

The Impact of Multiple Intelligences on Individual Work Performance and the Role of Generations

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Abstract

Recently measurement and enhancement of Individual work performance (IWP) of managers, especially middle managers, have been significant areas of study. To this end, extant literature on the predictors of IWP have failed to include the impact of individual differences, such as multiple intelligences and generations, on IWP of managers. Further, the relationship among multiple intelligences, individual work performance and generations remains largely untested. Hence, this paper explores the relationship between multiple intelligences and individual work performance, and the possible impact of generations on this relationship. Multiple intelligences and individual work performance were measured using pre-validated questionnaires, and survey data was collected from 294 managers in the Banking and Apparel sectors in Sri Lanka. The data was analyzed using Structural Equation Modelling (SEM), and the findings revealed that there is a positive impact of multiple intelligences on individual work performance. The study further supported the fact that there is a moderating effect of generations on the relationship between multiple intelligences and individual work performance, where Gen Y displayed a higher level of correlation between multiple intelligences and work performance than Gen X. The paper makes a significant theoretical contribution by introducing two elements, multiple intelligences and generations to the Performance Theory, and further discusses the managerial implications of the findings for organizations, for the purpose of improving work performance of managers.

Keywords: Individual work performance, Multiple intelligence, Generation X, Generation Y.

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