

Spiritual Intelligence (SQ): A Holistic Framework for Human Resource Development

**Adeel AHMED¹, Mohd Anuar ARSHAD²,
Arshad MAHMOOD³, Sohail AKHTAR⁴**

Abstract: *The purpose of this review paper is to explore the relevance of human spiritual intelligence (SQ) in order to put forward a holistic framework for the development of human resources. It is postulated that a holistic mechanism leads to the incorporation of human spiritual intelligence for the best utilization of human resources. Authors also highlighted the other significant components of human intelligence (IQ, EQ) that are being implied in current human resource development (HRD) plans. However, it is noted that the present HRD approach is lacking the most influential element of SQ. With multi distinctiveness of SQ, researchers indicated that managers and practitioners need to understand in depth this most emerging component of human intelligence. Moreover, author's take-up critically the present practices of human resources that are being considered as below the standards as the number of behavioral issues has risen drastically in the recent time of period. Therefore, the proposed model intended to integrate all aspects of human intelligence (IQ, EQ, and SQ) in developing holistic framework for the prosperous employees of the organization. Researchers conclude with implication for future research and managerial practices as suggested by the holistic framework for HRD.*

¹ PhD Candidate, School of Management, Universiti Sains Malaysia & Assistant Professor, University of Turbat, Pakistan, e-mail address: adeelbaloch@gmail.com

² Senior Lecturer, School of Management, Universiti Sains Malaysia, e-mail address: anuar_arshad@usm.my

³ PhD Candidate, School of Management, Universiti Sains Malaysia, e-mail address: arshadchat@gmail.com

⁴ PhD Candidate, School of Management, Universiti Sains Malaysia, e-mail address: sohail.khan997@yahoo.com