

Investigation of the relationship between social intelligence and leadership style of high school managers at district 2 in Zahedan

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Abstract

The purpose of the present study is to consider the relationship between social Intelligence and the method of leaderships at district 2 in Zahedan. The correlation method is used in this descriptive research. Statistical population of this research included all managers and teachers of high school at district 2 in Zahedan who have worked in the area in 92-91 school year. Statistical populations of managers are 60 and they have been chosen by stratified random sampling & 248 teachers were selected using stratified random sampling. In order to collect data, Tromso Social Intelligence questionnaire and leadership style of Luthans questionnaire have been used. In order to determine the reliability of questionnaire, Cronbach's Alfa is used according to reliability of questionnaire, Social Intelligence was estimated 0/73 and reliability of questionnaire for leadership style was estimated 0.81. Data were analyzed, using Pearson's correlation, Stepwise regression, t independent test, analyzes of variance and Tukey test. The result of research concluded that: (1) social intelligence of managers is at average and also in the case of information processing is desirable, social skills are at average and social awareness is undesirable. (2) In the opinion of teachers, leadership styles of managers are more task-based oriented. (3) Between social intelligence and leadership style of relation-oriented managers there is a positive and significant relation. (4) Among the aspects of social intelligence, social skill is the only variable which had more prediction about relation-oriented leadership style. (5) Negative and signifi-

cant relation is observed between social intelligence and relation-oriented leadership style of leaders. (6) Among the aspects of social intelligence, social information processing is the only variable which had more prediction about task-based oriented leadership style. (7) There is no significant relation between the task-based oriented leadership style and relation-oriented leadership style of male and female managers.

Keywords: social intelligence, leadership style, school managers, Zahedan.

Introduction

Education system has the main role & the most significant manpower investment in each country. On one side, education by developing the potential ability and talents, increase the output of human resources and on the other hand provide the area superior application technology for labor, it also reveals the means for diminishing dependence and colonialism on country. Appreciation of society depends on different kinds of activity at schools. Teachers and students are important factors in this activity. However, the school managers have important and effective roles in educating students, shaping their personalities, making them educated, promoting effective teaching and learning methods and also realizing educational goals. Successful and real managers are who manage the employee's effort in order to achieve the coordination goals, and also consider social culture and social construction of educational organizations and

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recognize all important factors and current qualification and profiting scientific principles and tested methods of managing. Hence, the core competencies which cause success for managers in this area is leadership Intelligence as a social intelligence, because researches have shown that in the future managers who can communicate effectively and fruitfully with their own labors will be successful (Nazem and Tousy, 2000).

The investigations on organization's leaders have shown that their intelligence is higher than their chiefs and superior's intelligent. And recently some scientists have found that social intelligence is more important than intelligence quotient between various intelligent for managers. And it is a factor that could play an important role, in relations between managers and organizational members (Beikzadeh and colleagues) 2011. Social intelligence includes self comprehension, explanation of self-diaries and laws for decision (Mali and colleagues, 2012), Social intelligence contains aspects of social skills (individual ability to enter new and up –to- date positions and suitable behavior in terms of condition), social information processing (the ability of comprehension and prediction of behaviors and feeling of individuals), social awareness (the ability of evaluation unwanted occurrences due to events in social conditions) (Saadati, 2008).

In addition to social intelligence, the other factor for successful leadership, atmosphere, culture and strategy on organization is management style. (Nekoui Moghadam and colleagues, 2007). undoubtedly most of leaders know that their successfulness depends on labors in the organization and this idea led them to investigate appropriate methods for managing. Management style could provide maturity field for employees.

In fact, he can adopt an appropriate style to persuade them to have more heavy responsibility. So they commit to organization and will assist the organization in achieving its goals (Elmi and colleagues. 2009).

With respect to the necessity of social intelligence, which is the feature of successful leaders and leadership effectiveness in organizations, and depending on methods that leaders choose; these two factors can have significant role in successful and organized management; especially in institutions where the goal is learning, growth and development of students and effective connection with colleagues and students towards motivating, hap-

piness and enjoying of workplace, efforts to recruit students to learning environment, regular learning in each place and position and ideas for changing. Among the training centers, high schools have special importance because of specific conditions; because in this period youth and juvenile, the formation of character independence, team-oriented, job education, preparing for society entrance and preparing to take responsibility are important properties which we can consider them as a bridge between education and life. And the important factor to achieving this goal is pleasant and optimum use of human resources and school managers who should improve their facilities.

Unfortunately, in our society training managers does not have enough value in terms of training and providing necessary preparations in authorities; on the other hand, it is necessary along with other social affairs that education needs revolution, so affairs and events should be involved in order that their success in the important role of education become easy (Arabi, 2000 quoted by Mohammadi, 2011).

Undoubtedly the role of social intelligence and leadership style of managers is guiding employees toward organizational goals. There is insufficient Research in this field especially in educational institutions. So the results of this study could be providing more information between social intelligence and leadership style of managers. Hence researcher sought to reveal the relation between social intelligence and leadership style of managers (relation-oriented and task-based oriented) in high schools and introduced scientific and practical recommendations to managers and training designers. It helps them to enhance the performance ability towards organization success. In this study, Researchers are looking for the answer of this question. Is there any relationship between social intelligence and leadership style of the school managers at district 2 in Zahedan?

Background and Theoretical Framework of Research

Considering to the discussion in the last two decades, social intelligence is been one of the most important discussions in social science and humanities and has been considered in the field of management, organizations and training, it has been discussed in comparison with other intelligences

and even Goleman considered it the superior IQ. Emotional intelligence which forms the relation between human with environment and society, determines the inner and outer world; and its success and failure is necessary for people who need communication skills especially school managers connecting among society, school and education system.

Management role and leadership style affects effectiveness and efficiency of organization. Various studies have been conducted since 1940 and have shown that management role have two types "relation-oriented" and "task-base oriented". "relation-oriented" behaviors regard interest, feeling and satisfied group members and task-based oriented" behaviors regards goals of organization more than requirements of group members (Abaszadeh & Gharaeini, 2008).

Thus the researchers presented social intelligence among different intelligences and presented "task-based oriented and relation-oriented leadership style" among the leadership styles.

First of all Social Intelligence was discovered by Edward Lee Thorndike behavioral psychologist and in the model of behavior intelligence by Guilford and in the past few years it is discovered by Goleman and Albrecht. When Edward Lee Thorndike defines intelligence as a social intelligence, objective or mechanical intelligence and abstract intelligence in 1920, social intelligence became the most important issue. It is an expression which refers to ability to comprehend the others, intelligent and clever act and behave in relation to others and use it in adoptable interactions with others. But Edward Lee Thorndike and his colleagues were unable to investigate the existence of domains of intelligence through the psychological studies and therefore the concept of social intelligence was forgotten. Recently renewed interests in concept of social intelligence appeared in most researchers who have claimed the existence of. Social intelligence has close meaning with concepts such as skills and social abilities and also has common sense with concept of emotional intelligence with feeling and interpersonal intelligence. (Bjorkqvist & Sterman, 2000)

Road Walt Hous and Dahl (2005) Proved that Social intelligence including personal comprehension of self value, describe personal beliefs, comprehension of threats and strategies for counteract with the challenges (Maltese & colleagues, 2012).

Social intelligence is the comprehension ability and interpretation of appropriate behavior in social situations (Crown, 2009).

Aspects of social intelligence

Siwera, Martinussen and Dahl (2001) discuss social intelligence in three distinct parts: processing of social information, social skills & social awareness.

1-Social information processing used to measure the comprehension ability, and prediction of behavior and feeling others.

2-It measures the social skills and ability to counteract with the new social position.

3- Social awareness use to measure of consciousness in events at social statues (Maltese and colleagues 2012).

Leadership

Leadership means penetration on someone over others in a particular situation which is directed by individual in order to achieve certain goals.

Leadership training is a valuable concept and depends on many factors, including requirement and legal recommendations of government, beliefs, experiences and the ability of training managers of school and the nature and needs of the community (Halinger, 2003). Considering that cognition, emotions and behaviors of managers of training center effect on the behavior of managers, teachers, professors leads them to effectiveness or non-effectiveness of education of learners, Accordingly such persons taking a leading role in their respective organizations(Niromand, 2005).

Leadership style

Leadership style is defined as the Behaviors that the leader uses to penetrate in subordinates, it is refered to the following styles according to title of research:

- Task-based oriented behavior including descriptions of roles, organizing operations and projects and the organizational performances. These actions emphasize on tasks, using resources and labor efficiency, stable and safe processes and increasing development (Abaszadeh, 2008).

- Relation-oriented behaviors including support, development, recognition, consultation and managing. These activities improve the relationship between people, partnerships, team working and obligations for organization.

Behavior Task: leaders will involve one-way communication by explaining to subordinates that where and how to carry out duties.

Behavior Relation: leaders will involve two-way communication by providing social economical

support, “the tension associated with the identification” and “Facilitator behavior”

Leadership style and effectiveness in training centre

However it is believed that applying a particular style of leadership in all situations sometimes are limited and non effectiveness, but considering to the most importance role of training centre and their role to educating learners, it's better that leadership style be used in order to achieve following goals: Learners have the opportunity to participate in decision making, opportunities will provide for learners in order to develop their personality, to mitigate conflicts, tensions among learners. Learners should be prepared a for life in society to use their creativity and innovation which requires growth in training centers by: reducing the aggression and anger between learners, developing friendly relationship, mutual respects among educators and learners, respecting teachers. Students should be considered as an important factor and culture organizational atmosphere should be desired (Niromand, 2005).

Despite that such researches have not been done within and outside of Iran enough, background knowledge as well as related practice could not be found easily, but there is some researches related are mentioned below.

Halimi, AghaAhmadi and Kiadaliri in 2011 have done a research with the aim of investigating the relationship between social intelligence and entrepreneurial skills in students. The results have confirmed the relationship between social intelligence and entrepreneurial skills; it also has proved that people who are able to create social connection and ability to communicate with other people in social networks could benefit more entrepreneurial skills.

Mohammadi in 2009 has done a research with the aims of investigating the relationship between leadership style (task-based oriented and relation-oriented) of school managers with the performance of PE teachers in Zanjan in 2008-2009 school year.

The research results obtained show that the relation-oriented leadership styles in schools have more performance for PE teachers. There is no significant difference between the leadership style of males and females. There is no significant difference between the performances of PE teachers. So the research results obtained show that in the field of relation-oriented leadership style is necessary to involve considerable efforts to promote the comprehension and cognition of managers by leadership

style and use it in management so that the performance of PE teachers will increase.

Thus due to the significance of the relationship between relation-oriented and task-based oriented leadership style of managers with the performance of physical education teachers and samples under study it is better that managers to use more relation-oriented leadership style.

Daniel Goleman and Richard Boyatzis have performed a research (1998) which is titled Social Intelligence and the Biology of leadership. The results indicate that special works which leaders have been performing especially empathy and harmony with others certainly affects the brain chemistry of themselves and followers. And efficient leadership is related to create interest and classical genuine towards growing positive feeling in persons who need their support and assistance more related to dominance of condition or even dominance of social skill sets.

A research has been performed by Zambat, Kocyigit, Tugluk and Dong (2010) in order to investigate the relationship between effectiveness of schools and leadership style of managers. The results showed a positive and significant relationship between effectiveness and leadership styles. And there exist and equal Relationship between effectiveness in schools and mentioned leadership skills by managers.

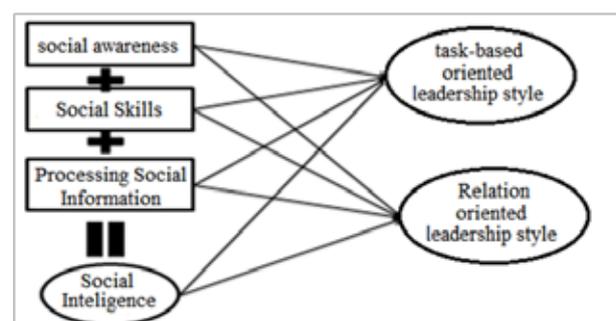


Figure 1. Conceptual model of research.

Figure 1 shows the Conceptual framework of the research. In this research social intelligence considers an independent variable which includes (social awareness, social skills and processing of social information) and the variables of relation-oriented and task-based oriented leadership style considers as a dependent variable. So the research is investigating the relationship between social intelligence and its dimensions with leadership style.

Research Questions

1-How is the circumstance of social intelligence of high school managers at district 2 in Zahedan?

2- How is the circumstance of leadership style of high school managers at district 2 in Zahedan?

3-Is there a significant relationship between the relation-oriented leadership style with manager's high school at district 2 in Zahedan?

4- Which aspects of social intelligence do anticipate relation-oriented leadership style of manager's high school at district 2?

5- Is there a significant relationship between social intelligence and task-based oriented of manager's high school at district 2 in Zahedan?

6- Which aspects of social intelligence do anticipate task-based oriented leadership style of manager's high school at district 2 in Zahedan?

7-Is there any significant relationship between social intelligence and leadership style according to their gender and experience?

Methodology

According to purpose of this study, to investigate the relationship between social intelligence and leadership style of high school managers of district 2 in Zahedan, the present study is descriptive and correlation; it is descriptive because the present status of phenomenon is investigated and it is correlation because investigates the relationship between variables.

Population and Sample

The statistical community of the study includes all high school managers and teachers of district 2 in Zahedan which is 60 managers and 694 teachers.

In this study, the sampling has not been done because the statistical community of managers was restricted and a census is done. The method for sampling among teachers is stratified random sampling. The amount of sample has been determined according to KreJcie and Morgan (1970) table which included 248 teachers.

Research Tools

In order to measure the leadership style the questionnaire of Luthans leadership style has been used which is categorized according to Likert and has 35 questions. This questionnaire has international form and conducts the manager behavior in 2 styles of relations-oriented and task-based oriented; in present research the reliability of this questionnaire is 0.81.

In order to collect data about Social intelligence variables, Tromso Social intelligence Scale questionnaire has been used, this questionnaire is provided by Silver, Martin, Hous and Dahl (2001), which carry out three areas of social intelligence i.e. social information process, social skills and social awareness. The questionnaire consists of 21 items. In the present study the reliability measured 0.73. Content validity of questionnaires were approved by experts of faculty member of Management Department of Education, psychology and educative science

Methods of Data Analysis

The analysis of data for this study has been done at the level of descriptive and inferential statistics by SPSS software.

In the level of Descriptive statistics indexes such as frequency, mean, percentage and standard deviation had been used and in the level of inferential statistics Pearson Correlation Coefficient exam, stepwise Regression, independent t and variance had been used.

Research Findings

The first question of research: how is the circumstance of social intelligence of high school managers at district 2 in Zahedan?

The results show that the average of manager's grade in social intelligence is 63.73, which is above the average of assumptions (63); this difference is not significant with the amount of t (0.54) and degree of freedom(60) at the level of 95 ($p>0/05$). Also in the components such as average of manager's grade, social information process (23.92) is higher than hypothesis mean (21); this difference is significant with the amount of t (7.84) and degree of freedom(60) in the level of 99% ($p<0/01$). In the field of social skill manager's grade is 29.90, which is lower than hypothesis mean(21) and this difference is not significant with the amount of t (0.27) and degree of freedom(60) at the level of 95% ($p>0/05$). But in the component of social awareness mean of manager's grade is 18.91, which is lower than hypothesis mean (21);and this difference is significant with the amount of t (4.87) and degree of freedom(60) at the level of 99% ($p<0/01$). So in terms of statistic the conclusion is that the social intelligence of managers is in the middle and also in its aspects, information process is satisfied and social awareness is unsatisfied.

Second research question: How is the circumstance of leadership style of high school managers at district 2 in Zahedan?

In order to determine the dominant leadership style of managers, univariate t test has been used. The results show that the social skill is the only variable that enters prediction model and could predict relation-oriented leadership style. This variable could anticipate 0.10 of relation-oriented leadership style alternation of managers. This coefficient is significant according to the amount of t (6.36) and the level of 0.01.

The third research question: Is there a significant relationship between the relation-oriented leadership styles with manager's high school at district 2 in Zahedan?

In order to investigate the relationship between social intelligence and relation-oriented leadership style, Pearson correlation coefficient was used.

The whole results indicate that, there is a positive and significant relationship between social intelligence total number of managers and relation-oriented leadership style at the level of 99 % ($r=0/33$, $p\leq 0/01$). Also in the aspect of social intelligence, there is a significant relationship between all of the aspects and relation-oriented leadership style. It means that between processing of social information of managers and relation-oriented leadership style there is a positive and significant relationship at the level of 99% ($r=0/23$, $p\leq 0/01$). Also between social skills and relation-oriented leadership style there is a positive and significant relationship at the level of 99 % ($r=0/28$, $p\leq 0/01$). Also between social awareness and relation-oriented leadership style there is a positive and significant relationship at the level of 95% ($r=0/18$, $p< 0/05$). So in terms of statistics when social intelligence of managers is increased, the relation-oriented leadership style of managers is increased too.

Fourth research question: Which aspects of social intelligence do anticipate relation-oriented leadership style of manager's high school at district 2?

In order to answer this question, a stepwise regression was used. Results showed that the social skill is the only variable which enters the prediction model and could predict more relation-oriented leadership style. This variable could anticipate 0.10 of relation-oriented leadership style alternation of managers. This coefficient is significant according to the amount of t (6.36) and the level of 0.01.

The fifth research question: Is there a significant relationship between the social intelligence

and task-based oriented of manager's high school at district 2 in Zahedan?

In order to investigate the relationship between social intelligence and task-based oriented leadership style, Pearson correlation coefficient was used. The whole results indicate that, there is a negative and significant relationship between social intelligence total number of managers and task-based oriented leadership style at the level of 99 % ($r= -0/28$, $p\leq 0/01$). Also in the aspect of social intelligence, there is a negative and significant relationship between all of the aspects and task-based oriented leadership style. It means between the processing of social information of managers and task-based oriented leadership style there is a negative and significant relationship at the level of 99 % ($r= -0/22$, $p\leq 0/01$). Also between social skills and task-based oriented leadership style there is a negative and significant relationship at the level of 99 % ($r= -0/20$, $p\leq 0/01$). Also between social awareness and task-based oriented leadership style there is a negative and significant relationship at the level of 95% ($r= -0/15$, $p\leq 0/05$). So in terms of statistic when social intelligence of managers is decreased, the relation-oriented leadership style of managers is decreased or vice versa.

The sixth research question: Which aspects of social intelligence of task-based oriented leadership style of manager's high school at district 2 in Zahedan is anticipating further?

In order To answer this question, a stepwise regression was used. Results showed that the processing of social information is the only variable which enters prediction model and could predict task-based oriented leadership style. This coefficient is significant according to the amount of t (4.13) at the level of 0.01.

The seventh research question: Is there any significant relationship between social intelligence and leadership style according to their gender and experience?

In order to investigate the difference between social intelligence and leadership style of management according to their gender, t independent test was used.

The results showed that between the average of social intelligence of male and female managers the difference is not significant at the level of 99% ($t=0/43$, $df=58$, $p> 0/05$). Also there is no significant difference between the average of the relation-oriented leadership style of male and female managers in the level of 95% ($t=1/39$, $df=246$, $p> 0/05$).

There is no significant difference between the average of the task-based oriented leadership style of male and female managers at the level of 95 % ($t=1/73$, $df=246$, $p > 0/05$).

Also in order to investigate the different between social intelligence and leadership style of manager one-way variance test was used according to their experience. The results in the field of social intelligence of managers suggested that there is no significant difference between average of social intelligence of managers according to their experience at the level of 95% ($F=0/28$, $p > 0/05$). Also in the relation-oriented leadership style there is no significant difference between averages of manager's grade according to their experience ($F=0/41$, $p > 0/05$). There is no significant difference between the average of manager's grade in task-based oriented leadership style according to their experience ($F=0/75$, $p > 0/05$).

Results and Discussion

The results indicate that, social intelligence of managers are at middle and also in the aspect of information process are in the desirable level, social awareness is in the undesirable level. These results are parallel with the research done by Rezaee and Khalilzadeh, 2009; they showed that among the aspects of social intelligence, information process has the highest point and in social awareness has the lowest point and social intelligence of managers is at the middle.

What is the dominant leadership style of high school managers at district 2 in Zahedan?

The results indicate that, teachers believe that leadership styles of managers are task-based oriented.

Considering that one of the structural problems in Iranian organizations, especially educational ones and universities is the emphasis on rules; these rules do not exist in the present condition and are outdated because it creates fear, conservation and single-dimension of expertise. So the research results aren't far from the expected outcome that the leadership styles of managers are task-based oriented. In this field there is no related research.

Is there any significant relationship between social intelligence and the relation-oriented leadership style of managers at District 2 in Zahedan?

The results indicate that, there is a positive and significant relationship between social intelligence and relation-oriented leadership style of managers. Also in the aspect of social intelligence there is a

positive and significant relationship between all aspects and relation-oriented leadership style of managers. Thus we can say that the manager who have a high social intelligence could easily communicate with people and emphasis on communication skills such as active listening, continue, maintain and severance of relations. And also the ability to comprehension verbal and non verbal signals in human relationships and deals to cognate the motivation and requirement of his/her employees. They are success in the field of cooperation, innovation and solve difficulties; thus these properties are parallel with behaviors of managers who have the relation-oriented leadership style. Relation-oriented leadership style manager develop channels of communication, give over or take them responsibilities to subordinates in order to make use of potential ability, provide a private relationship with group members; these behaviors are specify with social and emotional support, comradeship and trust. Relation-oriented manager deals to support, development, cognition, consultation and handles difficulties. These activities related to improve relationship between employees and increasing corporation and team working. These results are in correlation with Noman and his collogues(2006) who indicate that social intelligence increases motivation, decreases cultural barriers, solves problem and provide team working, corporation and increasing communication among employees, all of them has relationship with relation-oriented and task-base oriented leadership style of managers.

Which aspects of social intelligence would predict relation-oriented leadership style of high school managers at district 2 in Zahedan?

The results indicated that, a social skill is the only variable that entered the prediction model and could be the most valuable about relation-oriented leadership style. So we can say that social skills depend on one's ability to influence on emotions of other one. If manager fails to control sudden emotions and doesn't commiserate, there is little chance to benefit in his/her relationship. Social skills has significant role in management of relationships, influence on communications, Conflicts management, Group Corporation and helpful partnership which are the factors of relation-oriented leadership style (Sobhani Nejad & Yusbashi, 2008). In this field Hadinejad (2008) showed that there is a significant relationship between social skill of managers and their evolutionary leadership style.

Is there any significant relationship between so-

cial intelligence and task-based oriented leadership style of high school managers at district 2 in Zahedan? The result indicated that, there is a negative and significant relationship between total numbers of social intelligence and task-based oriented leadership style of managers. Also in the aspects of social intelligence, there is a negative and significant relationship between all the aspects and task-based oriented leadership style. So we can realize the definition of social intelligence that means the ability to use social skills, friendly relationship with others, social behavior with others, sympathy with others, interpersonal knowledge, pay attention to interest and motivation of others, effective social functioning and the ability of decoding non verbal signal but task-based oriented leadership emphasizes on rules and standards which means the duty of manager is on standards and discovering the faults. And when the employees don't obey the standards, the managers interrupt them.

Manager directly decides about the types of functions and the methods to perform, so there is a negative and significant relationship between the task-based oriented leadership and social intelligence. Because the manager's social intelligence emphasizes on relations between individual and motivation of employees but task-based style emphasizes on rules and standards. The results showed that there is a negative and significant relationship between emotional intelligence which is a subset of social intelligence and autocratic and supportive leadership style.

Which aspects of social intelligence would predict more task-based oriented leadership style of high school managers at district 2 in Zahedan city?

The results indicated that the processing of social information is the only variable that enters prediction model and could have a good prediction about task-based oriented leadership style. Thus we can say that processing information is the only connection with communication which emphasizes on ability of comprehension to predict the behavior and feelings of others and also emphasizes on cognition and prediction of other's behavior and absorbing new knowledge and cognition of its value, so if the information process decreases managers refer to task-based oriented style.

Is there any difference between the social intelligence and leadership style of managers according to their gender and experience with high school teachers at District 2 in Zahedan?

The results indicate that there is no sig-

nificant difference between intelligence of male and female managers. These results are in relation with Safarnia and colleagues (2011) which showed that there is no significant difference between social intelligence of male and female students. Also these results have relation with findings of Mohammed (2009) which indicate that, there is no significant difference between average of relation-oriented and task-based oriented leadership style of male and female managers. One can conclude that today's world requires that managers become leaders regardless to gender and show innovative and creativeness in order to improve leadership properties. Male and female managers begin their leadership path from anywhere. No path is correct or wrong but the only fact that they are different. Managers, who could think like others, put themselves in people's place and know their position and observe people by themselves, are required (Abaszadeh & Gharaeini, 2008).

According to the results, character of management is inherited from emotional talents in life and doesn't relate to IQ. Certainly what is known about the great leaders of successful organizations is that they are not necessarily the most intelligent person but they have better Emotional sensation and by using this factor managers are encouraged to reach to goals. The mystery of influencing managers is mentioned. Leadership and management of organization require adapting with changes to survive and thrive in new conditions. Social intelligence is one of the most important subjects that can help leaders and managers in order to fight with organization difficulties. In a learning environment social intelligence causes the easiness in explaining emotion, because one of the key parts of social intelligence is ability to perceive emotions in ourselves and themselves which is the most important part of Effective management; because decision-making processes, implementation of planned solutions and appearing of social problems are affected. Social intelligence allows managers to develop, use and estimate social capital. The basis of social intelligence of managers is performed by their interpersonal relationships with teachers; this behavior is in a relation with task-based leadership style of managers who develop channels of communication and give opportunities to employee in order to use their potential ability and established personal relationship between group members and themselves. Relation-oriented style is a condition in which manager has human and occupational communications, it is recognized

by building trust and encouraging and has relationship with social intelligence properties such as (empathy, respect and confidence). Undoubtedly, in order to transfer knowledge and providing conditions to increases effective learning ability we require a person who acts as an intermediary. The mentioned person should have well properties in order to provide effective communication and attract people to him/her selves. High social intelligence is an important factor in relationships with others.

Suggestions regarding the research results

Regarding the first research question which indicates that social intelligence of managers are at the average and in the aspect of information process is at desirable level, social skills in at the average and social awareness in an unfavorable condition so it is recommended to officials and authorities of related organization that:

Set training programs for current managers in which deals with development and strengthening social intelligence; to appoint new managers emphasizing their social intelligence and following features:

- They should be able to predict people's behavior, knowing that the reactions of others towards managers are a reflection of the manager's behavior, comprehend the feelings and wishes of others and predict behavior? And managers should be able to comprehend body languages.
- The ability to connect with students and their parents in order to attempt towards solving problems in education and realizing training goals.
- Managers should have a sympathy sense and the ability to communicate with his Subordinates, in order to solve problems in the proper position.

Regarding the results of the second research question which indicated that "the most of the time managers use task-based oriented leadership style", it is recommended that:

If leadership style of managers according to condition and position is a combination of relation-oriented and task-based oriented style, it will have better performance. Authorities and officials of related ministries could organize meetings and training programs to improve appropriate leadership methods of school managers.

According to the results of the third and forth research questions which indicated that, there is a positive and significant relationship between social intelligence and relation-oriented leadership style

so social skills could be predicted more with relation-oriented leadership style; it is recommended to authorities and officials of related ministries that:

Choose managers who has a well defined feeling as the feedback in new conditions and meetings with other people and don't have any problem in order to find a good conversation subject, and are able to use appropriate words in communicating with others, they should be innovative and creative and give innovation and creation opportunities to their subordinates and use their views towards progress. To consider the significant of relationship between social intelligence and relation-oriented leadership style of management, it is better that manager's use relation-oriented leadership style.

According to the results of the fifth and sixth research questions which indicated that, there is a negative and significant relationship between social intelligence and relation-oriented leadership style of management; So Social information processing has also been able to predict about task-based oriented leadership style of management. It is recommended to authorities and officials of related ministries that:

choose managers who could be able to guess behaviors in social environments such as other teachers, managers, students and colleagues or elder managers and etc and in other words could be able to read people's thought and could perform successfully to obtain new information from outside environments such as other schools. They should be able to read other people minds comprehend people's feeling.

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