SURVEYING THE IMPACT OF INTENTIONAL ORGANIZATIONAL FORGETTING ON STRATEGIC INNOVATION

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Abstract
The objective of this research is to determine the impact of dimensions of intentional organizational forgetting and strategic in small and middle industries of Ardabil industrial cities. The description of correlation is methodology of this research. The population of this research includes all small and middle established employees who work in Ardabil industrial cities. Sampling method is the simple random method which based on Cochran formula, 132 companies were selected as the sample size. This data collected from researcher’s intentional organizational forgetting questionnaire. Strategic Innovation questionnaire used of N. Soraeti Ashtiani researcher. We have used multi variable regression for analyzing and meaningfulness of the data. The findings shows that there is a significant between dimensions of intentional organizational forgetting and strategic relationship.

Key words: intentional organizational forgetting, strategic innovation, strategy

Introduction
By Extensive and ongoing changes in the environment, organizations are facing new challenges. These challenges are to such an extent that even successful companies cannot easily repeat with usual production and technology the successes (Azmi, 2005). As cited by Perahald and Lieberthal, this phenomenon is called end of Companies Empire and success in due to the merging of markets, innovations, resource transfer and learning new knowledge (Perahald and Lieberthal, 2003).

During past decades, organizations have informed comprehensively about the value of knowledge management and many researches are done about this issue. Knowledge management as one of the most important organizational variables needs to settle a new system for learning, compiling, preserving and scattering knowledge through the organization. This system in addition to fostering organizational learning should be able to prevent from forgetting necessary knowledge from one hand and be able to foster organizational forgetting from other hand. Forgetting data, technics and valuable knowledge of organizations should lead to lose the competitive advantages, but in some positions, organizational forgetting leads to increase of rivalry and deleting the knowledge's non-necessary elements (De Holan, 2004).it seems that this phenomenon is a necessary process in change management (Fernandes and Sune, 2009).
The concept of organizational forgetting even though is comprehensible but its mechanism is not known. Since organizational forgetting can influence the competitiveness of the organization or firm, organization need process to be sure that unnecessary knowledge is deleted and necessary knowledge is not forgotten. Organizational forgetting is consequence of a set of actions which can be originated from inside or outside decisions of the organization. Organizations should look systematically and intentionally and organized to the organizational forgetting if they want to reach to the positive results (Besanko et al, 2007).

From Pablo, Holan and Philips (2004;46) organizational knowledge make the collective action possible and that is a cause and effect understanding which leads to experience and in common models of people and their assets, processes, rules and standard operating routes of a company is saved. So organizational learning is related to the processes by which companies do increase their knowledge from science and abilities. And on the contrary, organizational forgetting is losing such a knowledge (Holan et al, 2004; 46).

Intentional forgetting; in a case that unintentional forgetting can lead to competitiveness of a company, intentional forgetting can increase it. This kind of forgetting occurs in two ways. In first way managers delete the knowledge which can lead to a change in organization. In second way, managers delete the knowledge which potentially can lead to a change in an organization. In second one, managers recognize the potentially harmful knowledge and prevent it from being added to the recent knowledge of the organization. In both cases forgetting is an active process which organization manages it intentionally (Holan et al, 2004; 4).

1) Learning relaxation; for learning relaxation of knowledge, a company intentionally removes what is saved in its memory. This process can be as important as learning especially whenever a company needs to get rid of a knowledge which weakens its success.

2) Avoiding bad habits; organization like people can learn bad habits. Successful companies can forget such knowledge before being embedded in its memory. To achieve this goal, a company should be able to distinguish between useful knowledge and potentially bad habits. So companies can forget in one of the four ways (memory loss, inability to understand, learning relaxation and avoiding bad habits) due to intentional or unintentional loss of data.

Fernandez and Sune express that organizational forgetting is in relation with innovation. If an innovation is occurring in an organization, forgetting will be intentional and if outside the organization, it is unintentional forgetting (Fernandez and Sune, 2009).

Innovation; world rivalry increase with changing direction to knowledge based economy, emphasizes the importance of innovation. Rapid changes in rivalry circumstances, has created new world of competition. This new economy is steering by who are able to innovating new sciences or change them to new services and goods. Innovation is the most important thing and its goal is creating values using knowledge. So, unique value for costumers are transferred with innovation (Ashtiani, 2008; 7, 8; Wolpert, 2002).

In this research, the relation of two kind of innovation with intentional forgetting is investigated which are strategic and technical innovation. Cherito and Markidz (2004) define strategic innovation as follows; innovation in trade model which lead to new method of the game and strategic innovators are as attacking companies which use different trade models. According to the study literature of accidental samples and analyzing quantitative data there are four factors which strategic innovation encompasses them are as follows; value innovation, creating new markets, removing rivalry.

Generally what is a weak point in all researches and this research is going to cover it, is citing the point that every dimensions of organizational Forgetting does have what kind of roles in forming the strategic innovation variables.
Overall conceptual model of the research is as figure 1.  
Fig 1: conceptual model

In this research we are trying by representing strategically innovation as an effective factor in intentional organizational forgetting and also we try to determine these variables relations. So, this research is going to answer to this question that what are the relation between organizational forgetting and strategic innovation? So in the research we would pay attention to the determination of the dimensions of intentional forgetting in relation to strategic innovation variables.

Methodology
In this research the main method is based on being applicable goals. Number of statistical community is 200 small and middle active industrial companies of Ardebil industrial city, this number is chosen according to previous researches. According to Cochran formula, 132 firms were chosen as the sample.

In order to analyze the obtained data, two methods of descriptive and deductive are used. Descriptive statistics were used to describe the scattering parameters of variables and demographic characteristics of the sample out, posing, median; standard deviation and variance were used. And in deductive statistics it was used to test the research hypotheses. SPSS was used for data processing.

For collecting data we used researcher made questionnaire in the spectrum of Likert and also we used the managers of small and medium firms of Ardebil for fulfilling the questionnaires.

We have used multi variable regression for analyzing and meaningfulness of the data.

Results
In the multiple regression equation to determine the coefficient of determination (R2) and the weight of each variable (Beta) a collection of independent variables in the equation are used. Moreover, in order to determine the contribution of each variable in explaining the dependent variable we used the multiple regressions. In this method, the independent variables were entered simultaneously and their effects on the dependent variable analyzed and determined. The independent variables were simultaneously entered into multiple regression equations are; learning relaxation

H. The effect of organizational forgetting dimensions on strategic innovation

For investigating the effects of organizational forgetting on strategic innovation, a multi variable regression was used for showing the effects of independent variables on the dependent.

Table 1: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.512*</td>
<td>.262</td>
<td>.248</td>
<td>.37724</td>
</tr>
</tbody>
</table>
Based on regression analysis table (1), multiple correlation coefficient $R$ equal to 0.512 and adjusted coefficient of determination ($R^2$) is 0.25 and So, we can safely say 0.26 percent change of strategic innovation, is related to the independent variables (learning relaxation, avoiding bad habits) so it can be said that 26 percent of changes in strategic innovation is related to learning relaxation and avoiding bad habits variables, so organizational forgetting is able to prediction of strategic innovation.

Table 2: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>5.549</td>
<td>2</td>
<td>2.775</td>
<td>19.498</td>
<td>.000*</td>
</tr>
<tr>
<td>Residual</td>
<td>15.654</td>
<td>110</td>
<td>.142</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>21.204</td>
<td>112</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the data analysis of variance table (2) F-value regression calculated equal to 19.498. Since meaningfulness level is smaller than fault level, the regression equation is approved so that determination coefficient seen in the equation of regression would be meaningful statistically. In order to find out which independent variables have more importance for determining the strategic innovation in small and medium industries, we use beta regression coefficient.

Table 3: beta regression coefficient results

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.458</td>
<td>.239</td>
<td></td>
<td>10.289</td>
</tr>
<tr>
<td>Learning relieved</td>
<td>.127</td>
<td>.073</td>
<td>.160</td>
<td>1.733</td>
</tr>
<tr>
<td>Avoiding bad habits.</td>
<td>.307</td>
<td>.067</td>
<td>.419</td>
<td>4.549</td>
</tr>
</tbody>
</table>

According to the values of the table (3) we can say that avoiding bad habit variable has more explanatory importance than learning relaxation variable.

**Conclusion**

In this research, we investigated the relation of intentional organizational forgetting with strategic innovation among the managers of small and medium industries in Ardebil city. Intentional organizational forgetting with two dimensions of learning relaxation and avoiding bad habits were analyzed and regarded that they have certain roles in strategic innovation. Statistical community of the recent research is managers of small and medium industries of Ardebil city which according to Cochran sample, among 200 firms we chose 132 firms as sample ones. And finally multi variable regression was used for determination of the amount of dependent variable.
All the hypothesis of the research are approved according to results, so it can be said that between any dimensions of the organizational forgetting and strategic innovation there is a direct correlation. And also according to the findings of the research we regarded that any dimensions of intentional organizational forgetting, learning relaxation and avoiding bad habits have the power of explaining and predicting strategic innovations.

We recommend to the managers of the firms that encourage employees to learn new knowledge and appreciate the employees who deleted abandoned knowledge and are seeking to find new methods.

- Employees avoid the bad knowledge which harms the organization and they try to learn new applicable and useful knowledge and abandon the old ones.
- We recommend to the managers of the small and medium industries in Ardebil that bad and harmful knowledge which endanger the organization should be eradicated.
- Form a common management and use employees in decision making processes.
- Creating research centers for developing technical and executive innovations and also developing financial systems in order to improving productivity and lessening the expenses.

References