

## “Howard Gardner's Intrapersonal Intelligences Influence on Initiative and Change in Managerial Competency Context”

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### Abstract

Among numerous articles and theories on psychology and intelligence, multiple intelligence theory presents divergent forms of intelligence of human beings. The manuscript traces the connection among a dominant intelligence “Intrapersonal Intelligence” and “Initiative and change” as a managerial competency with the help of an experimental study. The analysis concentrated on IT professionals to identify this relation supported by the theoretical framework. Two hundred samples used in the analysis which recognised, there is significant influence between ‘Intrapersonal Intelligence’ and competency of ‘Initiative and change’ of information technology professionals. Managerial competencies are treated as cause for competing benefit as they are helpful, extraordinary, and unavoidable. There are less studies which have considered the aspect of intrapersonal intelligences that influencing managerial competencies; hence, the effort to illustrate and analyse the impact of intrapersonal intelligence on IT professional's competency. Many of earlier research aims the students to elevate their studies, but adults are targeted on this research towards multiple intelligence and managerial competency. The research realize that multiple intelligence residue balanced at the adult phase of an individual. These methodologies are prospective to the recruitment and training practices of corporate organization higher professional and dynamic.

**Key words:** MI-Multiple Intelligence, IT - Information Technology, Managerial Competency, Initiative, Change

### Introduction

Howard Gardner's (Gardner, H.,1983) vision on multiple intelligence has created an unexceptional realization of intelligence. Moreover, Gardner (Gardner, H.,1999) describes exactly what is intelligence and its significance in our life. Every organization has its own objectives and goals to be set, and accomplishment of such goals depends on human resource, raw materials and capital. The human capital is an integral part in every organization and effective utilization of human capital is an undeniable factor in obtaining the economic goals. In that way the better understanding of managerial

competency and multiple intelligence has an important role in the success of an organization. Intrapersonal intelligence influences managerial performance and fulfilment, and it describes the capability to know oneself and adaptability to the initiatives and changes. A manager who has great intrapersonal intelligences know himself and tolerating changes and actualising in associations.

### **Literature review**

Multiple intelligence theory by Harvard Gardner lead to a progress iveinsight on several intelligence and taught us how to perceive intelligence (Gurel, E. & Tat, M.,2019). Gardner hypothesised about seven intelligences, in that one intelligence is intrapersonal intelligence which depicts the ability to manage oneself through which achieve the goals in life. All human intelligen cesare conceptualized to be innate with the individuals on distinct equence and distinct intensity. Some individuals got greater level of intrapersonal intelligence but lesser spiritual intelligence. Some factors that may affect the advancement of intelligences in association with the people like family upbringing, level of education and connection towards social formulations.

### **Intrapersonal intelligence**

It comprises of strength or skills to understand, evaluate, manage and improve oneself. Intrapersonal intelligence is different from self-respect, but it is supportive to belief in oneself anduseful in adaptability to stress. Gardner explains intrapersonal intelligence is a type of intelligence establish a link between internal emotions and knowledge of a person that can reviving his common sense. Therefore, this intelligence has great importance in positive career selection and personal advancement (Shearer, C.B.,2004).Individual with more intrapersonal intelligence; canunder stand them selvesand other people. In this connection, intrapersonal intelligence primarily going through the area of self-understanding and self-awareness. The outcome of being in unity with an individual's emotions and thoughts is to be in unity with of other people. In this sense, it is possible to state that intrapersonal intelligence is a bridge from understanding oneself to understanding others(Parvez, H., 2023) Intrapersonal intelligence. has important role in managerial success. Different professions require good intrapersonal intelligence includes doctors, engineers, lawyers, teachers and architects. A study conducted by Furnham and Buchman mentioned that women have intrapersonal intelligence than men in neuroticism or equanimity of character however men are more assertive about competency because their characteristics of personality (Furnham, A.,2001).Intrapersonal intelligence enables individuals to plan and take decisions and achieve objectives and goals effectively. This intelligence illustrates how a person understand himself and how he can use his self-awareness to guide to live (Daniel T.L. Shek and Li Lin., (2015).

Intrapersonal intelligence makes an insight on feelings emotions, core values, traits and beliefs, and motivation towards the behaviours, and making life in a harmonious

atmosphere with the insight, The person with great intrapersonal intelligence, seems like have a deep connection to the mind and the surroundings. Perception and insight allow the person to connect and interact with the outside world effectively.

Self-knowledge of an individual is often endured in present world and treated significant in the field of education, psychology, business, and communication etc. The self-knowledge is not really a new concept; based in ancient philosophy. The concept of 'self-knowledge' is described by Socrates, one among the great names of philosophers, and the aspect of Ancient Greek culture, is manifested as 'Intrapersonal Intelligence' on the basis multiple intelligence. Therefore, intrapersonal intelligence serves to remind the person something about themselves beyond knowing themselves and being aware of their skills. Through this intelligence, the person learns to cope with their emotions by knowing about themselves and learns to developing intrapersonal intelligence (Christison, M.A.,2005, Vongkrahchang, S., Chinwonno, A.,2016). Intrapersonal intelligence: is to know who a person is, what they want to do and what they do not want to do, or how to behave in various situations, what to turn to and what to stay away from, and accordingly to make the right decisions (Saban, A.,2002). Therefore, intrapersonal intelligence forms the basis of one's productivity, creativity, and learning (Sadiku, M. N. O, Musa, Sarhan M. A,2021). Individuals with high intrapersonal intelligence have realistic goals and ideals because they can evaluate themselves honestly and objectively (Parvez, H., (2023)

Indications of individual with strong intrapersonal intelligence:

- **Cognizant:** Individual with intrapersonal intelligence understand their inner sensed deeply.
- **Reflectiveness:** People achieve skills through the reflection of insights.
- **Emotional intelligence:** They can manage their emotions in particular situation time to time.
- **Self-understandable:** In depth knowledge and recognition of the self is the centre point of in trapersonal intelligence.
- **Perceptiveness:** Individuals with intrapersonal intelligence are conversant to own emotions and feelings in and around them, possesses strong capacity to perceive things and foresee outcomes.

Intrapersonal intelligence relates to emotional intelligence. Emotional intelligence is an individual's capacity to understand, manage, perceive, and use emotions.

"Intrapersonal intelligence involves the capacity to understand oneself, to have an effective working model of oneself -including one's own desires, fears, and capacities- and to use such information effectively in regulating one's own life" (Gardner, H., 1993) and connects some extent than the capability to different iatecomfort from discomfort and to access and change over from a position based on this characterization. At the

most advanced level, it enables people to recognize and symbolize complex and extremely different emotions (Gardner, H., 1983). According to this approach, intrapersonal intelligence is to generate a sense of an individual's identity by differentiating all dissimilarities (Shedletsky, L., 1989).

Individuals possess intrapersonal intelligence bear empathetic skills and this empowers them to be strong in interpersonal communication system and these qualities are developed with experiences from day-to-day life (McLean, S., 2005). Intrapersonal intelligence is the capability to know and understand himself and find solutions for resolving problems that disrupt psychological balance and stability. Therefore, intrapersonal intelligence is key and develops other intelligence (Rubio, F. D. 2002).

People refer to themselves and their own lives to create appropriate mental models when making judgments, reaching an idea, and making decisions. Intrapersonal intelligence facilitates individuals to reach this reference point necessary for self-knowledge, and helps control their emotions, behaviours, and expressions; it supports self-awareness, self-understanding, and self-motivation (Perez, M. Del Mar & Ruz, N. R. 2014). The mentioned ideas established a major driving force of a person's perception and cognition process. It also includes insight of individuals emotions, strengths and weaknesses, desires, traits, and motives. When a person takes appropriate decision on life situations will influence the aspects of perfection, inner strength, achievement, joyfulness, learning and development.

Intrapersonal intelligence consists different process, whereas focused to the centre and self of an individual. These aspects can be clarified as the gains of intrapersonal intelligence.

### **Managerial Competency:**

Managerial competency not only depends on traditional pragmatic or methodical behaviour and formal job responsibilities. Managerial competency indicated to different competencies especially success factors required for the excellent execution of role as a manager and show case the various steps to become a successful manager.

### **Initiative and Change**

If the organizations need to survive, they must change. Many approaches to affect change and change makers must deal with many strategies that raise compliance and scaled down obstacles. An effective change manager is competent in developing, planning, leading, forecasting assessing, supporting, evaluating, and maintaining a new operation in a firm. Change in managerial competency included different plans attributed to support stake holders to admit developments in organizations (Saka A. 2003).

In modern world public organizations needs to implement changes coping up with private organisations. But it is much challenging to the public organisations to implement a change due to systems practices, operations, and traditions. There are two

aspects for organizational change to come across, first the willingness of employees and secondly the compatibility of organisational systems for change. Much research found that huge percentage of change initiatives not accomplished or achieved (Bakari H, Hunjra AI, Niazi GSK.2017).

There are various factors caused for failures in change implementation, mainly the readiness of employees on changes (Jeffery Philip and James D. Klein., 2022). The concepts of initiative and change management may not contribute a clear-cut structure of change management implementation successfully. Every organization, industry, and market effects on change to be forward on the competition, creativity and innovation is required, and it must have executed change. So, initiative and change are the most important aspects of efficient strategic plan (Bamford DR, Forrester PL. 2003). The aim of any change initiative in every organization is well implemented strategies and techniques for carry change and supporting stake holders to receive and adapt to it. The initiative and change are never taken up an advanced system or carry out afresh policy.

Implementations of Change initiatives consist of:

- Advancement of working methods
- Problem solving
- Finding and utilizing new opportunities
- Changing conditions to align perfectly with the organisations.
- Finding and reactions to new business demands
- Crisis management
- Productivity enhancement.
- Achievement of higher income
- Stabilising and advancing quality
- Better customer satisfaction

When change is initiated by looking on previous system and balancing the organization from a strategic context ahead of framing a plan for adaptations and realignment of business operations. Many studies say the willingness of people on change is the critical factor in the success of every change. The importance of leadership on change is not underestimated. Transformational leadership is much helpful to employees to assist a unique organizational change (Burnes, B., 2007).

Examples of initiative and changes situations in organizations

- Organisational mergers & acquisitions
- Advancement and Implementation of technology
- Leadership changes
- Cultural change in organisation
- Crisis situations

## Materials and methods

The present study is to investigate the intrapersonal intelligence and its relationship with initiative/change as a managerial competency.

### Objectives:

1. To realize the conceptual perceptions on multiple intelligence and managerial competency
2. To understand the impact of intrapersonal intelligence on initiative/change managerial competency.

Hypothesis1: The relationship between managerial competency and multiple intelligence of IT professionals are significant.

Hypothesis 2: the intrapersonal intelligence and initiative/change of managerial competency of IT professionals have significant relationship.

For this study quantitative research method is used. The relationship between multiple intelligence and managerial competency described in a conceptual frame. To know the influence among two variables, multiple intelligence and managerial competency, primary data used from the structured questionnaire. 200 samples were collected through the standard questionnaire 1 (Chislett V, Chapman A., 2005) regarding Gardner's Multiple intelligence model. Out of 70 questions 6 questions used to get primary data for intrapersonal intelligence. Managerial competency questionnaire 2 (ECAQ)BWH 2014. Out of 40 questions 6 questions were used for getting primary data on initiative/change.

Sampling method is simple random sampling and Chi square analysis, Pearson's correlation and regression analysis were used as tools of statistics. IBM SPSS 24 (IBM, New York, USA) is used for the statistical programming analysis. If  $p < 0.05$  is set as statistically significant. As per Pearson's correlation test, if the correlation is between  $\pm 0.6$  to 1.0 is considered as strong correlation.  $\pm 0.4$  to 0.6 is considered moderate and  $\pm 0$  to 0.04 as weak correlation (Thomas JR, Nelson JK, Silverman SJ, 2015).

**Results:****Table 10.**

**Associations between Multiple Intelligence variables (CCSP, OTNI, ISFD, IOIF, SPAW) and Management Competency Variables (IMGF, ITDM, TLGT, IAKF, IHSA)**

**Correlations**

	IMGF	ITDM	TLGT	IAKF	IHSA
CCSP	-.019 .793	.116 .106	.104 .149	.019 .797	-.103 .153
OTNI	.016 .827	.250** .000	.202** .005	.075 .298	-.040 .580
ISFD	.039 .591	.097 .180	.013 .858	.303** .000	-.031 .667
IOIF	.054 .452	.105 .145	.055 .448	.131 .068	-.120 .096
SPAW	.186** .009	.177* .014	.193** .007	.244** .001	-.131 .069

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

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Source: Author

The CCSP OTNI, ISFD, IOIF and SPAW are the dependent variables IMGF, ITDM, TLGT, IAKF and IHSA as the independent variables. A correlation coefficient of  $\pm 0$  to  $\pm 0.4$  is considered as weak correlation whereas  $\pm 0.4$  to  $\pm 0.6$  is moderate and  $\pm 0.6$  to  $\pm 1.0$  is strong correlation (Thomas JR, Nelson JK, Silverman SJ, 2015). According to statistical analysis majority of variables shows correlation and these results are agreed with our study intentions. One of the multiple intelligence variable OTNI had moderate but significant correlation with ITDM ( $r = 0.250$ ,  $p = 0.000$ ) and TLGT ( $r = 0.202$ ,  $p = 0.005$ ).

Moreover, ISFD shows moderate significant correlation between IAKF( $r= 0.303$ ,  $p=0.000$ ), While SPAW shows moderate significant correlation between IMGF( $r= 0.186$ ,  $p=0.009$ ), ITDM( $r= 0.177$ ,  $p=0.014$ ), TLGT( $r= 0.193$ ,  $p=0.007$ ) and IAKF ( $r= 0.244$ ,  $p=0.001$ ), respectively. However, some of the multiple intelligence variables has only weak nonsignificant relation with IMGF, ITDM, TLGT, IAKF and IHSA, as shown in Table 10.

**Table:11****Regression analysis****anova**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>df</b>	<b>F</b>	<b>p</b>
	<b>.360</b>	<b>.130</b>	<b>9</b>	<b>2.081</b>	<b>.002</b>

a. Dependent Variable: CCSP

b. Predictors: (Constant), IHSA, ITDM, ISFD, IMGF, OTNI, IAKF, TLGT, SPAW, IOIF

Source: Author

The CCSP data is the dependent variable used with OTNI, ISFD, IOIS, SPAW, IMGF, ITDM, TLGT, IAKF and IHSA as the independent variables. As per tab 11 all multiple intelligence variables has significant correlation between CCSP ( $R=.360$ ,  $F=2.981$  and  $p=.002$ ).



**Table 12.**  
**Chi-square test**

**Test Statistics**

	CCSP	OTNI	ISFD	IOIF	SPAW	IMGF	ITDM	TLGT	IAKF	IHSA
Chi-Square	55.365 <sub>a</sub>	131.629 <sub>a</sub>	66.449 <sub>b</sub>	78.735 <sub>b</sub>	171.714 <sub>b</sub>	59.814 <sub>c</sub>	47.810 <sub>d</sub>	62.538 <sub>d</sub>	66.66 <sub>o<sup>c</sup></sub>	17.410 <sub>d</sub>
df	3	3	3	3	3	3	3	3	3	3
Asym p. Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001

Source: Author

The Pearson chi square test is used to check if the variables are independent or not. We assumed that if the significant value is less than 0.05 then we considered that the variables are some ways related and rejected the hypothesis of variables are independent. The present study result, the value of chi square statistic is 55.365 which is highly significant ( $p < 0.001$ ), and this result is explains the inter relation between intrapersonal intelligence and initiative and change (managerial competency)

### Discussion

CCSP data is the dependent variable used with OTNI, ISFD, IOIS, SPAW, IMGF, ITDM, TLGT, IAKF and IHSA as the independent variables. Correlation analysis was conducted on data and shows that most of the variables had correlated each other. These findings explain the relationship of intrapersonal intelligence with managerial competency variable. Intrapersonal intelligence variable OTNI shows a moderate but significant correlation with managerial competency variable ITDM ( $r = 0.250$ ,  $p = 0.000$ ) and TLGT ( $r = 0.202$ ,  $p = 0.005$ ). Moreover, ISFD shows moderate significant correlation between IAKF ( $r = 0.303$ ,  $p = 0.000$ ). While SPAW shows moderate significant correlation between IMGF ( $r = 0.186$ ,  $p = 0.009$ ), ITDM ( $r = 0.177$ ,  $p = 0.014$ ), TLGT ( $r = 0.193$ ,  $p = 0.007$ ) and IAKF ( $r = 0.244$ ,  $p = 0.001$ ). As well as, majority of multiple intelligence variables had weak non significant correlation with IMGF, ITDM, TLGT, IAKF and IHSA, be seen in Table 10. Although as per my study MI variables are significantly correlated among them, However the lowest correlation was shown between SPAW and ITDM ( $r = 0.177$ ,  $p = 0.000$ ) and ISFD and IAKF ( $r = 0.303$ ,  $p = 0.000$ ), shows the highest correlation.

In this study examine the effect or connection between Intrapersonal Intelligences Influence on Initiative and Change in Managerial Competency Context. As the Chi-square value is 55.365, a highly significant value ( $p < 0.001$ ), (tab 3), confirms that intrapersonal intelligence has an association between initiative and change in IT professionals and this value confirms the relationship between intrapersonal intelligence and change of managerial competency.

Intrapersonal intelligence is the potential to accept and realise one's own moods, desires, motivations, and intentions (multiple intelligence). Interestingly Gardner (Gardner, H, 1983, 1999) review and make amendment on the concept of intrapersonal intelligence, he made such changes only to intrapersonal intelligence compared to all other multiple intelligence theory (Gardner, H, 1983).

Intrapersonal intelligence helps the individuals to know self, how to behave and to make directions. Individuals with high intrapersonal intelligence are possessed with the potential to take care of themselves and their surroundings. Within the scope of this study, it is targeted to find the influence on initiative and change of professionals in a business organisation through a conceptual frame. Other studies based on the link between intrapersonal intelligence and learning and thinking qualities (Shepard, Fasko and Osborne 1999). These studies revealed the connection between intrapersonal intelligence explained by Gardner (Gardner, H, 1983, 1999) to other characteristics of self-ability/capacity and achievements in IT professionals. And proved that by understanding oneself will influence his performance. Intrapersonal intelligence must be encouraged there by good leadership qualities are flourished (Ulrich, Dave., Smallwood, Norm., Sweetman K. 2009). Therefore, Intrapersonal Intelligence is significantly related to initiative and change. There are many previous studies that compare the advantageous influence of multiple intelligence and proves that it has a positive impact on managerial competency (Othman A K, Hamzah MI, Rahman BA. 2013). Although, many studies are claiming the beneficial effects of multiple intelligence on students (Roman Y, Irina R., 2020), but present study discussed about multiple intelligence of adult population. The comparison of intrapersonal intelligence and initiative/change very limited number of studies are conducted. Intrapersonal personal intelligence is a part of Gardner's multiple intelligence theory (Gardner, H, 1983) defined as the person's ability to adjust with the surroundings by using his knowledge and understandings about himself whereas managerial competency is the ability to face challenging situations thus both these theories have interrelated each other. A person with strong intrapersonal intelligence can be accomplish a sound performance at work indirectly showing the influence of better managerial competency.

The present study confirms that intrapersonal intelligence significantly effects on change managerial competency. A person with high intrapersonal intelligence has

better managerial competency thereby the overall performance of the company will be improved.

### **Conclusion:**

According to this study Intrapersonal intelligence acts as a guide for one's own learning and development plan and its influence on Initiative and change. Intrapersonal intelligence helps the development of various multiple intelligences and makes them to act highly interactive with change initiatives. The significant requirement on this is to identify and direct an individual's area of interest and talent.

By analysing it is established that Intrapersonal Intelligences are significant to influence change initiatives. A managerial professional with good Intrapersonal intelligence will help to improve the comprehensive execution of managerial policies in that way a favourable outcome will obtain.

Initiative and change exhibit a positive work approach consequently managerial professionals maintain these competencies to facilitate them to achieve organizational objectives perfectly. The research indicates the requirement of managerial professionals to develop intrapersonal intelligences as influential to change initiatives to maintain high organisational efficiency.

Data used and analysed in this study is satisfactory to accomplish the research project. Nevertheless, the net result may be inadequate for an extensive study, hence, further research is recommended to the study so that future research outcomes made to further justify the present findings.

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### **Conflict of interest**

None

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### **Author contributions**

This study contributes more on scientific recruitment and training of professionals in IT organizations. The methodologies used in the study can be adopt to any recruitment process to find the right professional.

### **Data availability**

Primary data is used for study which collected from the IT professionals. Data collected directly through a structured questionnaire from the respondents.

**Abbreviations**

MI	Multiple Intelligence
IT	Information Technology
CCSP	Constructively challenges the standard approach.
OTNI	Open to new ideas
ISFD	Is self-distracted.
IOIS	Initiates opportunities to improve care and services.
SPAW	Shows positive approach to work.
IMGF	I set myself goals and plans for the future
ITDM	I can tell easily whether someone likes me or dislikes me.
ILGT	To learn something new, I need to just get on and try it.
IAKF	I always know how I am feeling.
IHSA	I am happy spending time alone.