

Integrated Intelligence – A Determining Factor in the Military Organizations’ Management

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Abstract: The theoretical research of the types of intelligence highlights three types of intelligence relevant to an individual of contemporary society: cognitive, emotional, and social. With these three types of intelligence, a member of contemporary society can be successful both at work and on a personal level. In this context, the research proposes the concept of integrated intelligence, intelligence composed of cognitive intelligence, emotional intelligence and social intelligence. An individual's cognitive intelligence refers to the ability to solve problems and think logically, while emotional intelligence refers to the ability to recognize and manage one's own and others' emotions, and social intelligence refers to the ability to navigate and to communicate effectively in social interactions.

Keywords: management, military, integrated intelligence, emotional intelligence, social intelligence.

Introduction

Military organizations promote their goals, values, and organizational culture to strengthen the institutional brand, attract the right candidates, familiarize the civil society with the way the military organization works and increase the security culture. Internally, the military organization promotes and updates its objectives, values, and organizational culture to understand the specifics of the organization and identifying and knowing the characteristics of the military organization, involving the members in the continuous improvement of the specific activity. Executives in the military organization benefit from the knowledge set called management. Management theory foreshadows and explains the behavior of organizations and its members. Management cannot be learned by rote or practiced according to formulas.

The management of military organizations uses comprehensively the provision, organization, coordination, training of human resources and control evaluation exercised by the factors involved in coordination and management to establish and fulfill the objectives of the organization (Petca, 1999). The scope and intensity of the managerial process are in a relationship of dependence with the managerial echelon, in the sense that, if it is carried out on a higher step in the military hierarchy, it is more comprehensive, more intense, and richer in meanings and results. The management of the military organization is the act by which the military cadres are oriented to fulfill the specific missions following the directions of action drawn by the managerial factors and the military regulations. The development of military organizations is materialized through the functions performed by management that design, organize, and evaluate specific

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professional objectives. The development of emotional and social intelligence in parallel with specific training ensures the implementation of the concept of integrated intelligence among military personnel, who, through the prism of the function performed, have as their professional objective the transmission of expertise to subordinates.

Human resource-oriented management to drive organizational performance is desired by all organizations, not just military ones. In the professional context of military organizations, management can contribute decisively to the efficiency of the performance of specific missions. The management of military organizations is a complex discipline, involving leadership skills, strategy, planning, coordination, and decision-making in a particularly dynamic and dangerous environment. Effective communication, continuous training, motivation, planning and coordination, trust, and mutual respect must be considered to drive performance within these organizations.

Integrated Intelligence

In the context of military organizations, the most powerful force is the human mind, which can achieve anything and works in combination with other minds. Everyone talks about intelligence, but not all the specifics of this notion have been established, and psychologists have not yet reached a one-sided conclusion. A specialist perspective defines intelligence as a "capacity to know and understand", but it also refers to the use of knowledge to adapt to one's environment. At the same time, intelligence can be evaluated according to the ability to learn and the ability to deeply understand problems according to their difficulty and novelty.

From primary school onwards, intelligence plays an important role in the assessment of people, wrongly considering intellectual performance, intelligence, and learning ability to be the same thing. Intelligence is a necessary but not sufficient skill to achieve good academic results, it must be complemented with self-discipline and motivation which are generated and supported by emotional intelligence and social intelligence. David Wechsler's definition of intelligence: "a global concept that involves an individual's ability to act purposefully, to think rationally, and to adapt effectively to the environment". Colom's definition: "A general mental ability to reason, plan, solve problems, think abstractly, hold complex ideas, and learn quickly from experience"(Colom, R., 2022).

IQ - intelligence quintet - intelligence quotient or mental ability or quickness of mind is a concept researched for about 100 years, people being labeled only according to the results obtained in intelligence tests. Intelligence tests determine the mathematical and linguistic level of the individual's intelligence, but they represent a predictive factor only in terms of results related to mathematical and linguistic abilities. Emotion refers to a feeling and the thoughts it evokes, psychological and biological states, and the extent to which the individual is inclined to act (Goleman, D., 2017).

Managers can learn how to use their emotions and not let emotions rule them. Successful leaders have more than analytical smarts, they have what is called emotional intelligence. Emotional intelligence is another kind of smartness. It is the strength to act under pressure, the confidence to build fruitful relationships, the courage to make decisions and the vision to create the future. Emotional intelligence is related to leadership and creativity and is a skill that can be learned. (Bratianu, C., Bejinaru, R., 2019) It consists in the power to become aware of feelings and to identify their source. Managers must constantly try to learn about their own situation. In this sense, self-knowledge is essential. Figure 1 shows the dimensions of emotional intelligence.

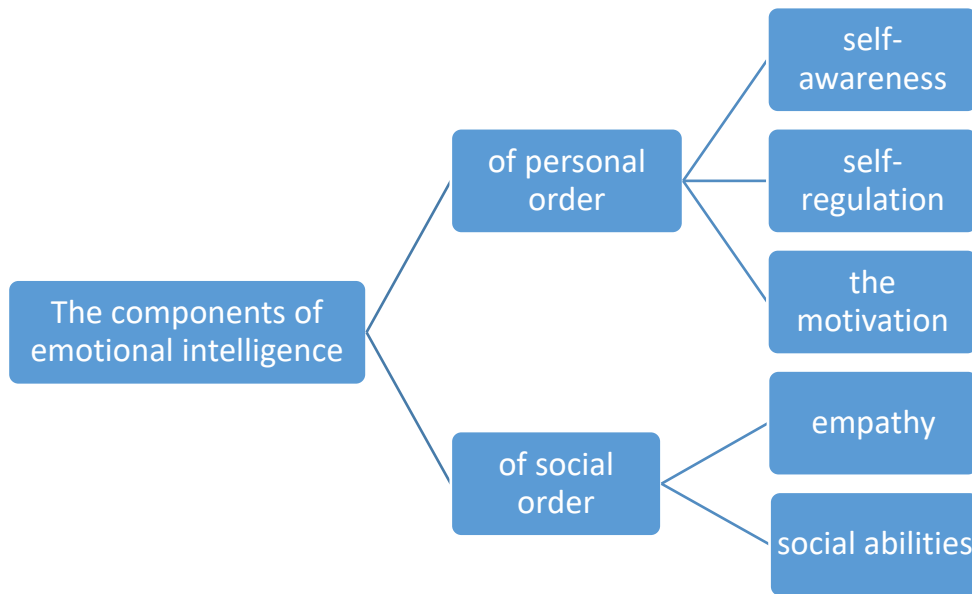


Figure 1. Dimensions intelligence according to Daniel Goleman of emotional
 (made by the author)

Social intelligence is defined by researchers as an ability to understand people, to be able to cooperate well with them, to maintain viable relationships that are useful to all members in organizations. Social intelligence is an irreplaceable skill required in all types of organizations: military, private, multinational, and public institutions.

When defining social intelligence, it is necessary to distinguish how an individual understands, interprets his own behavior, the behavior of other people and how to behave effectively - socially intelligent and act accordingly. Social competence is the ability of effective and consistent behavior to achieve goals, with socially responsible behavior. Developing socially responsible behavior means improving self-reflection, social process reflection, and social skills training as defined (Albrecht, 2006). Figure 2 shows the social intelligence skills overlaid with the emotional intelligence model.

Emotional	Social intelligence
<ul style="list-style-type: none"> •Self awareness •Self-control 	<ul style="list-style-type: none"> •Social Awareness: Primal Empathy, Empathic Accuracy, Listening, Social Cognition •Social ease (or relationship management): timing, self-image, influence, concern for others

Figure 2. Social intelligence skills in the emotional intelligence model
 (Social Intelligence by Daniel Goleman)

Specialists in the field of psychology have shown that only a high intelligence quotient does not help harmonious development on a personal and professional level, an effective management of one's emotions and an ability to interact with people from various social backgrounds is needed. Practically cognitive intelligence is the basis of the awareness of the need to develop emotional intelligence and social intelligence to face the challenges generated by contemporary society. A high IQ does not guarantee success, nor does it set

you up for success, but a high IQ combined with emotional intelligence - EQ and social intelligence - SI guarantees your success both personally and professionally.

Howard Gardner concluded that "the concept of 'intelligence' as the sole measure of competence must be removed. He asserted that human beings possess a range of key competencies or intelligences, and these exist, in varying proportions, in each person." Howard Gardner gave the identified competencies names with scientific resonance: verbal, logical, mathematical-symbolic, spatial, kinesthetic, interpersonal, intrapersonal, and musical. Albrecht (2006) classified them into six categories as follows:

- abstract intelligence: symbolic reasoning;
- social intelligence: interacting with people;
- practical intelligence: getting things done;
- emotional intelligence: knowing and managing inner feelings;
- aesthetic intelligence: sense of form, design, music, art and literature;
- kinesthetic intelligence: skills of the whole body (sports, dance, music or flying a fighter plane).

Every member of contemporary society needs emotional intelligence, but only together with social intelligence can the proposed actions be carried out both in the context of the organization we belong to and in the personal context. The concept of emotional intelligence is a relatively well-known concept nowadays, and most members of society perceive it as an ability to understand and evaluate how we manage our emotions and identify those of others, planning our actions according to our emotions and those of others. The term social intelligence is not new, but it comes to complement cognitive intelligence and emotional intelligence and form integrated intelligence – intelligence that defines a unique set of skills that generate performance in the areas of activity of organizations regardless of the area of activity. The performance of contemporary organizations depends on human resource structures and the implementation of the concept of integrated intelligence proposed by the research.

Analyzing the concepts of emotional intelligence and social intelligence, there is difficulty in establishing the boundary between the two concepts, but successful people in organizations differ from others in that they know how to listen to organizational needs better than others, and they actually listen. The ability to listen to organizational needs at first glance appears to be an emotional intelligence skill on the existence or absence of which organizational performance depends. But social intelligence is more than active listening, it is how the members of the organization tune in to the needs, ideas and organizational creed of the management and how they manage this superior understanding capacity in effective communication and organizational performance. In the situation where we are not born with integrated intelligence and the environment makes us aware of this aspect, we have every chance, as a staged one, to develop our three types of intelligence: cognitive, emotional, and social. Cognitive intelligence is composed of cognitive intelligence that has as a benchmark the cognitive values of the society from which the individual comes and job-specific cognitive intelligence necessary for the performance of professional tasks.

Emotional intelligence and social intelligence can be developed in stages, the first stage being the awareness of the lack of emotional intelligence - the awareness of the poor ability to manage one's own emotions and social intelligence - the awareness of the extent to which we care about those around us, and the next stages are the demand, acceptance and feedback integration.

Emotional intelligence and social intelligence are abilities of the individual that contribute to his integration into the organization so that he is not negatively affected by organizational stimuli and is able to interact with these stimuli to achieve the professional objective. These intelligences are defined as the human ability to control one's own emotions and to control the emotions of others, the ability to distinguish between emotions, and to use social information to regulate thought and action. Specialists in psychology have identified components of emotional intelligence as follows:

- perception of emotions;
- using emotions;
- understanding emotions;
- managing emotions.

Figure 3 shows the model of intelligence proposed by Cattell-Horn-Carroll, which also includes Salovey and Mayer's model regarding the place of emotional and social intelligence. This organization, on two layers, presents as cold intelligences the specific intellectual activities obtained from the educational activity centered on the development of abstract, spatial reasoning and the general culture about things and objects, and as warm intelligences being those that involve direct interaction along the lines of personal and social interests.

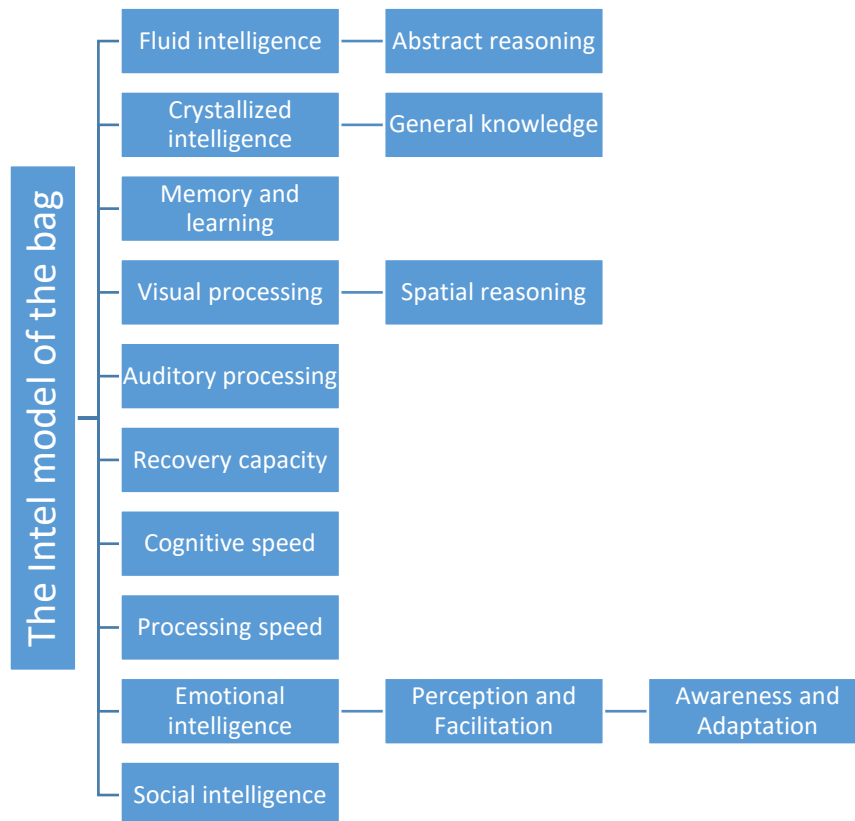


Figure 3. The model of intelligence proposed by Cattell-Horn-Carroll
 (Adapted from Pablo Fernandez-Berrocal)

Cognitive intelligence, or rational intelligence, is considered responsible for a person's success in all activities and is the basis for the general readiness to understand roles and situations. The premise underlying the effective use of cognitive intelligence is the ability to effectively manage one's own emotions and the ability to relate effectively to others, in which sense the proposed concept of integrated intelligence can be very important to achieve an intelligent management of challenges from personal and professional life.

Social intelligence is one of the managerial skills that lead to effective management. Identifying social intelligence in a manager confirms the manager's success in social contact with both subordinates and other managers. In order for managers to be successful in their work, they must know about the nature of their work and their activities at least as much as they know about their job duties. It is necessary to realize that the manager is the person on whom the success of the entire department depends. This means that when selecting people for managerial positions, we must pay attention to their ability to negotiate wisely and fairly with the people around them. The concepts of social intelligence and cognitive intelligence show an interdependent relationship for the performance of an effective management act. A person with a high degree of social intelligence can behave sacrificially and empathically, but he can also use people to his advantage using manipulative techniques, which at some point can generate frustrations among the members of the organization. The form of social intelligence (or a manipulative or negative empathic attitude) depends on the circumstances of the situation, but also on the characteristics and character of the individual and affects the organization differently depending on his position.

Figure 4 shows the transposition of Richard Boyatzis' theory of self-improvement in the managerial context of military organizations for efficient development of the skills of military personnel with a leadership function. Using this managerial self-improvement model requires a higher level of emotional and social intelligence. Integrated intelligence can be defined as the ability to induce and maintain relationships with the people we interact with both personally and professionally. The core of effectiveness is the achievement of goals, the ability to identify the social problem, and then deduce tactics in it, the ability to solve the problem, the ability to get a partner to cooperate or compromise. Integrated intelligence is the ability of a person to promote himself adequately in social relations, as well as in relation to loved ones, as well as the conditions of inclusion in society. The socially oriented individual is able to understand the necessity but also the benefits of accepting his surroundings. The individual knows how to adapt to others by preserving his individuality.



Figure 4. Managerial self-improvement – adaptation according to Boyatzis
(made by the author)

According to scientific knowledge, the ability to cope with the social environment is one of the factors of job satisfaction and a positive relationship with work. People with a higher level of emotional and social intelligence have developed the following skills that lead to effective and individual-focused management:

- the ability to recognize and reduce stress;
- understand the causes of stress;
- recognizes conflict situations at work and manages to resolve them;
- have the ability to recognize and control their emotions;
- reach a higher level of self-confidence
- have self-awareness;
- have a positive influence on other people;
- increase positive emotions among members of the work group;
- generates a positive attitude towards their work and the professional objective of the organization;
- generates a positive attitude among the members of the organization on the same level.

People with a low level of emotional and social intelligence are less aware of their emotions and have a lower ability to cope with stressful and conflict situations. This inability reduces the satisfaction obtained from the fulfillment of professional objectives and they do not have a positive relationship with the professional activity, and managers must apply a managerial act that increases the level of belonging and identification with the military organization.

The theoretical research of the types of intelligence highlights three types of intelligence relevant to an individual of contemporary society: cognitive, emotional, and social. With these three types of intelligence, a member of contemporary society can be successful both at work and on a personal level. In this context, the research proposes the concept of integrated intelligence, intelligence composed of cognitive intelligence, emotional intelligence and social intelligence. An individual's cognitive intelligence refers to the ability to solve problems and think logically, while emotional intelligence refers to the ability to recognize and manage one's own and others' emotions, and social intelligence refers to the ability to navigate and to communicate effectively in social interactions.

By combining these types of intelligence, embedded intelligence can help create a more comprehensive framework for understanding how people think and act in various situations, including work and organizational environments. This integrated approach can help develop a broader set of skills and competencies to meet the challenges of the work environment and can be useful in the development of leaders and managers who want to improve their leadership and management skills. Embedded intelligence can be useful for military organizations in meeting their objectives by developing a broad set of skills and competencies for leaders and members of the organization. This may include:

- a) Solving complex problems, cognitive skills can help analyze and solve complex problems encountered by the military organization. Emotional and social intelligence can help manage the stress and emotions involved in problem-solving and create a positive and collaborative work environment.
- b) Decision-making: Cognitive skills can help managers in military organizations evaluate options and make important strategic decisions, while emotional and social intelligence can help make decisions that consider the emotions and needs of employees and other stakeholders.
- c) Effective communication: Social intelligence can help managers and members of the military organization navigate a complex communication environment and communicate effectively with peers, subordinates, and other stakeholders. Emotional intelligence can help build trusting relationships and manage conflict effectively.

d) Development of management skills: Embedded intelligence can help managers and members of the military organization develop leadership skills, including motivational skills, performance management and creating a strategic vision.

e) Adaptability: Embedded intelligence can help military organizations remain flexible and adaptable to changes in the external environment, including changes in technology, policy, and military strategy.

Therefore, embedded intelligence can help military organizations achieve their goals by developing cognitive, emotional, and social skills that can improve organizational performance and effectiveness. The management of military organizations is influenced by which management is headed. In general, there is a trend towards greater openness and collaboration with civil society, improving transparency and accountability in decision-making, and developing more humane and oriented approaches to solving social problems. In this regard, an increase in collaboration between military organizations and civilian organizations can be observed, as well as a greater involvement of the military in humanitarian and community development activities. There is also a greater emphasis on social responsibility and the integration of civilian values into the management of military organizations.

In addition, there is an increased concern for the development and application of innovative technologies and practices, which improve the efficiency and effectiveness of the management of military organizations, but also reduce their impact on the environment and on local communities.

In conclusion, the management of military organizations is moving towards greater openness and collaboration with civil society, the development of more humane and oriented approaches to solving social problems, as well as the application of innovative technologies and practices to reduce the impact on the environment and local communities.

Figure 5 shows the paradigm of integrated intelligence that directs organizations to achieve institutional performance by integrating the concept into organizational culture. The integration of the concept of integrated intelligence - cognitive, emotional and social, implies the use of the concept from the moment when future military personnel are in the process of recruitment and selection, training and preparation, professional integration and professional development. In this context, the military organizations will develop together with the human resource and develop an organizational culture centered on performance.

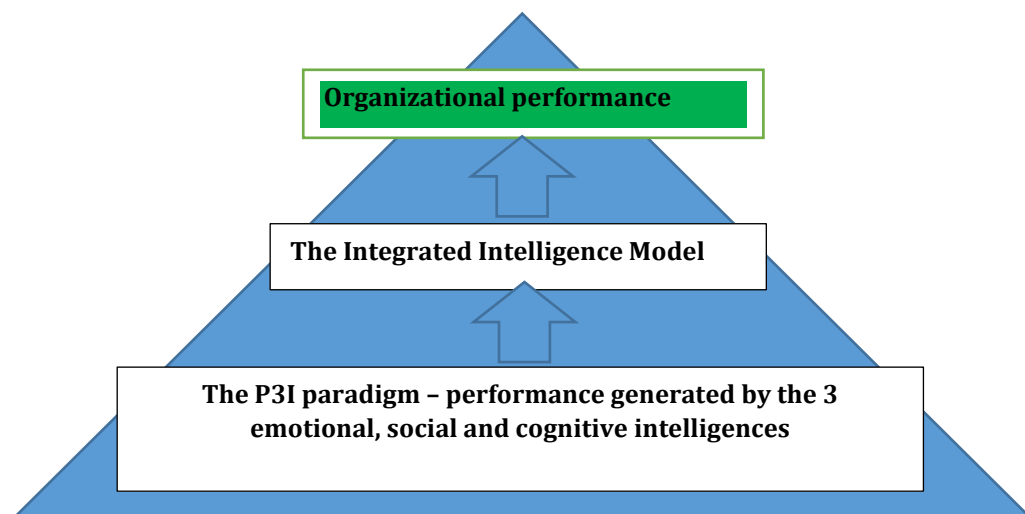


Figure 5. Integrated Intelligence Paradigm
(made by the author)

Management evaluation in military organizations is a complex process that involves a number of factors, such as the efficiency and effectiveness of decisions made, the use of available resources, the ability to adapt to new situations and changes, as well as the involvement and satisfaction of employees. In this process, emotional and social intelligence can play an important role in improving organizational performance. The use of emotional and social intelligence in management evaluation can be done through various methods and techniques, such as opinion polls, interviews, performance appraisals, employee feedback, evaluation of communication and leadership systems, etc. They can help identify areas for improvement, develop effective solutions and monitor progress.

In addition, emotional and social intelligence can be used to improve employee engagement and satisfaction within military organizations. The ability to manage emotions and communicate effectively can help develop a positive work environment that encourages employees to achieve their goals and develop their potential. At the same time, social intelligence can help create effective working relationships and develop partnerships with other organizations and the local community. In conclusion, emotional and social intelligence can have an important role in the evaluation of management in military organizations, by identifying aspects that require improvement and developing effective solutions. It can also help improve employee engagement and satisfaction, create a positive work environment and develop effective partnerships with other organizations and the local community. Positive habits based on emotional and social intelligence that contribute to the development of members of military organizations, to personal and professional progress and implicitly to increasing the level of performance:

- Productivity – Accomplishing an extra task is a minor thing in the economy of a day, but it matters a lot in your career. The result of automating old tasks or acquiring new skills is important to the organization. As the number of automatic tasks increases, the brain is free to try new ones.
- Knowledge – Learning a new concept doesn't make you a genius, but long-term commitment to study can be transformative.
- Stress – Frustration from a traffic jam, pressure from parenting responsibilities, worry about finances, etc. These factors are controllable, but if they persist for years, they cause serious health problems.
- Negative thoughts – The more worthless a person thinks they are, the more they are conditioned to see life in the same light. Also, if a person perceives others as aggressive, they will only identify them in interactions.
- Triggers of aggression – Social unrest, mass protests and riots are rarely caused by a single event. Most of the time it gradually adds up to a whole series of aggressions, until one event fills the glass and triggers the rage (Clear, 2019).

Military organizations to achieve a higher level of institutional performance, they need military cadres with managerial functions to provide models of social, emotional and cognitive intelligence. Managers who can create a positive vision of development and progress, even if it is impossible to please everyone. Managers who appeal to everyone's highest self and invite evolution as an individual and as a society. At the same time, military organizations need an educational system that honors the principles and behaviors associated with high social intelligence and that teaches young military personnel to understand the cultures and subcultures through which they must fulfill their professional goals in this modern world and that put emphasis on the value of collaboration and conflict avoidance. The national education system must also equip young people with what is necessary to express their ideas clearly,

make themselves understood and seek to understand others before taking a stand on their behavior.

As remarked by Darwin (1959), "Change is not necessary because survival is not mandatory". Also, Darwin said that it is not the strongest organisms that survive, but the most adaptable. Successful organizations, including contemporary military organizations, have understood the importance of constant adaptation to the ever-changing contemporary society. The fulfillment of the missions itself constantly generates new and unprecedented situations for you, and for the success of these missions it is mandatory that all employees are specialized in order to develop integrated intelligence - cognitive-professional, emotional, and social, emphasizing the six elements of the base that form the Integrated Intelligence Model presented in figure 5:

- The theoretical notions related to the professional activity acquired in the initial training and training process, in the continuous training and training process specific to military organizations, in the professional integration process, in the workplace training process, in the training process through the prism of the evolution of the activity professional.

- The practical skills necessary to fulfill the specific missions identified in the selection process, acquired and developed in the practical training process and in the professional activity carried out. These practical skills include firing a weapon, interpreting x-ray images, effectively using the equipment provided, etc.

- Awareness of one's own situation - from the field by appealing to the specialized notions delivered in the training courses for the fulfillment of the missions and in this context to know what he feels and why he feels.

- Self-management - the effective way to manage professional situations that most often expose you to a risk, and this risk generates stress and negative emotions that must be managed and thus you can be more effectively involved in work for the safety of citizens.

- Empathy - to be able to carry out specific missions knowing and understanding all the people involved in the process so that the level of efficiency is maximum. All military organizations work with people both internally and externally, and National Defense System employees, managers or subordinates, understand that the people they interact with come to them with a baggage of emotions or may be triggered during interaction with them, and the behavior must be adapted to the emotional state of the civilian, the petitioner, the violator, the criminal, the colleague, the subordinate or the manager.

- Social skills - in the performance of specific missions and in the interaction with the team members requires the correlation of personal information with information about the people with whom you interact (civilian, petitioner, offender, criminal, colleague, subordinate, manager) and to create an appropriate climate or a conducive interaction the achievement of the objective.

The management of military organizations is influenced by developments and changes in civil society, and these can influence the directions in which management is headed. In general, there is a trend towards greater openness and collaboration with civil society, improving transparency and accountability in decision-making, and developing approaches to solving social problems.

Conclusions

In the current social context, organizations are forced to adapt to the changes imposed by society, and for that, military organizations need the right military cadres and

efficient managers. Management is a vast concept with a wide variety of definitions and perspectives and any person who can influence the way of thinking, behavior and attitude of other people in order to achieve a specific objective is involved in a managerial act. The fundamental task of a manager is to inspire positive feelings in subordinates. A manager with integrated intelligence will realize that the way he communicates, his style and his behavior affect the mood and performance of the military personnel in the team he leads. A manager's emotional and social competence comes from the balance between toughness and awareness of when to impose professional demands without generating unnecessary resentment. " Leading also means making decisions without hesitation or hesitation. It also means being firm, knowing how and when to say 'no', and knowing how to give constructive negative feedback when you're not happy with the results your people are getting" (Wood & Tolley, 2003).

In all organizations today, managers convey their emotional mood, and their social skills can influence the emotions of team members. If the manager panics and it shows, the panic will also spread among the team, but the manager manages his emotions effectively, his moods will also transfer to the people on his team. Cognitive, emotional and social intelligences are important in the context of military organizations, as they involve the ability to think, feel and act effectively in complex and stressful situations. In conclusion, to be an effective military leader, it is important to develop all three types of intelligence and be able to use these skills in a coordinated and effective manner to achieve operational success and maintain organizational cohesion and discipline military.

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