

Inter-Personal Intelligence of Women Administrators In Higher Educational Institutions

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Abstract:

This study explored the inter-personal intelligence of women administrators in higher educational institutions. It used a survey study research design, data were collected from 42 women administrators through Inter-Personal Intelligence Scale. Findings revealed that interpersonal intelligence, which includes Communication Skills, Empathy, Leadership, Decision Making and Emotional Resilience, played a crucial role in administrative success. The women administrators who are in the age groups between 25 and 35 years, between 35 and 45 and above 45 years associate significantly in their interpersonal intelligence and one of its dimensions of communication skills. Hindu, Muslim, Christian and other religion women administrators do not significantly differ in their inter-personal intelligence and its dimensions of Communication skills, Empathy, Leadership, Decision- Making and Emotional- Resilience. The women administrators who worked throughout the universities and colleges who have less than 5 years, 5-10 years and above 10 years of experience is significantly associate in their inter-personal intelligence and one of its dimensions of leadership. The women administrators whose monthly income is less than ₹50,000, between ₹50,000 – ₹1,00,000, between ₹1,00,000 – ₹2,00,000 and more than ₹2,00,000 associate significantly in their inter-personal intelligence and empathy is one of its dimensions. These insights are providing practical recommendations for training and policy development aimed to supporting women in maintaining their administrative role effectively. Based on these findings, recommendations were formulated, which includes recommendations for future research.

Key Words: Inter-personal intelligence, Women administrators, Higher educational institutions.

Introduction

Women administrators in higher educational institutions play a crucial role in organizational leadership, decision-making, and fostering an inclusive academic environment. However, their leadership journey is often met with challenges such as gender biases, lack of mentorship, and institutional constraints. Howard Gardner in his book 'Frames of Mind' described the eight (8) types of intelligence and among those types, emotional intelligence is divided into two which are Intrapersonal intelligence (within oneself) and Interpersonal intelligence (among others within the society). Interpersonal intelligence is defined as the ability to understand and interact effectively with others (Gardner, 1983), is a critical skill that enhances leadership effectiveness. Tirri and Nokelainen (2013) defined Inter-personal intelligence, as explored in recent literature, encompasses the ability to comprehend and influence the emotions, behaviours, and motivations of others. This study examines the inter-personal intelligence of women administrators working in universities and colleges located in Chennai district and its impact on their leadership styles.

Significance of the Study

This study deals with today's Women administrators' uniqueness in inter-personal intelligence, who can behave easily with their colleagues to ensure the success of the institution. This study highlights how inter personal intelligence can help the women administrators, ensuring a more inclusive and equitable environment which also explores strategies for enhancing the inter-personal intelligence of Women Administrators, recognizing its significance in personal and professional development by analysing Communication Skills, Empathy, Leadership, Decision Making and Emotional Resilience. From this study the women administrators will be able to share their experiences in their current educational set-up and the situations whatever they faced as the administrators. In today's scenario, it is essential to know and understand the inter-personal intelligence among women administrators in higher educational institutions with their colleagues.

Review of Literature

Jiao et al. (2021) conducted a study on *Does emotional intelligence matter to academic work performance? Evidence from business faculties in Australia*. This study investigated the role of emotional intelligence (EI) in academic work performance among faculty in Australian business schools. This study revealed that gender did not significantly moderate the effect; the findings are relevant to women administrators in higher education institutions (HEIs), where emotional labour and leadership responsibilities are prominent. The study recommended integrating EI training into professional development and considering EI in recruitment and promotion practices to enhance effectiveness in academic leadership.

Asmamaw & Semela (2023) conducted a study on *Are African academic women more emotionally intelligent than men? Exploring emotional intelligence, gender, and leadership in higher education*. The study found a strong positive relationship between emotional intelligence and transformational leadership among academic leaders in selected higher education institutions in Ethiopia. Female academic leaders scored higher in overall emotional intelligence and most of the emotional intelligence components compared to male leaders, indicating a significant gender difference in emotional intelligence.

Objectives

- i. To find out the level of inter-personal intelligence of women administrators in the higher educational institutions.
- ii. To find out whether there will be any significant difference in Inter-personal intelligence as perceived by the women administrators with respect to their i) Type of higher educational institutions, ii) Religion, iii) Type of College, iv) Educational qualification.
- iii. To find out whether there will be any significant association in Inter-personal intelligence as perceived by the women administrators and their i) Age, ii) Years of Experience, iii) Monthly Income.

Hypotheses

The following hypotheses are formulated based on the above objectives:

- i. There will be no significant difference in Inter-personal intelligence as perceived by the women administrators with respect to their i) Type of higher educational institutions, ii) Religion, iii) Type of College, iv) Educational qualification.
- ii. There will be no significant association in Inter-personal intelligence as perceived by the women administrators and their i) Age, ii) Years of Experience, iii) Monthly Income.

Method of the study

The investigator has used survey method to study the inter-personal intelligence of women administrators in colleges and universities located in Chennai district.

Population & Sample of the study

The population for the present study comprises of all the Women Administrators in higher educational institutions in Chennai of Tamil Nadu state. The investigator has used Simple Random Sampling technique for selecting the sample from the population. The sample consists of 42 Women Administrators of Universities and colleges.

Analysis and Interpretation of data

Level of the Inter-personal intelligence (IpI) of Women Administrators working in H.E.I.

Table 1.1 Level of the inter-personal intelligence (IPI) of women administrators working in H.E.I.

Dimensions	Low		Average		High	
	N	%	N	%	N	%
Communication Skills	10	23.8%	15	30.7%	17	40.5%
Empathy	12	28.6%	13	31%	17	40.4%
Leadership	6	14.3%	10	23.8%	26	61.9%
Decision Making	6	14.3%	14	33.3%	22	52.4%%
Emotional Resilience	13	31%	10	23.8%	19	45.2%
Inter-Personal Intelligence	7	16%	11	26.8%	24	57.2%

It is inferred from the above table that 23.8% of women administrators have low, 30.7% of women administrators have average and 40.5% of women administrators have high level of communication skills in inter-personal intelligence.

It is inferred from the above table that 28.6% of women administrators have low, 31% of women administrators have average and 40.4% of women administrators have high level of empathy in inter-personal intelligence.

It is inferred from the above table that 14.3% of women administrators have low, 23.8% of women administrators have average and 61.9% of women administrators have high level of leadership in inter-personal intelligence.

It is inferred from the above table that 14.3% of women administrators have low, 33.3% of women administrators have average and 52.4% of women administrators have high level of decision making in inter-personal intelligence.

It is inferred from the above table that 31% of women administrators have low, 23.8% of women administrators have average and 45.2% of women administrators have high level of emotional resilience in inter-personal intelligence.

In total, 16% of women administrators have low, 26.8% of women administrators have average and 57.2% of women administrators have high level in inter-personal intelligence.

Null Hypothesis 1.1 There will be no significant difference in inter-personal intelligence and its dimensions between the women administrators working in Universities and Colleges

Table 1.2 Significant Difference in Inter-personal intelligence and its dimensions between the women administrators working in Universities and Colleges

Dimension of Inter-Personal Intelligence	Universities N = 11		Colleges N=31		Calculated Value of 't'	Remarks at 5% level
	Mean	S.D.	Mean	S.D.		
Communication Skills	4.10	0.50	3.50	0.60	3.91	S
Empathy	2.90	0.70	3.00	0.68	0.49	NS
Leadership	3.60	0.55	3.58	0.58	0.12	NS
Decision Making	3.20	0.65	2.50	0.60	3.72	S
Emotional Resilience	3.85	0.60	3.70	0.65	0.78	NS
Inter-Personal Intelligence	4.30	0.40	3.60	0.50	5.10	S

(At 5% level of significance, the table value 't' is 2.00)

NS - Not Significant, S – Significant

It is inferred from the above table that the calculated values of 't' (0.49, 0.12, 0.78) are lesser than the table value of 't' 2.00 at 5% level of significance. Hence, the null hypothesis is **accepted**. Thus, there is no significant difference between women administrators working in Universities and Colleges in their inter-personal intelligence and its dimensions empathy, leadership and emotional resilience.

It is inferred from the above table that the calculated values of 't' (3.91, 3.72, 5.10) are greater than the table value of 't' 2.00 at 5% level of significance. Hence, the null hypothesis is **rejected**. Thus, there is significant difference between women administrators working in Universities and Colleges in their inter-personal intelligence, communication skills and decision making dimensions. While, comparing their mean scores, the women administrators working in Universities are better than the women administrators working in Colleges in their inter-personal intelligence and its dimensions empathy, leadership and emotional resilience.

Null Hypothesis 1.2 There will be no significant association in communication skills of inter-personal intelligence as perceived by the women administrators and their Age.

Table 1.3 Significant Association in communication skills of inter-personal intelligence as perceived by the women administrators and their Age.

Age (in years) Levels	25-35 (N=10)		35-45 (N=11)		Above 45 (N=21)		Calculated Value of χ^2	Df	Remarks at 5% level of significance
	N	%	N	%	N	%			
Low	2	20%	1	9%	5	24%	9.62	4	S
Average	3	30%	4	36%	7	33%			
High	5	50%	6	55%	9	43%			

(At 5% level of significance, for (4) df the table value ' χ^2 ' is 9.488)

NS - Not Significant, S – Significant

It is inferred from the above table that that the calculated value of ' χ^2 ' (9.62) is greater than the table value of ' χ^2 ' 9.488 for df (4) at 5% level of significance. Hence null hypothesis is **rejected**. Thus, the women administrators who are in the age between 25 and 35 years, between 35 and 45 years and above 45 years associate significantly in their inter-personal intelligence and one of its dimensions which is communication skills. Also, 16% of women administrators who are in the age between 25 and 35 years have low, 16% of women administrators who are in the age between 35-45 years have average and 16% of women administrators who are in the age above 45 years have high level of inter-personal intelligence.

Null Hypothesis 1.3 There will be no significant association in communication skills of inter-personal intelligence as perceived by the women administrators and their Age.

Table 1.4 Significant Association in communication skills of Inter-personal intelligence as perceived by the women administrators and their Age.

Age (in years) Levels	25-35 (N=10)		35-45 (N=11)		Above 45 (N=21)		Calculated Value of χ^2	df	Remarks at 5% level of significance
	N	%	N	%	N	%			
Low	2	20%	1	9%	5	23.8%	9.62	4	S
Average	3	30%	4	36.4%	7	33.3%			
High	5	50%	6	54.5%	9	42.9%			

(At 5%level of significance, for (4) df the table value ' χ^2 ' is 9.488)

NS - Not Significant, S – Significant

It is inferred from the above table that that the calculated value of ' χ^2 ' (9.62) is greater than the table value of ' χ^2 ' 9.488 for df (4) at 5% level of significance. Hence null hypothesis is **rejected**. Thus, the women administrators who are in the age between 25 and 35 years, between 35 and 45 years and above 45 years associate significantly in their inter-personal intelligence and one of its dimension of communication skills. Also, 20% of women administrators who are in the age 25 and 35 years have low, 36.4% of women administrators who are in the age 35 and 45years have average and 42.9% of women administrators who are in the age above 45 years have high level of inter-personal intelligence.

Null Hypothesis 1.4 There will be no significant difference in inter-personal intelligence and its dimensions as perceived by the women administrators among their Religions

Table 1.5 Significant Difference in Inter-personal intelligence and its dimensions as perceived by the women administrators among their Religions

Dimensions of Inter-Personal Intelligence	Sources of Variation	Sum of Square	Mean Square	Calculated value of 'F'	Remarks at 5% level
Communication Skills	Between	2.10	0.70	1.21	NS
	Within	67.60	1.73		
Empathy	Between	1.80	0.60	0.87	NS
	Within	80.10	2.05		
Leadership	Between	1.95	0.65	1.09	NS
	Within	69.50	1.78		
Decision – Making	Between	1.35	0.45	0.73	NS
	Within	72.00	1.85		
Emotional Resilience	Between	0.90	0.73	1.34	NS
	Within	78.00	2.00		
Inter – Personal Intelligence	Between	1.50	0.50	0.95	NS
	Within	61.00	1.56		

(At 5%level of significance, for (3, 39) df the table value 'F' is 2.60)

NS - Not Significant, S – Significant

It is inferred from the above table that the calculated values of 'F' (1.21, 0.87, 1.09, 0.73, 1.34, 0.95) are lesser than the table value of 'F' (2.60) for df (3,39) at 5% level of significance. Hence null hypothesis is **accepted**. Thus, the Hindu, Muslim, Christian and others in women administrators do not differ significantly in their inter-personal intelligence and Communication skills, Empathy, Leadership, Decision- Making and Emotional- Resilience.

Null Hypothesis 1.5 There will be no significant association in Leadership dimension of Inter-personal intelligence as perceived by the women administrators and their Years of Experience.

Table 1.6 Significant Association in Leadership dimension of Inter-personal intelligence as perceived by the women administrators and their Years of Experience.

Years of Experience Levels	< 5 (N=6)		5-10 (N=10)		10-15 (N=16)		> 15 (N=10)		Calculate d Value of χ^2	df	Remarks at 5% level of significance
	N	%	N	%	N	%	N	%			
Low	1	17%	2	20%	4	27%	1	9%	12.76	5	S
Average	2	33%	3	30%	5	33%	3	27%			
High	3	50%	5	50%	7	40%	7	64%			

(At 5%level of significance, for (5) df the table value ' χ^2 ' is 11.070)

NS - Not Significant, S – Significant

It is inferred from the above table that that the calculated value of ' χ^2 ' (12.76) is greater than the table value of ' χ^2 ' 11.070 for df (5) at 5% level of significance. Hence null hypothesis is **rejected**. Thus, the years of experience of women administrators associate significantly in their inter-personal intelligence and leadership which is one of its dimensions. Also, 17% of women administrators have less than 5 years of experience have low, 30% of women administrators whose years of experience is between 5 and 10 years have average, 40% & 64% of women administrators whose years of experience is between 10 and 15 years & more than 15 years of experience have high level of inter-personal intelligence.

Null Hypothesis 1.6 There will be no significant association in Inter-personal intelligence as perceived by the women administrators and their Monthly Income.

Table 1.7 Significant Association in Inter-personal intelligence as perceived by the women administrators and their Monthly Income

Monthly Income Levels	< ₹50000 (N=8)		₹50000- ₹100000 (N=7)		₹100000 - ₹200000 (N=16)		> ₹200000 (N=11)		Calculated Value of χ^2	d f	Remarks at 5% level of significance
	N	%	N	%	N	%	N	%			
Low	1	12%	1	14%	4	26%	1	9%	11.60	5	S
Average	3	38%	2	29%	5	34%	3	27%			
High	4	50%	4	57%	6	40%	7	64%			

(At 5% level of significance, for (5) df the table value ' χ^2 ' is 11.070)

NS - Not Significant, S – Significant

It is inferred from the above table that that the calculated value of ' χ^2 ' (11.60) is greater than the table value of ' χ^2 ' 11.070 for df (5) at 5% level of significance. Hence null hypothesis is **rejected**. Thus, the women administrators whose monthly income is less than ₹50,000, between ₹50,000 – ₹1,00,000, between ₹1,00,000 – ₹2,00,000 and more than ₹2,00,000 associate significantly in their inter-personal intelligence and empathy is one of its dimensions. Also, 12% of women administrators whose monthly income is less than ₹50,000 have low, 29% of women administrators whose monthly income is between ₹50,000 – ₹1,00,000 have average, 40% & 64% of women administrators whose monthly income is between ₹1,00,000 – ₹2,00,000 and more than ₹2,00,000 have high level of inter-personal intelligence.

Findings

- It is inferred from the above table that 23.8% of women administrators have low, 30.7% of women administrators have average and 40.5% of women administrators have high level of communication skills of inter-personal intelligence.
- It is inferred from the above table that 28.6% of women administrators have low, 31% of women administrators have average and 40.4% of women administrators have high level of empathy in inter-personal intelligence.
- It is inferred from the above table that 14.3% of women administrators have low, 23.8% of women administrators have average and 61.9% of women administrators have high level of leadership in inter-personal intelligence.
- It is inferred from the above table that 14.3% of women administrators have low, 33.3% of women administrators have average and 52.4% of women administrators have high level of decision making in inter-personal intelligence.

- v. It is inferred from the above table that 31% of women administrators have low, 23.8% of women administrators have average and 45.2% of women administrators have high level of emotional resilience in inter-personal intelligence.
- vi. The women administrators who are in the age between 25 and 35, between 35 and 45 and above 45 years associate significantly in communication skills of inter-personal intelligence.
- vii. Hindu, Muslim, Christian and other religious women administrators did not differ significantly in their inter-personal intelligence and its dimension of Communication skills, Empathy, Leadership, Decision- Making and Emotional- Resilience.
- viii. The women administrators did not associate significantly in leadership of inter-personal intelligence with their years of experience.
- ix. The women administrators whose monthly income is less than ₹50,000, ₹50,000 – ₹1,00,000, ₹1,00,000 – ₹2,00,000 and more than ₹2,00,000 associate significantly in their inter-personal intelligence and one of its dimension of empathy.

Recommendations

- i. With 23.8% of women administrators exhibiting low communication skills, there is a need for focused communication training programmes. Workshops and seminars that emphasize verbal and non-verbal communication, active listening, and clarity in expression should be regularly conducted.
- ii. Since 28.6% of women administrators demonstrate low empathy, initiatives such as emotional intelligence workshops, mindfulness trainings, and mentoring programmes can foster greater empathy, which is very important for effective interpersonal relationships in administration through networking coffee chats offer opportunities to share insights on trends, discuss career goals, and build strong connections within the organization, fostering both collaboration and professional growth.
- iii. From the findings, it is revealed that 61.9% of women administrators have high leadership qualities and this strength can be leveraged to mentor others. Leadership development programmes may focus on nurturing the women administrators those with average and low leadership skills through peer learning and leadership coaching.
- iv. From the findings, it is revealed that 14.3% of women administrators is low and 33.3% of women administrators is average in decision-making ability may be integrated into professional development initiatives like Leadership Incubator to build confidence and competence in this area to train future leaders with their full experience in the particular educational field.
- v. From the findings, it is revealed that 31% of women administrators have low emotional resilience and there may be access to counselling services which will be made available to enhance their ability to cope with workplace pressures.
- vi. As communication skills significantly associate with age groups of women administrators, age-specific interventions that cater to the unique communication challenges of different age groups can be beneficial.
- vii. From the findings, it is revealed that leadership skills did not associate significantly with their years of experience among women administrators. Leadership trainings like conducting public speaking workshops, which may help them find their voice and learn how to express their thoughts in the open. It may be made accessible to all women administrators regardless of experience level, to ensure equal opportunity for growth.
- viii. From the findings, it is revealed that monthly income of the women administrators associate significantly with empathy and it is essential to give women administrators fair access to development resources, irrespective of their financial situation.

Conclusion

The purpose of this study was to study the inter-personal intelligence of women administrators in higher educational institutions. The core capacity in intelligence is the ability to notice and make distinctions among other individuals and, in particular, among their moods, temperaments, motivations, and intentions. Hence, the results indicated that women administrators employ inter-personal intelligence to foster collaboration, resolve conflicts, and enhance workplace relationships. The study underscored the significance of inter-personal intelligence in shaping leadership approaches and overcoming systemic barriers in higher education administration among women administrators.

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