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## USE OF MULTIPLE INTELLIGENCE IN MANAGING WORKFORCE DIVERSITY

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ABSTRACT

Multiple Intelligences, an advanced and more constructive thought towards the concept of intelligence, has captured the attention of the corporate terrains, realizing its potential to breed a more competent workforce in the modern age. The idea of MI reinforces the notion that the right blend of intelligences is the key determinant of the uniqueness and behavior of every individual. MI, a productive approach to the human intellect, facilitate a better and more explicit understanding of the human intellect.

KEYWORDS- Multiple Intelligences , right blend of intelligences , scientific portrayal .
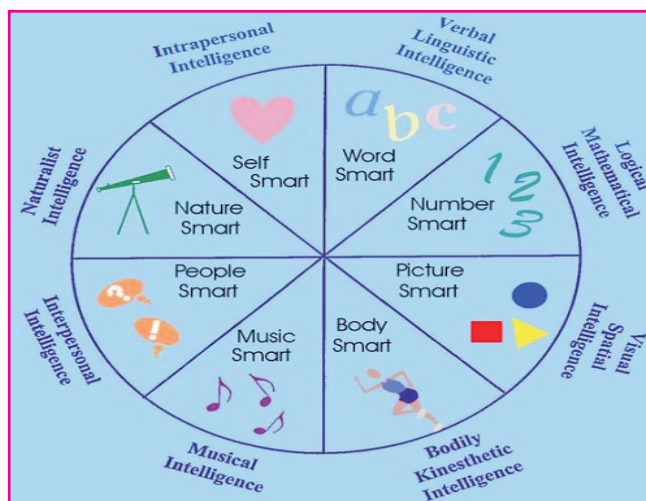
INTRODUCTION :

The multiple intelligences, certain basic intelligences possessed by any human human being, can be termed as unprincipled and unscrupulous set of intelligences which can be employed to constructive or destructive purposes. They rarely operate independently and effective management of any task demands an efficient employment of the right blend of these intelligences. The concept of multiple intelligences, in reality, contravenes the traditional, scientific portrayal of the concept of intelligences, as a single, general faculty of mind. It expounds the affluent affiliation among the intelligence, leadership and creativity. The proper deployment of human resources by leveraging on their unique composition of multiple intelligences adds on to the degree of organizational performance effectiveness.

Nearly six decades ago, human resource management (or personnel as it was referred to back then) was considerably simpler because our work force was strikingly homogeneous.   Workers were alike; personnel's job was certainly easier. Recruiting for these workers was done locally, if in fact, new employees weren't related to a current worker. Because those workers all shared the same interests and needs, personnel's responsibility was to get them in the door, sign them up, the them about the standardized benefit program.

Until very recently, organizations took a "melting-pot" approach to differences in organizations. It was assumed that people who were different would somehow automatically want to assimilate and get adjusted in the work culture of the organization easily. But now, one of the most important and broad-based challenges currently facing organizations is adapting to people who are different.   The term we use for describing this challenge is workforce diversity. While globalization focuses on differences between people from different countries workforce diversity addresses differences among people within given countries. Today's HRM managers have found that employees do not set aside their cultural values and lifestyle preferences when they come to work. The challenge for them, therefore, is to make their organizations more accommodating to diverse

groups of people by addressing different lifestyles, family needs, and work styles. The melting-pot assumption is being replaced by the recognition and celebration of differences. Interestingly, those who do celebrate the differences are finding that their organization's profits are higher.

Workforce Diversity Workforce diversity means that organizations are becoming a more heterogeneous mix of people in terms of gender, age, race, ethnicity, and sexual orientation. A diverse workforce, for instance, may include women, people of color, the physically disabled, senior citizens, and gays and lesbians in the United States. However, categories are a little different in India. Managing this diversity has become a global concern. It's not just an issue in the United States, but also in Canada, Australia, South Africa, Japan, and Europe. For instance, managers in Canada and Australia have to adjust to large influxes of Asian workers. The "new" South Africa is increasingly characterized by blacks' holding important technical and managerial jobs. Women, long confined to low-paying temporary jobs in Japan, are moving into managerial positions. And the European Union cooperative trade arrangement, which opened up borders throughout much of Western Europe, has increased workforce diversity in organizations that operate in countries such as Germany, Portugal, Italy, and France.

II) OBJECTIVES OF THE STUDY
1) To study multiple intelligence
2) To study nature of multiple intelligence
3) To study workforce diversities
4) To study nature of workforce diversities
5) To study use of multiple intelligence for managing workforce diversity

III) METHODOLOGY
The data for this research paper collected is secondary data.

It is collected from books on psychology, organisation behavior and human resource management, magazines and news paper.

IV) ANALYTICAL EXPLANATION
1) WHAT IS INTELLIGENCE?

Human intelligence, a widely talked about, yet remaining enigmatic in terms of range and comprehensiveness, has been construed in numerous ways. Researchers, across the globe, have made significant attempts to explain the term in a variety of means. Still it remains obscured and complex. Intelligence, a hyponym describes the property of mind that takes in a number of allied abilities like the ability to plan, to reason and to solve problems.

Intelligence is perhaps the most common world of everyday usage. We often classify people either as intelligent or dull. The term intelligence is used to describe an a most popularly used common word of our every life and that this word is used to describe a wide variety of activities involving capabilities to do the activity. An intelligent person would be supposed to learn, perform, a difficult task. He would be able to adjust to new and unfamiliar situation. He can make minute observations between old and new. He is also supposed to have a power to think abstractly which a dull person cannot. The synonyms of the term intelligence are the capacity, talent, aptitude, discrimination, acumen, shrewdness, mental acuteness, comprehension ability etc. In Indian contexts, the words such as buddhi, pratibha, prajna, medha, dhi, chaturya etc. means intelligence. These synonyms of the words in general refer to various kinds of abilities such as ability to understand, reasoning power, mental alertness, ability to grasp relationships, ability to form good associations ability to grasp the complexities of problems and solve them. It is complex and multi-dimensional in nature that represents boundless potentialities of human beings. Some of the definitions are:

Stern, Kagan and Haveman define intelligence as ability to adjust to new and unfamiliar situations. Terman holds that an individual is intelligent in proportion to his abilities to carry on abstract thinking. Stoddard defines intelligence the ability to undertake activities that are characterized by (a) difficulty (b) complexity (c)

abstractness (d) economy (e) adaptiveness (f) social value (g) the emergence of originals and (h) to maintain such activities that demand a concentration of energy and resistance to emotional forces.

Wechsler defines intelligence as, "Intelligence is the aggregate or global capacity of an individual to act purposefully, to think rationally, and to deal effectively with his environment.

Howard Gardner (1986) has defined intelligence as the ability or skill to solve problems or to fashion products which are valued within one or more cultural settings.

More recently Robert Sternberg (1997), a pioneer in the field of cognitive psychology and intelligence research has defined intelligence as "Intelligence comprises the mental abilities necessary for adaptation to, as well as shaping and selection of any environmental context.

In short it is the ability of global nature which is expressed in great varieties of activities that different persons are able to perform whether a simple labourer or a distinguished scholar.

Intelligence quotient: Terman introduced an index of intelligence, called Intelligence Quotient, or I.Q. Intelligence Quotient is calculated as follows:

$$I.Q. = \frac{M.A.}{C.A.} \times 100$$

Here "M.A." stands for mental age i.e. person's intelligence and "C.A." for chronological age. If a child's mental age is the same as his chronological age, his I.Q. will be 100. If his mental age is 7.5 and his chronological are is 6, his I.Q. will be 125. A child with the mental age of 4.5 and the chronological age of 6 will have the I.Q. of 75.

Distribution of Intelligence: Wechsler developed Wechsler Adult Intelligence Scale (WAIS) in 1955. An intelligence can be plotted graphically. The I.Q. is a better indication of a person's intelligence than mental age. It shows the extent to which a person is more or less intelligent that others.

Wechsler devised the deviation I.Q. This is now in general use. With the mean I.Q. of 100, and Standard Deviation of 15 (I.Q. points), the distribution of I.Q. in population takes the shape of a Normal Distribution Curve. The graph and table of the I.Q. on the Wechsler Adult Intelligence Scale of Adults in each group.
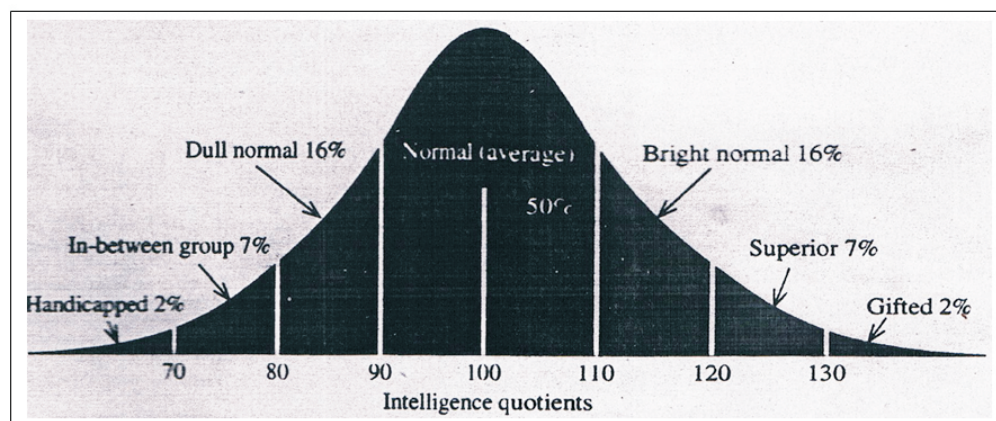
Table 1.1
Distribution of Intelligence

I.Q.	Verbal Description	% of Adults
130 and above	Very superior (Gifted)	2.2
120-129	Superior	6.7
110-119	Bright normal	16.1
90-109	Average	50.0
80-89	Dull normal	16.1
70-79	Borderline	6.7
Below 70	Mentally retarded	2.2

The mentally retarded persons have again been sub-divided. Table 1.2 shows this:

Table 1.2

I.Q. Score	Classification	Percentage of Population
55-69	Mildly retarded	2.1
40-54	Moderately retarded	0.1
25-39	Severely retarded	0.003
Below 25	Profoundly retarded	0.0000005

Mentally retarded, or mentally defective, persons are sometimes called "sub-normal".

2) WHAT IS MULTIPLE INTELLIGENCE?

Previously, intelligence was emphasized as the cognitive abilities and defined intelligence in terms of single index of cognitive ability. This view has undergone major changes. There are many intelligences rather than single intelligence. Howard Gardner (1983) has put forth the concept of multiple intelligences on the following principles.

(a)Intelligence is not a single or unitary entity rather there exists multiple intelligences- each distinct from others.
(b)These intelligences are independent of each other. That means if a person is good in one type of intelligence, it does not mean that he will be equally good or bad in other types of intelligences.
(c)Different types of intelligences interact. This means that different types of intelligence work together in providing solution to the problem.

Gardner has so far identified 9 different types of intelligences which may be found in different proportions in different persons. The prominence of one type of intelligence over the others is usually determined by the particular situation or context. These 9 types of intelligences are:
(i)Linguistic intelligence: This is related to reading, writing, listening, talking, understanding etc. Poets or literates exhibit this type of intelligence better than others.
(ii)Logical-mathematical intelligence: This type of intelligence is more concerned with abstract reasoning and manipulation of symbols involved in numerical problems. It is exhibited in scientific works.
(iii)Spatial intelligence: This kind of intelligence is used in navigating in space, forming, transforming mental images. Sailors, engineers, surgeons, pilots, car drivers, sculptors and painters are found more highly developed in spatial intelligence.
(iv)Musical intelligence: Persons with musical intelligence show sensitivity to pitch and tone required for singing, laying an instrument, composing and appreciating music etc.
(v)Bodily-kinesthetic intelligence: It involves skills and dexterity for fine co-ordinate motor movements such as those required for dancing, athletics, surgery, craft making and the like.
(vi)Interpersonal intelligence: It requires understanding motives, feelings and behaviors of the people. Persons with strong will power and self-esteem possess higher level of intrapersonal intelligence.
(vii)Intrapersonal intelligence: It is related to understanding one's self and developing a sense of identity. Persons with strong will power and self-esteem possess higher level of intrapersonal intelligence.
(viii)Naturalistic intelligence: It is related to recognizing the flora and fauna and making a distinction in the natural world. It is more possessed by hunters, farmers, tourists, students of biological sciences and the like.
(ix)Existential Intelligence: Compassion and competence to tackle issues regarding human subsistence, such as the sense and essence of life.

3)MULTIPLE INTELLIGENCES FOR MANAGERS

The nine categories of intelligences exist in every individual in varying degrees, which correlates the fundamental temperament of an individual with his/her intellectual propensity and capabilities. The corporate spectrum has begun embracing it, realizing its actual potentiality in nurturing the intelligence and thereby

enhancing the performance effectiveness of the workforce. A detailed analysis of the adoptability and implementation of multiple intelligences at workplace shows the way to a thorough understanding of the pragmatic appliance of various intelligence classes delineated by Gardner.

The logical intelligence, which is also termed as 'mathematical intelligence', facilitates the managers in enhancing the effectiveness of organizational tasks such as budgeting, managing projects, coherent decision-making and analysis, interpretation and implementation of quantitative data pertaining to products and processes. Linguistic intelligence, underpins the nurturing of the skills such as understanding and interpreting trade literature, vigorous and responsive listening, adaptive conversational skills and the skills of business writing such as preparing reports and memos. Visual intelligence plays a momentous role in creating and maintaining a constructive workplace. It has a great role to play in design, development and employment of the pattern, color and aesthetics of the products and services that the company offers. Kinesthetic intelligence may include demonstration of a convoluted mechanical operation, managing technical or scientific paraphernalia, and possession of computer keyboard skills, Employees, who are well-versed in kinesthetic intelligence, thereby contribute towards the enhancement of the credibility of themselves as well as the products or services that their organization proffers. A 'music smart manager', who is equipped with musical intelligence, exhibits the quality of understanding and expressing the components of music and sound, in a constructive manner.

Interpersonal intelligence facilitates the managers to understand the intentions, needs, desires and motivations of others. Intrapersonal intelligence enables the managers to realize their strengths and weaknesses. It enables the managers to discern their own abilities, feelings, goals, ethics and values, which in turn offer an elevated mental stability and resistance to depression in crisis. It also holds off the managers from developing an illusion regarding their capabilities and skills such as over/under estimation of the self. Enhancing effectiveness- both at the individual and professional fronts through self-awareness is the principal aim of developing intrapersonal intelligence in managers.

4)WORKFORCE DIVERSITY

Diversity in the field of HRM can be defined as the situation that arises when employees differ from each other in terms of age, gender, ethnicity, education etc. Workforce diversity means that organisations are becoming more heterogeneous in terms of age, gender, race, ethnicity, etc.

In the words of Alexandra Groess, Allianz Groups' International Diversity Project, "Diversity represents & company's fundamental attitude that is not only respects and values the individuality of its employees but also understands how to tap the potentially significant contributions inherent in diversity."

Diversity has become an inevitable and ubiquitous phenomenon in the corporate circles. It has been identified as a powerful strategic source for competitive advantage. So, the CEOs of the modern organizations attempt to establish an unswerving co-relation between the workplace diversity and their strategic objectives. Diversity is multidimensional – Its dimensions range from language, ethnicity, culture, religion and nationality to experiences, perspectives, thinking styles and physiological and corporal peculiarities. These facets have significant impact on the working patterns and approaches of the employees.

WORKFORCE DIVERSITY IN INDIA

India is a multi-cultural and multi-linguistic and multi-religion, multi-caste-/tribe country. Indian social system had traditionally been based on caste. Indian organizations have to accommodate a very diverse social group of employees, based on varying socio-economic, ethnic, and linguistic composition. A few of them are determined by the Constitution of India,

1.Scheduled Castes and Scheduled Tribes: Scheduled castes and scheduled tribes, determined by a notification of the government, and are given preferences to the extent of 15 percent and 7.5 percent, respectively. Scheduled castes and scheduled tribes together constitute 22.5 percent of the country's population.

2.Other Backward Castes Due to a spate of agitations supporting the creation of yet another reserved category, the OBC was created with claims and counterclaims by affected groups. All pending cases in the various High Courts of the country were taken over by the Supreme Court of India. The Supreme Court ruled that reservation should not exceed 50 percent.

3.Bonafide Members of the State: The government seeks to provide preferential employment for the local/ bonafide members of the state. This is especially so in the case of lower-level jobs, as this would, to a large extent, control the problem of migration of people from one state to another and more specifically from rural to urban centers.

4.Ex-defense Personnel and Paramilitary Personnel: In order to rehabilitate retiring defense personnel from all ranks, central government-owned public enterprises were asked to give preference and allocate a percentage of posts to such persons. Reservation for ex-servicemen has been in force on a permanent basis since 1979. Ten percent of the vacancies in Group C and 20 percent of the vacancies in Group D categories of government jobs are reserved for ex-servicemen by direct recruitment every year.

5.Disabled Personnel Employees whose capacity to work is limited by their mental or physical abilities have referred to as "handicapped" or "disabled." Today, the more politically correct term is mentally challenged for individuals who suffer from mental retardation or serious emotional disturbance, or physically challenged for those who have hearing, speech, visual, orthopedic, or other health impairments.

6.Displaced Persons The government, as part of its employment generation scheme, promises a factory job to one member of each family displaced by the development of public sector enterprises.

7.Gender Issues Women entering the workforce in India, due to a combination of factors like women's emancipation, increased economic need, greater equality of sexes, education, and so on additional measures of managing a different set of problems at the workplace arise. To attract and retain women, companies provide alternative career paths, extended leave, job sharing flextime, and the option of telecommuting.

8.Age Factor It is a contributory factor leading to diversity at the workplace. Discrimination based on age can apply in case of comparison between worker, aged 40 to 70, with a younger one aged 18 to 25.

9.Temporary/Casual Contracts A temporary or casual worker is paid the minimum wage fixed by the government on a daily basis. No welfare benefits are offered to this category, which is generally employed in janitorial, secretarial, and civil construction jobs.

5) MULTIPLE INTELLIGENCES AND WORKFORCE DIVERSITY

Multiple intelligences-based human resource management is rapidly capturing the attention of the corporate world. The emerging business conglomerates focus on identifying the actual intellectual capacities of their workforce, nurturing the positive aspects and bringing out and fostering the most desirable intellectual characteristics, which in the long run leads to an enhanced level of performance effectiveness – both individually and professionally.   MI is specifically applicable in the following situations.

a) Recruitment and selection: To identify the personal attributes and learning aptitude of the potential employees, and choosing the right person for the right job at the right time.

b) Allocation of tasks: Allocating the tasks and responsibilities to employees on the basis of their intelligence to bring out the best.

c) Selection and development of teams: Deciding upon the members of the team for a specific task, grouping the members of the team according to their dominating intelligences/combination of intelligences.

d) Training and Development: In determining the training needs of employees and designing and developing the training programs, based on the leaning styles and potential of the trainees. It helps the organizations to identify the performance-related strengths and weaknesses of their employees, to make the latter aware of their own strengths and vulnerabilities, harness the strengths and alleviate the weaknesses and their effects at both personal and professional fronts.

e) Performance appraisal: To design the appraisal programs for employees based on their intellectual abilities, to determine the most appropriate tools and techniques for appraisal, to assess the current performance and the scope for future advancement.

f) Compensation, rewards and benefits: To design a powerful and effective compensation and reward system. The rewards can be determined based on the level of deployment of the intellectual abilities or the abilities to harness the intelligence advantages to excel at work. It also helps in designing the incentives and supplementary benefits for employees.

The corporate managers while operating above functions should understand the peculiarities of their diverse workforce, and its heterogeneous characteristics to separate in distinct groups or categories. The organizations which experience the prolific, fruitful and wide-ranging upshots of diversity can turn the idea of Multiple Intelligences into a powerful tool for managing diversity and harness it to crop the best by gaining competitive advantage in the respective terrains.

The corporate biggies such as Infosys Technologies, Microsoft, General Electric and IBM have been adopting various commendable practices for dealing with workforce diversity. IBM's global workforce council is an excellent instance, which epitomizes its concern for diversity by promoting a heterogeneous work culture in the organization.

V) CONCLUSION

The managers, who are forced to confront with the emotional, behavioral as well as legal challenges posed by workforce diversity, must understand the various intelligences – multiple intelligences possessed by themselves and the personnel with whom they constantly interact. And MI, if employed and leveraged resourcefully, can certainly guide managers to successfully administer the workforce heterogeneity.

The global business enterprises of the millennium demands cross-functional groups with varied expertise and competencies, which collectively operate towards yielding the beset of their abilities. They need the right blend of talents from diverse sets of populace, for actualizing their strategic vision of achieving the world-class status. Diversity, which has become an inevitable phenomenon in the age of global expansion and heterogeneous work culture, calls forth a special attention from the corporates. Effective diversity management, which has become a crying need in today's work environment, gives an amplified scope for nurturing and managing the diverse talents across the globe. Multiple intelligences, a constructive approach to intelligences, play an imperative role in managing diversity. The appropriate enactment of the idea of MI can indubitably contribute towards capitalizing on the promising aspects of workforce diversity, which leads to competency and performance enhancement of individuals, teams as well as the organizations themselves, eventually showing the way to competitive advantage.

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