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

## References

- Abilashini, T., & Rajapaksha, U. G. (2016). Effect of Technology on Sri Lankan IT Employees' Turnover Intention. Paper presented at the 7th International Conference on Business & Information ICBI. Abstract retrieved from http://repository.kln.ac.lk/bitstream/ h&le/123456789/15390/42.pdf?sequence=1&isAllowed=y.
- Arsenault, P. M. (2004). Validating generational differences: A legitimate diversity & leadership issue. *Leadership & Organization Development Journal*, *25*(2), 124-141.
- Batdi, V. (2017). The Effect of Multiple Intelligences on Academic Achievement: A Meta-Analytic & Thematic Study. *Educational Sciences: Theory & Practice*, 17(6), 2057-2092. doi:10.12738/ estp.2017.6.0104
- Boyatzis, R. E. (2007). Competencies in the 21st Century. *Journal of Management Development*, 27(1), 5-12. doi.org/10.1108/02621710810840730
- Campbell, J. & Wiernik, B. M. (2015). The Modeling and Assessment of Work Performance. The Annual Review of Organizational Psychology and Organizational Behavior, 2, 47-74. Doi:10.1146/annurev-orgpsych-032414-111427
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial & organizational psychology. In: Dunnette M. D. & Hough L.M. (eds). *Handbook of Industrial & Organizational Psychology* (pp 687–732). Palo Alto, CA: Consulting Psychologists Press.
- Campbell, J. P., McCloy, R. A., Oppler, S. H. & Sager, C. E. (1993). A Theory of Performance. In: Schmitt, N. and Borman, W.C., Eds., Personnel Selection in Organizations, Jossey-Bass, San Francisco, 35-70.

## Sri Lankan Journal of Management

Vol. 24, No. 1, January - June, 2019

- Codrington, G. (2008). Detailed Introduction to Generation Theory. *Tomorrow Today Online*. Retrieved from: http://ngkok.co.za/sinode2016/intro-generations.pdf.
- Covey, S. (2005). The 8th Habit: From Effectiveness to Greatness. Free Press; Reprint edition.
- Darshani, R. K. N. D. (2016). The Need of Listening & Presentations Skills for Managers. People Management Review, 1(1), 44-54
- Estrella, E. A. & Valenzuela, A. (2016). Multiple Intelligence & Work Performance of College Teachers. *The International Journal of Educational Researchers*, 7(1), 24-32
- Fishman, A. A. (2016). How generational differences will impact America's aging workforce: strategies for dealing with aging Millennials, Generation X, & Baby Boomers. *Strategic HR Review*, *15*(6), 250-257.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39-50.
- Furnham, A., & Shagabutdinova, K. (2012). Sex differences in estimating multiple intelligences in self & others: A replication in Russia. *International Journal of Psychology*, 47(6), 448-459. doi:doi:10.1080/00207594.2012.658054
- Furnham, A., & Chamorro-Premuzic, T. (2005). Estimating One's Own & One's Relatives' Multiple Intelligence: A Study from Argentina. *Spanish Journal of Psychology*, 8(1), 12-20.
- Furnham, A., Clark., K. & Bailey, K. (1999). Sex differences in estimates of multiple intelligences. *European journal of personality*, 13(4), 247-259. Doi:10.1002/(SICI)1099-0984(199907/08)13:4<247::AID-PER329>3.0.CO;2-7
- Furnham, A., Neto, F., & Ruiz, F. (2008). Sex differences in self-estimation of multiple intelligences among Portuguese adolescents. *High Ability Studies*, 19(2), 189-204. doi:10.1080/13598130802504387
- Furnham, A., Shahidi, S. & Baluch, B. (2002). Sex & Culture Differences in Perceptions of Estimated Multiple Intelligence for Self & Family A British-Iranian Comparison. *Journal of Cross-Cultural Psychology*, 33(3). Doi:10.1177/0022022102033003004
- Furnham, A., Swami, V., & Kumaraswami, K. (2010). Estimating Self, Parental, & Partner Multiple Intelligences: A Replication in Malaysia. *International Journal of Psychology*, 146(6), 645-655. doi:doi:10.3200/SOCP.146.6.645-655
- Furnham, A., Wytykowska, A., & Petrides, K. V. (2005). Estimates of Multiple Intelligences: A Study in Poland. *European Psychologist, 10*, 51-59. doi:10.1027/1016-9040.10.1.51
- Gardner, H., & Davis, K. (2013). The App Generation. Yale University Press.
- Gardner, H. (1983). Frames of Mind. New York. Basic Books.

- Gardner, H., & Hatch, T. (1989). Multiple Intelligences Go to School: Educational Implications of the Theory of Multiple Intelligences. *Educational Researcher*, *18*(8), 4-10. Retrieved from: http://www.jstor.org/stable/1176460
- Gottfredson, L.S. (2004). Schools and the g factor. The Wilson Quarterly, 28(3), 35-45.
- Green, A. L., Hill, A. Y., Friday, E., & Friday, S. S. (2005). The use of multiple intelligences to enhance team productivity. *Management Decision*, *43*(3), 349-359.
- Gunawardena, C. (1993). Employer expectations & equity in education in Sri Lanka. *International Journal of Educational Development*, *13*(2), 125-130.
- Hajhashemi, K., & Wong, B. E. (2010). A Validation Study of the Persian Version of McKenzie's Multiple Intelligences Inventory to Measure Profiles of Pre-University Students. *Pertanika Journal of Social Sciences & Humanities*, 18(2), 343 – 355.
- Hoffman, B. J., & Frost, B. C. (2006). Multiple intelligences of transformational leaders: an empirical examination. *International Journal of Manpower.* 27(1), 37-51.
- Hunter, F. L., & Schmidt, J. E. (1996). Intelligence & Job Performance: Economic & Social Implications. *Psychology, Public Policy & Law, 2*(3), 447-472
- Jääskeläinen, A., & Luukkanen, N. (2017). The use of performance measurement information in the work of middle managers. *International Journal of Productivity and Performance Management*, 66(4), 479-499. doi10.1108/IJPPM-02-2016-0043
- Kaluarachchi, I. P. (2013). The impact of Multiple Intelligence on Work Performance of University Administrative staff in Sri Lanka. Unpublished Thesis. Department of Human Resource Management, University of Kelaniya, Sri Lanka.
- Kenny, D. A., & McCoach, D. B. (2003). Effect of the number of variables on measures of fit in structural equation modeling. *Structural Equation Modeling*, *10*, 333-3511.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet, H. C. W. & van der Beek, A. J., (2011). Conceptual Frameworks of Individual work performance: A Systematic Review. *Journal of Occupational & Environmental Medicine*, 53(8), 856-866.
- Koopmans, L., Coffeng, J. K., Bernaards, C. M., Boot, C., Hildebrandt, V. H., de Vet, C. & van der Beek, A. J. (2014). Responsiveness of the individual work performance questionnaire. *BMC Public Health*, 2014, 414-513. Doi: 10.1186/1471-2458-14-513.
- Legg, S., & Hutter, M. (2006). A Collection of Definitions of Intelligence. Proceedings of the 2007 conference on Advances in Artificial General Intelligence: Concepts, Architectures and Algorithms: Proceedings of the AGI Workshop 2006. 17-24. IOS Press Amsterdam, The Netherlands. Retrieved from: https://dl.acm.org/citation.cfm?id=1565458
- Mannheim, K. (1952). *The Problem of Generations*. Essays. Routledge. Retrieved from: http://www.history.ucsb.edu/faculty/marcuse/classes/201/articles/27MannheimGenerations.pdf.

Vol. 24, No. 1, January - June, 2019

- McKenzie, W. (2005). *Multiple Intelligences and Instructional Technology* (2nd ed.). Oregon: International Society for Technology in Education.
- McKenzie, W. (2017). *Multiple Intelligences (M.I.) Inventory*. Retrieved from http://surfaquarium. com/MI/inventory.htm
- Meredith, G., Schewe, C. D., & Hiam, A. (2002), *Managing by Defining Moments: America's 7 Generational Cohorts, Their Shared Experiences, and Why Businesses Should Care.* New York: Hungry Minds.
- Moss, S. (2016). Generational Cohort Theory. Retrieved from http://www.sicotests.com/ psyarticle.asp?id=374
- Noruzi, M. R. (2010). Multiple Intelligences, A New Look to Organizational Effectiveness. *Journal of Management Research*, 2(2). Retrieved from: http://www.macrothink.org/journal/index. php/jmr/article/view/375/254
- Nunnally, J. C. (1978). Psychometric theory (2nd ed.). New York: McGraw-Hill.
- Othman, A. K., Hamzah, M. I., & Rahman, B. A. (2013). The Relationship between Multiple Intelligence & Managerial Competencies. *Australian Journal of Basic & Applied Sciences*, 7(10), 286-297.
- Peck, R., Olsen, C., & Devore, J. L., (2008). *Introduction to Statistics and Data Analysis* (3rd ed.). Cengage Learning.
- Ranaweera, U. C. M., & Dharmasiri, A. S. (2016). Generation Y & their job performance. *Sri Lanka Journal of Management*, *21*(1), 39-82.
- Reynolds, L., Bush, E. C., & Geist, R. (2008). The Gen Y imperative. *Communication World, 2,* 19-22. Retrieved from: https://www.iabc.com/wp-content/uploads/2014/10/The-Gen-Y-Imperative.pdf
- Ryder, N. B. (1965). The cohort as a concept in the study of social change. *American Sociological Review*, *30*(6), 843-861.
- Senathiraja, R., & Fernando, D. (2013). An Empirical Study on the Impact of Multiple Intelligences on Team Development in the IT Industry in Sri Lanka. South East Asia *Journal of Contemporary Business, Economics & Law, 2*(1), 47-58.
- Singh, A., Dash, M., & Anand, V. (2011). A Study of Multiple Intelligence Among Postgraduate Management Students. *The IUP Journal of Organizational Behaviour, 10*(4), 43-53.
- Siriwardhana, P. N. K., & Weerasinghe, T. D. (2016). Reflection of University Extra-Curricular Activities of a Candidate in Employee Selection: A Descriptive Study of HRM Related Jobs. 7th International Conference on Business & Information ICBI, 46. Faculty of Commerce & Management Studies, University of Kelaniya, Sri Lanka.
- Smith, M. (2008). Howard Gardner & Multiple Intelligences. *The Encyclopedia of Informal Education*. Retrieved from: http://www.uf.bg.ac.rs/wp-content/uploads/2015/10/Master4.2015.pdf

- Society for Industrial & Organizational Psychology. (2018). *Types of Employment Tests*. Division 14 of the American psychological association (APA) & Organizational Affiliate for the Association for Psychological Science (APS). Retrieved from: http://www.siop.org/workplace/employment%20testing/testtypes.aspx
- Sonnentag, S., & Frese, M. (2002). Performance Concepts & Performance Theory. In S. Sonnentag (2002) *Psychological Management of Individual Performance*, 3-25. John Wiley & Sons Ltd.
- Spearman, C. (1904). General Intelligence, Objectively Determined & Measured. *American Journal* of *Psychology, 15,* 201–293. Retrieved from: http://www.jstor.org/stable/1412107
- Sternberg, R. J. (1985). *Beyond IQ: A Triarchic Theory of Intelligence*. Cambridge: Cambridge University Press.
- Sternberg, R. J. (1996). A Triarchic View of Giftedness: Theory & Practice. In Coleangelo, N., & Davis, G. A. (Eds.), *Handbook of Gifted Education*, 2nd Ed. (pp. 43–53). Boston, MA: Allyn & Bacon.
- Sternberg, R. J. (1997). Managerial Intelligence: Why IQ Isn't Enough. *Journal of Management*, 23(3), 475-493.
- Strauss, W., & Howe, N. (1991). *Generations: The History of America's Future*, 1584 to 2069. New York: William Morrow.
- Weeratunga, L. (2014). IQ to EQ to SQ: A Journey We Ought to Take. *Sunday Times*. Retrieved from: http://www.sundaytimes.lk/030921/ft/16.htm
- Wiley, J. (2009). Business success depends on good managers. HR Magazine. Retrieved from: http://www.hrmagazine.co.uk/article-details/business-success-depends-on-goodmanagers
- Zenger, J., & Folkman, J. (2015). What Younger Managers Should Know about How They're Perceived. *Harvard Business Review*. Retrieved from: https://hbr.org/2015/09/what-younger-managers-should-know-about-how-theyre-perceived
- Zohar, D. (1997). *Re-Wiring the Corporate Brain: Using the New Science to Rethink How We Structure & Lead Organizations.* Berrett-Koehler Publishers.