

Influence of Howard Gardner's Linguistic Intelligence on Effective Communication

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Abstract

Intelligence differs to different people. This study intended to know if any relation or influence between verbal and linguistic intelligence and effective communication from Multiple intelligence theory and Managerial Competency concept respectively. The analysis focused among IT professionals to find the relation between this through the theoretical framework. Two hundred samples were collected and analysed which realized that there is significant influence/relation between verbal and linguistic intelligence and effective communication of information technology professionals. Most the previous studies targeted the student to improve their studies, but this study focused on adults' multiple intelligence. The study found that multiple intelligence remains stable at the mature stage of a person. Adopting these methodologies will help the recruitment and training process more efficient and sharper to the corporate organizations.

Keywords: Communication, Competency, Human Resources, Intelligence, Psychology.

Introduction

Howard Gardner's (1) theory of multiple intelligence has created a new understanding of Intelligence. It also emphasizes the importance of understanding what intelligence really 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 (2), might create an ideal or perfect leader.

Every organization has its own goals and objectives to be achieved and they hardly depend on the basic resources man, materials, and money. The man, the human resources have an inevitable role in the organization's performance (3) 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" (4). Linguistic and Logical-mathematical intelligence (5) is most often associated with managerial accomplishment. The core features of Linguistic intelligence include the ability to use words effectively for reading, writing, and speaking. Linguistic skill is important for providing explanations, descriptions, and expressiveness. A managerial professional who has sufficient linguistic intelligence can Communicate effectively orally and written. Effective communication is inevitable competency for professionals.

Literature Review

Verbal and linguistic intelligence

Verbal and linguistic intelligence is the prime among the eight bits of intelligence of 'Dr Howard Gardner's (6) multiple intelligence theory. He defines intelligence as "the ability to solve problems or develop products, which are important in a cultural context or in each community. It is the biopsychological potential to process information that can be activated in a cultural setting to solve problems or create products that are of value in a

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culture” (7). The development of verbal and linguistic intelligence is very important in the formation of human life from childhood. In the age of globalization listening and communication abilities have become a necessity to succeed in social, professional, and work situations. “While language can be conveyed through gestures, and through writing, it remains at its core a product of the vocal tract and a message to the human ear. Understanding of the evolution of human language, and its current representation in the human brain, is likely to fall wide of the mark if it minimizes the integral tie between human language and the auditory oral tract” (8)

Verbal and linguistic Intelligence resembles the ability of an individual to communicate through a language. This intelligence is the ability or capacity to use a language, writing or verbal especially the mother tongue also understands the capability to utilize phonetics, pragmatics, semantics, and syntax of a language. Gardner (9) mentioned that the linguistic intelligence appears to be the one most widely shared by humans across the world because without linguistic skills in semantics, phonology, syntax, and pragmatics, people would have difficulty functioning with efficacy in the world. In contrast, the abilities of gymnasts, mathematicians, musicians, and visual artists are often perceived as remote and even mysterious by the average person (1) Linguistic intelligence creates language, such as literature, speeches, novels, poetry, grammar, similes, and metaphors. From childhood an individual’s verbal and linguistic intelligence develops and it has a vital importance in his life. Linguistic intelligence is often associated with academic accomplishment. Linguistic intelligence involves the ability to use words effectively for reading, writing, and speaking. It is central for providing explanations, descriptions, and expressiveness. Teaching, journalism, and psychology are the career fields requiring skill in this area. According to Gardner (4), poetry writing is one of the linguistic intelligences examples that could demonstrate the human abilities to organize and construct the variations of phrases and sentences. But this ability is not enough to show the degree of personal aptitude which is also depending on the individual intuitive knowledge of linguistic form.

Individuals enjoy writing and expressing more of what is in their mind with linguistic intelligence. They possess a rich vocabulary and pay attention to detail. Moreover, enjoy new readings through the perusal of the knowledge. People with high linguistic intelligence play Scrabble and crosswords and create rhymes. Searching for knowledge is their nature and like to learn new languages as well. They are very good speakers by their ability to express and explain, and interpret, and analyse things easily.

Linguistic intelligence is beneficial to easy communication where communication is important in social life and business to connect people. Linguistic learning is a valuable tool that linguistic intelligence promotes learning new things. It helps to catch up with the phonetics of the language, semantics, and syntaxes. Learning and using different languages improve brain efficiency. Learning and developing communication skills helps much in social and public speaking (10). Reading habits enrich the vocabulary to explain and convey messages especially supportive of law and teaching professions. Learning foreign languages helps develop the ability to find similarities and differentiations in word usage.

There are certain measures to improve linguistic intelligence such as reading books, newspapers magazines, periodicals, and journals. As well as the development of cognitive skills through reading and writing activities, story writing, diary entries like poems, etc. Discussions and debates on different topics enhance the knowledge base and develop listening and vocabulary. Many language games develop linguistic intelligence such are Cross word games, Jumble word games Scrabble, and Word search as such (11). When we consider public speaking, it acts cross-functional, where improves language skills, and helps to develop interpersonal skills and confidence levels of an individual. The first time it will be difficult for individuals but of course, become perfect and makes the opportunity to strengthen personal credentials where the saying makes true practice makes perfect.

“While oral and written forms of language doubtless draw on some of the same capacities, specific additional skills are needed to express oneself appropriately in writing. The individual must learn

to supply that context that in spoken communication is evident from non-linguistic sources". Linguistic intelligence is important because it creates a base or platform to develop other intelligence. Its role is crucial in developing cognitive skills by systematizing thoughts and formulating a mindset. Also helps to strengthen the analytical mindset of an individual. The understanding ability of an individual in writing and speaking a language can be called Linguistic intelligence. People with more intelligence in the language are characterized by attained vocabulary and command, Passion for words and writing, love of reading, quick learning, ability to understand sentence structure, capacity to understand the meaning of the word by the sound, and interpreting ability on word structure (12). Linguistic intelligence helps to learn new things. The cognition process takes place through phonetics, syntaxes, and learning semantics (13). Human transformation and social intercommunication are the pillars of verbal and linguistic intelligence like interpersonal intelligence. It is about language production, grammar, literature, poetry, reasoning, etc.

Effective Communication

"Effective communication is a system of interchanging ideas, information, emotions, expertise and objectives to accomplish in a good way". Simply presenting the outlook of a sender to receiver in an understanding manner.

Two parties are involved in the process of effective communication.

The sender: one who comments the communication through information sharing.

The receiver: one who receives the information.

Method: communication process with a content of information

Nature: attributes utilities, abilities, credentials, implication and constraints or barriers.

Aspects of Effective Communication

Conveying a message is not enough; it should meet the intent of the sender.

Clear Message: The message the sender wants to transmit to be smooth, accessible, graspable, and systematically enclosed to maintain be meaningful.

- **Accurate Message:** the message transmitted must not be imprecise or erroneously any means; it must be handout from errors and grammatical miscues.
- **Complete Message:** Effective communication is paltry for the greater cognitive process. When the data is deficient, it's functioning to matter erroneous decisions.
- **Precise Message:** The information conveyed must be brief and compact to expedite forthright perception and to hold the appropriate steps.
- **Reliability:** The sender should confirm at the side that everything which conveying is perfect by the insight. Alike the receiver is required to be to confide in the sender and might build upon the information directed.
- **Review of the Recipient:** The mean of information and alternative substantial settings must be prepared, preserving in instinct the mindset, dialect, insight, education standard, and situation of the acceptor.
- **Sender's Courtesy:** The message inducted should follow the sender's courtesy, delicacy, and dignity towards the acceptor.

Effective Communication Skills

Delivering a piece of information or message effectively is a skill advanced behind endless processes and art. The deliberate group of competencies necessary for a prominent communication course is as follows:

- **Compliance:** A person should occupy acute observing ability to know more and more awareness and information.
- **Accuracy and Precision:** The writing must be simple; it should be clear and precise to make the appropriate influence on the acceptor.
- **Accepting and Perceiving:** the important skill in every receiver is alertness and patience. The sender or communicator also must be aware of it.
- **Emotional Intelligence:** The communicator must be emotionally intelligent while drafting the message about the feeling and sensations of the receiver.
- **Confidence:** Being confident, intensifies the quality of the message to be sent.

- Feedback: Efficient communication is an up-and-down process. The sender seeks the proper response to it.

Importance of Effective Business Communication

Managing Employees: Efficient communication establishes autonomic control and competent management when employees are heard by the top officials, and there's open communication within the organization.

Group Building: Employees inside the organization are tasked as a team to achieve a common goal, hence effective communication advances the confidence of the whole group.

Build active Communications: Intercommunications usually streamline matters; they positively persuade the employee to finish better and keep deep-rooted relations with colleagues.

Provides Creativity and Innovation: It discovers an ambiance to locus employees are not engaged to contribute their ideas by wandering the creation and innovation side.

Minimizes Misconceptions: Effective communication excludes the incident of distraction and misconceptions by carrying the messages with clarity and aptness.

Organizational Advancement: enduring affectionate relations between the employees and management, strengthens the operations and outcomes in the accomplishment of corporate goals and objectives (14).

As a managerial competency, effective communication is closely related to the inbuilt verbal and linguistic intelligence of an efficient manager. Both are complementary and resemble each other. Linguistic Intelligence reflects the ability to think in words and to use language to express and understand complex meanings. Managerial competencies are associated with organizational communication, report writing and negotiating skills, thus making the two concepts to be significantly related. Visser, Ashton and Vernon's 2006 (15) found that there is a link between Linguistic Intelligence and work performance competencies. So, a person with verbal and Linguistic Intelligence will have a superior managerial competency outline.

Materials and Methods

The study is intended to examine the extent to which the verbal and linguistic multiple intelligence dimensions to connect the effective communication as a managerial and leadership competency 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 verbal and linguistic multiple intelligence on effective communication as a managerial competency.

Hypothesis

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

H2: There is a significant relationship between linguistic intelligence and managerial competencies among IT professionals.

Quantitative research method is used for this study. The 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. Questionnaire:1. V Chislett MSc and A Chapman 2005-06, (16) based on Gardner's Multiple (9) Intelligences Model. 6 questions were used out of 70 questions on multiple intelligence to get the primary data for verbal and linguistic intelligence. Questionnaire 2 Managerial Competency Assessment Questionnaire (ECAQ) *BWH 2014*. 6 questions were used out of 40 questions on managerial competency to get the primary data for effective communication.

Simple random sampling method is adopted for sampling. Pearson's correlation, Regression, and Chi-Square analysis were used as statistical tools. Statistical analysis: Statistical analyses were conducted using the program IBM SPSS 24 (IBM, New York, USA). Statistical significance was set at

p<0.05. correlations were calculated using Pearson’s test. A correlation coefficient between ±0 to ±0.4 was viewed as a weak correlation, ±0.4 to ±0.6 as a moderate correlation, and ±0.6 to ±1.0 as a strong correlation (17).

Association between Multiple Intelligence variables (CRRT, PALS, POGC, MCPV, HRTM, HROM) and Management Competency Variables (IFES, IFEL, IRER, ASMS, IAGN) is carried out by using Pearson test (Table1).

Results

Table 1: Result of Association between Multiple Intelligence variables (CRRT, PALS, POGC, MCPV, HRTM, HROM) and Management Competency Variables (IFES, IFEL, IRER, ASMS, IAGN)

	IAGN	IFES	IFEL	IRER	ASMS
CRRT	.438**	.256**	.212**	.153*	.219**
	.000	.000	.003	.031	.002
PALS	.365**	.048	.173*	.245**	.230**
	.000	.504	.014	.000	.002
POGC	.437**	.134	.216**	.274**	.236**
	.000	.058	.002	.000	.001
MCPV	.423**	.001	.004	.118	.138
	.000	.989	.951	.097	.051
HRTM	.355**	.19	.094	.084	.199*
	.000	.792	.188	.240	.005
HROM	.254**	.114	.060	.007	.206**
	.000	.108	.396	.927	.003

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

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

Association between Multiple Intelligence variables (CRRT, PALS, POGC, MCPV, HRTM, HROM) and Management Competency Variables (IFES, IFEL, IRER, ASMS, IAGN)

Results of correlation analysis indicate that all variables are correlated with each other. The correlated variables indicate significant relationships among them which should be highly considered in explaining the phenomena. All multiple intelligence variables (CRRT, PALS, POGC, MCPV, HRTM, HROM) show moderate, significant correlations between managerial competency variable IAGN (r =0.467, p=0.000). (r=0.365, p=0.000) (r=0.437, p=0.000) (r =0.423, p=0.000) (r=0.353, p=0.000) (r=0.254, p=0.000) respectively. Moreover, most of the multiple intelligence variables show weak significant correlations between IFES,

IFEL, IRER and ASMS, as shown in Table 2. All Multiple Intelligences variables are significantly correlated with each other with the lowest correlation is between IRER (r = .153, p =.003) and the highest is between IAGN (r = .438, p =.000).

Regression Analysis

Regression analysis was performed to test the influence of Multiple Intelligence factors on Managerial Competencies. Multiple Intelligence factor CRRT were entered into the regression analysis. The CRRT data is the dependent variable used with PALS, POGC MCPV, HRTM, HROM, IFES, IAGN, ASMS, IRER and IFEL as the independent variables. The results of the regression analysis are shown in Table 2. The regression analysis shows that CRRT significantly contributes to the model: R square change=.370, p= .000, and accounts for 37% of the variation. All the variables show correlation between each other (R=.608, F=11.046) (Table 2).

Table 2: Result of Regression analysis

Model	R	R square	Df	F	Sig.
1	.608	.370	10	11.046	.000 ^b

a. Dependent Variable: crrt

b. Predictors: (Constant), iagn, ifes, hrom, ifel, irer, pals, asms, mcpv, pogc, hrtm

Chi-square test

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.

Table 3: Result of Chi-square test

	CRR T	PALS	POG C	MC PV	HRT M	HRO M	IFES	IAG N	ASM S	IRER	IFEL
Chi-Square	59.34	43.46	123.3	106.	24.83	21.73	8.42	8.10	14.45	25.98	28.47
df	5 ^a	7 ^a	05 ^a	286 ^b	6 ^c	6 ^d	6 ^c	3 ^e	6 ^c	5 ^c	4 ^e
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.038	.044	.002	.000	.000

The value of the chi-square statistic is 59.345, this value is highly significant (p<.001) (Table 3), indicating that verbal and linguistic intelligence had a significant effect on effective communication. The highly significant result indicates that there is an association between verbal and linguistic intelligence and effective communication.

Discussion

The main outcome of this study was that all multiple intelligence variables (CRRT, PALS, POGC, MCPV, HRTM, HROM) show moderate, significant correlations between managerial competency variable IAGN (r =0.467, p=0.000). (r=0.365, p=0.000) (r=0.437, p=0.000) (r =0.423, p=0.000) (r=0.353, p=0.000) (r=0.254, p=0.000) respectively. Meanwhile, most of the multiple intelligence variables show weak significant correlations between IFES, IFEL, IRER and ASMS, as shown in Table 2. However. based on my study all Multiple Intelligences variables are significantly correlated with each other with the lowest correlation is between IRER (r = .153, p =.003) and the highest is between IAGN (r = .438, p =.000).

The present study investigated the relation or influence between verbal and linguistic intelligence

and effective communication from Multiple intelligence theory and Managerial Competency concept respectively. According to the analysis, the value of the chi-square statistic is 59.345, this value is highly significant (p<.001) (Table 3), shows that verbal and linguistic intelligence had a significant effect on effective communication. of information technology professionals. The highly significant result indicates that there is an association between verbal and linguistic intelligence and effective communication. These findings agree with many previous studies that also found that multiple intelligence has a positive impact on managerial competency (18). Most of the previous studies targeted the students to improve their studies by applying multiple intelligence (19) but this study focused on adults’ multiple intelligence. Linguistic Intelligence reflects the ability to think in words and to use language to express and understand complex meanings (20). Effective communication as a managerial competency is often positively connected with the ability to oversee complex and challenging situations in the organizational context, thus making the two concepts significantly related. Individuals with strong Linguistic Intelligence are likely to establish a solid performance in work, and thus it

may indirectly reinforce the managerial competencies (21). The study found that multiple intelligence variables remain stable at the mature stage of a person. Adopting these methodologies will help the recruitment and training process more efficient and sharper to the corporate organizations. There are few numbers of studies and research done on the area of verbal and linguistic intelligence and effective communication as a managerial competency. Linguistic Intelligence stands for the capability to perceive in words and to apply language to state and infer complex tasks. Othman et al., 2013 (18) studies shows that Managerial competencies are positively connotated with the ability to be in charge of complex and challenging situations, thus making the two concepts to be significantly related and also individuals with strong Linguistic Intelligence are likely to establish a solid performance in work, and thus it may indirectly reinforce the managerial competencies.

Through the study, it was established that Linguistic Intelligence has a significant influence on effective communication as a Managerial Competency. This intelligence is important to identify in an individual so that they can display positive leadership qualities. Managers' ability to display organizational direction and their skills in developing an interpersonal relationship with employees may assist in creating a conducive working environment for all members of the organization. A manager with high Linguistic 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.

Based on the data analysis it was established that Linguistic Intelligences have significant to influence Managerial Competencies. The linguistic intelligence is important in individuals so that they can exhibit positive managerial competencies. Managers' capability to make organizational direction and the competencies in developing interpersonal relationship with organization members can help in generating a favorable working atmosphere. A manager with good Linguistic intelligence and the

complimentary communication skills supports to implement and achieve organizational goals and objectives.

Conclusion

The results of analysis lights on Verbal and linguistic intelligence have high impact on leadership where the use of language is important to be a performing manager. Effective communication has been identified to produce positive impact to the organizational members work culture and organizational climate. Hence, managers bear some competencies like effective communication and interpersonal ability to empower them to achieve organizational goals. This study experiments the importance of managers to possess interpersonal and linguistic intelligences as admiring managerial communication to perform successful management of an organization. The target on human competencies primarily connected with effective communication may enhance the development of an organization. The study of multiple intelligence will not affect the organizational training programs directly but by implementing multiple intelligence measures on recruitment to pick the right person make ease on training phases. When the entry of the maximum suitable person through multiple intelligence strategies will make high performance on practices of management.

Abbreviation

Multiple Intelligence(MI); Information Technology (IT); Communicates the right information, in the right manner, to the right people, at the right time (CRRT); Practices active listening skills (PALS); Promotes open, genuine, two-way communication (POGS); Maintains confidentiality/privacy (MCPV); Holds regular one to one meeting (HRTM); Holds regular on- time meetings (HROM); I find it easy to make up stories (IFES); I find it easy to remember quotes or phrases or poems or song lyrics (IFEL); I really enjoy reading (IRER); At school one of my favorite subjects is/was English (ASMS); Is available for help and guidance when needed (IAGN).

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Author Contributions

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

Conflict of Interest

None

Ethics Approval

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