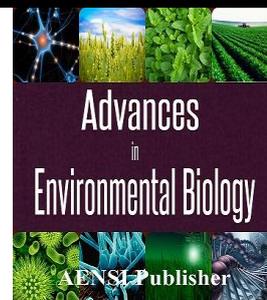




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## The investigation of the spiritual leadership relationship with the targeted organizational forgetting among Ardebil educational offices staffs

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### ABSTRACT

The main purpose of the present study was to investigate the relationship of the spiritual leadership with the targeted organizational forgetting among the official staffs of Ardebil educational departments. The research methodology was established based on a scale-descriptive approach and it was also an applied research purposefully. The statistical population of the study was about 173 people that they have been taken up by categorization accidental sampling method using Morgan and Kerjesi Tables in this regard. The required data was gathered by field-based method using two questionnaires of the spiritual leadership and targeted organizational forgetting; the reliability and validity of the questionnaires were analyzed by the consultant and advisor professors using Cronbach alpha coefficient (for the spiritual leadership 0.948 and for the targeted organizational forgetting with 0.775); also the descriptive statistical methods (distribution, percent and mean) and inferential statistical method including t-single group test, regression, Pearson correlation coefficient in this present study. The results of the study showed that the spiritual leadership was in moderate level into Ardebil educational offices but the targeted organizational forgetting was reported higher than moderate level. Other results of the same present study indicated that there was a weak positive correlation between the spiritual leadership and the targeted organizational forgetting. The results of the multi regressions test also showed that the elements of the spiritual leadership 14.4% of total variance can represent the targeted organizational forgetting ( $R^2=0.144$ ). Hence it can be stated that the elements of the spiritual leadership can weakly predict the targeted organizational forgetting. Also among these elements, the elements of appreciating others and good listening to followers with beta 0.360 and the patience with beta 0.229 can predict better than other variables of the targeted organizational forgetting.

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### INTRODUCTION

Today, the education is considered as the greatest and gigantic system of the country due to its direct relationship with educating people in the field of the sustainable development in the humanity community. For the reason, this process requires healthy trainers with high potential motivation including the official staffs of the whole organizations. These staffs play key role in growing the social scientific affairs and they have to get the necessary innovative and technological ability scientifically. For the reason, today's organizations consider the knowledge management as one of the most crucial and necessary solidarities for the long time organizational success in this pavement. Among this, the ability of the creation and maintenance of the knowledge are the most fundamental cases for the knowledge management process [12]. Therefore, the knowledge management is going to create processes that they not only are beneficent for the learning but also they can provide some approaches for the lack of learning process. In other words, the forgetting is an important tool for completing the organizational learning by the success managers that it should be accepted as a high potential organizational and knowledge management learning case but the attention to the organizational forgetting has been little paid attention in this path. The organizational forgetting has been paid attention as conscious and unconscious of the organizational knowledge in every level. The organizational forgetting should be considered in two viewpoints; the first viewpoint is subjected to the abrupt and accidental forgetting making lots of organizational knowledge

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resources get destructed and the second viewpoint is related to the conscious forgetting happening for making better organizational learning [2]. Based on these theorists' viewpoints, the organizational forgetting is not subjected to the disability of the organizational issues regarding to the process of learning but also it is process that happens after the process of learning. Hence, the organizational forgetting can be defined as following:

This is a collection of internal and external organizational approaches and consequences that a conscious organization (targeted) or an unconscious organization (accidental) can lose a part of the recent organization knowledge in this regard. The organizational forgetting is subjected to a collection of approaches that can be achieved into an organization to facilitate the unnecessary forgetting data preventing the destruction of the same data. Starebook and Neistroom (1984, quoted of Jalali and Khosravani, 2010) stated that the whole organizations should forget and eliminate the whole inefficient and old data before trying to obtain the new ideas. Hence, the organizational forgetting plays a key role in the performance of the whole organizations. The leadership style is one of the most important and effective factors influencing on the targeted organizational forgetting process. One of these leadership styles is subjected to the spiritual leadership. Thus, the requirement of the spiritual leaders is appeared in the learner organizations that the thinking patterns have been adjusted and grown into these organizations vastly. People of these kinds of organizations are able to reach to the most clarified approaches and organizational targets. Therefore, the existence of the spiritual leadership should be changed and amended continuously for getting success in this pavement. Goertzen and Barbuto (2001), quoted of [14] stated that the spiritual leaders should guarantee some features of the meaning semantically understanding of the life for their own organizations because this makes the welfare and health of the workplace [3]. Also kakanadse et al (2002) claimed that the spiritual leaders often support the values of cooperation, love, intimacy, solidarity, cohesion, peace, honesty and friendship potentially. These values make positive impacts on the spiritual atmosphere leading to the cooperation of staffs in their responsibilities potentially. The comprehensive definition of the spiritual leadership is subjected to Fry Definition [4]:

The spiritual leadership makes and constructs a viewpoint that the members of the organization feel and experience the significance sensation; they feel significance feeling at life being different and friendship than others. This means a kind of loving and attention to others trying to prevent any fury and selfish affairs. The job significance means the real understanding of the job by the staffs; the membership is also subjected to feeling of an important job in terms of the organization and other members participating in the whole responsibilities and organizational decisions. The organizational commitment is introducing the identity, loyalty and dependency of the staffs to the organization. In fact, a kind of feeling is being created into a person that try to introduce himself to the organization wishing to be survived into the same organization; and finally, it also is subjected to the functional feedback, given informal daily function of staffs and given formal meetings of the staffs [4,19]. Along this, the main aim of the present study is to investigate the relationship between the spiritual leadership with the targeted organizational forgetting between the staffs of education offices of Ardebil City.

Ziaee et al., [19] concluded that there is a significant relationship between the dimensions of the spiritual leadership (perspective, loving of humanity, belief in job, significance at job and membership in an organization) with staffs' ability. Moshabakki and Rabiee [11] showed that there is a significant correlation between the joyful leadership and targeted forgetting. Hajipour et al in a study titling the organizational forgetting with new approach in the knowledge management concluded that the process of forgetting takes place into the whole organizations positively and negatively. Khaef Elahi et al [9] indicated that the whole experts and researchers have pointed to the effectiveness of the spiritual leadership into the organizations. Maleki et al [13] in a study titling the relationship of the spiritual leadership and the job life quality of staffs showed that the organizations' leaders can raise the success of the organizations along with the recognition of the spiritual leadership dimensions making a kind of internal motivation for themselves and external motivation for others. Davoudi and Oshtori concluded that there is positive relationship between the spiritual leadership and its dimensions with the organizational learning. Moshabekki et al [12] concluded that in spite of the high impact of the leadership style, both practical-based and evolution-based leadership styles have influenced on the organizational forgetting. According to the highest impact of the evolution-based leadership style, it is suggested that this style has been roughly applied in this case. Moshabekki et al [12] concluded that the organizational forgetting and organizational learning can influence on the capacity of the knowledge management. Nazaripour et al [14] showed that the most important and effective indices on the spiritual leadership include the perspective, loving of humanity and hope. This process can be considered as the main factor of optimizing the job life quality among the whole staffs. SenjerSalajegheh and Karimi [16] concluded that the companies should apply managers and leaders with the highest patience and job-innovative creations in reaching to their solidarity purposes. Rasteghar et al [15] showed that the whole dimensions of the spiritual leadership are effective on the organizational identity. Sadeghian et al concluded that there is a significant relationship between the targeted organizational forgetting and organizational agility. Aydin and Cilan [1] showed that the capacity of the organizational learning has a positive significant relationship with the every dimension of the spiritual leadership but the impact of the spiritual leadership is little on the organizational learning. Othman and Casar Danish (2010) carried out a study on the spiritual leadership in the profession of banking and its influence on the

organizational commitment. They considered the spiritual leadership as the main reason for increasing the multi-success levels in the success of the organization. Fry et al (2011) showed that there is a positive significant relationship between the spiritual leadership and some results of the organizational commitment. Cleaner et al (2011) showed that the organizational and personal forgetting has been affected by some factors and it is considered as the main and fundamental necessities of the industry and production relations.

## METHODS AND MATERIALS

This research is an applied type of study purposefully and it also is a descriptive-correlation type of study. The statistical population of the present study includes the whole staffs of the first and second districts of Ardebil City with 500 people during 2013-2014 educational year using Cochran formula 175 people have been taken up by the use of simple accidental sampling method. The return rate of the questionnaire was about 95% (173 questionnaires). De Holien targeted organizational forgetting questionnaire (2004) has been applied in order to measure the organizational forgetting. This questionnaire is a standard one including 13 questions for gathering the related data regarding to the de-learning and prevention of bad habits. Also, a questionnaire made of the researcher has been applied in order to measure the spiritual leadership. The comments of the experts and specialists have been used to measure the validity and reliability of the questionnaires. Cronbach alpha coefficient is used to measure the validity of the questionnaires. The measured alpha of the spiritual leadership questionnaire is 0.948 and the measured alpha for the organizational forgetting questionnaire is 0.775. Pearson correlation coefficient and multi regressions coefficient have been used to analyze the results of single t test.

### Results:

**Table 1:** correlation matrix between the elements of the spiritual leadership with the targeted organizational forgetting

No	Targeted organizational forgetting of spiritual leadership	Targeted organizational forgetting	
1	Trust	R	0.179*
		Sig	0.018
2	Modesty	R	0.146
		Sig	0.55
3	Honesty	R	0.232*
		Sig	0.002
4	Brevity	R	0.250**
		Sig	0.001
5	Intimacy	R	0.289**
		Sig	0.000
6	Kindness	R	0.271**
		Sig	0.000
7	Fair in behavior	R	0.219**
		Sig	0.004
8	Patience	R	0.185*
		Sig	0.015
9	Humility	R	0.170*
		Sig	0.25
10	Variety	R	0.220**
		Sig	0.004
11	Respect to others	R	0.231**
		Sig	0.002
12	Appreciating others	R	0.266**
		Sig	0.000
13	Fair behavior	R	0.177*
		Sig	0.020
14	Good listening to followers	R	0.030
		Sig	0.692
Spiritual leadership		R	0.280**
		Sig	0.000
95%=p<0.05*	99%=p<0.01**		

The results of the test showed that there is a positive weak correlation along with 99% confidence level and error level lower than 0.01 between the spiritual leadership and organizational forgetting. In other words, when the responsible organizations optimize their leadership level, the same organizational forgetting will be increased.

In the other hand, the results of Pearson correlation test for studying the relationship between every element of the spiritual leadership with the organizational forgetting showed that there is a positive correlation between the whole elements of the spiritual leadership except four elements of the generosity, good listening to

followers, modesty and justice behavior with the targeted organizational forgetting in the error level lower than 0.01.

**Table 2:** status of the spiritual leadership in terms of official staffs viewpoints of Ardebil City

No	Elements of spiritual leadership	Mean	Std deviation	T	Significant level
1	Humility	1.8873	0.850906	-17.199	0.000
2	Variety	2.1792	0.92273	-11.700	0.000
3	Respect to others	2.1462	0.92929	-8.263	0.000
4	Brevity	2.4335	0.922443	-8.060	0.000
5	Honesty	2.4884	0.87762	-7.667	0.000
6	Trust	2.5809	0.68780	-8.014	0.000
7	Kindness	2.6792	0.93213	-4.527	0.000
8	Good listening to followers	2.6879	1.02482	-4.006	0.000
9	Patience	2.8353	0.90398	-2.397	0.018
10	Modesty	2.8642	0.80895	-2.209	0.029
11	Appreciating others	2.8728	0.96960	-1.725	0.086
12	Fair behavior	2.8988	1.04681	-1.271	0.205
13	Fair in behavior	2.9364	0.96690	-0.865	0.388
14	Intimacy	3.1012	0.99703	1.334	0.184
	Spiritual leadership	2.6329	0.67188	-7.186	0.000

Table 2 shows that the mean total spiritual leadership is about 2.6329 as the lowest degree; among the elements of the spiritual leadership, the cooperation 3.012 as the highest and the modesty 1.8873 as the lowest degree of the means, respectively. Also the obtained results showed that the degree of T statistic for the elements of the spiritual leadership except the elements of justice behavior, appreciating others, fair behavior in cooperation is significant in  $p < 0.01$  level but due to the mean spiritual leadership conceptualization and its dimensions except the cooperation (3.1012) is low, it can be concluded that the status of the spiritual leadership is weak in terms of the official staffs of Ardebil education ministry. Among the spiritual leadership elements, the cooperation is established in good condition and situation in this pavement.

**Table 3:** status of the targeted organizational forgetting in terms of official staffs of Ardebil education ministry

No	Elements of targeted organizational forgetting	Mean	Std deviation	T	Sig level
1	Prevention of bad habit	3.1137	0.63331	2.361	0.019
2	De-learning	3.2395	0.54767	5.751	0.000
3	Targeted organizational forgetting	3.1814	0.51621	4.622	0.000

Table 3 shows that the mean targeted organizational forgetting elements is as following:

Prevention from bad habits (3.1137) and de-learning (3.2395) and the deviation from the prevention from bad habits (0.63331) and de-learning (0.54767), respectively; also the obtained results represented that the degree of T statistics for the elements of the organizational forgetting is significant in  $p < 0.01$  level but due to the mean organizational forgetting conceptualization is ranging from moderate to higher levels, it can be concluded that the status of the targeted organizational forgetting is established in good level according to the official staffs of Ardebil education ministry.

**Table 4:** summary of multi-regressions results

Estimation criteria error	Balanced R2	R2	R	Independent variable	Dependent variable
0.47760	0.144	0.214	0.462	Trust, modesty, honesty, brevity, intimacy, kindness, fair in behavior, patience, humility, variety, respect to others, appreciating others, fair behavior, good listening to followers	Targeted organizational forgetting

Based on the multi regressions results, the correlation coefficient for the targeted organizational forgetting variable is  $R = 0.462$ ; in other words, the dimensions of the spiritual leadership (0.462) has a correlation with the targeted organizational forgetting. The determination coefficient (represented variance)  $R^2 = 0.214$  and the balanced coefficient  $R^2_{Adj} = 0.144$  representing the above mentioned 14.4% of the variables in total dependent

variable. Hence it can be stated that the elements of the spiritual leadership can predict the targeted organizational forgetting in a weak limitation.

**Table 5:** prediction of every impact of the leadership elements on the targeted organizational forgetting

Coefficients					
Model	B non-standard coefficient	Std error	B standard coefficient	T	Sig
Fixed	2.579	0.188		13.698	0.000
Trust	0.063	0.060	0.084	1.055	0.093
Modesty	-0.027	0.056	-0.042	-0.478	0.634
Honesty	0.053	0.071	0.090	0.747	0.456
Brevity	0.079	0.068	0.141	1.158	0.249
Intimacy	0.094	0.063	0.181	1.488	0.139
Kindness	0.137	0.072	0.247	1.890	0.061
Fair in behavior	-0.012	0.065	-0.023	-0.190	0.085
Patience	-0.131	0.068	-0.229	-1.696	0.092
Humility	0.041	0.059	0.067	0.685	0.494
Variety	0.105	0.062	0.187	-1.696	0.092
Respect to others	-0.068	0.075	-0.123	-0.905	0.367
Appreciating others	0.192	0.076	0.360	2.534	0.012
Fair behavior	-0.090	0.064	-0.182	-1.390	0.166
Good listening to followers	-0.183	0.053	-0.360	-0.314	0.001

As it shown in above mentioned table, among the elements of the spiritual leadership, appreciating others and good listening to followers with  $\beta=0.360$  has the higher power of representation than other variables. After these dimensions, the patience with  $\beta=0.229$  is established in the next ranking for representing the targeted organizational forgetting power. Other dimensions of the spiritual leadership cannot predict or represent the targeted organizational forgetting.

#### *Discussion and conclusion:*

The concept of the organizational forgetting is simply understood but its application has not been recognized well into the whole organizations yet. Today, the organizational forgetting is effective like other learning affairs into the organizations and organizations with the combination of the learning and organizational forgetting will be the most successful cases. The organizational forgetting can reduce the whole obstacles against the process of learning. In addition, the organizational forgetting not only prevents the lack of the flexibility but also it facilitates the process of changes recovering the whole competitive and success situations in this path. In spite of the importance role of the organizational forgetting on the organizational performance, the results of the present study showed that the targeted organizational forgetting is placed in an equal and suitable conditions into the whole offices of Ardebil education ministry but it is away from the ideal situation; hence, it should be provided some necessary approaches in this regard. Also in spite of the theoretical based spiritual leadership theory being as a causative for the whole changes and organizational evolution, this theory can combine the internal motivation pattern of the belief, hope, loving of friendship, spirituality, job environment and happiness potentially together. But the results of the present study showed that the spiritual leadership of Ardebil educational offices is established in low level making a negative influence on the organizational success in this pavement because the main aim of the spiritual leadership is to implement the spiritual requirements for the survive of the followers of the spiritual happiness being achieved by the membership feeling along with the job atmosphere for creating the attitudes and tendencies towards the personal team based levels of an organization leading to the positive mental health, commitment and organizational efficacy. In the other hand, although the spiritual leadership of managers is one of the most effective approaches for increasing the efficacy, it will also lead to the effectiveness and organizational forgetting of the whole organizations in this case. But the results of the present study showed that only a few elements of the spiritual leadership of the educational offices can lead to the increase of the targeted organizational forgetting. In the representation of these results, it can be pointed to expand the critical development in the body and structure of the educational system in one hand and in the other hand, the weak policies and malfunctions of the mega-managements of the educational system in recent years have been made this kind of pessimistic formation towards the streams of the educational system; in this study, only the spiritual leadership has been considered and as the results specified that this factor cannot merely lead to change the organizational forgetting. Thus it is necessary to specify the other factors in this case. Along this paying attention to the managerial styles such as evolution and practical based cases can measure the new concept of the organizational forgetting and this makes to reach to the new conceptual meaning model of the organizational forgetting in this regard. The experimental documents show the double impact of the evolution-based leadership in compare to other leadership styles. This conclusion does not mean that the spiritual leadership style is necessarily inefficient or making the

dissatisfaction of the staffs but also it is better in the educational system making positive impact on the mental atmosphere of the whole staffs because the main purposes of the staffs are to reach to the positive-thinking, serious belief and having higher trust among the people of the organizations. This helps them to make better solutions for the whole problems happening into the organizations.

Other results of the present study showed that among the spiritual leadership styles, appreciating others and good listening to followers have better prediction power in compare to other dimensions of the targeted organizational forgetting. After these dimensions, the patience and preservation have been established in this ranking potentially. In the representation of these results, it can be stated that the appreciating of others and good listening to followers are the main and fundamental features for raising the efficacy of these followers [9]. In other words, when the leaders are appreciated by their followers highly, the degree of their Excellency will be also increased along with organizational affairs. Based on this, paying attention to three mentioned cases is an efficient way in implementing the organizational forgetting.

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