



Research Article

Beyond Technological Intelligence: Integrating Emotional, Social, and Spiritual Intelligence for Ethical Transformation in AI-Driven Business

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Abstract

Artificial intelligence (AI) has emerged as a transformative force in contemporary business, reshaping organizational processes, decision-making structures, and stakeholder interactions. Despite its rapid diffusion, AI integration has frequently progressed with limited engagement with ethical considerations and human-centered values. This review examines how three interrelated dimensions of human intelligence, emotional intelligence (EI), social intelligence (SI), and spiritual intelligence (SpI), can be aligned with AI to support ethical transformation within organizational settings. A critical analysis of existing scholarship reveals that many AI-driven business models privilege technical optimization while remaining insufficiently connected to moral responsibility and human experience. Drawing on a mixed-methods orientation, the study synthesizes qualitative insights from interdisciplinary academic literature alongside descriptive quantitative evidence related to EI, SI, and SpI. This integrative analysis explores how these intelligences shape customer experience, ethical leadership, and employee well-being in AI-mediated workplaces. The findings indicate that emotional intelligence enhances AI-enabled personalization through empathic engagement, social intelligence supports shared and ethically informed decision-making, and spiritual intelligence provides a value-based orientation that guides reflective and responsible AI use. When considered collectively, these intelligences contribute to ethical organizational conduct, improved well-being, and long-term business sustainability. On this basis, the study advances a conceptual perspective for embedding human intelligences within AI-driven business strategies. While the analysis is limited by its reliance on secondary sources and conceptual synthesis, it identifies clear directions for future empirical research. Overall, the paper advocates a humanistic approach to AI in business, emphasizing innovation grounded in empathy, dignity, and ethical awareness.

Keywords: Artificial Intelligence; Emotional Intelligence; Ethical AI; Human-Centered Business; Social Intelligence; Spiritual Intelligence

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1. Introduction

Artificial intelligence (AI) technologies are increasingly reshaping global commercial and industrial landscapes, transforming how organizations operate, compete, and engage with diverse stakeholders (Ebenezar, 2025; Manoocherzadeh et al., 2025; Seters, 2020; Lindgren, 2024). Through mechanisms such as automation, predictive analytics, and data-driven personalization, AI has enabled organizations to streamline operations and refine customer-oriented services (Alshebami et al., 2023; Godwin-Jones, 2019; Huang et al., 2023). When strategically deployed, AI systems can accelerate decision-making, reduce costs, and support innovation, positioning AI as a central organizational resource in contemporary business environments (Risdiyanto et al., 2025; Skrzypiąska, 2021).

Alongside these opportunities, however, concerns have intensified regarding the ethical and human implications of AI adoption. Prevailing AI paradigms remain predominantly technocentric, prioritizing performance metrics and efficiency while paying limited attention to emotional, social, and moral dimensions of organizational life (Schepman & Rodway, 2020; Cain, 2024). Such an imbalance risks marginalizing fundamental aspects of human experience, including emotional awareness, social connectedness, and meaning-making as elements that are increasingly recognized as essential for ethical legitimacy and sustainable organizational performance (Mitroff & Denton, 1999; Agrawal, 2025).

These neglected dimensions are commonly conceptualized through emotional intelligence (EI), social intelligence (SI), and spiritual intelligence (SpI). Emotional intelligence refers to the capacity to perceive, understand, and regulate emotions in oneself and others, playing a critical role in customer relations, motivation, and conflict management (Devi, 2016; Adilogullari et al., 2014). Social intelligence encompasses the ability to navigate social contexts, interpret group dynamics, and act empathically, shaping leadership effectiveness and collaborative performance in technologically mediated environments (Cacioppo et al., 2005; Cain, 2024). Spiritual intelligence extends beyond affective and relational competencies by emphasizing values, purpose, and ethical awareness, thereby informing decision-making that accounts for broader societal and organizational well-being (Emmons, 2000; Fry, 2003; Vaughan, 2002; Zohar, 2005).

Against this backdrop, the present inquiry examines how EI, SI, and SpI can be systematically integrated into AI-driven business models to support ethical transformation without constraining technological innovation. This focus responds to growing calls for organizational cultures in which technology amplifies,

rather than erodes, empathy, responsibility, and meaningful engagement (Fry & Slocum, 2008; Zohar & Marshall, 2000). Aligning AI with human intelligences is increasingly viewed as a pathway to strengthening trust in AI systems, enhancing workplace well-being, and meeting rising ethical expectations from employees, consumers, and regulators (Baykal, 2024; Alshebami et al., 2023).

Although scholarly interest in ethical AI has expanded, existing research rarely integrates emotional, social, and spiritual intelligence within a unified framework for business applications. Studies tend to address these constructs in isolation, leaving unanswered questions about their combined role in shaping ethical AI practices (Agrawal, 2025; Cain, 2024). To address this gap, the present study offers an interdisciplinary review, employs a mixed-method analytical orientation, and advances a conceptual framework that positions human intelligences as foundational to responsible AI use in business and management contexts.

From a business and management perspective, this study positions ethical AI adoption as an organizational capability shaped by leadership practices, workplace well-being, and value-oriented decision-making. In this study, the terms AI-mediated and AI-enabled are intentionally used to emphasize human agency and ethical responsibility, rather than technological determinism, in organizational applications of artificial intelligence. The term AI-driven business is employed to refer to organizational contexts in which artificial intelligence informs and supports strategic and operational processes, while ultimate authority, ethical judgment, and accountability remain human-led.

2. Literature Review

2.1. Human Intelligence as a Foundation for Ethical Organizations

Early organizational research emphasizes that sustainable and ethical performance cannot be reduced to economic or technical efficiency alone. Mitroff and Denton (1999) argue that spirituality in the workplace directs organizations toward purpose-driven goals that transcend profit maximization. This perspective is further strengthened by Emmons (2000), who conceptualizes spiritual intelligence as a distinct form of intelligence that enables individuals to address existential problems adaptively and with heightened ethical awareness. Similarly, Vaughan (2002) and Zohar and Marshall (2000) frame spiritual intelligence as a capacity that integrates values, meaning, and moral reasoning into everyday decision-making.

Within organizational contexts, Fry (2003) introduces spiritual leadership theory, highlighting how values such as integrity, altruism, and purpose contribute to ethical

climates and meaningful work cultures. Empirical extensions of this framework demonstrate that spiritual intelligence is positively associated with employee attitudes, job performance, and ethical conduct (Agrawal, 2025; Baykal, 2024; Dargahi & Veysi, 2021). These findings suggest that spiritual intelligence provides an overarching ethical lens that can guide leadership and organizational behavior in complex, technology-driven environments.

2.2. Emotional Intelligence and Human-Centered Performance

Emotional intelligence has been widely examined as a key determinant of motivation, interpersonal effectiveness, and well-being in organizational settings. Devi (2016) shows that emotionally intelligent employees demonstrate higher motivation levels and stronger relational bonds, which ultimately enhance organizational performance. In educational and professional contexts, emotional intelligence has also been linked to reduced burnout and improved coping mechanisms (Adilogullari et al., 2014; Mahmoodi & Ghaslani, 2013).

As digital technologies increasingly mediate human interaction, emotional intelligence becomes even more critical. Research indicates that emotionally informed systems and leadership practices contribute to trust, satisfaction, and acceptance of technological change (Schepman & Rodway, 2020). In AI-supported environments, emotional intelligence can compensate for the perceived emotional insensitivity of automated systems by fostering empathy, responsiveness, and human oversight (Agrawal, 2025).

2.3. Social Intelligence, Leadership, and Ethical Decision-Making

Social intelligence focuses on individuals' ability to understand social dynamics, manage relationships, and cooperate effectively within groups. Cacioppo et al. (2005) emphasize the role of social connectedness and meaning-making in psychological and organizational health. In leadership studies, social intelligence has been identified as a central predictor of ethical leadership, collaboration, and conflict resolution (Cain, 2024).

Within AI-driven organizations, social intelligence enables leaders and teams to navigate technological change while maintaining inclusive and morally informed decision-making processes. Ethical judgments toward AI adoption have been shown to depend not only on technical competence but also on social awareness and interpersonal sensitivity (Schepman & Rodway, 2020). These findings underscore the importance of social intelligence in aligning AI use with collective values and social norms.

2.4. Spiritual Intelligence and Ethical Transformation in the AI Era

Recent scholarship increasingly highlights the relevance of spiritual intelligence in technology-intensive contexts (Amram, 2022; Anwar et al., 2020). Fry and Slocum (2008) argue that integrating emotional, social, and spiritual intelligence supports ethical business practices while balancing economic, social, and environmental responsibilities (Koenig & Carey, 2024). Saputra (2017) further suggests that information technologies, including AI, can positively influence spiritual awareness by encouraging reflection, self-regulation, and ethical behavior.

Empirical studies provide growing evidence that spiritual intelligence contributes to healthier organizational environments. Higher levels of spiritual intelligence have been associated with reduced aggression (Ballochi et al., 2022), lower social anxiety (Mosavinezhad et al., 2023), stronger organizational citizenship behaviors (Handayani et al., 2022), and improved workplace well-being (Baykal, 2024). At the collective level, shared spiritual intelligence has been shown to facilitate organizational change by aligning members around common values and ethical commitments (Alshebami et al., 2023).

2.5. Integrating Human Intelligence with Artificial Intelligence

Although artificial intelligence offers unprecedented efficiency and scalability, scholars caution against purely technocentric approaches to AI deployment (Barjesteh & Isae, 2024; Azamatova et al., 2023). Kimbrell (2017) argues that AI can liberate humans from repetitive tasks, creating space for emotional and spiritual growth rather than replacing human capacities. Agrawal (2025) similarly advocates for integrating emotional, social, and spiritual intelligence into AI systems to ensure ethical transformation rather than moral disengagement.

Despite these insights, existing literature tends to examine emotional, social, and spiritual intelligence in isolation. Few studies propose an integrated framework that explains how these intelligences can jointly humanize AI-driven business practices.

This fragmentation highlights the need for interdisciplinary models that position human intelligence as a central component of responsible AI adoption. In response to the identified theoretical and empirical gaps, the present study is guided by the following research questions:

RQ1: How can emotional intelligence enhance customer experience and employee engagement in AI-driven business environments?

RQ2: In what ways does social intelligence contribute to ethical leadership and collaborative decision-making within AI-mediated organizations?

RQ3: How can spiritual intelligence serve as a source of ethical guidance and meaningful purpose in the integration of artificial intelligence in business contexts?

RQ4: What gaps exist in current AI applications regarding the integration of emotional, social, and spiritual intelligence for ethical transformation?

Contemporary research on artificial intelligence in business contexts has largely emphasized technical efficiency, automation, and economic outcomes, while giving insufficient attention to the ethical and human dimensions of AI adoption. As a result, many AI-mediated practices remain detached from emotional awareness, social responsibility, and value-based decision-making. This imbalance risks undermining employee well-being, ethical leadership, and stakeholder trust, highlighting the need for approaches that integrate human intelligences into AI-enabled organizational systems.

2.6. Research Gap and Objectives of the Study

Although existing studies have separately examined emotional intelligence, social intelligence, spiritual intelligence, and ethical artificial intelligence, the literature remains fragmented. There is a noticeable lack of integrative frameworks that explain how these forms of human intelligence can collectively inform ethical transformation in AI-driven business environments. Moreover, limited research has explicitly connected these intelligences to concrete organizational outcomes such as ethical leadership, employee engagement, and customer experience within AI-mediated contexts. Addressing this gap requires a holistic model that aligns human intelligences with AI adoption to support responsible, sustainable, and human-centered business practices.

The present study is designed to achieve the following objectives, each directly aligned with the stated research questions: 1) To examine how emotional intelligence can enhance customer experience and employee engagement in AI-driven business environments, 2) To analyze the role of social intelligence in supporting ethical leadership and collaborative decision-making within AI-mediated organizations, 3)

To investigate how spiritual intelligence can function as a source of ethical guidance and meaningful purpose in the integration of artificial intelligence in business contexts, 4) To identify existing gaps in current AI applications with respect to the integration of emotional, social, and spiritual intelligence for ethical transformation, and 5) To propose a conceptual framework that integrates emotional, social, and spiritual intelligence with artificial intelligence to promote responsible and human-centered business practices.

3. Materials and Methods

3.1. Research Design and Purpose

The purpose of this study is to explore the potential for integrating emotional intelligence (EI), social intelligence (SI), and spiritual intelligence (SpI) into artificial intelligence (AI) applications as a means of fostering ethical transformation in business organizations. Accordingly, a mixed-methods design was adopted in the form of an integrative review, combining qualitative synthesis of existing literature with descriptive quantitative insights reported in prior empirical studies. This approach enables a comprehensive examination of both conceptual perspectives and observable patterns documented in earlier research. In this study, the terms AI-mediated and AI-enabled are intentionally used to emphasize human agency and ethical responsibility, rather than technological determinism, in organizational applications of artificial intelligence. The term AI-driven business is employed to refer to organizational contexts in which artificial intelligence informs and supports strategic and operational processes, while ultimate authority, ethical judgment, and accountability remain human-led.

3.2. Materials and Data Sources

The study draws on a carefully selected body of secondary sources published between 1999 and 2025. These materials include peer-reviewed journal articles, scholarly books, and reputable industry reports addressing emotional intelligence, social intelligence, spiritual intelligence, ethical leadership, and AI implementation in organizational settings. Particular attention was given to studies that examined ethical considerations, human-centered design, and the social consequences of AI adoption. Relevant sources were retrieved from established academic databases and repositories using targeted keywords related to AI, human intelligence, and business ethics.

3.3. Procedure

The research procedure was conducted through a structured and sequential process to ensure methodological transparency and analytical rigor. First, a comprehensive literature search strategy was developed to capture studies relevant to emotional intelligence, social intelligence, spiritual intelligence, ethical leadership, and artificial intelligence in business and organizational contexts. Keywords and keyword combinations such as *artificial intelligence*, *ethical AI*, *emotional intelligence*, *social intelligence*, *spiritual intelligence*, and *human-centered organizations* were systematically applied across established academic databases and digital repositories.

In the second stage, the initial pool of retrieved sources underwent a screening process. Titles and abstracts were reviewed to remove duplicate records and to exclude studies that were unrelated to organizational, ethical, or intelligence-based dimensions of AI.

Following this preliminary screening, full-text versions of the remaining studies were examined to assess their relevance, conceptual clarity, and methodological robustness. Only sources that directly addressed human intelligence constructs, ethical considerations, or AI applications in organizational settings were retained for final analysis.

The third stage involved detailed data extraction from the selected studies. Key information was systematically recorded, including theoretical frameworks, research objectives, methodological approaches, sample characteristics (where applicable), key findings, and reported ethical implications. This step enabled consistent comparison across studies and facilitated the identification of convergent and divergent perspectives within the literature. In the fourth stage, qualitative thematic coding was applied to the extracted data. Recurrent themes related to emotional regulation, social interaction, ethical leadership, value-based decision-making, and human–AI interaction were identified and grouped into higher-order categories. This thematic organization allowed for an in-depth exploration of how emotional, social, and spiritual intelligence are conceptualized and operationalized in relation to AI-enabled practices. Finally, insights derived from qualitative themes were compared with quantitative trends reported in prior empirical studies, such as associations between intelligence-related variables, organizational outcomes, and technology adoption. This integrative procedure supported the development of a coherent interpretative synthesis and informed the construction of the proposed conceptual framework, which illustrates the pathways through which human intelligences can contribute to ethical and responsible AI integration in business organizations.

3.4. Data Analysis and Synthesis

The qualitative and quantitative insights were subsequently integrated through an interpretative

synthesis process. This triangulation allowed for the identification of converging evidence and critical insights into how human intelligences interact with AI to influence ethical leadership, workplace well-being, and organizational sustainability. Based on this synthesis, a conceptual framework was developed to illustrate pathways through which emotional, social, and spiritual intelligence can humanize AI-driven business practices.

3.5. Validity and Reliability

To ensure the validity of the findings, only peer-reviewed and authoritative sources were included in the analysis. Reliability was enhanced through cross-comparison of themes across multiple studies and by drawing conclusions supported by consistent evidence from diverse sources. The use of triangulation further strengthened the credibility of the analytical outcomes.

4. Results

The results of this study are presented in alignment with the research questions and the proposed integrative framework linking emotional intelligence (EI), social intelligence (SI), spiritual intelligence (SpI), and ethical artificial intelligence (AI) integration.

As the study adopts a conceptual–analytical design, the results are articulated through structured synthesis tables and interpretive explanations rather than statistical testing. This approach is consistent with prior theory-building and integrative review studies in educational, organizational, and ethical AI research.

Table 1 synthesizes how each dimension of human intelligence contributes uniquely to ethical AI implementation. Emotional intelligence supports affective regulation and empathy in human–AI interaction, reducing anxiety and resistance. Social intelligence facilitates ethical leadership and collective decision-making in AI-mediated contexts. Spiritual intelligence provides an overarching moral compass, ensuring that AI systems are aligned with human values and long-term societal well-being. Together, these dimensions form the conceptual backbone of human-centered ethical AI.

Table 1. Conceptual Mapping of Human Intelligences to Ethical AI Dimensions

Human Intelligence Dimension	Core Characteristics	Ethical AI Implications	Key Outcomes
Emotional Intelligence (EI)	Emotional awareness, regulation, empathy	Human-centered AI interaction, reduced resistance to AI	Trust, engagement, acceptance
Social Intelligence (SI)	Social awareness, relational competence, communication	Inclusive AI governance, ethical leadership	Collaboration, fairness, transparency
Spiritual Intelligence (SpI)	Meaning-making, values, moral reasoning	Value-driven AI design and use	Purpose, integrity, sustainability

Table 2. Alignment of Research Questions with Analytical Results

Research Question	Analytical Focus	Key Result
RQ1	Role of EI in AI-integrated environments	EI enhances trust, emotional safety, and acceptance of AI tools
RQ2	Influence of SI on ethical leadership	SI enables inclusive, socially responsible AI decision-making
RQ3	Contribution of SpI to ethical transformation	SpI anchors AI practices in values, meaning, and ethics
RQ4	Integrated effect of EI, SI, and SpI	Synergistic integration humanizes AI and supports sustainability

Table 3. Comparative Outcomes of Isolated vs. Integrated Intelligence Approaches

Approach	Primary Focus	Limitations	Ethical AI Outcome
EI only	Emotional regulation	Lacks moral depth	Partial humanization
SI only	Social coordination	Norm-driven, context-bound	Situational ethics
SpI only	Values and meaning	Limited operationalization	Abstract ethics
Integrated EI-SI-SpI	Holistic human intelligence	Requires cultural support	Sustainable ethical AI

Table 4. Practical Implications for Educational and Organizational Contexts

Context	Application of Findings	Expected Impact
Higher education	Humanized AI-supported pedagogy	Enhanced engagement and ethical awareness
Teacher development	EI-SI-SpI-based training	Reduced burnout, increased resilience
Organizational leadership	Ethical AI governance models	Trust, accountability, sustainability

Table 3 contrasts fragmented and integrated approaches to human intelligence in AI contexts. While single-intelligence approaches offer partial benefits, they remain insufficient for addressing complex ethical challenges.

The integrated model demonstrates superior capacity to balance efficiency, ethics, and human well-being, reinforcing the need for multidimensional intelligence frameworks in AI-mediated environments.

Table 2 explicitly connects the research questions to the synthesized results. Each research question is addressed through thematic convergence across the literature, demonstrating that ethical AI adoption is not driven by technical competence alone but by the interaction of emotional, social, and spiritual capacities. Table 4 translates the conceptual results into applied implications.

In educational settings, integrating human intelligences with AI tools promotes ethical awareness and learner-centered practices. In organizational contexts, the findings support leadership models that prioritize human dignity alongside technological advancement.

4.1. Figure-Based Visual Representation of Results

To visually synthesize the analytical results presented in the preceding tables, a series of figures is introduced to illustrate the conceptual relationships among emotional, social, and spiritual intelligence in ethical AI integration. While the tables provide structured analytical clarity, the

figures serve a complementary function by offering visual coherence and theoretical integration.

Together, they support a holistic interpretation of how human intelligences interact to shape ethical leadership, human-centered AI practices, and sustainable organizational outcomes. The figures presented below are conceptual visualizations designed to synthesize and illustrate the analytical results of the integrative review rather than to report original empirical measurements.

Figure 1 presents the overarching conceptual framework proposed in this study for integrating emotional, social, and spiritual intelligence within ethical AI adoption. It illustrates how these dimensions function as interconnected human capacities that collectively shape human-centered and value-oriented AI practices.

Figure 1 presents the central conceptual contribution of the study by illustrating how emotional, social, and spiritual intelligence jointly inform ethical artificial intelligence adoption. Emotional intelligence is depicted as enabling empathy, trust, and affective regulation in human-AI interactions.

Social intelligence operates as the relational mechanism that supports ethical leadership, collaboration, and inclusive decision-making. Spiritual intelligence forms the ethical core of the framework by grounding AI practices in values, meaning, and moral responsibility. Rather than functioning independently, these intelligences are shown as dynamically interconnected, collectively shaping human-centered and ethically sustainable AI outcomes.

Figure 2 depicts the key pathways through which emotional intelligence influences AI-supported environments. It highlights how emotional awareness, emotional regulation, and empathy shape user trust, acceptance, and psychological safety in human–AI interaction.

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Figure 1. Integrative Human Intelligence Framework for Ethical AI

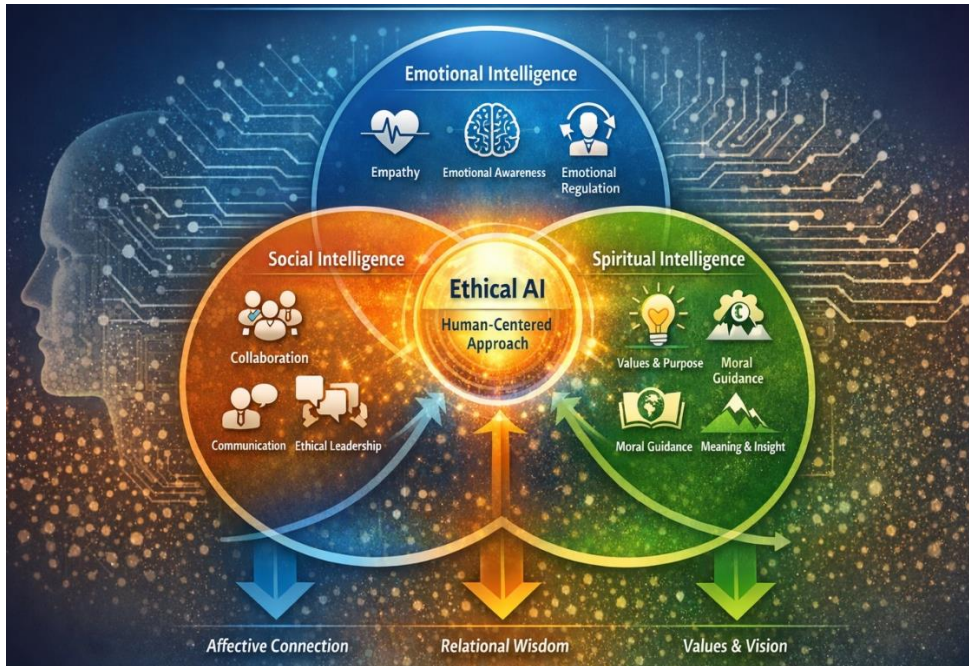


Figure 2. Emotional Intelligence Pathways in AI-Supported Environments

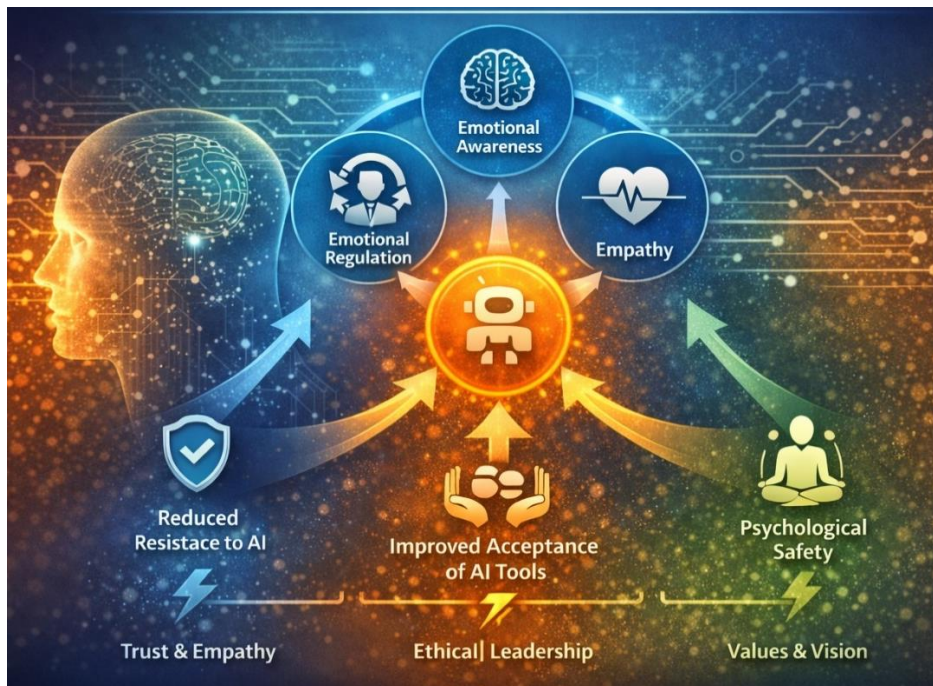


Figure 2 illustrates the pathways through which emotional intelligence influences AI-supported organizational and educational environments. The figure highlights emotional awareness, emotional regulation, and empathic engagement as key mechanisms that reduce resistance to AI technologies and enhance psychological safety.

These pathways support trust formation, user acceptance, and constructive human–AI interaction. The

visual representation complements the analytical findings presented in Table 1 and directly addresses Research Question 1 concerning the role of emotional intelligence in AI-driven contexts.

Figure 3 illustrates the role of social intelligence in shaping ethical leadership within AI-mediated environments. It highlights how relational awareness, communication, and collective responsibility mediate decision-making processes involving AI systems.

Figure 3. Social Intelligence and Ethical Leadership under AI Mediation

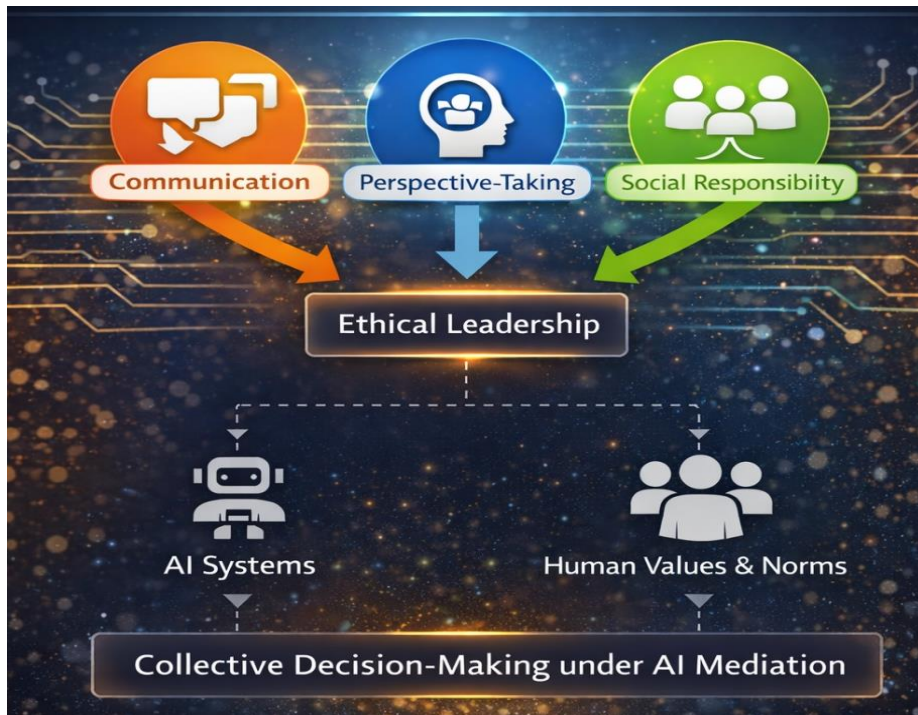


Figure 4. Spiritual Intelligence as the Ethical Anchor of AI Integration



Figure 3 conceptualizes how social intelligence contributes to ethical leadership within AI-mediated organizations. Core components such as communication competence, perspective-taking, and social responsibility are depicted as mediating forces between AI systems and collective decision-making processes. The figure emphasizes that ethical AI governance depends not only on technical oversight but also on leaders’ and teams’ capacity to interpret social dynamics and engage stakeholders responsibly. This visualization supports the results summarized in Tables 2 and 3 and aligns with Research Question 2. Figure 4 focuses on the ethical and

value-oriented dimension of AI integration by highlighting the role of spiritual intelligence. It visually frames spiritual intelligence as a guiding force that informs purpose-driven, morally grounded AI use in organizational contexts.

Figure 4 positions spiritual intelligence as the ethical anchor guiding AI integration. Key dimensions, including meaning-making, moral reasoning, and value alignment, are shown to influence leadership practices and AI governance structures. The figure illustrates how spiritual intelligence provides a stabilizing orientation that transcends efficiency-driven logic and supports reflective,

purpose-driven AI use. This representation clarifies the distinctive contribution of spiritual intelligence to ethical transformation and directly corresponds to Research Question 3. Figure 5 presents an integrative view of how

emotional, social, and spiritual intelligence operate collectively rather than in isolation. The figure emphasizes the synergistic effects of this integration in generating sustainable, ethical, and human-centered AI outcomes.

Figure 5. Synergistic Effects of Integrated Human Intelligences on Sustainable AI Outcomes

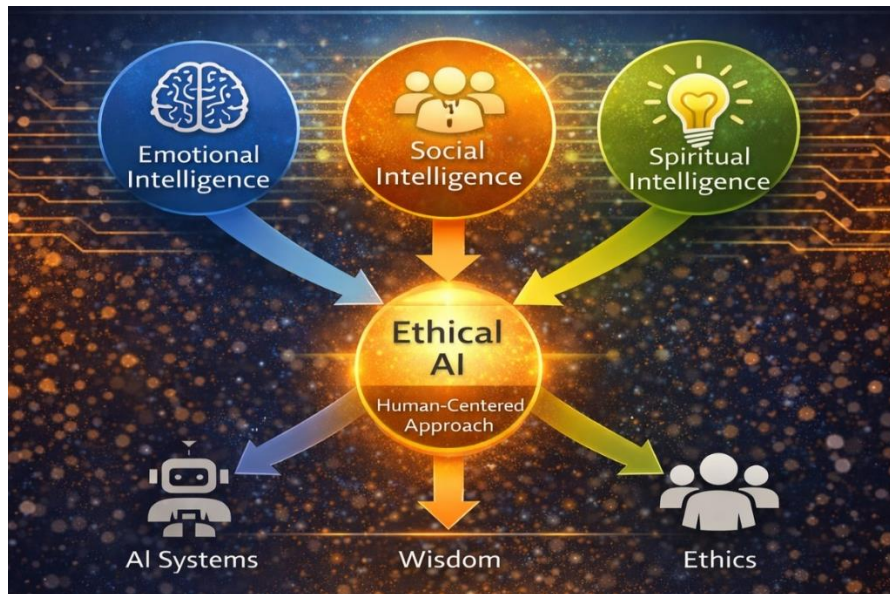


Figure 5 synthesizes the study's findings by depicting the synergistic effects that emerge when emotional, social, and spiritual intelligence operate in an integrated manner. Sustainable ethical AI outcomes (such as trust, well-being, accountability, and long-term societal impact) are presented as emergent properties of this integration rather than the result of isolated intelligence domains. This figure reinforces the comparative analysis shown in Table 3 and addresses Research Question 4 by illustrating the added value of a holistic human intelligence framework.

Taken together, the tables and figures demonstrate that ethical AI transformation is most robust when supported by integrated human intelligences. While the tables provide structured analytical clarity, the figures offer conceptual coherence, making the results accessible, theoretically grounded, and visually interpretable for scholarly audiences.

5. Discussion

The present study sought to advance understanding of ethical artificial intelligence by situating it within an integrated framework of emotional, social, and spiritual intelligence. The findings indicate that ethical AI adoption in organizational and business contexts is not primarily a technical or regulatory challenge, but a fundamentally human one shaped by affective, relational, and value-based capacities. This interpretation aligns with long-standing critiques of technocentric approaches to organizational change, which argue that technologies amplify existing human orientations rather than replace them (Ebenezar, 2025; Maslach & Leiter, 1997; Mitroff &

Denton, 1999). In the context of AI, this amplification effect becomes ethically consequential, as poorly aligned human intelligences may intensify alienation, burnout, or moral disengagement.

The role of emotional intelligence in fostering trust, acceptance, and psychological safety in AI-mediated environments is strongly supported by earlier research on occupational stress and burnout. Classical burnout theories emphasize emotional exhaustion as a core dimension of professional decline (Maslach, 1982; Maslach & Jackson, 1981), while subsequent studies in educational contexts demonstrate that emotional awareness and regulation mitigate burnout and enhance self-efficacy among teachers (Brouwers & Tomic, 1999, 2000; Mahmoodi & Ghaslani, 2013). The present findings extend this literature by situating emotional intelligence within AI integration, suggesting that emotionally intelligent leadership and pedagogy reduce resistance to AI tools and promote humane adoption. This complements recent AI-in-education research, which highlights empathy and emotional responsiveness as critical for learner engagement in technology-rich environments (Zhai et al., 2024; Isae & Barjesteh, 2025). In contrast to emotional intelligence, which primarily regulates internal affective processes, social intelligence operates at the relational and collective level. The findings indicating that social intelligence underpins ethical leadership and inclusive AI governance are consistent with organizational and leadership research linking social awareness to ethical decision-making and organizational citizenship behaviors (Handayani et al., 2022; Howard & White, 2009). Recent AI ethics scholarship similarly argues that ethical failures

often arise from socially insensitive deployment rather than algorithmic design alone (Schepman & Rodway, 2020; Cain, 2024). Compared with earlier leadership models that conceptualized ethics as an individual moral attribute, the present study emphasizes the distributed and dialogic nature of ethical AI, echoing contemporary calls for participatory and socially grounded AI governance (Lindgren, 2024; Verboom et al., 2025).

Spiritual intelligence emerged as the most foundational yet contested dimension in the integrated framework. Classical theorists conceptualized spiritual intelligence as the capacity for meaning-making, transcendence, and moral reasoning (Emmons, 1999; Vaughan, 2002; Zohar & Marshall, 2000), while later scholarship debated its construct validity and measurement (Skrzypińska, 2021; Bambling, 2025). The present findings align with recent critiques that caution against psychometric reductionism in spirituality research (Koenig & Carey, 2024, 2025), instead treating spiritual intelligence as an orienting ethical capacity. In contrast to emotional and social intelligence, which influence how AI is used, spiritual intelligence informs why AI is deployed and to what ends. This interpretation resonates with recent work linking spiritual intelligence to workplace well-being, ethical leadership, and long-term sustainability (Baykal, 2024; Fry & Slocum, 2008; Agrawal, 2025).

A key contribution of this study lies in its comparative analysis of isolated versus integrated intelligence approaches. Previous research frequently examined emotional, social, or spiritual intelligence independently, yielding fragmented insights (Adilogullari et al., 2014; Kaur, 2013; Karami & Imani, 2014). The present findings demonstrate that single-intelligence models, while valuable, remain insufficient for addressing the ethical complexity of AI systems. Emotional intelligence without spiritual grounding risks instrumentalizing empathy for efficiency, while social intelligence without moral anchoring may reproduce dominant norms rather than challenge them. Spiritual intelligence in isolation, by contrast, may lack operational pathways, echoing critiques that spirituality becomes abstract when detached from practice (Skrzypińska, 2021). The integrated model addresses these limitations by synthesizing affective regulation, relational competence, and ethical purpose.

The discussion also extends recent scholarship on AI in language education and higher education more broadly. While systematic reviews document both the benefits and risks of AI tools for learning outcomes (Huang et al., 2023; Lai & Lee, 2024; Zhang & Umeanowai, 2025), fewer studies examine the human intelligences mediating these effects. By foregrounding emotional, social, and spiritual intelligence, the present study aligns with emerging humanized AI perspectives that emphasize empathy, care, and ethical responsibility in pedagogy (Isaee et al., 2025; Risdianto et al., 2025). Compared with predominantly

skills- or performance-oriented AI studies, this work reframes AI integration as a relational and ethical practice.

Finally, the findings contribute to broader debates in AI ethics by shifting attention from control-oriented frameworks toward capacity-oriented ones. Regulatory and technical approaches remain essential (Seters, 2020), yet the present analysis suggests that ethical AI is ultimately enacted through human judgment, values, and relationships. This perspective complements recent qualitative studies showing that educators and experts perceive ethical AI as inseparable from human agency and moral responsibility (Verboom et al., 2025). By integrating insights from burnout research, leadership theory, spiritual intelligence scholarship, and contemporary AI studies, the discussion positions ethical AI as a fundamentally human achievement rather than a purely technological one.

Taken together, this study contributes to the literature by offering an integrative, human-centered framework that reconceptualizes ethical artificial intelligence as an organizational capability rather than a purely technical or regulatory concern. By synthesizing emotional, social, and spiritual intelligence within a unified analytical model, the study extends existing AI ethics and leadership research and provides a theoretically grounded foundation for future empirical investigations into responsible and sustainable AI adoption in business contexts.

5.1. Limitations and Directions for Future Research

Despite its theoretical and integrative contributions, this study is subject to several limitations that should be acknowledged. First, the research adopts a conceptual and synthesis-based design rather than an empirical one. While this approach is appropriate for theory-building and interdisciplinary integration, it does not provide statistical validation of the proposed relationships among emotional, social, and spiritual intelligence in AI-mediated contexts. Consequently, the findings should be interpreted as analytically grounded propositions rather than causal claims.

Second, the study relies on existing literature drawn from diverse domains, including education, organizational psychology, leadership studies, and AI ethics. Although this interdisciplinarity strengthens conceptual richness, it also introduces variability in methodological assumptions, constructs, and terminologies. In particular, debates surrounding the measurement and construct validity of spiritual intelligence remain unresolved in the broader literature. While this study intentionally adopts a non-reductionist interpretation of spiritual intelligence, future research may benefit from clearer operational frameworks that balance conceptual depth with empirical rigor.

Third, much of the AI-related literature reviewed reflects rapidly evolving technological contexts. As AI

systems, policies, and educational practices continue to develop, some ethical challenges and human–AI dynamics discussed here may shift over time. This temporal limitation underscores the need for ongoing research that revisits ethical AI frameworks as technologies mature and societal expectations change.

Future research can address these limitations in several ways. Empirical studies employing mixed-methods designs could test the integrated human intelligence framework across educational and organizational settings, examining its predictive value for ethical decision-making, well-being, and sustainable AI adoption. Longitudinal research would be particularly valuable in capturing how emotional, social, and spiritual intelligences interact with AI over time. Additionally, comparative cross-cultural studies could explore how cultural, religious, and institutional contexts shape the role of spiritual intelligence in ethical AI governance. Finally, future scholarship may extend this framework by integrating complementary constructs such as moral courage, digital empathy, or professional identity to further enrich human-centered AI models.

6. Conclusion

This study set out to reconceptualize ethical artificial intelligence through the integrated lenses of emotional, social, and spiritual intelligence. Drawing on a wide range of interdisciplinary scholarship, the findings demonstrate that ethical AI cannot be reduced to technical design, regulatory compliance, or algorithmic transparency alone. Instead, ethical AI emerges as a fundamentally human endeavor, shaped by affective regulation, relational competence, and value-based reasoning.

The discussion highlighted that emotional intelligence supports humane AI adoption by fostering trust, empathy, and psychological safety, particularly in high-stakes educational and organizational environments. Social intelligence was shown to mediate ethical leadership and collective responsibility, ensuring that AI deployment remains inclusive and socially responsive. Spiritual intelligence, in turn, provides an overarching ethical orientation that aligns AI use with meaning, purpose, and long-term societal well-being. Crucially, the study demonstrated that these intelligences are most effective when integrated rather than applied in isolation. By synthesizing insights from burnout research, leadership theory, spiritual intelligence scholarship, and contemporary AI studies, this work contributes a coherent, human-centered framework for ethical AI transformation. The proposed model responds to growing concerns about dehumanization, moral disengagement, and well-being in AI-driven systems, offering a theoretically grounded alternative that emphasizes human dignity and ethical responsibility.

In conclusion, as artificial intelligence continues to reshape education, work, and social life, the question is no longer whether AI should be adopted, but how it should be guided. This study argues that the answer lies not solely in smarter machines, but in wiser humans. Strengthening emotional, social, and spiritual intelligence may therefore represent one of the most critical pathways toward sustainable and ethical AI futures.

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