

The Effect of Entrepreneurial Attitudes on Brand Management and Business Growth in the Public Sector

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Abstract: *The current study aimed at evaluation of the effects of entrepreneurial attitudes on brand management and business growth in the public sector. For this purpose, 288 of the employees of the public sector in Tehran were chosen as samples by Krejcie and Morgan tables and responded to the research questionnaire. The face validity of this questionnaire was confirmed by experts of the field and its reliability was also confirmed by Cronbach's alpha test. Finally, the obtained data were analyzed using the structural equation test and in the LISREL software version 7.71. The results showed that the model used for the study has a proper fitness. The model results indicated that the entrepreneurial attitude has a significant effect on the brand management and business growth.*

Keywords: *Entrepreneurial attitude, brand management, business growth, public sector.*

I. INTRODUCTION

Achieving the goals of sustainable development in the country, which provides a suitable position for the country's economy in the global economy, as well as solving current problems of society and government, is possible only by implementing an entrepreneurial development strategy (Alvani&Roodgarnejad, 2010). Entrepreneurship as the driving force for economic and social development plays a major role in the development of societies (Colin, 2011). Companies that have a high tendency to entrepreneurship are constantly monitoring and evaluating their operational environment in order to obtain new opportunities and be able to use their clients and rivals information and make their products and position efficiently distinct. In addition to acquiring information, entrepreneurial companies need to use this information to help them make their own decisions in this age fundamental and rapid changes (Shahnazi&DehghanShabani, 2011; Moghimi & Ahmadpoor Dariani, 2008).

Changes and socio-economic transformations of the present age are rooted in the progress and changes that have taken place in science and technology (Makkian et al, 2013). This, in turn, has led to changes in interests and tastes. Undoubtedly, today's organizations face widespread international changes and threats. Therefore, the first factor in the survival of organizations is the need to find solutions and new ways of coping with problems that depend on innovation, creation of products, processes and new methods (Ahmadpoor Dariani, 2008).

In the current society, the establishment of entrepreneurial thinking and its use is inevitable. Today's issues are not resolvable by yesterday's solutions, and rather, the preparations for the future must be considered. Today, the environmental conditions and the rules of the game of the competition are so ruthless, complex, dynamic and uncertain, that organizations and other people can not only by changing the superstructure, such as changing methods, systems, structure, technology, etc. guarantee the long-term survival (Nahid, 2009).

The suggestion system cannot make the people creative. Today's organizations should revolutionize the minds of individuals, employees and managers. Therefore, in today's world, entrepreneurship thinking and the use of it by individuals and organizations is inevitable (Rezaei, 2014). Just as the birth and death of organizations depend on the insight and ability of their founders. If planners, decision makers, and employees of organizations are entrepreneurs, they can better understand economic opportunities and are able to use existing resources to innovate and thus grow more rapidly and compete in the competition.

Since creativity and innovation, and the ability to discover new market opportunities, are the most prominent characteristics of entrepreneurs, and basically, the psychological and behavioral characteristics of such individuals (such as independence, need for success, risk taking, etc.) and the natural character of innovation require specific and different conditions in organizations, therefore, recognition of the characteristics and creation of a suitable bed for attracting and growing the entrepreneurs is the first step, and today's most important issue of organizations, especially when globalization of the economy and industry slows down competition for traditional organizations in countries like ours (Isafard, 2009), and these countries try to introduce their brand as a superior brand. Marketers believe that brand identification is the craft and basis of marketing (Vazifedust& Hariri, 2011).

On the other hand, the ever-increasing costs of providing a new product with a new brand have led marketing managers to use cost-cutting techniques. Therefore, many corporate executives use the branding

generalization method when they introduce their new product to the market, and they argue that the opinions and identifications associated with the brand's main product are also transmitted to the new product (Vazifedust and Hariri's, 2011), which can affect business growth in companies.

Companies generally view branding as a secondary concern against traditional management issues such as product excellence or quality control (Leek & Christodoulides, 2011). Leek & Christodoulides suggest that this is partly due to uncertainty about whether brand management is financially profitable? However, an increasing body of literature in this regard suggests that brand management is effective for companies (Baumgarth, 2010; Bendixen, Bukasa, & Abratt, 2004; Hutton, 1997; Leek & Christodoulides, 2012; Michell, King, & Reast, 2001; Ohnemus, 2009; Walley, Custanne, Taylor, Lindgreen, & Hingley, 2007). Yet, it has been observed that establishing a balance between brands and other tasks of a company is a difficult and challenging task. Merrilees, Rundle-Thiele, and Lye (2011) in their study, concluded that brand management and entrepreneurial capabilities simultaneously affect the marketing performance of small industrial firms (Baker & Sinkula, 2009).

Entrepreneurship is reflected in the company's efforts to find new opportunities and solutions, including creativity, experimentation and experience of new issues, technology leadership, innovation / newness, and R & D that create new, or improved products, services and processes (Dess & Lumpkin, 2005; Hughes & Morgan, 2007). Actionism refers to the ability of a company to pursue market opportunities (Baker & Sinkula, 2009) and represents a futuristic perspective that drives companies to look for and anticipate opportunities and take advantage of advancement and formulation in the environment (Hughes & Morgan, 2007).

Risk-taking reflects the ability of a company to seize an opportunity, even when it is not sure if it can succeed (Dess & Lumpkin, 2005) and it is also associated with the acceptance of the uncertainty and inherent risk inherent in the activity as well as the allocation of resources to unknown results (Hughes & Morgan, 2007). On the other hand, brand performance refers to brand success in the market (Wong & Merrilees, 2007) and include brand image, brand awareness, customer loyalty to brand and brand reputation (Wong & Merrilees, 2008). Brand performance is thus similar to the concepts of customer-based special brand value (such as Aaker, 1996; Keller, 1993) and brand power (Lassar et al. 1995; Wood, 2000). Brand performance is one of the benchmarks related to performance, especially for companies based on a brand-driven strategy.

As Urde (1999) claims, the brand's striving is to develop strong brands and look at them as important strategic assets. In addition to attempting to improve processes, the public sector has tried to optimally improve business growth in the delivery of services. In this regard, in order to improve the growth of services, there should be precise information on the factors influencing business growth, and since the public sector perspective is that, by employing modern and efficient technologies, modern management, entrepreneurship and continuous improvement in the development prospects document, be an efficient and excellent public sector in the Middle East, so far, no research has been done in this regard, and this study has aimed to investigate the effect of entrepreneurial attitudes on brand management and business growth in the public sector. Therefore, the main question of this research is whether entrepreneurial attitude affect brand management and business growth in the public sector? For this purpose, several examples of empirical studies in this field have been mentioned, and afterwards, the hypotheses, methods, findings and conclusions of the research are discussed.

II. REVIEW OF RELATED LITERATURE

Dehaghin (2012), has conducted a research titled "Comparison of personality-demographic characteristics and entrepreneurial tendencies of successful and unsuccessful entrepreneurs in the city of Khansar" and have concluded that there is a significant difference between the personality traits of successful and unsuccessful entrepreneurs at the level of 0.01 as well as all subscales of the two groups except for tolerance of ambiguity, dreaming and mental strain. Also, there was a significant difference between the entrepreneurial intentions of successful and unsuccessful and entrepreneurs at the level of 0.05 as well as among the subscales, except for the self-efficacy of the two successful and unsuccessful groups and the hypothesis that personality variables and entrepreneurial intentions can significantly predict the group membership of a successful and unsuccessful entrepreneurial society is confirmed. It is suggested that the culture of entrepreneurship at different levels of the society should be developed and specialized training should be conducted to promote entrepreneurial characteristics and intentions before and during business start-ups.

Shirzadi (2014) conducted research on the relationship between entrepreneurship education approaches and entrepreneurial intention from the students' point of view and concluded that there is a positive and significant relationship between the three approaches of entrepreneurship education (business plan, simulation of experience, entrepreneurial personality) and also there is a meaningful and negative relationship between one of the approaches (resource-based) and entrepreneurial intention; however, on the other hand, there is no significant relationship between the four approaches mentioned in the entrepreneurship education and the three dimensions of entrepreneurial intention (personal attitude, subjective norm and perceived behavior control) from the students' point of view. Parichehr and Saeidnia (2011) examined the effect of brand credibility on customer

loyalty in the communication services sector, concluded that brand credibility has a direct effect on loyalty commitment, continuous commitment, and satisfaction. Satisfaction has a direct effect on the commitment to loyalty and oral advice and reduces the tendency to change the brand. Loyalty commitment has a direct effect on the dependent variable of oral counseling however it does not affect the tendency to change the brand. Continuous commitment has a reverse effect on the brand change tendency, i.e. it reduces customers' willingness to change the brand.

Uh & Hsu (2014) in examining the effect of various factors on hotel brand loyalty and its growth in the competitive market, concluded that brand credibility and quality of service have a significant effect on brand loyalty, which can be used to expand the market share.

Krystallis & Chrysochou (2013) in examining the impact of brand aspects on brand loyalty and corporate development, came to the conclusion that brand approval and standards are influential on customer loyalty satisfaction, and attitude and behavior, which ultimately leads to the company's comprehensive development. Bahreinzade et al (2013) studying the effects of consumer risk aversion and engagement with goods on brand loyalty and the mouth to mouth promotion behavior with the mediatory role of brand affinity and brand trust, concluded that consumer involvement with the goods has a direct and significant effect on brand loyalty and mouth to mouth promotion and also it is indirectly effective through brand trust and brand affinity. Also, the results have shown that the effect of consumer risk aversion on brand loyalty and the positive mouth to mouth promotion is due to the mediatory role of brand trust and brand loyalty. Boyle, et al (2012), examining the relationship between entrepreneurial attitudes on small and medium-sized businesses growth in Canadian telecommunications firms, concluded that entrepreneurial attitude leads to the growth of these businesses. As stated, the purpose of this study was to investigate the effect of entrepreneurial attitudes on brand management and business growth in the public sector. In this regard, the relationships between research variables based on the original research paper can be plotted in the following diagram.

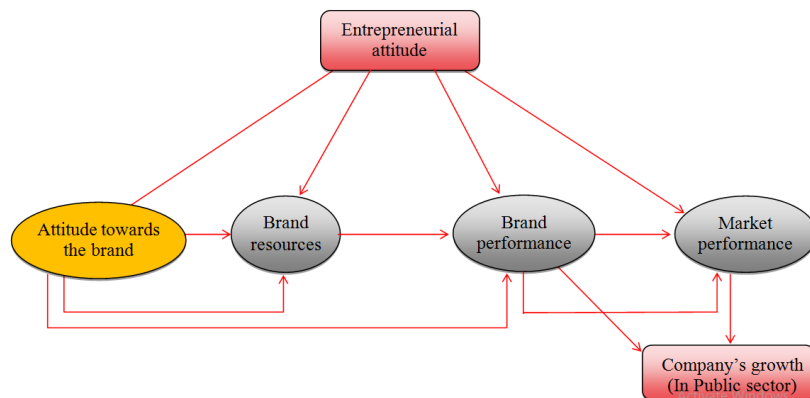


Figure 1: Conceptual mode

Main hypothesis:

An entrepreneurial attitude has an impact on brand management and business growth in the public sector.

Sub-hypotheses:

First hypothesis: entrepreneurial attitude has a significant effect on brand attitudes in the public sector.

Second hypothesis: Entrepreneurial attitude has a significant effect on brand resources in the public sector.

Third hypothesis: brand attitude has a significant effect on brand resources in the public sector.

Fourth hypothesis: brand attitude has a significant effect on brand performance in the public sector.

Fifth hypothesis: Brand attitude has a significant effect on market performance in the public sector.

Sixth hypothesis: Brand resources have a significant effect on brand performance in the public sector.

Seventh hypothesis: Brand resources have a significant effect on market performance in the public sector.

Eighth hypothesis: Brand performance has a significant effect on market performance in the public sector.

Ninth hypothesis: Brand performance has a significant effect on the growth of the public sector.

Tenth hypothesis: Market performance has a significant effect on the growth of the public sector.

Eleventh hypothesis: Entrepreneurial attitude has a significant effect on brand performance in the public sector.

Twelfth hypothesis: entrepreneurial attitude has a significant effect on market performance in the public sector.

III. METHODOLOGY

The current study is of applied type in terms of objective and it is of descriptive-correlation type in terms of method. The statistical population of the current study included all the employees of the public sector in Tehran province who were 1137 persons. Due to the widespread nature of the research population on one hand, and on the other hand, as the number of investigated population is limited and fixed, the minimum size of sample size was determined by the use of Krejcie and Morgan tables. The sample size obtained from this sampling method was 288 persons. . In order to collect the required data in this research to answer the research objectives, a questionnaire obtained from the article by Reijonenet al. (2015) has been used. This questionnaire consisted of 34 five-choice items whose content validity was confirmed by the experts of the field and its reliability was obtained calculated as 0.87 by Cronbach's alpha test.

IV. FINDINGS

In this chapter, firstly the descriptive statistics of the variables of the research are referred to and then, the relations between these variables are discussed in the form of structural equations:

Table 1: Number of questions related to each variable in the questionnaire

| Variables | Mean | Standard deviation |
|----------------------------|--------|--------------------|
| Entrepreneurial attitude | 3/0424 | 0/9425 |
| Attitude towards the brand | 2/7057 | 0/8109 |
| Brand Resources | 3/2458 | 0/7995 |
| Brand performance | 3/3340 | 0/9194 |
| Market performance | 3/3745 | 0/7483 |
| company's growth | 3/2576 | 0/7131 |

The descriptive statistics of the research variables showed that the mean of entrepreneurial attitude variable was 3.0424 with a standard deviation of 0.4925. The results also showed that the mean and standard deviation of the brand attitude variable were 2.7057 and 0.8109 respectively; the brand resources were 3.2485 and 0.7995; brand performance was 3/3340 and 0.9194; market performance was 3/3745 and 0.7438, and the mean and standard deviation of the company's growth was 3.2576 and 0/7131.

In the following, we study the relationships between these variables:

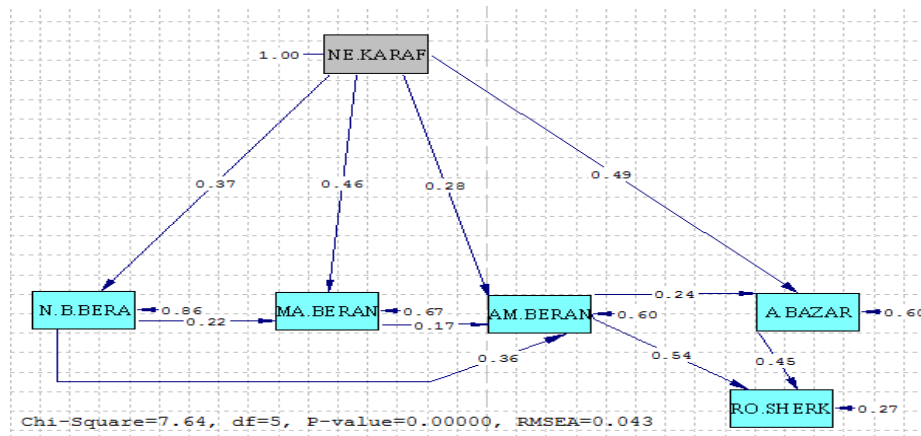


Figure 2: Research Model In Standard Mode

The results of the model in the standard mode showed that the path coefficient between the entrepreneurial attitude and brand attitude was 0.37; between entrepreneurial attitude and brand resources was 0.46; between entrepreneurial attitude and brand performance was 0.28 and the path coefficient between entrepreneurial attitudes and the market performance was 0.49. The results also showed that the path coefficient between brand performance and market performance was equal to 0.24; between market performance and company growth was 0.45 and the coefficient of the path between brand performance and company growth was 0.54. In order to study the significance of these path coefficients, the significance mode of the model is referred to.

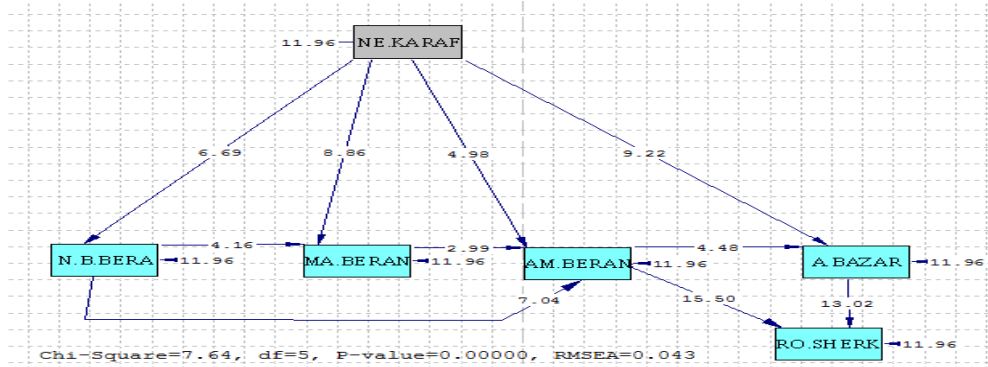


Figure 3: Research Model In Significance Mode

The results of the model indicated that the absolute value of all the paths of the model is more than 1.96. These statistics shows that the relationships between variables are statistically significant and in fact, there is a significant relationship between the variables. For this purpose, the fitness indices of the model are referred to, and then to the results of the research hypotheses testing will be elaborated.

Table 3: Research Model Fitness Indices

| Index | Criterion | Result |
|---------------|----------------|--------|
| GFI | Above 0.90 | 0/93 |
| AGFI | Above 0.90 | 0/90 |
| Chi-Square/df | Less than 3 | 1/53 |
| RMSEA | Less than 0.08 | 0/04 |

The fitting indices of the research model showed that the model used by the researcher has a favorable fitness and the results can be interpreted. In the following, the results of the hypotheses testing will be provided.

Table 4: Results of data analysis and analysis of research hypotheses

| Type of hypothesis | Significant relationship | Status | Probability |
|--------------------|---|----------|-------------|
| Main Hypothesis | An entrepreneurial attitude has an impact on brand management and business growth in the public sector. | Approved | p<0/05 |
| Sub-hypothesis 1 | Entrepreneurial attitude has a significant effect on brand attitudes in the public sector. | Approved | p<0/05 |
| Sub-hypothesis 2 | Entrepreneurial attitude has a significant effect on brand resources in the public sector. | Approved | p<0/05 |
| Sub-hypothesis 3 | Brand attitudes have a significant effect on brand resources in the public sector. | Approved | p<0/05 |
| Sub-hypothesis 4 | Brand attitudes have a significant effect on brand performance in the public sector. | Approved | p<0/05 |
| Sub-hypothesis 5 | Brand attitude has a significant effect on market performance in public sector. | Approved | p<0/05 |
| Sub-hypothesis 6 | Brand resources have a significant effect on brand performance in the public sector. | Approved | p<0/05 |
| Sub-hypothesis 7 | Brand resources have a significant effect on market performance in the public sector. | Approved | p<0/05 |
| Sub-hypothesis 8 | Brand performance has a significant effect on market performance in the public sector | Approved | p<0/05 |
| Sub-hypothesis 9 | Brand performance has a significant effect on the growth of the public sector | Approved | p<0/05 |
| Sub-hypothesis 10 | Market performance has a significant effect on the growth of the public sector | Approved | p<0/05 |
| Sub-hypothesis 11 | Entrepreneurial attitude has a significant effect on brand performance in the public sector | Approved | p<0/05 |
| Sub-hypothesis 12 | The entrepreneurial attitude has a significant effect on market performance in the public sector | Approved | p<0/05 |

V. CONCLUSION

Considering the importance of entrepreneurship and the impact that entrepreneurs have on economic development, solving the problem of employment and cultural and social domains, a significant number of people in the society, for various reasons or motives, are launching an independent business. A significant number of these people have failed to start or continue their work, and after spending a lot of money, they are dissuaded from continuing their journey, causing a lot of negative consequences for the individual, the family, or sponsoring institutions (lenders), and etc. In the success or failure of entrepreneurs, several factors, including psychological factors, can be effective, which can be distinctive or predictive of entrepreneurial success. The results of some studies have shown that the key personality and demographic key characteristics of successful

entrepreneurship, which have been extensively investigated, can serve as a distinction between entrepreneurs and non-entrepreneurs (Zali et al, 2005; Ramooz&Javanmard, 2012). Also, the brands are among the most valuable assets of a company, which add to the final value of the product and penetrate into the personal lives of individuals and may affect the values, beliefs, policies, and even individuals. The importance of creating and maintaining customer loyalty has become a clearer focus of marketing (Behbahani, 2010). A high level of customer loyalty to the brand creates a series of competitive advantages for companies and a positive impact on brand revenue growth and a reduction in marketing costs. Therefore, the topic of brand management is one of the issues that today is the focus of attention of companies and market players. Consequently, the issue of brand loyalty is one of the most important issues, and it can even be said that it is vital in today's marketing of the world, especially in the major markets (Hoseini&Rezaei, 2011). Therefore, considering the importance of the subject, in the present study, the effects of entrepreneurial attitudes on brand management and business growth in the public sector have been examined and the results showed that entrepreneurial attitude has an impact on brand management and business growth in the public sector. These results are in lines with the results of Dahaghin (2012), Shirzadi (2014), Parichehr&Saeidnia (2011), Uh & Hsu (2014), Krystallis&Chrysochou (2013), Bahrainzadeh et al (2013), and Boyle et al (2012).

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