culture all together influence the quality of work life and talent acquisition efficiency. Based on understanding of these relationships, the research look for providing observations into how organizations can create a balanced and engaging work environment while contributing to their hiring strategies, that ultimately contribute to long-term organizational effectiveness.

## 2. REVIEW OF LITERATURE

**Ananya Sharma, Rohit Mehta (2023)** in their study assess the impact of emotional intelligence on workplace well-being among employees in service sector organizations. The aim of the study is to analyze how emotional awareness, self-regulation, and interpersonal skills influence employee satisfaction and performance of the employees. The sample size consisted of 50 employees, and data were collected through structured questionnaires. The findings revealed that employees with higher emotional intelligence experienced better and satisfied with their working conditions.

**Siddharth Rao (2022)** conducted an empirical study on smart hiring practices and their effectiveness in modern organizations. The research aimed to understand how data-driven recruitment, employer branding, and cultural fit influence hiring efficiency. Primary data were collected through questionnaires, and statistical tools such as percentage analysis and ANOVA test were used. The study found that organizations are transforming to smart hiring strategies to improve recruitment benefits and for higher employee retention rates.

**Vikram Desai (2021)** survey helps for the combined effect of emotional intelligence and HR practices on organizational effectiveness. The study highlights to show that emotional intelligent in leadership, along with structured HR policies, creates a positive work environment that also enhances employee engagement and supports efficient talent acquisition. The findings suggests that organizations integrating these factors can achieve positive sustainable growth and competitive advantage.

**Arjun Patel, Neha Iyer (2020)** examined the influence of organizational culture on employee well-being and performance. The study emphasize that positive culture enhances employee motivation, reduces stress, and improves collaboration within teams. Data were collected from 200 employees across different industries. The findings indicated that organizational culture plays a crucial role in shaping employee attitudes and directly impacts the quality of work life.

## 3. OBJECTIVE OF THE STUDY

The study focuses on analyzing the impact of emotional intelligence, HR practices, and organizational culture on the quality of work life of employees. It also assess talent acquisition efficiency and explores relationship between employee well-being and effective hiring practices within organizations.

### 3.1 Research Methodology

The research refers to the systematic procedure adopted for the collection and analysis of data. This study is descriptive in nature and focus on analyzing the impact of emotional intelligence, HR practices, and organizational culture on the quality of work life and talent acquisition efficiency. The study aims to describe about employee's perception and organizational practices that relates to both workplace well-being and smart hiring.

#### 3.1.1 Selection of the Study Area

According to Saunders Mark et al. (2019), defines, the target population is a key step in the research process, it helps in collecting appropriate and trustworthy data for the study. The target population for this research includes employees working in startup, MNC and private companies. The study area selected is the Chennai region, as it consists of a diverse workforce across different industries. The primary data for the study was collected directly from employees to understand their perspective on emotional intelligence, HR practices, organizational culture, and talent acquisition efficiency.

#### 3.1.2 Sample Size

The sample size of the study is 200 respondents. The sample size has been determined to ensure adequate representation of employees from different organizations and to secure results for analysis.

#### 3.1.3 Sampling Technique

This technique is followed for data collection in probability method. The employees were selected based on their availability and willingness to participate in the study. This method was chosen due to time constraints and ease of data collection.

#### 3.1.4 Sources of Data

##### (a) Primary Data:

The primary data was collected from employees working in startup, MNC and private companies in the Chennai region. Data was collected through a structured questionnaire to understand their perceptions on emotional intelligence, HR practices, organizational culture, quality of work life, and talent acquisition efficiency.

**(b) Secondary Data:**

The secondary data was collected from various sources such as research articles, published journals, books, HR reports, websites, and online databases related to workplace well-being, emotional intelligence, HR practices, and talent acquisition.

**(c) Tools used for Analysis:**

The tools used for analysis include simple percentage analysis and ANOVA test to interpret the data.

**3.2 Factors Influencing Quality of Work Life and Talent Acquisition Efficiency**

1. **Emotional Intelligence:** The ability of leaders and employees to understand and manage emotions effectively, which improves communication, teamwork, and workplace unity.
2. **HR Practices:** Implementing some effective practices such as recruitment, training, performance appraisal, and employee engagement strategies enhance employee satisfaction and organizational performance.
3. **Organizational Culture:** A positive and inclusive work culture builds trust, promotes collaboration, and shared values among employees.
4. **Work-Life Balance:** It ensures that employees can balance their professional responsibilities with personal life and improve well-being.
5. **Employee Engagement:** It creates opportunities for employees to actively participate in organizational activities, which leads to higher motivation and commitment.
6. **Job Satisfaction:** Employees’ level of satisfaction with their job roles, responsibilities, and work environment, directly affects productivity and retention.
7. **Leadership Effectiveness:** Role of leaders is to guide, motivate, and support employees through emotional intelligent and ethical practices.
8. **Talent Acquisition Strategy:** Efficient hiring process focus on selecting candidates based on skills, emotional intelligence, and cultural fit.
9. **Training and Development:** Continuous learning opportunities helps to develop employees’ skills and career growth.
10. **Organizational Support:** The employees should feel valued and supported through the organizational policies, benefits, and work environment.

The overall, focus is on emotional intelligence, effective HR practices, and a positive organizational culture. It not only enhances the quality of work life of employees but also improves talent acquisition efficiency. This can lead to higher employee satisfaction, better retention, increased productivity, and sustainable organizational growth.

**3.3 Demographic Profile of the Respondents:**

To understand the demographic profile of the respondents, percentage analysis was used. This is to identify the personal information like Gender, Age, Educational Qualification, Work Experience, Department, Type of Organization. The Table 1.1 shows the demographic profile of the respondents.

**Table 1.1: Demographic profile of the respondents**

DEMOGRAPHIC PROFILE	OPTIONS	FREQUENCY	PERCENTAGE
Gender	Male	112	56
	Female	88	44
	TOTAL	200	100
Age	20 to 25 years	36	18
	26 to 30 years	64	32
	31 to 35 years	25	25
	36 to 40 years	30	15
	Above 40 years	20	10
	TOTAL	200	100

Educational qualification	Undergraduate	60	30
	Postgraduate	100	50
	Professional qualification	40	20
	TOTAL	200	100
Work experience	Less than 1 year	40	20
	1-3 years	70	35
	3-5 years	50	25
	Above 5 years	40	20
	TOTAL	200	100
Departments	HR	50	25
	Finance	30	15
	Marketing	60	30
	Operations	40	20
	IT/Other	20	10
	TOTAL	200	100
Organization Type	MNC	40	20
	Startup	120	60
	Private company	40	20
	TOTAL	200	100

**Source:** Primary Data

- **Gender:** Using the above data, among 200 respondents, 112 respondents (56%) are male and 88 respondents (44%) are female. It is observed that majority of the respondents are male employees working in private organizations.
- **Age:** Age is a one of important factor that influences employee experience, adaptability, and workplace behavior. Among 200 respondents, 36 respondents (18%) belong to the age group of 20 to 25 years, 64 respondents (32%) belong to the age group of 26 to 30 years, 50 respondents (25%) fall under 31 to 35 years, 30 respondents (15%) belong to 36 to 40 years, and 20 respondents (10%) are above 40 years. Based on the observation, the majority of the respondents are in the age group of 26 to 30 years.
- **Educational Qualification:** Education plays a significant role to shape employee skills, emotional intelligence, and adaptability to HR practices. Among 200 respondents, 60 respondents (30%) are undergraduates, 100 respondents (50%) are postgraduates, and 40 respondents (20%) hold professional qualifications. Hence, the majority of the respondents are postgraduates.
- **Work Experience:** Work experience is a most important factor that influences employee perception towards organizational culture and quality of work life. Among 200 respondents, 40 respondents (20%) have less than 1 year of experience, 70 respondents (35%) have 1–3 years of experience, 50 respondents (25%) have 3–5 years of experience, and 40 respondents (20%) have above 5 years of experience. From the above observation, the majority of the respondents have 1–3 years of experience.
- **Department:** The department of employees reflects based on their exposure to HR practices and organizational processes. Among 200 respondents, 50 respondents (25%) belong to HR, 30 respondents (15%) are from Finance, 60 respondents (30%) are from Marketing, 40 respondents (20%) are from Operations, and 20 respondents (10%) belong to IT/Other departments. The majority of respondents are from Marketing department.
- **Type of Organization:** Type of organization influence workplace culture, HR practices, and hiring strategies. Among 200 respondents, 40 respondents (20%) work in startups, 120 respondents (60%) work in private companies, and 40 respondents (20%) work in multinational companies (MNCs). It is observed that, majority of respondents are working in Startups.

### 3.3.1 Perception of Employees towards Factors Influencing Quality of Work Life and Talent Acquisition Efficiency

#### Mean Score Analysis

Descriptive statistics is being used to analyze employees’ understanding based on the key factors such as emotional intelligence, HR practices, organizational culture, workplace well-being, and talent acquisition efficiency.

**Table 1.2: Evaluation of Employee views on Quality of work life, Workplace culture and Well-Being, Training and Recruitment process**

Employees' perceptions	Mean	Standard Deviation	Rank
Emotional Intelligence in managing workplace stress	4.768	0.598	2
Effectiveness of HR practices in employee support	4.712	0.701	3
Organizational culture promoting respect and inclusion	4.556	0.832	5
Work life balance and flexible working environment	4.918	0.436	1
Transparency in recruitment and selection process	4.587	0.768	4
Training programs enhancing emotional intelligence	4.463	0.894	6
Employee involvement in decision making	4.021	0.998	7
Use of smart hiring tools and technology	3.812	1.102	8

Source: Primary Data

The rank analysis was carried out based on the overall mean scores of the variables. It was concluded from the above table that out of 8 variables, six variables have a mean score above 4.00, then for work-life balance (4.918), emotional intelligence in stress management (4.768), HR practices (4.712), recruitment transparency (4.587), organizational culture (4.556), and training programs (4.463).

These findings shows that employees have a strong positive insight towards their workplace well-being, emotional intelligence, and HR practices, which is also important to improve their quality of work life and to enhance talent acquisition performance.

Though, variables such as involvement of employee in decision-making (4.021) and use of smart hiring tools (3.812) show relatively lower mean scores. These findings suggest that organizations should focus more on participative management and adopt advanced recruitment technologies to strengthen organizational effectiveness.

### 3.3.2 Difference between Age and Employees view on Workplace Well-Being and Smart Hiring Efficiency

#### ANOVA

ANOVA- Analysis of Variance is a statistical method used for the test whether there are meaningful responses collected among different groups. It is used to collect average responses of different groups. It compares variation within groups and the variation between groups to determine the differences observed are statistically significant.

The context of the study, ANOVA is applied to understand whether the **age influence employees' view** or not regarding workplace well-being, emotional intelligence, HR practices, organizational culture, and talent acquisition efficiency. All these factors together shapes employees experience and performance in their work life and how organizations manage the recruitment process effectively.

In this, the F-test is used to evaluate whether the variation in perceptions across different age groups is significant. A significance value (p-value) less than 0.05 indicates that age has a considerable impact on employee perception, whereas a value greater than 0.05 suggests no significant influence.

#### Hypothesis

- **H<sub>0</sub> (Null Hypothesis):** There is no significant difference between age and employee's view towards workplace well-being and talent acquisition effectiveness.
- **H<sub>1</sub> (Alternative Hypothesis):** There is a significant difference between age and employees' view towards workplace well-being and talent acquisition effectiveness.

**Table 1.3: Difference between Age and Employees view on Workplace Well-Being and Smart Hiring Efficiency**

Factors		Sum of Squares	df	Mean square	F	Sig.
Workplace stress managing	Between groups	98.764	3	32.921	382.415	.000
	Within groups	16.862	196	0.086		
	<b>Total</b>	115.626	199			
HR practices and employee well being	Between groups	91.532	3	30.511	368.742	.000
	Within groups	16.218	196	0.083		
	<b>Total</b>	107.750	199			
Organizational culture with respect	Between groups	87.406	3	29.135	344.826	.000
	Within groups	16.565	196	0.085		
	<b>Total</b>	103.971	199			
Work-life balance and employee performance	Between groups	105.218	3	35.073	421.663	.000
	Within groups	16.307	196	0.083		
	<b>Total</b>	121.525	199			
Transparency in recruitment process	Between groups	93.684	3	31.228	372.914	.000
	Within groups	16.412	196	0.084		
	<b>Total</b>	110.096	199			
Role of EI in team collaboration	Between groups	94.518	3	31.506	376.219	.000
	Within groups	16.421	196	0.084		
	<b>Total</b>	110.939	199			
Employee engagement and organizational culture	Between groups	90.276	3	30.092	359.874	.000
	Within groups	16.381	196	0.084		
	<b>Total</b>	106.657	199			
Talent Acquisition in smart way	Between groups	82.945	3	27.648	318.557	.000
	Within groups	17.020	196	0.087		
	<b>Total</b>	99.965	199			

**Source:** Primary data

**The Table 1.3** shows the results of ANOVA test by analysing the relationship between age and employees’ view towards workplace well-being and smart hiring effectiveness.

Based on this analysis, the significance value (p-value) for all the factors such as workplace stress management, HR practices and employee well-being, organizational culture with respect, work-life balance, transparency in recruitment process, role of emotional intelligence in team collaboration, employee engagement, and smart talent acquisition is found to be less than 0.05.

From the above table 1.3, the calculated significance values are **below** the limit. So, the **null hypothesis is rejected** for all the variables.

This also indicates that there is a significant relationship shown statistically between age and employees’ view towards organizational factors including emotional intelligence, HR practices, organizational culture, workplace well-being, and talent acquisition efficiency.

Thus, age plays an important role in shaping employee perception by highlighting the need for organizations to adopt age-inclusive strategies to enhance both quality of work life and recruitment efficiency.

#### 4. CONCLUSION

In this conclusion, the study reveals that the integration of emotional intelligence, strategic HR practices, and a supportive organizational culture is not only preferable but essential in shaping a high quality of work life and for enhancing talent acquisition. The findings highlight that employees’ perceptions are seriously influenced by workplace well-being, transparent HR systems, and emotionally intelligent environments, which collectively drive engagement, performance, and retention. As organizations navigate an increasingly competitive and dynamic landscape, the ability to align human-centric practices with smart hiring strategies emerges as a critical success factor. Therefore, organizations that proactively invest in employee well-being and modern recruitment approaches will not only strengthen their internal workforce experience but also gain a sustainable competitive advantage in attracting and retaining top talent.

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