

Spiritual Intelligence Meets Digital Work: Rethinking Remote Engagement through Human-Centered HR Strategies

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ABSTRACT

The convergence of digital work structures and the rising demand for human-centered organizational practices has drawn attention to the role of spiritual intelligence in shaping meaningful employee engagement. Amidst the increasing prevalence of remote and hybrid work, conventional HR strategies struggle to maintain emotional connection, purpose alignment, and intrinsic motivation among distributed workforces. This literature review critically examines how spiritual intelligence defined as the capacity to access inner values, purpose, and interconnectedness can enrich digital work experiences and foster sustainable engagement. Through a synthesis of interdisciplinary research spanning organizational behavior, psychology, and human resource development, the paper uncovers key conceptual gaps in how engagement has been operationalized in virtual environments. Findings reveal that prevailing models often neglect deeper existential dimensions of work, focusing narrowly on productivity and task completion. To address this void, the study proposes a conceptual framework that integrates spiritual intelligence as a strategic axis within human-centered HR practices, particularly in digitally mediated workplaces. By reframing engagement as a multidimensional construct involving intellect, emotion, and spirit, this review contributes to a renewed paradigm for HRM in the digital age. The article offers theoretical foundations and practical directions for organizations seeking to align technological advancement with human flourishing in an increasingly virtual world.

Keywords: Spiritual Intelligence, Digital Work, Remote Engagement, Human-Centered HR Strategies.

INTRODUCTION

The rapid normalization of remote work has reshaped how organizations structure communication, collaboration, and performance expectations (Gajendran & Harrison, 2007). Employees experience greater autonomy and flexibility, yet often struggle with isolation and diminished connection to organizational values (Felstead & Henseke, 2017). Traditional engagement models primarily designed for physical workplaces fail to address emotional, social, and existential challenges inherent in virtual environments (Papasotiriou, 2024). HRM systems are compelled to evolve, incorporating not only digital tools but also human-centered philosophies that sustain motivation and purpose in dispersed teams (Arevin, Pardosi, & Kustiyono, 2024). Remote work demands more than operational efficiency—it requires alignment with deeper psychological needs. Human-centered HR strategies have emerged as a response to declining engagement, but often lack the theoretical depth to incorporate intangible drivers like meaning and fulfillment. Scholars propose spiritual intelligence as a construct that enables individuals to derive significance from their work, fostering resilience and adaptive functioning in uncertain environments (Ghobbeh & Atrian, 2024). Spiritual intelligence includes capacities such as inner awareness, transcendence, and value-based action, all of which are increasingly relevant in decentralized digital work cultures.

Organizations seeking long-term engagement must expand beyond transactional metrics to frameworks that account for purpose-driven work behavior. The digitalization of HR practices, while necessary, remains insufficient without an ethical and meaningful foundation. Emerging HR paradigms must therefore integrate existential dimensions to support holistic well-being and authentic commitment. Remote engagement cannot rely solely on gamified systems or productivity dashboards; it must be nourished by psychological depth. Organizations that embed spiritual awareness in HR design are better positioned to cultivate trust, empathy,

and sustained engagement. The absence of such integration risks reducing employees to digital inputs, eroding organizational culture over time. Theoretical exploration of spiritual intelligence within remote work engagement thus becomes both timely and essential. This study aims to address this conceptual gap and offer a new lens for reimagining human-centered HRM in digital work environments.

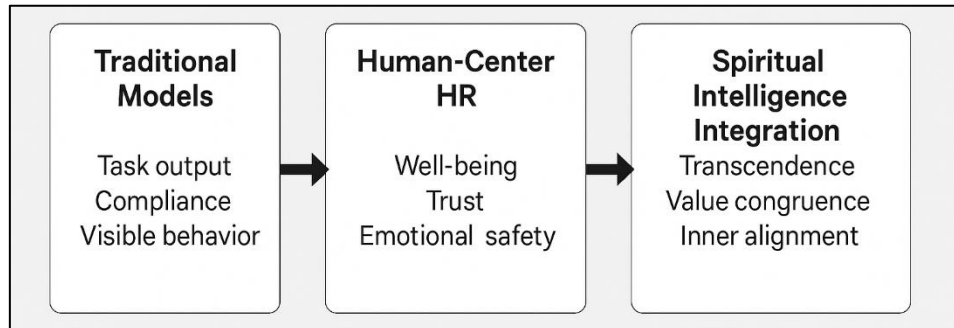


Figure 1. A Conceptual Transition from Behaviorally Focused Engagement Framework to Holistic Models Incorporating Spiritual Intelligence

Mainstream models of employee engagement tend to emphasize behavioral outcomes such as performance, retention, and discretionary effort, often overlooking psychological and existential dimensions critical in virtual settings (Kahn, 1990). These frameworks were largely developed in co-located work environments, limiting their applicability in asynchronous, digitally mediated workplaces (Saks, 2006). Remote work environments introduce new variables, including technostress, digital fatigue, and emotional detachment, that are rarely captured in conventional engagement instruments (Molino et al., 2020). Traditional engagement theories often assume constant visibility and synchronous interaction, which no longer reflect the realities of hybrid or remote work arrangements (Gurchiek, 2022). Measurement tools frequently rely on standardized surveys that fail to account for subjective experiences such as meaning, connectedness, or spiritual alignment in work (Shuck et al., 2011).

Emotional exhaustion in virtual workspaces often goes undetected due to a lack of relational cues and underdeveloped models for capturing affective engagement (Kurtessis et al., 2017). Researchers have called for the redefinition of engagement as a multidimensional construct encompassing emotional, cognitive, and spiritual investment (Cook, 2023). The overemphasis on task completion and productivity metrics neglects the need for deeper psychological support systems in remote work (Bennett et al., 2021). Organizations often adopt engagement models designed for physical spaces, without recalibrating for digital disconnection or boundary blurring (Waizenegger et al., 2020). The limitations of current models manifest in employee burnout, disengagement, and low affective commitment among virtual teams (Spataro, 2021). Scholars increasingly critique legacy engagement theories for their inadequacy in fostering belonging, ethical culture, and psychological safety in distributed contexts (Putnam et al., 2022). The invisibility of emotional labor in virtual settings further complicates efforts to measure and manage engagement effectively (Caligiuri et al., 2020). Engagement frameworks must evolve beyond static typologies to accommodate the dynamic interplay between technology, identity, and well-being (Iqbal et al., 2021). Redefining engagement requires integrating affective and existential domains alongside behavioral metrics to capture a fuller picture of employee experience (Yalabik et al., 2017). Expanding theoretical models in this direction provides a critical foundation for embedding human values into digital HRM design.

Spiritual intelligence has emerged as a critical construct in understanding deeper motivational drivers within organizational behavior (Zohar & Marshall, 2004). Unlike cognitive or emotional intelligence, spiritual intelligence enables individuals to derive meaning, transcend ego, and align personal values with organizational missions (Amram, 2009). Scholars argue that this dimension of intelligence is particularly relevant in work environments marked by ambiguity, complexity, and technological disruption (King & DeCicco, 2009). Spiritual intelligence has been linked to higher levels of ethical decision-making, prosocial behavior, and employee resilience (Yadav & Singh, 2021). Organizations that nurture spiritual awareness report increased employee engagement and psychological well-being (Petchsawang & Duchon, 2012). In knowledge-based and virtual work settings, this form of intelligence becomes a stabilizing force that enhances authenticity and interpersonal trust. Integrating spiritual intelligence into leadership models and HR systems fosters purpose-driven cultures that support long-term commitment. Remote work heightens the need for inner resources that can sustain motivation beyond transactional rewards. Research suggests that spiritual intelligence correlates positively with workplace creativity, collaboration, and adaptive performance (Mayer, 2018). While the term “spiritual” may evoke religious associations, its organizational usage focuses on humanistic and existential domains relevant to

all employees. The academic literature positions spiritual intelligence as an enabler of holistic development and organizational health. Human resource frameworks increasingly recognize this capacity as foundational to sustainable engagement, especially in digitally mediated environments. The growth of spiritual leadership theory further validates the strategic value of cultivating meaning at work (Fry & Nisiewicz, 2013). Scholars advocate for embedding spiritual development into talent strategies and professional learning programs. Organizational discourse is gradually evolving to include spiritual dimensions as integral to resilience, belonging, and innovation in contemporary workplaces.

Human-centered HRM has become a strategic necessity in digitally transforming organizations where traditional models fail to address the emotional and existential needs of employees (Baptista et al., 2020). Digital work arrangements have disrupted conventional management practices by removing physical proximity, increasing autonomy, and intensifying the need for psychological safety (Choudhury et al., 2021). Scholars argue that treating employees as holistic individuals, rather than human capital assets, fosters sustainable engagement and innovation (Dul & Ceylan, 2014). Human-centered HRM emphasizes relational trust, purpose alignment, and continuous growth, all of which are critical in virtual and hybrid environments (Morgeson et al., 2019). Technological systems alone cannot replace the human experience of connection, belonging, and shared values in the workplace. Research highlights that digital transformation efforts often fail when they overlook the human dynamics underpinning motivation and change acceptance (Westerman et al., 2014).

A human-centered approach positions HR not as an administrative function, but as a strategic enabler of adaptability and resilience (Aroles et al., 2019). Engagement strategies that prioritize empathy, inclusion, and meaning are more likely to succeed in remote contexts where employee visibility is diminished. Leadership development, mental health support, and participatory decision-making form the backbone of this emergent HRM paradigm. Organizations investing in human-centered design principles demonstrate greater agility and employee loyalty during technological disruptions. Literature suggests that trust-building and psychological empowerment mediate the relationship between HR systems and remote work performance (Spreitzer et al., 2017). Empirical models increasingly favor frameworks that integrate digital infrastructure with emotionally intelligent management. Employee experience platforms are being redesigned to reflect lived realities, emotions, and aspirations rather than just metrics. HR professionals are being redefined as culture architects and well-being stewards in digital organizations. Embedding human-centeredness in HRM ensures organizations remain ethically grounded while scaling through technology.

Despite the growing discourse on remote work and HR digitalization, few studies have explored how spiritual intelligence intersects with engagement frameworks in technology-mediated environments (Gotsis & Kortezi, 2008). Most existing models emphasize behavioral or cognitive dimensions, neglecting the deeper existential and emotional aspects critical to employee well-being (Dehler & Welsh, 2003). The literature lacks a unifying conceptual framework that connects spiritual capacities with engagement strategies in virtual contexts (Karakas, 2010). This gap calls for a focused inquiry that integrates spiritual intelligence into human-centered HRM models tailored for digital work settings.

METHOD

This study adopts a critical literature review methodology to explore the conceptual intersection between spiritual intelligence and remote work engagement. The method aims to synthesize, analyze, and reinterpret existing scholarly contributions across disciplines. Sources were selected from peer-reviewed journals in the fields of organizational behavior, human resource management, positive psychology, and digital work studies. The review process focused on high-quality, English-language academic publications indexed in Scopus, Web of Science, and other reputable scholarly databases. Inclusion criteria emphasized theoretical relevance, conceptual clarity, and applicability to contemporary digital work environments. Exclusion criteria included outdated frameworks, non-peer-reviewed sources, and articles with limited conceptual scope. The review followed an iterative process involving thematic coding, comparative analysis, and conceptual integration. Key themes were identified around spiritual intelligence, remote work, engagement, and human-centered HRM. A matrix mapping technique was employed to visualize conceptual overlaps and theoretical tensions across the selected literature.

Particular attention was given to emerging patterns and gaps that revealed underexplored relationships among variables. The analysis proceeded through multiple stages, including classification, abstraction, and model-building. Findings were grouped into six dominant themes representing the core contributions of the literature. These themes served as a foundation for constructing an integrative framework. The study maintains a non-empirical stance, focusing on theory development rather than data measurement. No fieldwork or primary data collection was conducted. Instead, the review offers a structured synthesis that informs strategic HRM

innovation. The rigor of the method was reinforced through consistent cross-referencing of thematic clusters and alignment with the study's conceptual objectives. The resulting framework reflects both academic depth and practical significance. This methodological approach supports the creation of a theoretically grounded yet forward-looking perspective on engagement in digital work environments.

RESULTS AND DISCUSSION

Spiritual Intelligence Enables Existential Engagement in Digital Work Environments

Spiritual intelligence (SI) has increasingly been acknowledged as a vital contributor to holistic employee engagement, particularly in virtual work settings where the absence of physical proximity demands deeper psychological anchoring (Amram & Dryer, 2008). The digitalization of work environments often fragments social interactions, leaving employees to seek alternative sources of meaning and connection beyond transactional goals (Karakas, 2010). SI enables individuals to derive existential purpose from their professional roles, fostering a sense of coherence and alignment between personal and organizational values (King, 2008). Scholars emphasize that SI contributes to self-awareness, compassion, transcendence, and conscious state expansion, all of which are indispensable for sustained engagement in solitary digital routines (Vaughan, 2002). Remote employees equipped with high SI are more likely to perceive their work as meaningful, enhancing intrinsic motivation and psychological resilience. Research shows that SI positively correlates with adaptive coping, ethical orientation, and long-term job commitment, which are increasingly critical in boundaryless work arrangements (Nasel, 2004).

Unlike traditional intelligence models that emphasize cognitive or emotional faculties, SI integrates moral reasoning and spiritual depth into daily decision-making. Organizations that ignore spiritual dimensions risk fostering emotionally disengaged employees who may perform but lack commitment or innovation. Integrating SI into virtual HRM practices supports human-centeredness by addressing invisible dimensions of experience. Engagement becomes more authentic when grounded in purpose and identity rather than performance metrics alone. Asynchronous communication can diminish interpersonal cues, but SI acts as an internal compass that stabilizes intention and behavior. Scholars argue that SI enhances trust in remote teams by cultivating empathy and deep listening. The absence of physical presence does not negate the human need for connection; SI fulfills this by cultivating inner coherence. HR leaders are urged to develop programs that nurture spiritual competencies through reflective learning, mindfulness, and ethical dialogue. Frameworks incorporating SI demonstrate better alignment between engagement strategies and long-term well-being. Traditional engagement theories often lack capacity to capture these deeply human aspects. SI adds value by enabling personalized engagement pathways that are resilient to disruption. Virtual fatigue and digital disconnection are less pronounced in employees with spiritual grounding. Strategic HRM must therefore evolve to integrate existential variables as levers of sustainable engagement.

The literature points toward a growing consensus that inner development is essential for external productivity. Engagement rooted in spiritual intelligence is more durable because it transcends circumstantial motivation. Digital tools may facilitate communication, but SI ensures meaningful interaction. Organizations face the challenge of cultivating cultures where SI is respected and encouraged rather than marginalized. Leadership behavior plays a key role in modeling spiritual awareness, particularly in high-autonomy settings. Embedding SI into learning and development programs supports long-term identity integration. Researchers call for frameworks that connect SI with employee flourishing in technologically dense environments. SI also aligns with emerging ethical standards in digital governance, including dignity, empathy, and sustainability. HR analytics may not yet measure SI, but its absence is often visible in disengagement and burnout patterns. Institutionalizing spiritual intelligence requires a paradigm shift in how organizations define success and human value.

CONVENTIONAL ENGAGEMENT FRAMEWORKS NEGLECT INNER HUMAN DIMENSIONS

Conventional models of employee engagement predominantly frame engagement as a set of behavioral and attitudinal outcomes tied to job involvement, affective commitment, and discretionary effort (Schaufeli & Bakker, 2004). These models typically rely on constructs such as vigor, dedication, and absorption, measured through standardized instruments that emphasize external indicators of productivity (Rich et al., 2010). While useful in physical work settings, these approaches often fail to capture the inner subjective experiences that drive meaningful engagement in digital contexts. The absence of existential and spiritual components renders traditional frameworks incomplete, particularly in virtual environments where workers operate with heightened autonomy and diminished human contact (Shuck & Reio, 2014). Engagement rooted solely in motivation and task performance disregards the deeper psychological need for coherence, purpose, and ethical alignment.

Scholars argue that such frameworks reinforce instrumental views of labor that undervalue employees' aspirations for personal growth and identity expression (Baard et al., 2004). Emotional labor, moral dilemmas, and purpose dissonance are often invisible within conventional engagement metrics. Without attention to inner dimensions, engagement initiatives risk superficiality and unsustainability. Virtual work amplifies these blind spots by creating conditions of disconnection, over-surveillance, and alienation. Employees increasingly seek alignment between their internal values and the work they perform, especially when boundaries between work and life blur. Existing models rarely incorporate spiritual intelligence, which offers a deeper lens to understand commitment that transcends incentives and job design. Theoretical advances in positive psychology suggest that meaning-oriented engagement is a stronger predictor of long-term well-being and retention (Steger et al., 2012). Humanistic organizational research supports the notion that purpose-driven employees exhibit higher resilience, innovation, and ethical consistency.

Traditional engagement instruments often ignore reflective, moral, or transcendental states that influence motivation. Measurement bias toward observable behavior sidelines the role of belief systems and personal narrative in sustaining engagement. Organizations relying solely on outdated frameworks may misdiagnose disengagement as laziness rather than existential misalignment. The narrow operationalization of engagement has led to an overreliance on incentives, pulse surveys, and productivity apps that overlook lived experience. Scholars call for a redefinition of engagement that integrates existential, spiritual, and humanistic domains.

This requires interdisciplinary models that draw from philosophy, psychology, and ethics. The transition to remote work demands that organizations address not only performance but also meaning. Engagement strategies must now recognize employees as whole persons rather than functional inputs. Research increasingly points to a multidimensional understanding of engagement that includes inner awareness, self-transcendence, and value congruence. Models grounded in spiritual intelligence allow for deeper insight into what motivates employees when physical supervision is absent. HRM systems must be recalibrated to recognize emotional and existential data as equally vital to performance indicators. Failing to evolve engagement theory risks perpetuating burnout and attrition in virtual teams. A spiritually-informed framework provides a richer, more sustainable basis for engagement in knowledge-driven, digital work settings.

REMOTE WORK AMPLIFIES THE NEED FOR PURPOSE-DRIVEN HRM

Remote work has transformed not only how people perform tasks but also how they perceive purpose, identity, and connection in the workplace (Kniffin et al., 2021). The physical separation imposed by digital settings increases the psychological distance between employees and the organizational mission. Scholars argue that this detachment weakens intrinsic motivation and impairs commitment unless reinforced by value-driven systems (Grant, 2008). Traditional HRM approaches focus on operational efficiency, compensation, and compliance, but often fail to activate meaning-making mechanisms. Purpose-driven HRM shifts the focus from task fulfillment to alignment between personal and organizational values (Rosso et al., 2010). This alignment has been linked to higher engagement, resilience, and discretionary effort. Employees working remotely report stronger performance when their roles connect to broader missions and ethical visions.

Virtual settings obscure informal cues and cultural symbols, making intentional purpose reinforcement critical. Purpose acts as an internal compass that guides decision-making, particularly in asynchronous work environments. Organizations that articulate a clear and human-centered mission create psychological anchors for employees navigating digital complexity. Scholars have identified purpose as a core dimension of meaningful work, closely associated with reduced turnover and improved well-being (Lysova et al., 2019). Remote employees benefit from narratives that contextualize their tasks within larger societal or organizational goals. HRM systems must therefore reconfigure training, recognition, and communication to emphasize purpose over procedure. Leadership development programs increasingly include storytelling and value clarification as tools to cultivate purpose-based cultures. Research indicates that purpose-driven organizations outperform peers in innovation, agility, and employee loyalty (Hurst, 2014). Digital technologies can serve as conduits for purpose communication when embedded with intentional design. Virtual town halls, interactive dashboards, and value-centered platforms provide opportunities to reconnect teams with meaning.

Scholars caution against superficial mission statements that fail to resonate emotionally with employees. Genuine purpose must be enacted through consistent HR policies, including recruitment, onboarding, and performance management. Remote onboarding processes, in particular, must embed cultural and ethical signals that reinforce organizational purpose. HR analytics can track purpose alignment by monitoring employee sentiment and behavioral patterns. Engaged employees often demonstrate purpose-seeking behaviors such as initiative-taking, mentoring, and cross-functional collaboration. Organizations ignoring purpose risk cultivating compliance without commitment, especially in digital settings. Remote work amplifies the need for internalized

motivation, as external supervision diminishes. Purpose functions as a self-regulatory mechanism that enhances autonomy, perseverance, and satisfaction. Scholars recommend incorporating purpose assessments into talent development frameworks. Virtual leaders are instrumental in modeling purpose through transparent communication and ethical decision-making. The literature increasingly points toward purpose as a strategic pillar of future-ready HRM. Integrating spiritual intelligence into this discourse provides a richer understanding of how employees relate to work at a personal level. Purpose-driven HRM ensures that even in the absence of physical offices, the work remains psychologically and ethically grounded.

HUMAN-CENTERED HR PRACTICES REQUIRE INTEGRATION OF SPIRITUAL CONSTRUCTS

Human-centered HRM aims to treat employees not merely as resources but as whole individuals whose psychological, emotional, and ethical dimensions must be addressed to promote sustainable engagement (Beer et al., 2015). While many HR strategies focus on inclusion, well-being, and autonomy, they often fail to incorporate spiritual aspects that influence inner motivation and resilience. Spiritual constructs such as purpose, interconnectedness, compassion, and transcendence contribute meaningfully to how individuals perceive their roles within organizations (Benefiel, 2003). Scholars have proposed that spirituality at work supports psychological safety, value alignment, and ethical awareness, all of which are essential in digital environments (Pawar, 2016).

The absence of spiritual considerations in HR systems can leave a void in employee experience, particularly in remote or hybrid settings where physical contact and informal reinforcement are minimal. Research indicates that spiritual engagement enhances affective commitment and reduces burnout by strengthening internal coping resources (Giacalone & Jurkiewicz, 2003). Integrating spiritual intelligence (SI) into HRM enables organizations to recognize employees' inner lives as legitimate spaces for development and support. This approach aligns with positive organizational scholarship, which emphasizes thriving, flourishing, and purpose-oriented behavior. Remote employees experience increased isolation, and without spiritual frameworks, they may feel disconnected from the ethical and communal fabric of their organizations. Human-centered HR practices can benefit from incorporating rituals, reflection spaces, storytelling, and intentional leadership as mechanisms for spiritual integration.

Leadership behavior grounded in spiritual awareness reinforces authenticity, humility, and service, which fosters trust across virtual teams. Programs focused on spiritual literacy and purpose development can be embedded in onboarding, mentoring, and performance systems. Organizational cultures that support spiritual exploration report higher rates of creativity, collaboration, and ethical risk-taking. Measurement of engagement should evolve to include spiritual indicators such as value congruence, existential satisfaction, and moral alignment. Digital HR platforms should be designed not only for operational efficiency but also for symbolic meaning and cultural cohesion. Spiritual intelligence enhances emotional labor capacity by fostering empathy and self-regulation in client-facing roles. Remote work lacks tangible reinforcements of meaning, making spiritual constructs essential for maintaining engagement beyond metrics. Human-centered HRM without spiritual integration remains partial and at risk of alienating deeper employee needs.

Scholars argue that spirituality at work does not require religious affiliation but reflects a universal human inclination toward purpose and wholeness. Employees who perceive their work as sacred or meaningful are more resilient to technological stressors and organizational change. HR policies that reflect ethical stewardship and servant leadership create psychologically safe environments for spiritual expression. Virtual communities of practice can be cultivated around shared purpose and values to replicate physical culture virtually. Executive development must include spiritual intelligence to ensure alignment between leadership intention and employee experience. Organizational success increasingly depends on trust and cohesion in distributed teams, which spiritual integration can reinforce. Failure to address spiritual dimensions in HRM may lead to disengagement, turnover, and ethical breakdowns in complex digital systems.

A HOLISTIC FRAMEWORK IS NEEDED TO LINK SPIRITUAL INTELLIGENCE AND DIGITAL ENGAGEMENT

The growing complexity of digital work environments demands a reconfiguration of how organizations conceptualize employee engagement (Kowalski & Loretto, 2017). Existing models tend to compartmentalize engagement into behavioral, emotional, or cognitive domains, often ignoring the spiritual dimension that shapes intrinsic meaning (Pandey et al., 2009). Scholars argue that in the absence of holistic integration, engagement models become reductionist and fail to capture the full spectrum of employee experience (Ashmos & Duchon, 2000). A truly holistic framework must accommodate spiritual intelligence (SI) as a core element that connects personal purpose with organizational functioning (Yousef, 2020). SI enables employees to remain

engaged not merely due to task significance or reward systems but through alignment with higher-order values. Research shows that employees with strong spiritual alignment exhibit more sustainable engagement, especially in fluid, boundaryless digital workplaces (Karakas, 2010). Fragmented HRM systems that ignore existential dimensions risk fostering disengagement, even when material needs are met.

Digital tools facilitate communication but cannot substitute for the psychological coherence provided by meaning-making processes. A holistic engagement model must bridge technological affordances with internal human aspirations. Literature suggests that SI contributes to long-term motivation by connecting job roles with personal identity and moral purpose. Remote work intensifies the need for self-direction, which SI enhances by enabling clarity of intention and intrinsic regulation. Current engagement theories do not fully incorporate how virtual work disrupts emotional proximity, which SI can help restore through transcendence and connectedness. Organizations benefit from reframing engagement as an emergent, multi-level phenomenon influenced by spiritual, emotional, cognitive, and social variables.

Integrating SI into engagement frameworks allows for more precise mapping of motivational architecture in remote teams. Scholars advocate for systems thinking in HRM to embed spiritual constructs into feedback loops, culture design, and strategic alignment. Such integration enables employees to interpret their work not only as productive but as meaningful and transformative. Virtual workspaces often lack embodied rituals that convey purpose, which can be reintroduced through spiritually-informed HR practices. Leadership that models humility, empathy, and ethical clarity sets the tone for holistic engagement cultures. Measurement instruments should be expanded to assess spiritual resonance, ethical commitment, and existential fulfillment. The role of narrative, symbolism, and spiritual literacy becomes vital in anchoring engagement across decentralized teams. Engagement in digital contexts cannot be sustained by gamification or transactional motivation alone. Holistic frameworks must integrate the subjective, relational, and transcendental aspects of human work. Purpose-oriented engagement strategies rooted in SI provide greater resilience during uncertainty and ambiguity.

Employees guided by SI report higher job meaning, well-being, and prosocial behavior. Embedding SI within engagement frameworks also supports ethical decision-making and organizational trust. Research into holistic engagement remains fragmented and calls for integrative models that unify multiple disciplinary insights. A systems-based approach to engagement incorporating SI will allow HRM to align operational strategy with human flourishing. Organizations adopting holistic engagement frameworks may gain competitive advantage through retention, innovation, and psychological safety. Such models challenge the legacy of mechanistic HR by replacing compliance-centric practices with transformational paradigms. Future empirical work is needed to validate the links between SI and key engagement outcomes across digital industries. Conceptualizing engagement holistically, with SI as a central pillar, offers a powerful path forward in building human-centered, resilient, and ethically grounded organizations.

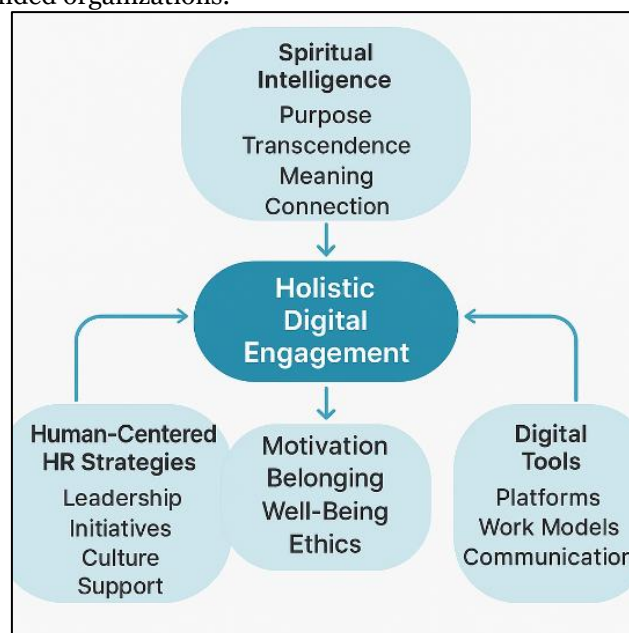


Figure 2. A Conceptual Framework Linking Spiritual Intelligence, Human-Centered HRM, and Remote Work Engagement

CONCLUSION

Spiritual intelligence offers a foundational dimension in understanding how engagement can be sustained in digital work environments. Traditional models of engagement remain inadequate when applied to virtual contexts that lack emotional resonance and physical presence. Organizations must shift their perspective from behavioral compliance to existential fulfillment. The research reveals that spiritual intelligence enhances remote engagement by enabling personal alignment with meaningful goals. Human-centered HRM must go beyond inclusion and well-being to embrace spiritual depth and authenticity. Digital work has intensified the psychological need for purpose and coherence. Without inner alignment, productivity becomes mechanical and unsustainable. The literature suggests that purpose-driven frameworks outperform transactional approaches in fostering resilient engagement. A spiritually informed HRM system recognizes the human need for transcendence, connection, and moral integrity. Employees are no longer motivated solely by performance incentives but by the sense that their work matters.

A holistic framework integrating spiritual intelligence into engagement strategies is necessary. Engagement is not only about output but also about identity, meaning, and contribution. Digital tools can amplify connection, but only when anchored in ethical and human values. Virtual workspaces require design thinking that reflects empathy and moral intentionality. Engagement must be recast as a multidimensional process involving spiritual, emotional, and social interplay. Fragmented HR practices cannot support sustained motivation without an integrative philosophy. The absence of spiritual constructs in HR systems leads to disengagement and alienation. Organizations must embed purpose, empathy, and trust as strategic pillars of remote work. Leaders must model humility, compassion, and ethical clarity in digital leadership. Training must cultivate spiritual literacy alongside technical proficiency. HR metrics should evolve to measure value congruence and psychological meaning.

The article proposes a shift toward spiritually intelligent, human-centered HRM that aligns with the digital age. Sustainable engagement depends on inner coherence as much as external support. Remote teams thrive not on surveillance but on shared purpose and internalized ethics. A spiritual perspective deepens the organizational understanding of what it means to be engaged. Future HRM strategies must treat employees as whole persons navigating complex realities. Spiritual intelligence serves as a compass in environments of uncertainty and disconnection. Integrating this dimension ensures that organizations remain humane amidst technological acceleration. The contribution of this study lies in its reconceptualization of engagement as a holistic, value-driven phenomenon. Spiritual intelligence is not an optional virtue but a strategic resource for engagement in the future of work.

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