

Investigating Self-leadership on Economic Efficiency of Entrepreneurship in Movie Industry based on Branding

*Hossein Hajati Mobarhan Fumani¹, Aboutaleb Delafrouz Vajari², Mirmohammad Seyednouri³,
Mercede Ostadsandiani⁴, Sadegh Karimi Masouleh⁵, Zahra Aliasghari⁶,
Amir Khodadadi Parashkouh⁷, Ashkan Maghsoudi Ghashghaeinejad⁸,
Ali Farzpourmachiani⁹, Simin Naghibi Masouleh¹⁰,
Snjezana Baroness Rajacic¹¹, Mehrdad Fojlaley¹², Mehdi Farzpourmachiani¹³*

^{1,2,3,4,5,6,8} *PhD. in Entrepreneurship, Technofest Institute of Technology University (TITU), Erquelinnes, Belgium*

^{7,9} *Postdoctoral in Entrepreneurship, Technofest Institute of Technology University (TITU), Erquelinnes, Belgium*

¹⁰ *PhD. in International Law, Technofest Institute of Technology University (TITU), Erquelinnes, Belgium*

¹¹ *Academician & President of the European Academy of Sciences, Professor in entrepreneurship, department of entrepreneurship, Technofest Institute of Technology University (TITU), Erquelinnes, Belgium*

¹² *Academician of the European Academy of Sciences, Professor in entrepreneurship, department of entrepreneurship, Technofest Institute of Technology University (TITU), Erquelinnes, Belgium*

¹³ *Academician of the European Academy of Sciences, Assistant Professor in entrepreneurship, department of entrepreneurship, Technofest Institute of Technology University (TITU), Erquelinnes, Belgium*

Received 02/05/2024

Accepted 26/05/2024

Abstract

This research was conducted to investigate the role of self-leadership among actors in branding in the cinema industry. The population of the present study included all actors in the cinema industry. A sample of 193 cinema industry actors was selected, and questionnaires were completed by the same number of participants. The data collected through questionnaires were analyzed using SPSS24 and Smart PLS3 software through structural equation modeling. The analysis of the collected data from the research questionnaires at a confidence level of 95% showed that brand knowledge has a positive and significant effect on brand commitment. Brand knowledge also has a positive and significant effect on brand citizenship behavior. Brand commitment has a positive and significant effect on brand citizenship behavior. Self-leadership has a positive and significant effect on brand knowledge. Self-leadership also has a positive and significant effect on brand commitment. Self-leadership has a positive and significant effect on brand citizenship behavior. Identity plays a mediating and positive role in the relationship between self-leadership and brand knowledge. Identity also plays a mediating and positive role in the relationship between self-leadership and brand commitment. Identity plays a mediating and positive role in the relationship between self-leadership and brand citizenship behavior.

Keywords: Branding, brand knowledge, brand commitment, brand citizenship behavior, self-leadership, identity, cinema industry.

Introduction

Managers strive to differentiate their organization's brand from competitors so they can effectively engage and retain stakeholders (customers, shareholders, employees, etc.), introduce new products and services, invest, attract capital, and perform other organizational activities efficiently through the lever of brand strength. Today, the preference for a service-

oriented economy over a production-oriented one and the necessity of providing superior and higher quality services have led organizations to consider human capital as a key factor in gaining competitive advantage. Organizational branding is a concept distinct from product branding, and most research has focused on product branding, with few researchers delving into organizational branding. The differences between these two concepts include fundamental differences in values. Organizational brand values root in the values and similarities of the organization's founders, owners, management, and personnel, while product brand values tend to be constructed and are the result of marketing skills and creativity (Pasrān Afshāriān et al., 2021).

Internal branding is considered the primary priority for service organizations seeking to gain competitive advantage. The services provided by organizations, compared to other service industries, often possess a high level of intangibility and involve fundamental interactions with customers. In various organizations, employees serve as the bridge between the brand and the customers. Essentially, customers' perception of brand quality depends on employees' performance (Zhang & Bai, 2018). Therefore, employees of organizations are referred to as brand champions since they translate the brand vision into commercial reality. In this regard, organizations are encouraged to adopt an internal branding perspective and ensure that employees understand and internalize brand values before serving customers, ultimately bringing the brand to life. Internal branding is considered the primary priority of organizational management. Among the activities of internal branding, previous studies have consistently confirmed the positive impact of leadership on internal branding outcomes (Pihlström et al., 2019). Two main streams of research have been identified in the literature on internal branding. The first focuses on outcome-based internal branding, which highlights employees' psychological and behavioral responses to the brand (Zhang & Bai, 2018). The second stream concentrates on internal branding activities and can lead to favorable attitudes and behaviors of employees toward the brand (Boyle et al., 2016).

Brand leadership leads to employees' commitment to the brand and brand citizenship behavior. Transformational leadership, through internalization, helps in shaping employees' branding behaviors, while transactional leadership negatively affects branding behavior through compliance. However, the role of leadership in transforming employees into brand champions requires further investigation. There are various types of leadership styles in organizations, including formal (or vertical) and informal leadership, as well as organizational and individual levels of leadership. Previous researchers have primarily focused on vertical and organizational leadership, such as transformational leadership, while overlooking informal and individual-level leadership. Self-leadership, which applies to every employee regardless of their managerial position, has rarely been examined. Self-leadership is a process whereby employees achieve positive behavioral outcomes through self-direction and self-motivation, and previous studies have consistently confirmed the positive effects of self-leadership on employee behavior. Attitudes and behaviors related to internal branding require high levels of employee motivation, innovation, collaboration with colleagues, and customers. Therefore, self-leadership aligns well with the requirements of internal branding (Zhang & Zhu, 2022).

The issue of the role of employee leadership in branding is important in exploring how leaders in the cinema industry can strengthen branding through their leadership roles. Self-leadership is an individual's ability to manage themselves, set goals, and achieve them. If actors identify themselves as leaders and utilize their leadership abilities, they can have a considerable impact on branding. Given that branding has a direct relationship with performance and reputation, self-leadership can influence branding in various ways. For example, leaders can promote organizational values among employees and encourage them to perform effectively. Additionally, leaders can establish good relationships with others and increase public trust in the organization by providing quality services and timely problem-solving. If actors identify themselves as leaders and utilize their leadership abilities, they can contribute to strengthening branding and consequently improving performance and reputation. Based on the above, the main question of this research is whether the self-leadership of actors has a significant impact on branding in the cinema industry.

Theoretical Foundations and Research Background

One of the concerns of organizations and researchers over the past four decades has been leadership, with efforts made to operationalize this phenomenon through various academic criteria. One of the newest approaches that has emerged for studying leadership is transformational leadership. Transformational leaders elevate the needs and processes of followers, leading to significant changes in individuals, groups, and organizations. According to the theory of transformational leadership, a leader needs to utilize internal actors to perform necessary tasks for the organization to achieve its desired goals. In this regard, the aim of transformational leadership is to ensure the path... [The text ends abruptly here. If you have more text to translate or need further assistance, feel free to provide it] Achieving the goal has clearly been understood by internal actors. Transformational leadership is someone who establishes a positive relationship with subordinates in order to enhance employee and organizational performance and encourages employees to transcend personal needs and work towards the desires of the group and the organization. Transformational leaders, by creating new ideas and visions, pave a new path of growth and flourishing for organizations, promising improved organizational performance and competitive advantage.

One of the factors contributing to innovation in organizational structures and innovation in service and behavioral processes is the presence of transformational leaders who transform the organization from inflexible to flexible and dynamic structures that can adapt to external environmental changes and changing customer needs. Therefore, transformational leaders need to create new knowledge within the organization and share it among employees.

In a competitive environment, transformational leadership actions enable companies and organizations to enhance their performance through innovative and entrepreneurial activities to create organizational competencies in order to compete effectively in a turbulent and unpredictable environment. (Hashemi et al., 2021).

Davis (2005) developed a brand absorption model that illustrates the internalization process of employees towards a brand in three stages: hear the brand, believe the brand, and live the brand. In order for employees to become enthusiastic about a brand, they must first understand what their organization's brand is. When employees have appropriate knowledge of the brand, they can develop an emotional attachment to it and then take actions aimed at

brand benefit (Jung et al., 2013). Effective branding begins from within the organization; therefore, the vital force of an organization (especially service-oriented) is its employees, particularly frontline employees who are in direct contact with customers. Unlike products, services are produced and consumed simultaneously, and frontline service employees are inherently service producers. This aspect of services has led to a great emphasis on the vital role of service employees in delivering high-quality services. In fact, delivering quality and consistent services based on brand promise is the point where employees engage in branding processes. On the other hand, the performance of actors also contributes to brand enhancement through voluntary and discretionary behaviors. Role-in-brand behaviors are behaviors exhibited by actors who, through their organizational roles and prescribed standards, act as representatives of a brand. This is particularly evident in the service sector, where brand experience depends on the behavior of actors (Zhang & Zhu, 2022).

In their article titled "Improving Internal Branding Outcomes Through Employee Self-Leadership," Zhang o Zhu (2022) examined the impact of self-leadership on internal branding outcomes and the mediating role of role identity in this relationship. The research utilized questionnaires to collect data from employees of five-star hotels in Sanya, China, and employed structural equation modeling to investigate the hypothetical model. The results indicated that brand knowledge and commitment positively influence brand citizenship behavior.

Additionally, Orliano-Silva et al. (2022), in a study titled "The Mediating Mechanism of Service Recovery Between Brand Love, Brand Trust, and Purchase Intention in Food Delivery Apps," investigated the mediating role of service recovery between brand love, brand trust, and purchase intention in food delivery apps. They collected data through an online questionnaire from 275 users of food delivery apps in South America and Asia. The proposed conceptual model was analyzed using structural equation modeling (SEM) in Smart PLS 3.0. The results showed a significant and direct relationship between brand love, brand trust, and purchase intention. Furthermore, the authors identified the mediating role of service recovery between brand love, brand trust, and purchase intention.

Pasaran Afshar et al. (2021) conducted a study titled "Investigating the Dimensions of Organizational Brand Management in Bank Melli" using an integrative approach to examine the dimensions of the organizational brand management model in Bank Melli. This mixed-method research is fundamentally goal-oriented and is considered field research based on the data collection method. The qualitative technique used was integrative and interviews, while the quantitative part utilized partial least squares regression. The target population for the qualitative section comprised managers and banking experts with a master's degree or above and over 5 years of work experience, while for the quantitative section, it was the staff of Bank Melli's branches and headquarters. The sampling method in the qualitative section was snowball sampling, with a sample size of 8 based on theoretical data saturation, and in the quantitative section, it was random sampling with a sample size of 361 individuals. In the qualitative part, MAXQDA software was used to analyze interviews and studies, while in the quantitative part, Smart PLS software was used to validate the model extracted from the qualitative section. Based on the research results, a total of 13 constructs and 41 concepts were identified and extracted. These constructs include organizational identity management, brand value, organizational culture, etc.

Shari'atnejad et al. (2021) conducted a study titled "Investigating the Effect of Brand Leadership on Organizational Reputation; Explaining the Mediating Role of Organizational

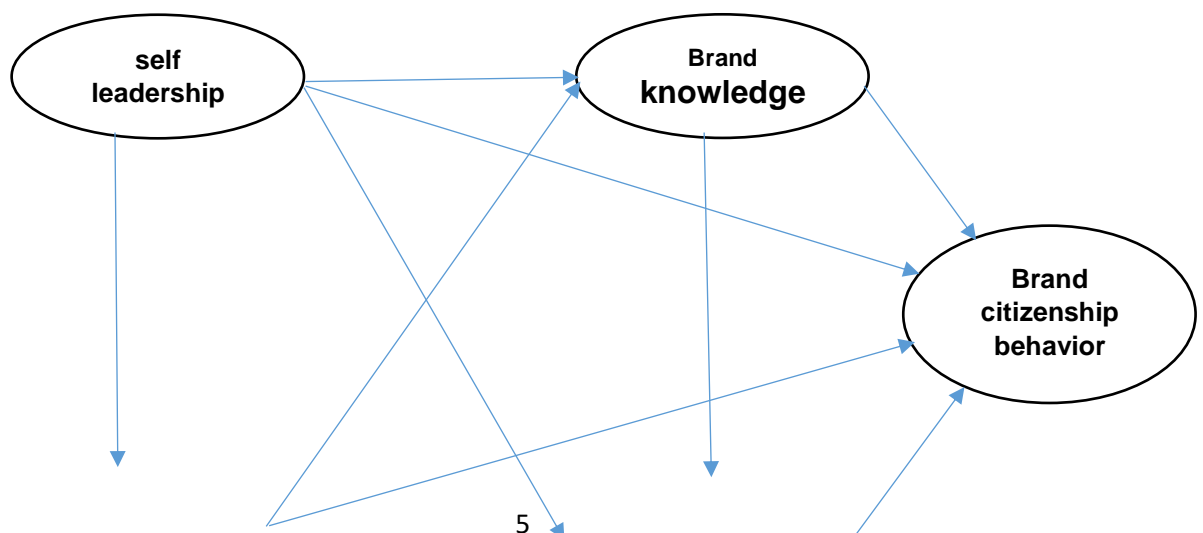
Legitimacy" to examine the effect of brand leadership on organizational reputation with the mediating role of organizational legitimacy. This research is applied in terms of purpose and descriptive-survey in terms of method. The statistical population of the research consists of knowledge-based companies in Lorestan province. Given the limited and specific population size, the sample size was determined using the Cochran sample size formula, and with a confidence level of 95%, the sample size was determined to be 340 individuals and selected using the accessible sampling method. Standard questionnaires were used to collect data in this study, and their validity and reliability were confirmed using content validity and Cronbach's alpha reliability coefficient. Structural equation modeling and PLS software were used for hypothesis testing and data analysis. The results of the research indicate that all hypotheses were confirmed.

Research Hypotheses:

1. Brand knowledge affects brand commitment.
2. Brand knowledge affects brand citizenship behavior.
3. Brand commitment affects brand citizenship behavior.
4. Self-leadership affects brand knowledge.
5. Self-leadership affects brand commitment.
6. Self-leadership affects brand citizenship behavior.
7. Role identity mediates the relationship between self-leadership and brand knowledge.
8. Role identity mediates the relationship between self-leadership and brand commitment.
9. Role identity mediates the relationship between self-leadership and brand citizenship behavior.

Conceptual Model:

In the current research model, the variables of self-leadership, brand knowledge, and brand commitment act as independent variables. Additionally, the role identity variable acts as a mediating variable in the relationship between the independent variables. Finally, the brand citizenship behavior variable serves as the dependent variable in the model. Inspired by the research of Zhang and Zhu (2022), the conceptual model of the study is designed as follows.



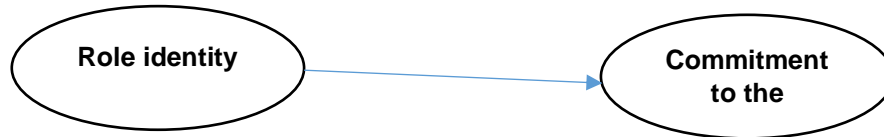


Figure (1): conceptual model of research

Research Methodology:

The present study, classified according to the categorization of research based on data collection methods or research design, is considered a descriptive research, which describes the characteristics of the sample and then generalizes these characteristics to the population. Furthermore, the current research is applied in terms of purpose and correlational in terms of method.

The data collection method related to the literature and theoretical foundations of the research is conducted using books, articles, websites, and online databases under the method of library research. Additionally, the collection of information related to the research variables for hypothesis analysis is carried out using a questionnaire under the method of survey.

The research population consisted of 370 individuals from the film industry, and according to Morgan's table, a sample size of 184 questionnaires was considered. To ensure reliability, 200 questionnaires were distributed among respondents through non-probability sampling from the accessible population. Among these, 193 questionnaires were fully suitable for statistical analysis.

To determine the reliability of the questionnaire, Cronbach's alpha coefficient was calculated using SPSS software. Considering that the minimum reliability coefficient for research questionnaires is 0.70, it is observed that the Cronbach's alpha coefficients obtained for all variables are higher than this value. Therefore, it can be claimed that the reliability and validity of the research questionnaire are satisfactory. Table (1) shows the results of Cronbach's alpha coefficients.

Table (1): Cronbach's alpha coefficient

Cronbach's alpha coefficients	Number of questions	questionnaire
0.948	14	self leadership
0.790	3	Role identity
0.846	4	Brand knowledge
0.852	4	Commitment to the brand
0.922	9	Brand citizenship behavior

Research findings

In this research, descriptive statistics methods and inferential statistics methods were used to analyze the data obtained from the sample. In fact, first, using SPSS24 software, each variable is described in the form of tables and statistical indicators, and then for data analysis, hypothesis testing, and in general to generalize the results from the sample to the statistical population using the structural equation modeling method. It is used by SMART PLS software. Based on the indicators of mean, standard deviation, skewness and kurtosis of the possible value, he described the variables of the research, the results of which are shown in the table below.

Table (2): Description of research variables

tension	crookedness	standard deviation	Average	Variables
-1.779	-0.258	1.288	3.178	self leadership
-1.513	-0.253	1.464	3.169	Role identity
-1.579	-0.170	1.392	3.092	Brand knowledge
-1.556	-0.249	1.385	3.163	Commitment to the brand
-1.685	-0.234	1.320	3.166	Brand citizenship behavior

To obtain the significance of the path coefficients or T.value, we must run the model in BT mode. Critical significance values are 1.96 (at 5% significance level) and 2.58 (at 1% significance level). As you can see in Figures 2 and 3, the structural model in two modes of

estimating coefficients and significance of path coefficients is as follows.

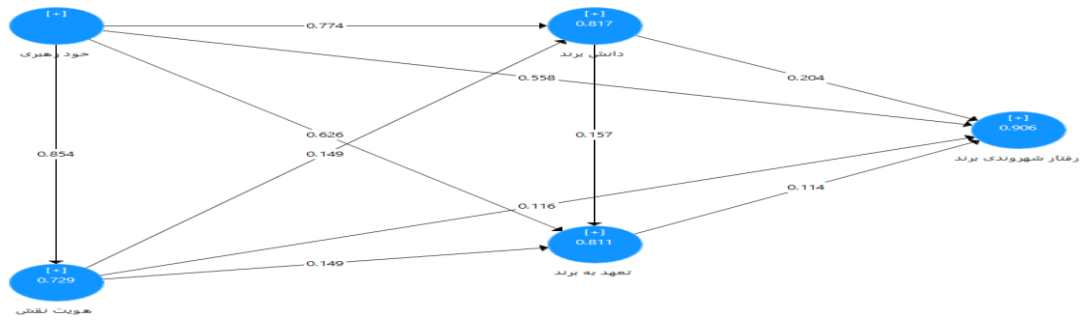


figure ۲):Structural model in standard coefficient estimation mode

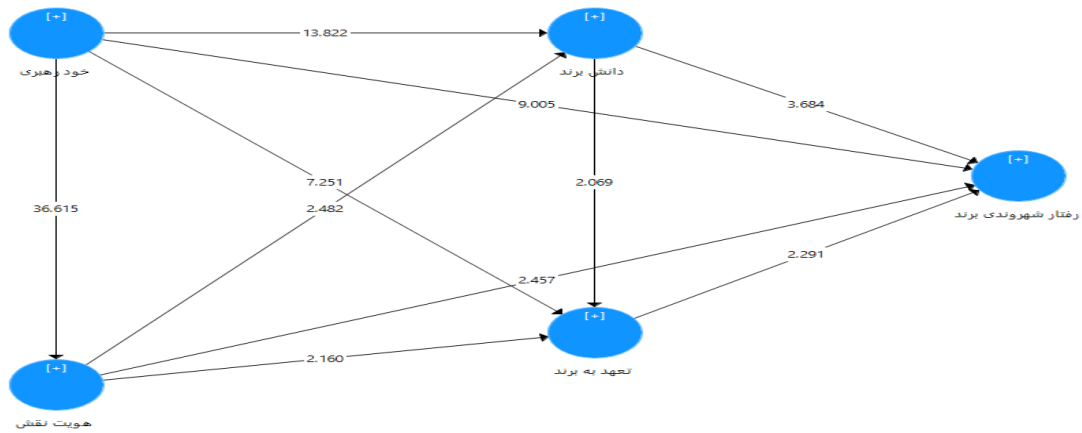


Figure (۳): structural model in the significance mode of coefficients (T.value)

In Table 3, the research hypotheses and the path and significance coefficients and the final results can be seen.

Table (3): The results of the paths in the research model

Result	Significance level	The value of T	Path coefficients	Description of the paths in the model
Confirmed	0.001	2.069	0.157	Brand knowledge → brand commitment
Confirmed	0.001	3.684	0.204	Brand knowledge → brand citizenship behavior
Confirmed	0.001	2.291	0.114	Brand commitment → brand citizenship behavior
Confirmed	0.001	13.822	0.774	Self-leadership → brand knowledge
Confirmed	0.001	7.251	0.626	Self-leadership → brand commitment
Confirmed	0.001	9.005	0.558	Self-leadership → brand citizenship behavior

As you can see in Table 3, the t value of all paths is greater than 1.96 and the significance level of all paths is equal to zero and less than the error level of 0.05. Therefore, it can be said that the relations have been confirmed in all directions.

First hypothesis: brand knowledge has an effect on brand commitment.

Table (4): The results of estimating the significance coefficients of t and the standardized path coefficient of brand knowledge on brand commitment

Result	Significance level	The value of T)t-value(Path coefficient)B(The first hypothesis
Confirmed	0.001	2.069	0.157	Brand knowledge → brand commitment

Examining the effect coefficient of brand knowledge on brand commitment in the above table shows that this path coefficient is estimated at 0.157. Considering that the significance value (t-value) is equal to 2.069 and is greater than 1.96 and the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; It means brand knowledge over commitment The brand has a positive and significant effect. With an increase of one standard deviation in brand knowledge scores, we will see an increase in brand commitment scores of 0.157 standard deviations. Therefore, according to the collected data, it can be said that the first hypothesis of the research that there is an effect of brand knowledge on brand commitment is confirmed with a probability of 95%.

Second hypothesis: Brand knowledge has an effect on brand citizenship behavior.

Table (5): The results of estimating the significance coefficients of t and the standardized path coefficient of brand knowledge on brand citizenship behavior

Result	Significance level	The value of T	Path coefficient)B(The second hypothesis
Confirmed	0.001	3.684	0.204	Brand knowledge → brand citizenship behavior

Examining the effect coefficient of brand knowledge on brand citizenship behavior in the above table shows that this path coefficient is estimated at 0.204. Considering that the significance value (t-value) is equal to 3.684 and is greater than 1.96 and the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, brand knowledge has a positive and significant effect on brand citizenship behavior. By increasing one standard deviation in brand knowledge scores, we will see an increase in brand citizenship behavior scores by 0.204 standard deviations. Therefore, according to the collected data, it can be said that the second hypothesis of the research that there is an effect of brand knowledge on brand citizenship behavior is confirmed with a probability of 95%.

Third hypothesis: brand commitment has an effect on brand citizenship behavior.

Table (6): The results of estimating the significance coefficients of t and the standardized path coefficient of brand commitment on brand citizenship behavior

Result	Significance level	The value of T) t-value(Path coefficient) B(The third hypothesis
Confirmed	0.001	2.291	0.114	Commitment to the brand → brand citizenship behavior

Examining the effect coefficient of brand commitment on brand citizenship behavior in the above table shows that this path coefficient is estimated at 0.114. Considering that the significance value (t-value) is equal to 2.291 and is greater than 1.96 and the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, brand commitment has a positive and significant effect on brand citizenship behavior. With a one standard deviation increase in brand commitment scores, an increase in Brand citizenship behavior scores will be 0.114 standard deviations. Therefore, according to the collected data, it can be said that the third hypothesis of the research that there is an effect of brand commitment on brand citizenship behavior is confirmed with a probability of 95% .

Fourth hypothesis: self-leadership has an effect on brand knowledge.

Table (7): The results of estimating the significance coefficients of t and the coefficient of the standardized path of self-leadership on brand knowledge

Result	Significance level	The value of T	Path coefficient)B(The fourth hypothesis
Confirmed	0.001	13.822	0.774	Self-leadership → brand knowledge

Examining the effect coefficient of self-leadership on brand knowledge in the above table shows that this path coefficient is estimated at 0.774. Considering that the significance value (t-value) is equal to 13.822 and is greater than 1.96 and the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, leadership itself has a positive and significant effect on brand knowledge. With a one standard deviation increase in self-leadership scores, we will see an increase in brand knowledge scores of 0.774 standard deviations. Therefore, according to the collected data, it can be said that the fourth hypothesis of the research that there is an effect of self-leadership on brand knowledge is confirmed with a probability of 95% .

Fifth hypothesis: Self-leadership has an effect on brand commitment.

Table (8): The results of estimating the significance coefficients of t and the standardized path coefficient of self-leadership on brand commitment

Result	Significance level	The value of T)t-value(Path coefficient) B(The fifth hypothesis
Confirmed	0.001	7.251	0.626	Self-leadership → brand commitment to the brand

Examining the effect coefficient of self-leadership on brand commitment in the above table shows that this path coefficient is estimated at 0.626. Considering that the significance value (t-value) is equal to 7.251 and is greater than 1.96 and the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, leadership itself has a positive and significant effect on brand commitment. With a one standard deviation increase in self-leadership scores, an increase in commitment scores was observed Brand will be equal to 0.626 standard deviation. Therefore, according to the collected data, it can be said that the fifth hypothesis of the research that there is an effect of self-leadership on brand commitment is confirmed with a probability of 95% .

Sixth hypothesis: Self-leadership has an effect on brand citizenship behavior.

Table (9): The results of estimating the significance coefficients of t and the standardized path coefficient of self-leadership on brand citizenship behavior

Result	Significance level	The value of T) t-value(B(ضرب مسير)	The sixth hypothesis
Confirmed	0.001	9.005	0.558	Self-leadership → brand citizenship behavior

Examining the effect coefficient of self-leadership on brand citizenship behavior in the above table shows that this path coefficient is estimated at 0.558. Considering that the significance value (t-value) is equal to 9.005 and is greater than 1.96 and the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; That is, leadership itself has a positive and significant effect on brand citizenship behavior. With an increase of one standard deviation in self-leadership scores, we will see an increase in brand citizenship behavior scores of 0.558 standard deviations. Therefore, according to the collected data, it can be said that the sixth hypothesis of the research about the existence of the influence of self-leadership on brand citizenship behavior is confirmed with a probability of 95% .

The seventh hypothesis: role identity plays a mediating role in the relationship between self-leadership and brand knowledge.

In order to investigate the seventh hypothesis, two paths of self-leadership influence on role identity and the path of role identity influence on brand knowledge were tested. The method of judging is that if the effect of the independent variable on the mediator and the effect of the

mediator variable on the dependent simultaneously becomes significant, then the role of mediation is confirmed and we will confirm the indirect effect. The results related to the seventh research hypothesis are shown in the table below.

Table (10): Examining the seventh hypothesis of the research

Result	Significance level	Statistics T	Standard path coefficient	مسیر	
Confirmed	0.001	36.615	0.854	Self-leadership → role identity	
Confirmed	0.001	2.482	0.149	Role identity → brand knowledge	
آزمون سوبل					
Significance level	The value of the statistic	Total effect	Indirect influence	direct effect	
0.001	2.476	0.127	0.127	-	

As can be seen in the above table, the effect of self-leadership variable on role identity was accepted with a path coefficient of 0.854 and a t-statistic value of 36.615. Also, the effect of role identity on brand knowledge was confirmed with a path coefficient of 0.149 and a t-statistic value of 2.482. According to the test of these two paths in the form of a model, it can be concluded that the role identity variable plays a mediating role in the influence of self-leadership and brand knowledge. On the other hand, taking into account that the absolute value of the Sobel statistic equal to 2.476 was calculated more than 1.96 and the significance level of the test (0.001) was lower than the error level of 0.05, it is possible to confirm the effect of mediation at the 95% confidence level. It reaffirmed the role of identity in the relationship between self-leadership and brand knowledge. Therefore, the seventh research hypothesis is confirmed

The eighth hypothesis: role identity plays a mediating role in the relationship between self-leadership and brand commitment.

In order to investigate the eighth hypothesis, two ways of influencing self-leadership on role identity and the way of influencing role identity on brand commitment were tested. The method of judging is that if the effect of the independent variable on the mediator and the effect of the mediator variable on the dependent simultaneously becomes significant, then the role of mediation is confirmed and we will confirm the indirect effect. The results related to the eighth hypothesis of the research are shown in the table below.

Table (11): Examining the eighth hypothesis of the research

Result	Significance level	Statistics T	Standard path coefficient	Direction	
Confirmed	0.001	36.615	0.854	Self-leadership → role identity	
Confirmed	0.001	2.160	0.149	Role identity → brand knowledge	
آزمون سوبل					
Significance level		The value of the statistic	Total effect	Indirect influence	direct effect
0.001		2.156	0.268	0.127	-

As can be seen in the above table, the effect of self-leadership variable on role identity was accepted with a path coefficient of 0.854 and a t-statistic value of 36.615. Also, the effect of role identity on brand commitment was confirmed with a path coefficient of 0.149 and a t-statistic value of 2.160. According to the test of these two paths in the form of a model, it can be concluded that the role identity variable plays a mediating role in the influence of self-leadership and commitment to the brand. On the other hand, taking into account that the absolute value of the Sobel statistic equal to 2.156 was calculated to be more than 1.96 and the significance level of the test (0.001) was less than the error level of 0.05, it is possible to confirm the effect of mediation at the confidence level of 95%. Hewitt reaffirmed the role of identity in the relationship between self-leadership and brand commitment. Therefore, the eighth research hypothesis is confirmed.

Ninth hypothesis: role identity plays a mediating role in the relationship between self-leadership and brand citizenship behavior.

In order to investigate the ninth hypothesis, two ways of influencing self-leadership on role identity and the way of influencing role identity on brand citizenship behavior were tested. The method of judging is that if the effect of the independent variable on the mediator and the effect of the mediator variable on the dependent simultaneously becomes significant, then the role of mediation is confirmed and we will confirm the indirect effect. The results related to the ninth research hypothesis are shown in the table below.

Table (12): Examining the ninth hypothesis of the research

Result	Significance level	Statistics T	Standard path coefficient	Direction	
Confirmed	0.001	36.615	0.854	Self-leadership → role identity	
Confirmed	0.001	2.457	0.116	Role identity → brand citizenship behavior	
آزمون سوبل					
Significance level		The value of the statistic	Total effect	Indirect influence	direct effect
0.001		2.451	0.384	0.099	-

As can be seen in the above table, the effect of self-leadership variable on role identity was accepted with a path coefficient of 0.854 and a t-statistic value of 36.615. Also, the effect of role identity on brand citizenship behavior was confirmed with a path coefficient of 0.116 and a t-statistic value of 2.457. According to the test of these two paths in the form of a model, it can be concluded that the role identity variable plays a mediating role in the influence of self-leadership and brand citizenship behavior. On the other hand, taking into account that the absolute value of the Sobel statistic equal to 2.451 was calculated more than 1.96 and the significance level of the test (0.001) was lower than the error level of 0.05, it is possible to confirm the effect of mediation at the confidence level of 95% It reaffirmed the role of identity in the relationship between self-leadership and brand citizenship behavior. Therefore, the ninth research hypothesis is confirmed.

Conclusion

Examining the effect coefficient of brand knowledge on brand commitment shows that this path coefficient is estimated positively. Considering that the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, brand knowledge has a positive and significant effect on brand commitment. With an increase of one standard deviation in brand knowledge scores, we will see an increase in brand commitment scores of 0.157 standard deviations. Therefore, according to the collected data, it can be said that the first hypothesis of the research that there is an effect of brand knowledge on brand commitment is confirmed with a probability of 95%. Therefore, it can be said that with increasing brand knowledge, brand commitment increases. This finding is in accordance with the research findings of Zhang and Zhu (2022). Examining the effect coefficient of brand knowledge on brand citizenship behavior shows that this path coefficient is estimated to be positive. Considering that the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, brand knowledge has a positive and significant effect on brand citizenship behavior. By increasing one standard deviation in brand knowledge scores, we will see an increase in brand citizenship behavior scores by 0.204 standard deviations. Therefore, according to the collected data, it can be said that the second hypothesis of the research that there is an effect of brand knowledge on brand citizenship behavior is confirmed with a probability of 95%.

Therefore, it can be said that with the increase in brand knowledge, brand citizenship behavior increases. This finding is in accordance with the research findings of Zhang and Zhu (2022). Examining the effect coefficient of brand commitment on brand citizenship behavior shows that this path coefficient is estimated to be positive. Considering that the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, brand commitment has a positive and significant effect on brand citizenship behavior. With an increase of one standard deviation in brand commitment scores, we will see an increase in brand citizenship behavior scores of 0.114 standard deviations. Therefore, according to the collected data, it can be said that the third hypothesis of the research that there is an effect of brand commitment on brand citizenship behavior is confirmed with a probability of 95%. Therefore, it can be said that with increasing brand commitment, brand citizenship behavior increases. This finding is in accordance with the research findings of Zhang and Zhu (2022). Examining the effect coefficient of self-leadership on brand knowledge shows that this path coefficient is estimated positively. Considering that the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, leadership itself has a

positive and significant effect on brand knowledge. With a one standard deviation increase in self-leadership scores, we will see an increase in brand knowledge scores of 0.774 standard deviations. Therefore, according to the collected data, it can be said that the fourth hypothesis of the research that there is an effect of self-leadership on brand knowledge is confirmed with a probability of 95%. Therefore, it can be said that with the increase of self-leadership, brand knowledge increases. This finding is in accordance with the research findings of Zhang and Zhu (2022). Examining the effect coefficient of self-leadership on brand commitment shows that this path coefficient is estimated positively. Considering that the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the 0.05 error level; That is, leadership itself has a positive and significant effect on brand commitment. With a one standard deviation increase in self-leadership scores, we will see an increase in brand commitment scores of 0.626 standard deviations. Therefore, according to the collected data, it can be said that the fifth hypothesis of the research that there is an effect of self-leadership on brand commitment is confirmed with a probability of 95%. Therefore, it can be said that with the increase of self-leadership, commitment to the brand increases. This finding is in accordance with the research findings of Zhang and Zhu (2022). Examining the effect coefficient of self-leadership on brand citizenship behavior shows that this path coefficient is estimated positively. Considering that the significance level is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; That is, leadership itself has a positive and significant effect on brand citizenship behavior. With an increase of one standard deviation in self-leadership scores, we will see an increase in brand citizenship behavior scores of 0.558 standard deviations. Therefore, according to the collected data, it can be said that the sixth hypothesis of the research about the existence of the influence of self-leadership on brand citizenship behavior is confirmed with a probability of 95%. Therefore, it can be said that with the increase of self-leadership, brand citizenship behavior increases. This finding is in accordance with the research findings of Zhang and Zhu (2022). As observed, the effect of the self-leadership variable on role identity was accepted with a positive path coefficient and a t-statistic value greater than 1.96. Also, the effect of role identity on brand knowledge was confirmed with a positive path coefficient and a t-statistic value greater than 1.96. According to the test of these two paths in the form of a model, it can be concluded that the role identity variable plays a mediating role in the influence of self-leadership and brand knowledge. On the other hand, taking into account that the absolute value of the Sobel statistic is greater than 1.96 and the significance level of the test is less than the error level of 0.05, it is possible to confirm the mediating effect of role identity in the relationship between It reaffirmed its leadership and brand knowledge. Therefore, the seventh research hypothesis is confirmed.

This finding is in accordance with the research findings of Zhang and Zhu (2022). As seen in the table, the effect of self-leadership variable on role identity was accepted with a positive path coefficient and a t-statistic value greater than 1.96. Also, the effect of role identity on brand commitment was confirmed with a positive path coefficient and a t-statistic value greater than 1.96. According to the test of these two paths in the form of a model, it can be concluded that the role identity variable plays a mediating role in the influence of self-leadership and commitment to the brand. On the other hand, taking into account that the absolute value of the Sobel statistic is greater than 1.96 and the significance level of the test is less than the error level of 0.05, it is possible to confirm the mediating effect of role identity in the relationship between It

reaffirmed its leadership and commitment to the brand. Therefore, the eighth research hypothesis is confirmed. This finding is in accordance with the research findings of Zhang and Zhu (2022). As seen in the table, the effect of self-leadership variable on role identity was accepted with a positive path coefficient of 0. and a t-statistic value greater than 1.96. Also, the effect of role identity on brand citizenship behavior was confirmed with a positive path coefficient and a t-statistic value greater than 1.96. According to the test of these two paths in the form of a model, it can be concluded that the role identity variable plays a mediating role in the influence of self-leadership and brand citizenship behavior. On the other hand, taking into account that the absolute value of the Sobel statistic is greater than 1.96 and the significance level of the test is less than the error level of 0.05, it is possible to confirm the mediating effect of role identity in the relationship between It reaffirmed the brand's leadership and citizenship behavior. Therefore, the ninth hypothesis of the research is confirmed.. This finding is in accordance with the research findings of Zhang and Zhu.(2022)

Practical suggestions in line with the research results are:

It is suggested to expand educational platforms to teach actors how to improve the brand and introduce it as a reliable and significant brand in the society. In addition, managers should strengthen the feedback and evaluation process of the brand in cooperation with the actors, and in this way, ensure that the brand is perceived in the best possible way by the society.

It is suggested to teach the actors how to help improve the brand through positive citizenship behavior. In addition, managers should strengthen the evaluation and feedback process with the cooperation of the actors in such a way that the positive citizenship behavior of the actors is considered as one of the effective factors in improving the brand.

It is suggested that by justifying the actors to maintain the commitment to the brand, they can help to improve the conditions of the cinema industry. Also, managers should strengthen the evaluation and feedback process in such a way that brand commitment and positive citizenship behavior are considered as two effective factors in improving the brand in the cinema industry.

It is suggested to show the actors how they can be effective in improving the conditions of the cinema industry with their leadership and commitment to the brand by providing the necessary guidelines and training. Also, managers should encourage actors to improve their brand knowledge and commitment by providing appropriate feedback. These measures can facilitate the improvement of self-leadership in the cinema industry and thus strengthen the increase of brand knowledge.

It is suggested to examine the role of actors' self-leadership on branding based on e-learning processes in future research.

It is suggested that the topic of this research be studied among other industries.

References

1. Afsharian, Sara; Haghghi, Mohammad; Haghigi Kafash, Mehdi and Aghazadeh, Hashem. (1400). Investigating the dimensions of organizational brand management in Bank Mellat with the meta-composite method. *Management Research in Iran*, 25(4), 68-87.
2. Shariatnejad, Ali; Mousavi, Seyedinjamuddin and Hosseini, Mina. (1400). Investigating the impact of leadership brand on organizational reputation; Explaining the mediating role of organizational legitimacy. *Business Management Perspectives*, 20(46), 142-167.
3. Hashemi, Seyed Mahmoud; Khaghan, Karen and Moazzami, Mojtaba. (1400). Investigating the relationship between transformational leadership and business development in Iran's aquatic industry (case study: Fisheries Organization of Tehran Province). *Scientific Quarterly of Marine Science Education*, 24, 231-246.
4. Aureliano-Silva, L., Spers, E.E., Lodhi, R.N. and Pattanayak, M. (2022). Who loves to forgive? The mediator mechanism of service recovery between brand love, brand trust and purchase intention in the context of food-delivery apps. *British Food Journal*, Vol. 124 No. 12, pp. 4686-4700.
5. Buil, I., Catalán, S. and Martínez, E. (2015). The importance of corporate brand identity in business management: An application to the UK banking sector. *BRQ Business Research Quarterly*, 19(1), 3-12.
6. Piehler, R., Schade, M., and Burmann, C. (2019). Employees as a second audience: The effect of external communication on internal brand management outcomes. *Journal of Brand Management*, 26, 445-460.
7. Xiong, L., King, C., and Piehler, R. (2013). "That's not my job": Exploring the employee perspective in the development of brand ambassadors. *International Journal of Hospitality Management*, 35, 348-359.
8. Zhang, H. and Xu, H. (2022). Improving internal branding outcomes through employees' self-leadership. *Journal of Hospitality and Tourism Management*, 46, 257-266.
9. Zhang, H., and Bai, C. (2018). Internal branding of tourism enterprises: A review of the literature and prospects for future research. *Tourism Tribune*, 33(3), 61-74.