

A Study On 'Howard Gardner's Interpersonal Intelligence Relativeness On Interpersonal Ability As A Managerial Competency

Mr. Pratheesh Thomas¹, Dr. Syed Khalid Perwez²

¹Research Scholar, Associate Professor²

^{1,2}VIT Business School, VIT University, Vellore-632014,
Tamil Nadu, India

Email : pratheeshuce@gmail.com , Email:

khalid_mba@rediffmail.com, khalid@vit.ac.in

Abstract

Intelligence is an evergreen and alluring space of psychological research. Alive-with behavioral scientists and authors contrived compelling inputs to this area. Amidst bounteous articles and theories, Dr. Howard Gardner's multiple intelligence theory displayed different types of human intelligence. The article touch on the relationship between influential human intelligence, "Interpersonal intelligence" and managerial competency, "Interpersonal ability" through scientific research.

Introduction

Howard Gardner's theory of multiple intelligences has constructed an advanced perceptive of Intelligence. It also emphasizes the importance of understanding what intelligence literally is, and it's forced us to question the way we perceive intelligence. By breaking free of the limits of logical and linguistic intelligence, the MI model introduces a broader perspective and better appreciation for all the ways that people can deliver value. Equipping leaders with a variety of bits of intelligence, like those proposed by Gardner (1983, 1999), might create an ideal or perfect leader.

Each organization has its own goals and objectives to be accomplished and they barely depend on the elemental resources man, materials, and money. The man, the human resources have an inevitable role in the organization's performance and success. So, the competency of a manager/employee is critical in this context. "A moment's

reflection reveals that each of these individuals is attaining a high level of competence in a challenging field and should, by any reasonable definition of the, be viewed as exhibiting intelligent behavior". (Frames of Mind, Hovard Gardner 10th Edition). Interpersonal and intra-personal intelligence is most often associated with managerial accomplishment. The core features of interpersonal intelligence include the ability to interact with people and deal with their matters. Interpersonal skill is crucial in the organizational context for managing people. A managerial professional who has sufficient interpersonal intelligence can Communicate effectively orally and written to interact with people.

Interpersonal Intelligence

Interpersonal intelligence is the competence to learn and connect adequately with other people. It engages efficient verbal and nonverbal conversations, the affability to consider divergence amid other people, awareness of the mindset and attitudes of others, and therefore the competence to captivate various perspectives., Social working professionals, teaching professionals, film actors, and politicians all show interpersonal intelligence.

Youngsters who have good interpersonal intelligence are leaders among their peers, are excellent at communicating, and emerge to clinch others' emotions and motives. Interpersonal intelligence assigns to the resilience of a person to relate well with individuals and maintain relationships. It empowers individuals to grasp the needs and motivations of those over them, which supports building up their overall domination. Persons with interpersonal intelligence show to go in mass as individuals with countless friends and might freely comply with social directions. They communicate efficiently and delightfully in reciprocal conversations and arguments. Persons with interpersonal intelligence are defined by their awareness of different people's emotions, feelings, moods, temperaments, and motivations.

According to Gardener, people with interpersonal intelligence freely empathize with other people and can treat others. He said that "folks with such skills are naturally inclined to become politicians, teachers, therapists, diplomats, salespeople, and negotiators" Frames of Mind, Hovard Gardner 10th Edition,1993. These occupations

need those that can look at situations individually and make flexible access.

The definition of interpersonal intelligence is to be “empathetic and having the flexibility to speak with and understand others”. Frames of Mind, Howard Gardner 10th Edition, 1993. Gardner believes that interpersonal intelligence is analogous to emotional intelligence.

People who show substantial interpersonal intelligence spectacle compassion, kindness, and objectivity when in contact with others. These are captious leadership qualities that also support performing great in groups.

Empathic communication is known as listening and speaking with sympathy. Interpersonal intelligence works on comparative doctrines by supporting being conscious of others’ emotions, moods, and intentions.

There are many examples of people with high interpersonal intelligence. But the foremost famous ones include Mahatma Gandhi and Anne Mansfield Sullivan, one of Helen Keller’s teachers. Knowing well their fondness for helping other people, which is utterly clear that interpersonal intelligence is precisely allied with being compassionate and empathetic.

Interpersonal Intelligence – Characteristics

How well an individual can interact with someone and hear them reflects interpersonal intelligence. Social skills are a result of this kind of intelligence. Having the emotional depth to measure someone’s reaction and browse between the lines creates powerful and successful leaders. Managers like this intelligence as they need to steer their teams to success.

1. Understanding Others

The ability to spot others and imagine yourself in their shoes come from emotional intelligence. It’s a vital trait in a leadership position because it helps to understand the team members and work with them. It also allows for assessing unique strengths and weaknesses. If working in a very group, understanding others will go a protracted way in building interpersonal relationships.

2. Stand in a Group

Having the capacity to make thoughts to other people is scarce - notably in the fast-paced environment where competition rides to comprehend targets.

Interpersonal intelligence ties individuals in because they enjoy the Organization.

3. Accept Empathetically

When a person is in connection with other people's affections and emotions is similar to accepting empathetically. This involves just can feel what they're feeling and even counting on what they're about to say. Finding space for other people when they're speaking makes it exciting and empathetic.

4. Exceptional Social Skills

Social skills are much paired with interpersonal intelligence. Tactics, respectfulness, and collaboration are elements of a dependable and trustworthy team member. An individual can catch it clearly to access the organization, specifically, social skills are key for team building and teamwork. When a person expects others to complete work, someone makes sure to facilitate to accomplish the objectives perfectly.

5. Excellent Communication

The most critical facet of interpersonal intelligence is effective communication. An individual is accessible to understand other people to identify it is easier to speak with them. Whether it's speaking or listening to someone and learning tiny hints like facial expressions are awfully supportive in an ideal professional setting.

Interpersonal ability

Interpersonal skill is competency used daily once an individual communicates and interacts with other people, both individually and in teams. A wide range of skills, but specifically communication skills are like listening and impressive speaking. And comprise the flexibility to manage emotions.

Nothing to exaggerate those interpersonal skills are the motivation for realization in life. Individuals with high interpersonal skills turn out to be able to task well with other people, in teams, properly, and improperly. Individuals convey perfectly with other people, whether friends, family, colleagues, customers, and clients.

An individual can develop interpersonal skills by improving the perception of how to interact with other people or groups and practicing the skills.

Materials and Methods

The study is intended to examine the extent to which the multiple intelligence dimensions connect the managerial and leadership competencies among the professionals so that the required intelligence for leaders can be identified and nurtured so that the ideal future leaders can be prepared.

Objectives of the study:

1. To understand the theoretical insights of multiple intelligence and managerial competency.
2. To know the influence of interpersonal intelligence on interpersonal ability as a managerial competency.

Quantitative research is used for this paper. Two theories described were managerial competency and multiple intelligence and their relationships. Primary data from the questionnaires are used for understanding the influence of multiple intelligence on managerial competency variables. The sample size is 200 and the numerical data was collected from IT professionals through a structured and standard questionnaire. Pearson’s correlation, Regression, and Chi-Square analysis were used as the statistical tools.

Hypothesis

H1: There is a significant relationship between multiple intelligence and managerial competencies in IT professionals.

H2: There is a significant relationship between interpersonal intelligence and interpersonal ability among IT professionals.

Analysis

Table 1. Associations between Multiple Intelligence variables (SCTO, SCGO, MECO, KURP, GCGT) and Management Competency Variables (IFMR, ILPC, IFTN, IDWC, MFSM)

Correlations

	ifmr	ilpc	idwc	mfsm	iftn	scto	scgo	meco	kurp	gcgt
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ifmr	Pearson Correlation Sig. (2- tailed) N	1 .153* .033 194	.253** .000 194	.395** .000 193	.123 .089 191	.072 .320 194	.049 .500 194	-.085 .242 191	-.039 .588 192	.051 .484 192
ilpc	Pearson Correlation Sig. (2- tailed) N	.153* .033 194	1 .190** .008 195	.091 .207 194	.041 .573 192	.096 .180 195	.102 .157 195	.064 .380 192	-.025 .733 193	-.009 .898 193
idwc	Pearson Correlation Sig. (2- tailed) N	.253** .000 194	.190** .008 195	1 .265** .000 194	.057 .434 192	.000 1.000 195	.045 .534 195	-.008 .907 192	-.082 .254 193	.086 .235 193
mfsm	Pearson Correlation Sig. (2- tailed) N	.395** .000 193	.091 .207 194	.265** .000 194	1 .077 .291 191	.107 .137 194	.096 .182 194	-.051 .483 191	-.034 .638 192	-.077 .288 192
iftn	Pearson Correlation Sig. (2- tailed) N	.123 .089 191	.041 .573 192	.057 .434 192	.077 .291 191	1 .993 192	-.002 .980 192	-.019 .793 189	-.018 .801 191	.021 .774 190
scto	Pearson Correlation Sig. (2- tailed) N	.072 .320 194	.096 .180 195	.000 1.000 195	.107 .137 194	.001 .993 192	1 .512** .000 197	.389** .000 194	.230** .001 195	.357** .000 195

scgo	Pearson Correlation Sig. (2- tailed) N	.049 .500 194	.102 .157 195	.045 .534 195	.096 .182 194	-.002 .980 192	.512** .000 197	1 .000 197	.456** .000 194	.332** .000 195	.421** .000 195
meco	Pearson Correlation Sig. (2- tailed) N	-.085 .242 191	.064 .380 192	-.008 .907 192	-.051 .483 191	-.019 .793 189	.389** .000 194	.456** .000 194	1 .000 194	.464** .000 193	.441** .000 193
kurp	Pearson Correlation Sig. (2- tailed) N	-.039 .588 192	-.025 .733 193	-.082 .254 193	-.034 .638 192	-.018 .801 191	.230** .001 195	.332** .000 195	.464** .000 193	1 .000 195	.458** .000 194
gcgt	Pearson Correlation Sig. (2- tailed) N	.051 .484 192	-.009 .898 193	.086 .235 193	-.077 .288 192	.021 .774 190	.357** .000 195	.421** .000 195	.441** .000 193	.458** .000 194	1 .000 195

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

The SCTO data is the dependent variable used with SCGO, MECO, KERP, GCGT, IFMR, ILPC, IFTN, IDWC and MFSM as the independent variables. Moderate correlations found between CRRT and SCGO ($r=.512$) while only weak correlations shown between MECO ($r=.389$), KURP ($r=.230$), GCGT ($r=.357$), IFMR ($r=.072$), ILPC ($r=.096$), MFSM ($r=.107$) and IFTN ($r=.001$) as shown in table 4. All of them having significant correlations between SCTO.

Table 2. REGRESSION ANALYSIS.

Model	R	R square	df	F	p
1	.552	.304	9	8,557	.000 ^b

a. Dependent Variable: scto

b. Predictors: (Constant), iftn, gcgt, ilpc, mfsm, idwc, scgo, ifmr, kurp, meco

The SCTO data is the dependent variable used with SCGO, MECO, KERP, GCGT, IFMR, ILPC, IFTN, IDWC and MFSM as the independent variables. As shown in table 5 the variables are correlated (R=.552, F=8.557). All of them having significant correlations between SCTO (P=.000).

Table 6. Chi-square

Test Statistics

	scto	scgo	meco	kurp	gcgt	ifmr	ilpc	iftn	idwc	mfsm
Chi-Square	54.365 ^a	121.629 ^a	76.449 ^b	72.735 ^b	143.714 ^b	79.814 ^c	47.820 ^d	52.438 ^d	76.660 ^c	16.410 ^d
df	3	3	3	3	3	3	3	3	3	3
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 49.3.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 49.0.

c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 48.5.

d. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 48.8.

The Pearson chi-square statistic tests whether the variables are independent. If the significance value is small enough (conventionally sig. must be less than .05) then we reject the hypothesis that the variables are independent and gain confidence in the hypothesis that they are in some way

related. The value of the chi-square statistic is 59.345, this value is highly significant ($p < .001$), indicating that numerical and logical intelligence had a significant effect on setting goals and standards. The highly significant result indicates that there is an association between numerical and logical intelligence and setting goals and standards.

Conclusion

Through the study, it was established that Interpersonal Intelligence, has a significant influence on Interpersonal ability as a Managerial Competency. This intelligence is important to be identified in an individual so that they can display positive leadership qualities. Managers' ability to display organizational direction and their skills in developing interpersonal relationships with employees may assist in creating a conducive working environment for all members of the organization. A manager with high Interpersonal intelligence helps to establish and encourage norms, roles, and rules for efficient application to known tasks but is also able to be responsive to change by employing sensitivity. Other types of intelligence also have influenced managerial competency, but there is a need for Concrete studies and analysis to know the extent.

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