



Multiple-Intelligence and Its Application in Human Resources

Omid BAJOULVAND

Ma Student in Government Management – Human Resources, Pardis Farabi Faculty/ Tehran University

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Abstract. Gardner's and other scientists' investigations about multiple intelligence show that as opposed to the public beliefs considering human beings as a white disk and everything could be taught to them in any ways, multiple intelligences exist that are completely independent from each other. On one hand, human resources among the effective factors in an organization have key roles in the organization, and efficient human resource could be considered as the most important asset in an organization. Thus, any process that promotes the appropriate capabilities of human workforce with the types of activities improves the asset, shown directly in the production quality and quantity aspects. After describing intelligence from the viewpoints of different experts and authorities, the present article will primarily deal with describing different components and dimensions of multiple-intelligence, and then the applications of multiple-intelligence are stated for human resources. The obtained results express the necessity for more studies as well as more attention to education that is indeed the developer of the community human resources. Moreover, more considerations should be paid to recruitment of people in an organization.

Keywords: Intelligence, multiple-intelligence, Gardner theory, human resources

1. INTRODUCTION

By naming the people including Albert Einstein (Physics scientist), Virginia Wolf (Writer), Igor Stravinski (Musician and composer), Pablo Picasso (Painting artist), Martha Graham (choreography, dancing specialist), Mahatma Gandy (Politician and social worker), Sigmund Freud (Psychologist), Gardner asks the question regarding the most intelligent of them all. According to Gardner, none of these people could be compared to others. This comparison is not a wise since it requires admitting the view with specific definition of intelligence, because selection will naturally change with the change in the views. The definition of intelligence from the viewpoint of Gardner that is the basis in apparent officialising of different intelligence aspects is the potential to solve problems or creating a product; producing an object that is considered valuable in a culture.

Achieving organizational goals depends on the ability of workers in doing their duties and the conformity with the variable environments. Selecting and recruiting most prominent people in any job is one of the most important management decisions. Individuals have different characteristics and each job is important with considering the conformity and appropriateness of the workers with their occupations. One factor to be considered in employing or selecting for a specific job is the psychological dimensions and criteria of individuals. The points considered in evaluating the rate of conformity of the psychological dimensions of a job and the practicing person are: personality, intelligence quotient, emotional intelligence, creativity, multiple intelligence and also occupational knowledge and skills.

*Corresponding author. *Email address: Omid BAJOULVAND*

It was presumed in the past that the learning period, working period and the time of living are separated from each other and thus, the training was important to be done before starting the work. This idea is no more valid and education is accompanied with living of human beings. Hence, in case it is said that education is the key to development, an inevitable reality is confirmed. At present, the personnel on-the-job training has a special place in different organizations.

In addition to stating the history, definitions and conceptuality of intelligence and multiple-intelligence, it has been tried to consider in this paper to the human resources, and determining the role of valuable workers in particular.

2. CONCEPTUALITY

When we hear the word "intelligence", we usually think of the concept of intelligence quotient. Intelligence is usually defined as mental potential capabilities; the thing we are born with, the thing that is measurable and the capacity that its changing is difficult. Intelligence is expressed in different views and methods, as a complex aspect in psychology.

Different meanings are derived from the word "intelligence". Intelligence is defined as the practice regarding diversity in compatibility with environment. Bineh & Simon have defined intelligence as the general aspect of capacity for inferring and understanding. Another psychologist, Treston has defined intelligence as the mental and spiritual capabilities of human beings in determining unknown phenomena (Parhizgar, 1994).

New concepts of intelligence and its measuring methods appeared in the first decades of 20th century. Cognitive theorists believe that traditional views have defined intelligence conversely. First, they prepared intelligence tests, and then executed them. After analyzing the data, they presented a definition of intelligence. According to these theorists, intelligence definition is to be analyzed according to capabilities in real and actual conditions, to be then become systematic (Dejgahi, Hajimoradi, 2003).

At present, the research trends on growth have stepped in a route for defining intelligence from natural and stable aspects and have directed it towards a multilateral subject that is intensely affected by the environment and the lifestyle. The result indicates that intelligence is based on culture and giving a general definition of intelligence is a great mistake, causing the role of culture that makes the definition for intelligence to be ignored. Despite disagreements of researchers about the intelligence characteristics, most people believe that being intelligent is not only limited to the mental power. New theories about intelligence, such as "Gardner multiple intelligence" have considered its development on cultural basis (Dejgahi, Hajimoradi, 2003).

3. GARDNER MULTIPLE INTELLIGENCE THEORY

Howard Gardner, the contemporary psychologist published his multiple intelligence theory for the first time in 1983, in a book "Frames of mind: Multiple intelligence". Gardner regarded intelligence as a set of skills and capabilities to solve problems or producing products,

developing according to cultural basis. Both, Gardner and Stranburg believe that intelligence appears differently in different cultures. For instance, special intelligence in the U.S.A. is probably indicating drawings, sculpturing, or geometry, but for the Kenyans, intelligence is probably capability of people in identifying different animals and livestock among other animals (Dejgahi, Hajimoradi, 2003).

One of the most important factors that made Gardner interested in research about learning was paying attention to the people who were affected by brain damages since by losing a capability, these people showed new talents in addition to restore their lost capabilities. In fact, when special parts of brain is damaged, a set of skills and special talents are lost, but the other skills will be remained unchanged. Gardner stated the theory that there are different minds in human beings (Flithem, 2007). According to Gardner, in addition to inattention to the cultural basis, determining intelligence quotient is limited to measuring verbal talents, mathematical logic and spatial imagination. Also, the intelligence quotient does not provide information about other parts of intelligence such as creativity, social thinking and sticking to social morality. The other problem in determining intelligence quotient is that it seems it defined the highest mental capability of people, while some capabilities never develop and verify due to the lack of appropriate basis. However, Gardner believes that using related tests in determining intelligence quotient are essential (Dejgahi, Hajimoradi, 2003).

Gardner intelligence theory introduces eight types of intelligence or skills, as follows:

1. VERBAL AND LINGUAL INTELLIGENCE

Thomas Armstrong says that this intelligence, which is related to verbal applications, is the most publicized intelligence with regards to Gardner's multiple intelligence. The people with high verbal intelligence have high understanding of concepts and words and could relate with others easily. When a manager sends a message, he should be accurate verbally in order to reduce misunderstandings. Hence, having skills in verbal relations is quite important for managers and he should try to be clear in his words and his speech should be understandable and with no ambiguities.

The skills of these people includes the following: listening, speaking, narrating, describing, teaching, using satirical words, understanding and meaning of words, remembering information, convincing others to accept their viewpoints and analyzing lingual applications.

The appropriate jobs for this category are to become a poet, a reporter, a writer, a teacher, a lawyer, a politician, an interpreter, a religious propagandist and any other occupation that requires relation with people for convincing others who are related to the intelligence capabilities.

2. LOGICAL AND MATHEMATICAL INTELLIGENCE

According to Piaget, newborn babies are born with two natural characteristics of sucking and touching, being related with the two fundamental mechanisms of attraction and conformity with the world (Dejgahi, Hajimoradi, 2003). According to Piaget, Gardner states that mathematical and logical ideas are formed in higher levels, when the child put away the objects and do the operations by numbers and symbols (Armstrong, 2005).

Generally, mathematical and logical intelligence means capability of using numbers and describing objects in daily life. These people think conceptually, using numerical and logical models, to relate between different data. They are curious about their surrounding world, ask a lot of questions and like to test.

The people having this condition are very much disciplined, enjoying regulated works with observe orders. With high capability, these people enjoy mental calculations and intellectual games and puzzles. They like to have deep understandings of relations and making assumptions and models, and enjoy life (Armstrong, 2005).

Proper occupations for this group are computer programming, engineering, law, research, science and the jobs with mathematical potentials (Dejgahi, Hajimoradi, 2003).

3. MUSICAL INTELLIGENCE

It seems that this type of intelligence develop much faster than other capabilities. Children sing with vague sounds. They can imitate the voice of others, and produce verbal models. Some infants could sing long parts of songs when they are 2 years old. Many of them could imitate main rhythms and may have difficulties in accurate production of melodies by the age of five. According to Gardner, the children with this intelligence consider music as the base of other affairs. Most of them have good voice and musical themes are played in their minds, even when they are not listening to music (Dejgahi, Hajimoradi, 2003).

Webber says the child that shows good musical talents should be encouraged to mix music with other learning activities and in other words, teachers should not let music to be only that (Armstrong, 2005).

The skills of these people include singing, whistling, identifying musical models, composing, remembering melodies, understanding rhythmic structures.

The appropriate jobs for this group are playing music, writing poetry, singing.

4. IMAGING AND IMAGINATION INTELLIGENCE

Imagine a child who loves drawing and painting, being very talented in following the drawings or building puzzles and could make wonderful objects with blocks and logos, has extensive visual images and prefers to read the books with lots of images. Such a child has visual and spatial intelligence (Dejgahi, Hajimoradi, 2003).

Some children may have spatial intelligence, but be very weak in verbal and mathematical intelligence. If the teachers and parents do not operate on due time, these children may feel defeated (Armstrong, 2005). Generally, visual and spatial intelligence point to descriptive and mental works for graphical understanding of visual ideas and their deformations (Dejgahi, Hajimoradi, 2003).

These people have special skills in building puzzles, reading, writing, understanding charts and images, sensing directions, designing, painting, making metaphors and manipulating images.

The people benefiting this type of intelligence are busy in design works, architecture, photography, painting, interior decoration and other affairs dealing with decoration works.

5. *BODILY AND KINESTHETIC INTELLIGENCE*

Since a deep rupture exists between mental and physical activities in the traditional culture, the assumption of using physique in intellectual frames may first seem impossible. However, the contemporary psychologists state that there is a relation between physical activities and using cognitive forces. It is also determined that complex coordinating between body members and skilful use of them relied on neurology basis and mental activities (Dejgahi, Hajimoradi, 2003).

Bodily intelligence includes working with objects and using fingertips or hands and using the whole body. Gardner believes that despite the two talents having different parts in the brain, but they are usually together. Identifying this intelligent aspect is more difficult than other aspects of intelligence, since

The best thoughts come to these people when they are moving. Unfortunately, it seems that some children with this type of intelligence are hyperactive (Dejgahi, Hajimoradi, 2003).

The people with higher physical intelligence avoid the affairs causing and these people have appropriate weights. Damages and physical harms due to some heavy works and even deaths is one of the problems leading to extensive and irrecoverable damages and costs for organizations. According to the analysis done, most of the problems and accidents happens due to lack of intelligence, concentrations and extensive fatigue as well as lack of knowledge from proper working.

Many of the physical problems such as backaches, knee aches, etc. are due to wrong ways of standing, sitting or lifting weights that causes long absences of the workers and even mental stresses and bad behaviors with colleagues or customers. Hence, such plans are necessary for promoting physical and mental health of human resources in every organization.

The skills of these people include physical fitness, athletic exercises and body languages.

The proper occupations for this group are athletics, firefighting, handicraft works and industry.

6. *INTERPERSONAL INTELLIGENCE*

This aspect of intelligence causes us to identify our direction among the population and achieve a realistic cognition to practice in that way. This intelligence requires clear image of capabilities and personal limitations, aims, motivations, behaviors, inclinations, continence, personal discipline, conception and self-esteem (Armstrong, 2005).

In addition to paying attention to children's feeling and providing different entertainments in order to determine internal interests, the appropriate feedbacks should be provided in developing interpersonal intelligence. Using and developing imaginations and encouraging children to record the imaginations in their diaries is also a proper approach (Dejgahi, Hajimoradi, 2003).

Skills in them include identifying strong and weak point, knowledge from internal sensations, desires and dreams, understanding the roles in relating with others.

Occupational trends include research, being a theorist, philosophy.

7. INTRAPERSONAL INTELLIGENCE

Ability to understand and identify mental conditions, aims, motivations and feelings of others are placed in this intelligence boundary. This intelligence requires identification of facial conditions, voices, indications, different interpersonal relations and proper responding to these signs in practical ways (Armstrong, 2005).

Interpersonal and intrapersonal intelligence was the basis of theories by Daniel Goleman in emotional intelligence. In such an interpretation, interpersonal intelligence is the talent in having knowledge and controlling sensation, feelings and emotions in a realistic way, in such order for the individuals to be able to regulate their relations with others, by using intrapersonal intelligence (Dejgahi, Hajimoradi, 2003).

These people try to see and understand things from the viewpoints of others. They usually have extraordinary abilities in understanding feelings, aims and motivations. They are very good organizers, but sometimes tend to interfere. They usually try to provide peace in the group and encourage collaborations. They use verbal skills and non-verbal skills such as using eye contacts and body language, in order to provide relations with others. Since intrapersonal intelligence is mainly formed in relation with others, the subjects of emotional intelligence is applied effectively.

The skills of this group of people include seeing the viewpoints of others, listening, companionship, understanding the feelings of others, consultations and collaboration with the group, entrusting, having positive relations with other people.

The jobs in this regard are consultation, selling, politics and business.

8. NATURALISTIC INTELLIGENCE

By emphasizing that his model is temporary and experimental and changes may occur by investigations in some intelligence aspects, Gardner adds a new intelligence as "naturalistic intelligence" to his intelligence subject (Armstrong, 2005).

The people with this kind of intelligence are very skilful in identifying and classification of natural species and human products. At present, this intelligent aspect is developed in people who are interested in biological fields. Gardner considers this affair as clear that the talent in classification of products is also possible. For instance, the child that could easily identify plants and animals species could similarly classify different cars, record players and other products that he is interested in (Dejgahi, Hajimoradi, 2003).

In an interview, Gardner responded to the question about his aims in adding this intelligence aspect. He stated that some definite parts of brain are allocated for recognizing and calling natural objects, and what has somewhat caused the weakness of this intelligence aspect is not

needing it due to living conditions, since we do not need to survive and maintain the generation as in the past (Dejgahi, Hajimoradi, 2003).

Capability and intelligence in this regard is limited to classification of species. These people could relate easily with animals and could be talented in caring and taming animals.

The appropriate occupations for these individuals are agriculture, gardening, plant physiology, biology and zoology.

9. *EXISTENTIAL INTELLIGENCE*

About the possibility of the 9th aspect of intelligence as "existential intelligence", Howard Gardner has written some statements. Gardner refers to the existential intelligence as "considering the important problems of life". Its main role is ability to find the location and self-seeking by considering the world horizons and eternity, and ability to find situations by considering the human existence characteristics as the meaning of life, meaning of death, the materialist and spiritual world destiny, deep experiences of love to others and drowning in art works. This definition involves religious and spiritual roles as well as non-religious and non-spiritual roles.

These people have the ability to think about the phenomena and questions beyond sensitive information such as infinity. Appropriate jobs for them include astronomy and philosophy (Dejgahi, Hajimoradi, 2003).

4. **EMOTIONAL INTELLIGENCE**

Emotional intelligence was first considered by Goleman in 1995, in the book "Emotional intelligence could be better than IQ". He introduced emotional intelligence as an essential element for the success in life and social environments. Regarding feelings and the state of using them in directions and decisions in the best possible way, Goleman states that:

- ✓ Emotional intelligence is ability to manage anxiety and controlling stress, motivations and optimism in confronting with hindrances in achieving the goals.
- ✓ Emotional intelligence is indeed a way to be smart.
- ✓ Emotional intelligence is companionship and understanding the feelings of your relatives and friends.
- ✓ Emotional intelligence is a kind of social skill, accompanying people, management of sentiments and feelings in relations, and persuading and leading others.

Emotional intelligence includes 4 different skills:

- 1- Self
- 2- Others
- 3- Knowledge
- 4- Action

By combining the above skills, Goleman obtained the fundamental elements of emotional intelligence, in 2001:

- 1- Consciousness (self-evaluation, confidence): A type of personal ability to understand the feelings and behaviors and helps the person to always consider his own thoughts and feelings. It helps people to understand the feelings and thoughts.

- 2- Contenance (being trustful, initiation): It is a skill that helps people to show their feelings in proper ways. In other words, it helps people to control anger, anxiety and fear.
- 3- Social knowledge (empathy, organizational knowledge, working motivation): It is ability to understand others' feelings.
- 4- Social skills (leadership, effectiveness, team work): Relation with others in different social positions.

Emotional intelligence is considered as a type of social intelligence that has the ability to halter emotions of the self and others, distinguishing them and using the information to conduct thoughts and activities. It is said that emotional intelligence and social intelligence are related with each other, but emotional intelligence indicates emotion and emotional contents manipulations and it has a different structure.

Emotional intelligence causes organizational obligations and has positive effects on improving the performance of managers. It is also effective in the market management and even time management by the students.

Every manager spends most of his/her time in having relations and a factor called relationship is necessary to reach main values and promoting the employees or the managers obligations and high emotional intelligence is developing the above matter. The developing trends, failures and stoppage of the employees could be predicted by emotional intelligence. It is said that about 85% of the success in an organization depends on emotional intelligence, on leadership and senior management levels, and its dependency to other factors is not much.

According to Goleman, emotional intelligence empowers people in confronting with high stress and intensive challenges of social developments and growth.

In comparing EQ and IQ, it is stated that emotional intelligence is not fixed and increases during life. In contrast, IQ gets stable by the age of 15 and is not increased. It is very much affected by inheritance and could be 10-20% effective in the successes.

5. COMPETITIVE INTELLIGENCE

Competitive intelligence is regarded as the ability for the regular process of collecting, analyzing information about the environment, competitors, customers, suppliers, industrial trends and the market.

Ben Guilad as one of the theorists for intelligence topic writes: General competitive intelligence is recognition of a company from the environment it competes in and it is the result of numerous analyses of information going into the company (Beigzadeh, Eskandari, 2010).

Competitive intelligence is divided into 4 categories:

- ✓ Information from market situations
- ✓ Information from the competitors conditions
- ✓ Technical knowledge
- ✓ Knowledge from social strategies, dealing with different matters such as financial and tax matters, political and economic matters, and social and human resources aspects

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Competitive intelligence process includes the 4 following stages:

- 1- Plans- It identifies plans, requirements and limits.
- 2- Data collection- It collects raw data.
- 3- Analysis, interpretations- They are the heart of competitive intelligence process.
- 4- Distribution- Supplying of findings to the decision-makers.

There are different key subjects used in collecting and analyzing the data to increase the competitive intelligence. For instance: supply chain network, information, finance, advertising, services, sales, market, customers and human resources information.

The human resource information, as our subject, includes: absorbing human resource by competitors, reducing human resources of the competitors, and the working history of the competitors. The point here to mention is that improving the internal forces and higher concentration on external elements help increase the strategic-social intelligence of the organization. Creating consistent management culture and higher attention to the employees for sharing the knowledge will develop intelligence in relation to the internal factors.

6. COMMERCIAL INTELLIGENCE

The total capabilities, technologies, tools and approaches that helps better understanding of managers from business conditions is the commercial intelligence. The instruments of commercial intelligence provide views from past, present and future conditions to the people.

Commercial intelligence is implemented according to one aim that is improving efficiency by creating appropriate basis for decision making in an organization. For full usage of this intelligence, commercial intelligence should have the flexible ability in providing different facilities in individual's levels, teams and the organization. Also, the commercial intelligence should be responsive to the different requirements of people in different levels of the organization.

The people benefiting from implementing commercial intelligence are as follows:

- 1- Senior managers Increasing the assurance rates in decision-making
Analyzing the organization conditions and planning for achieving the goals
Reducing costs by obtaining views related to the performance of different sections in an organization
- 2- Sales manager Controlling the affairs
Improving the ability for consultation to the senior managers
- 3- IT managers Reducing repetitive work
Safety and concentrated management
Using the existing knowledge for strategic instruments

An organization creates data during its existence. The data is usually classified with regards to assets, marketing, sales and customer's relation management and..... Human resources and each part has a separate duty in the company, and collects the relevant data. This fact obligates the organization to search for the tools to facilitate the effective process of the data and their extensive analysis in order to create a basis for finding and discovering new knowledge.

A manager requires accurate information for making decisions. Not as a tool, a product or even a system, but as a new approach, commercial intelligence has been considered in the architecture of organizations, in accordance with fast response in analyzing the data, and for making accurate and intelligent business decisions, in the shortest possible time.

Human resources are the most valued assets of an organization, but it is still not valued as much in some organizations. Its main reason is that human resources are considered as administrative processes such as wages, advances and treatments with pay-off conditions. It has been observed that the people who have started their business by using commercial intelligence have ignored the advantages of it in the field of human resources. Commercial intelligence has the characteristics for analyzing human resource data. These characteristics include planning for human resource costs and workforce planning, and better recognition of human resources performances as a whole.

7. MORAL INTELLIGENCE

Borba states that moral intelligence is noticing human life and nature, economic and social welfare, free and friendly relations and human rights. He expresses that moral intelligence is the ability to distinguish proper ways and misconduct, having strong moral beliefs and executing them.

Morality is defined as moral and inner characteristics of human beings appearing by the human actions. Thus, continuity in a specific behavior means it has a deep inner root. Experiences of trade managers in America, Japan and many of the private and entrepreneur companies have shown that moral intelligence is not only doing the work properly, but it is doing proper work.

The principles of moral intelligence include:

- 1- Honesty- Coordinating between what we believe in and what we act for; what we consider right and speaking right words at all times.
- 2- Responsibility- Admitting working responsibility, mistakes and failures.
- 3- Sympathy- Pay attention to others that provides mutual effects.
- 4- Forgiveness- Knowing your own problems and bearing others' mistakes.

The effects and applications of moral intelligence in successful performance of an organization:

- ✓ Paying attention to the benefit of others- Providing shareholders benefits without considering other beneficiaries (employees, customers, community, etc.) is an immoral behavior.
- ✓ Facilitating management- Observing morality in contact with employees facilitates management activities due to the diversities existing in the community.
- ✓ Reducing costs due to control- Expanding self-control actions is a subordinate of moral intelligence. It increases obligations and liabilities.
- ✓ Having high moral intelligence of employees increases amity and reduces offenses in the organization. It finally increases the team performance in the company.
- ✓ Increasing the legitimacy of the organization- in globalization and expansion of information systems, organizations are expected to react for environment problems, observing community rights, minority rights, etc. Thus, organizations must do extensive actions to attract public ideas. It shows the moral aspects in the organizations.

Effective factors on moral intelligence of the employees

- 1- Macro level- It is related to outside the organizations, such as culture, economy, political environment, technology.
- 2- Intermediate level- It is the organization level, such as competition, awards, occupational characteristics.
- 3- Micro level- It is the individual level of morality, such as views, confidence, values and beliefs.

8. CULTURAL INTELLIGENCE

The phrase of cultural intelligence was first stated by Earl and Ong, from Business School of London. These two defined cultural intelligence to be the potential to learn new models in cultural elaborations and providing proper behavioral responses to these models. Cultural intelligence is an acquiring skill that could create cultural understanding, increased gradual learning of that and formation of thoughts for compatibility with that culture in order to have better behaviors in confronting with other cultures.

Cultural intelligence has three main criteria; cognitive criteria (mental), motivation and behavioral (physical) that by having those in proper rates, managers and employees could play their roles in different cultures and situations.

- 1- Cognitive- includes mental skill of people for describing and expressing behaviors in new environments, having the nature of one culture, the differences in cultures and the states of emergence of cultural behaviors. This aspect of cultural intelligence indicates the capability of people in recognizing the principles of different cultures.
- 2- Motivating- This criteria will help individuals to have more stability in new environments. In fact, this criterion considers the person's motivations to be compatible with others to achieve the goals.
- 3- Behavioral- selecting appropriate behavior for different cultural situations. It indicates the behavioral criterion or the moving criterion of cultural intelligence.

Cultural intelligence in human resources: Globalization and global trade requires the companies and organizations to be transformed into multi-national or international companies. In this case, they will have the chance in surviving in the global competitions.

Cultural intelligence is like glue that connects diverse cultural environments. Human resource managers should look at this concept for the effectiveness and success in international competition and trade. They should first consider their capabilities and then use them in the processes of human resources, regarding absorbing to leaving the organization.

Needing high cultural intelligence in modern organizations is increasing and the first challenge of organizations is how to obtain a high level of cultural intelligence and how to develop and maintain this phenomenon.

9. SPIRITUAL INTELLIGENCE

There are various definitions in this regard. Lion says: Spiritual intelligence emerges when we could mix spirituality with our daily life. He continues: Spiritual intelligence is a capacity for experiencing integrated relations between us and the world we live in. King states that: Spiritual intelligence is the mental capabilities that deal with knowledge, consistency and applications of spiritual aspects (non-materialistic) of individuals (Sohrabi, 2008).

Many managers benefit spiritual intelligence as an approach in reacting to management changes. Spiritual intelligence is related to individuals and also related to organizations. In the individual aspect, it indicates positive relation between spiritual intelligence and extrovert personality, loyalty, and compatibility characteristics and its negative relation is with neural disorders. In organization criterion, it indicates increasing creativity, innovation, honesty, trust and personal development of the employees via spirituality.

The importance and necessity of considering spirituality and religion, especially spiritual intelligence is clearly felt for different aspects, in the new era. One necessity in demography is paying attention to the spiritual criterion in human beings, from the viewpoints of scientists, especially world health specialists that have recently defined human as a biological, social and spiritual creature.

The 10 criteria of spiritual intelligence are as follows:

- ✓ Spiritual experiences- indicating experiences and understanding spiritual states of individuals
- ✓ Praying- It indicates the times of prayers by individuals
- ✓ Goal-oriented feelings in the world- indicating significance and aims in life
- ✓ Solving problems- indicating how much is an individual relying on his faith in solving problems and in decision-making
- ✓ Emphasis on faith and religion- indicating the importance of spirituality and religion in life and relevant effects on behaviors, including food and clothing
- ✓ Effects of beliefs on social life- it indicates the capability of individuals in managing the effects of faith on their social life
- ✓ Believing religious concepts- Believing main concepts of religious ideologies such as the unique creator, spirit and resurrection
- ✓ Executing religious actions- Doing religious activities by individuals
- ✓ Considering religious places and authorities- indicating the views of individuals towards religious places and authorities
- ✓ Understanding and accepting other people's beliefs- Views towards other religions and religious views by other people

10. ORGANIZATIONAL INTELLIGENCE

Organizational intelligence means having comprehensive knowledge about all the effective factors on organizations; a deep knowledge of all the elements such as customers, competitors, economic environment, organizational processes that have great effects on the quality of decision in the organization. According to Karl Albrecht, the potentials of an organization are in developing the mental capacities of the organization and focusing on these potentials in achieving organizational goals.

Performance of individuals in any position indicates the insight and knowledge of them with relation to the position or any other special cases by which they are evaluated. Since the organizational intelligence of people shows their knowledge about effective factors in the organization, organizational intelligence could be one of the effective elements on the performance of individuals inside the organization. This intelligence is a combination of human intelligence and machine intelligence and is considered as an effective factor in the performance of the organization, empowering us in organizational decision-making.

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Organizations are usually harmed by themselves more than getting harmed by their competitors. Low skills in execution, administration disagreements and fights, political campaigns in all levels, etc. are all obstacles for preventing a successful business and using forces that the organization is paying for them.

According to Albrecht, organizational intelligence has 7 measures as follows:

- 1- Strategic prospect- Potential to create, conclude and express the goals in an organization
- 2- Common destiny- When all or most of the people are involved in their work in the organization, they know what the goals and mission of the organization is about, and hence, they follow a common goal. All the people in the organization in that case seriously understand what success is.
- 3- Inclination to changes- It is a chance for starting the work and new activities.
- 4- Unity and agreement- Groups encounter problems without having regulations for executing their work. Individuals and teams should organize themselves to verify the organizational goals, and should classify their responsibilities and duties,
- 5- Morale- By considering the working life of the employees, the feeling of employees about management, work, their optimism regarding their responsibilities and developing opportunities, a concept shall be built in our minds that is “morale”. With proper morale, the workers see their success within the success of organization.
- 6- Knowledge- Activities of organizations are intensely affected by the related data, information and knowledge.
- 7- Performance- Mere involvement of managers in the performance is not enough.

11.POLITICAL INTELLIGENCE

A manager should know when to credit his colleagues, inferiors and senior managers, or vice versa. It is a part of management.

The best definition for political intelligence is that it is the art of managing policies. It involves the deep understanding of using various policies, with regards to the strategies for optimum management activities in the organization. Political intelligence is also referred to collection of information about the people by whom organizational operations are done, and using information in effective operations, as well as applying it in selecting the people who will be employed later in the organization.

Policies are used in all the organizations and leaders use policies for sensitive cases. Policies greatly affect employees and guarantee success of the leaders. Leaders with high political skills are indifferent, confident, have proper control and are introvert. They can absorb others, provide the empathy for cheer feelings and help positive effective reactions, honesty and trustfulness. Not only an individual can have suitable behavior in social positions in his work, with the political intelligence, but people can behave by this type of intelligence that merely indicates apparent honesty.

For official and unofficial power, leadership needs political intelligence, to use it for imposing influence. Hence, the leadership with no political intelligence will practically ends up in failure.

Criteria of political intelligence:

- 1- Social games- Good will is possible in social games. There are two important political games in every organization that include collaboration and competitiveness and individuals may select one of them.
- 2- Dynamicity- it provides an approach for individuals to first think and then act. It should be noted that political intelligence is not related to misusing of personal power.
- 3- Political personality- political intelligence has a distinct interpersonal style that is attractive, enabling people to grow, while they are working with others.
- 4- Apparent honesty- Ability to transfer and notifying honest and sincere understandings and avoiding hypocrisy and deceiving others is a capability that causes employees in an organization to be along with the leaders in hard moments. Leaders with high political intelligence consider employees as their partners and work with each other in case of changes.
- 5- Capturing feelings- it is a process by which the individuals try to control their feelings against others. Most of the efforts for considering positive self are in other people's minds. People with high political intelligence try to capture the feelings of powerful members in their organizations to be supported in the required periods.

12.SOCIAL INTELLIGENCE

Edward Thorndike, the psychologist from Columbia University (1920) was the first person who designed social intelligence. Social intelligence is involved with capability in understanding others, intellectual behavior and relations with other people. It is also dealing with using relational skills, friendly relations, social behaviors and empathy with people. This intelligence is flourished mainly for keeping relations in friendship, marriage or jobs. It is a skill that emerges in childhood and flourishes in adolescence.

The people with high social intelligence should be able to use all their mental and physical powers to have more effective relations with other people. Social intelligence causes mental health, since the people with good relations with others are more satisfied and feel happy.

According to Hutch, anyone with the following 4 characteristics has interpersonal intelligence:

- 1- Group organizing Having initiative for coordinating activities of people Including directors, army officers and managers
- 2- Negotiations to solve problems Intermediation and preventing disputes, and solving problems- including political jobs and law
- 3- Personal relations Sympathy with others Including good team players, appropriate commercial partners
- 4- Social analysis Internal cognition and insight about sentiments Including consultants, psychologists and novelists

13.ARTIFICIAL INTELLIGENCE

Artificial intelligence is studying how computers could be made to do the work that human beings are now properly doing. It started in 1950s. in comparing human and artificial intelligences, it can be said that human beings can observe and analyze for making decisions, while artificial intelligence is what is programmed in computers.

Multiple-Intelligence and Its Application in Human Resources

Artificial intelligence has had effects on organization managements and on human resources, as follows:

It increases accessibility, reduces human resource costs, reduces hazards for the workers and it is permanent (does not die like human). It has multiple experiences (from different people), increases assurance (rapid response) and is not affected by stress. It is also effective in transfer of knowledge and training the users.

14.FINANCIAL INTELLIGENCE

It is a part of intelligence that can identify and solve financial problems. It is said that money could not make us rich. We can see hard working people that never get rich. There are also people that get wealthy by buying a house, and some others lose by buying bonds or gold coins. Managers should have high financial intelligence, in order to prevent losses to their organizations, by making right decisions.

15.FLUID AND CRYSTALIZED INTELLIGENCE

Fluid intelligence is referred to the ability to gain new recognitions and solving new problems. This intelligence is mostly non-verbal and does not depend on culture. It has principle role when we require conforming to new environments. This intelligence is usually reduced after the age of 40.

Crystalized intelligence is the compaction of identifications during life. It is indeed the product of fluid intelligence and is intensely under the influence of culture, personal experience and education. It is mainly verbal and increases by age.

The best role of this aspect of intelligence in human resources is in transferring knowledge from experience people to newly employed worker in the organizations.

16.APPLIED INTELLIGENCE

Stranburg introduced verbal, social and applied intelligences in 1980s. He opposes mono-intellectuality of human beings. He states that by applied intelligence, the person analyzes the situations properly and solves the problems successfully. This type of intelligence is applied a lot for managers in confronting with problems or even in confronting with oppressed workers.

17.RESULTS AND CONCLUSION

According to the above, the following points can be concluded:

- Principles of multiple-intelligence could be the foundation of working groups in order to increase intelligence, quality of results and services.
- Regarding the wonderful evolutions imposed in the 3rd millennium on organizations, it is necessary to use new variables such as multiple-intelligence, in selecting and assigning managers and employees in the organization.

- Some types of intelligence are improved and developed by childhood, but some could be developed in older ages (including interpersonal and intrapersonal intelligences). However, this development may be easier in childhood, but learning is not impossible in any age.

Hence, it is essential for the organization planners to plan in developing multiple-intelligence of managers and employees.

- Since the basis of multiple-intelligence theory is on learning-teaching processes, it is necessary to use multiple-intelligence learning models in training the employees to improve their multiple-intelligence.
- It is essential that organizing managers and employees on-the-job-training to be based on multiple-intelligence theory, and by considering age, sex, occupation, learning levels of the workers and managers.
- It is necessary for the measuring of the levels of multiple-intelligence of the workers and managers in promoting their positions to be according to the type of multiple-intelligence.

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