Entrepreneurial Attitude and the Quality of Services in Tehran Movie Theaters

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Abstract

Most of the human actions are influenced by his attitudes (Karimmia, as cited in Oppenheim, 1990) and their attitudes control their intentions which, in turn, lead to their behaviors (Harris, 2008). The main purpose of this research is to identify the role that entrepreneurial attitude plays in the quality of services offered in Tehran movie theaters. Entrepreneurial attitude comprises four sub-scales of achievement, personal control, innovation and self-esteem (Robinson et al., 1991) and the present study investigates the role each sub-scale plays in providing services in the studied movie theaters. This is a quantitative- descriptive survey conducted in the form of a field study. The statistical population of the study is composed of all of the movie theaters in District 6, Tehran. Sampling was carried out using statistical census. Sample size was composed of 30 theater managers and owners of 11 active private sector theater managers. Data collection was carried out through interviews and a standard questionnaire (including 82 items). Data analysis was performed using SPSS (ver. 19). The results reveal that there is a relationship between achievement (Pearson correlation coefficient = 0.863), self-esteem (Pearson correlation coefficient = 0.616), personal control (Pearson correlation coefficient = 0.729) and innovation (Pearson correlation coefficient = 0.695) of the theater owners and managers in District 6 of Tehran and providing movie theater services. Also, there is a strong relationship between the entrepreneurial attitudes of the theater owners and manager and the quality of services they provide in the District 6 movie theaters of Tehran (R=1).

Keywords: entrepreneurial attitude, achievement, personal control, innovation and self-esteem, movie theater service.
1. Introduction

In the evolving world today, only organizations move forward into their evolutionary rapid growth that equip their human resources with productive entrepreneurial skills and knowledge. They can use this invaluable capability to lead their organizations toward creating value and achieving growth, development and management. As exemplars of diligence, entrepreneurs are known for the business achievements they bring into societies. They make a notable contribution to economical growth through leadership, innovation, efficacy, efficiency, employment, and new venture creation (Kuratko & Hodgetts, 1989). On the other hand, businesses and organizations constantly face evolving environments and new rivals (Rasekh, 2007). Managers have to adapt to these changes and achieve success through improving their entrepreneurial attitudes (Ball, 2005). Today, cinema (or the Seventh Art) is considered a big business to the extent that it is labeled as the art-industry. The movie production and release processes prove the relation between economy and art. Through screening movies and selling CDs and DVDs, cinema as a specialized media draws moviegoers with genuine interests to movie theaters (RoshandelArbatlani, as cited in Weeks et al., 2009).

Movie theaters are one of the channels for presenting movies to customers. As the most significant mass communication media, they are available all over Iran (Gilouri, as cited in FarajPahloo, 1994). According to cinematic standards based on the World Development Indicators in the motion pictures section, there is one movie theater per 7866 US citizens and one movie theater per 12000 Canadian citizens. With a population of approximately 65 million people, France has one screen for every 11771 individuals. With a population of approximately 82 million people, Germany has one screen for every 17321 individuals. With a population of approximately 61 million people, UK has one screen for every 16504 individuals. However, in Iran as a country with approximately 74 million people and 270 cinemas, there is only one cinema for every 274074 individuals. According to the standards, for each individual 1 seat and for 10000 citizens 1 screen is needed. However, just about 80 out of 870 Iranian cities have cinemas (World Film Market Trends, European Audiovisual Observatory Focus, 2010).

Among other important issues which challenge the exhibitors, is the problem of leaving this business. The exhibitors cannot change their jobs because the present regulations do not allow them to. According to researchers, entrepreneurial exit strategy is a key component in the entrepreneurship process (Dawn, 2008).

A reduction in the number of screens all over the country is a definite indication that shows the number of moviegoers has dropped and the private sector is not willing to invest in this area. The change in the attitudes of theater owners and managers through innovation could result in productivity and economical growth in the film sector.

The fact that the attitude of an individual is entrepreneurial or not is crucially important. This is because attitude could be a determining factor that entails a positive or negative reaction to people, objects and events. It plays the role in translating mental-emotional state to motion state and therefore, entrepreneurial attitude is the precondition for entrepreneurial behavior (Muller & Thomas, 2000).

Attitude is the best predictor of entrepreneurial attitudes. It is argued that attitudes are learned and since they are developed in the contexts of the family, social environments and the workplace, they can evolve through learning. Therefore, the type and strength of entrepreneurial attitudes in an individual could affect their actions (Robinson et al., 1991). On the other hand, improvements in the business encourages entrepreneurs and investors to enter the art-industry sector and allows the efficient mobilization of capital and skills that would not be, otherwise.

The results of the present study is important from social and cultural aspects on the national level in policy-makings. On the other hand, even if improving entrepreneurial attitude among theater owners and managers does not lead to an increase in the number of entrepreneurs, it could spread the beliefs which reinforce achievement, self-esteem, personal control, and innovation to the cultural and educational development in the film art-industry. With regard to the increasing role of entrepreneurial development, recognizing and
transferring attitudinal concepts and improving entrepreneurial attitudes among individuals becomes highly crucial. Therefore, the main purpose of this paper is to investigate the relationship between entrepreneurial attitude and the quality of services in Tehran movie theaters.

2. Review of the related literature

The evaluation of attitudes was first introduced in social psychology. The attitude of an individual toward different groups has implications for his group relations. In the same way, the evaluation and prediction of the public views about different issues, institutions, and practices, is significant for social psychologists, managers, policy-makers and other executive authorities (Barahani, 2003, as cited in Anastasi, 1976). The literature on entrepreneurial attitude tries to identify the characteristics and features which affects entrepreneurship and distinguish an entrepreneur from others (Colamant & Matina, 2008). Entrepreneurial attitude can be seen as an individual's orientations towards future value-adding activities and self-employment in a small business (Burger & Mahadea, 2005). In fact, entrepreneurial attitude engages an individual in entrepreneurship (Sharif & Saud, 2009) and distinguishes entrepreneurs from others (Lindsay & Jordaan, 2007). The theory of attitude has a substantial theoretical and practical background in the entrepreneurship literature. Attitudes toward personal traits are not constant and change in relation to time and place and in reaction to the environment. Attitude involves a dynamic interactive way that an individual relates to the attitude object, changing across time and from situation to situation (Tamizharasi & Panchanatham, 2010). Extensive studies have been conducted on how and why individuals become entrepreneurs. Some researchers focus on personal traits; for example, Schumpeter (1934) focuses on innovation and McClelland emphasizes achievement (1961). In the 1990s, the emphasis on the analysis of entrepreneurial characteristics was shifted toward entrepreneurial attitude. However, attitudes are less stable than personal characteristics. Learning plays a key role in this process (Szerb, 2007). Carland et al. (1984) examined all the characteristics attributed to entrepreneurs until 1984 which concisely include: The need for achievement, personal control, risk-taking propensity, independence, creativity, etc. Numerous studies have been conducted on the impact of attitude on entrepreneurship which proves it as the best predictor of entrepreneurial attitude. The theory of attitude is a valid method to be replaced with personality-oriented psychological models for studying entrepreneurs. Entrepreneurial attitude is a model based on three (in contrast with the one-variable model) components of emotion (positive or negative emotion toward a given attitude), action (behavioral objectives and tendency toward unique behaviors toward a given attitude) and recognition (conceptions and the beliefs of the individual toward a given attitude). Entrepreneurial attitude is a combination of the three above reactions to a specific entrepreneurial objective. In addition to these three attitudinal dimensions, entrepreneurial attitude is also defined as entrepreneurial factors such as: successful business establishment, practical innovation in line with commercial motivations, understanding personal control and its effect on business objectives, taking self-esteem as an indication of self-assessment in business tasks and opportunity recognition (Lindsay et al., 2007). Noel (2005) believes that entrepreneurial attitude is composed of 5 dimensions: achievement, self-esteem, personal control, innovations and opportunity recognition (Noel, 2005). The present study does not use the model proposed by Robinson et al., (2012) because the opportunity dimension is a highly complex phenomenon. Shannon et al. (2009) examined the entrepreneurial attitude of the Chinese and Brazilian students in their study. The results of their study show that culture and entrepreneurial expectations affect entrepreneurial attitude. Tom (2009) investigates the effect of entrepreneurial training on the entrepreneurial attitudes of students and takes entrepreneurial attitude as an operational variable. The results show that entrepreneurial training is effective in improving entrepreneurial attitude. Also, a significant change in the entrepreneurial attitude of the students is seen before and after the entrepreneurial training period. In their study of the effect of entrepreneurial attitude on tourism in Norway, Nybakk and Hansen (2008) found that stronger entrepreneurial attitudes increase the possibility of change in organizing businesses and also increases the resulting revenue (Jafari-moghadam, Fakharzadeh, 2011). Entrepreneurial skills and knowledge could be learned and developed provided that the proper conditions are in place. Also, it has to be taken into the account that training plays a key role in developing entrepreneurial capabilities. Moreover, Fayol et al. argue that the level of entrepreneurial training is entirely different in countries and institutions based on objectives, audiences, framework and training (Packham et al., 2010).
The review of the literature on entrepreneurial attitude reveals that the entrepreneurial attitude model by Robinson et al. (1991) could serve as a comprehensive reference model in numerous research hence the theoretical foundations of this study. According to Robinson et al. (1991), their model is the starting point for the investigation of different dimensions of entrepreneurial attitude (achievement, self-esteem, personal control, and innovation) each identified by three aspects (recognition, emotional and behavioral).

Entrepreneurial attitude is a function of all the three aspects (i.e. cognitive, emotional and behavioral) in a particular entrepreneurial issue (Robinson et al., 1991).

![Figure 1: The entrepreneurial attitude model by Robinson et al. (1991)](image)

2.1. Definitions

2.1.1. Entrepreneurship

Entrepreneurship involves the establishment of a new firm through innovative and risk-taking management. Entrepreneurship is a process rather than a mere outcome. It is not something to be formed, it is rather an activity carried out by an individual. Entrepreneurship encompasses opportunity analysis, establishment and growth of venture capital, financing and value acquisition, and the resulting success and profit-making. Entrepreneurship is considered as the engine for economic development (Fayol & Gaily, 2006).

2.1.2. Attitude:

It is the assessment or evaluation that is made properly or improperly about an object, individual or an event. Attitude is the reflection of feelings an individual has about an issue or an object etc. (Parsayian & Erabi, as cited in Robins 1997, p. 45). Entrepreneurial attitude refers to a state in which an individual tends to show entrepreneurial behavior. Entrepreneurial process includes elements, attitudes and behaviors that indicate the tendency of an individual toward taking advantage of new opportunities and feeling an obligation for innovative change. These tendencies are referred to as entrepreneurial attitudes (Amiri & Moradi, 2008).

2.1.3. Achievement:

According to McClelland the need for achievement involves, "the tendency for doing a task with high standards to achieve success in competitive occasions (Entrepreneurship Terminology, 2005, p.140).

Self-esteem is the positive or negative way an individual views himself or herself; it is the evaluation of ‘feel-worthy’ in an individual (Bisinger et al., 2006).
2.1.4. Personal control:

Personal control refers to how an individual attributes the positive or negative outcomes of his actions to others (Barahani et al., as cited in Atkinson et al., 1990).

Innovation: "Innovation=creativity+exploitation" (Roberts, 2007). Innovation is transforming creativity (new ideas) into action or outcome (profit) (Albrecht, 1987).

2.1.5. Management:

Management can involve an individual or a group responsible for the examination, analysis, decision-making and executing the operations to achieve organizational objectives (Entrepreneurship Terminology, 2005, p.131).

2.1.3. Movie theater services:

Movie theaters services are often presented in two forms:

A) Showing movies using modern technologies such as Dolby sound etc.

B) Additional services which include comedy performances, concerts, lectures, parking areas, restaurants, fast food shops, coffee shops, booths for selling audio-visual products, books etc. The present study has adopted the model proposed by Robinson et al. (1991)

![Figure 3: The theoretical foundations of Tehran movie theaters' services.](image)

2.2. Main hypothesis:

There is a relationship between entrepreneurial attitude and offered movie services in Tehran.
2.3. Secondary hypotheses:

1. There is a relationship between achievement and movie services in Tehran.
2. There is a relationship between self-esteem and movie services in Tehran.
3. There is a relationship between personal control and movie services in Tehran.
4. There is a relationship between innovation and movie services in Tehran.

3. Methodology

The quantitative statistical population of the study includes all the movie theaters in District 6, Tehran. District 6 is home to the most active and old theaters in Tehran (14 movie theaters). The sample size is composed of 30 theater owners and managers of 11 active private and public sector theaters. Sampling in the quantitative phase was carried out using statistical census. Data was collected using valid books, research journals, domestic and foreign articles and studies related to the subject at hand, and the available e-documents as well as the standard questionnaire for examining entrepreneurial attitudes developed by Robinson et al. (1991). The questionnaire is composed of 82 items; 75 items for testing entrepreneurial attitude factors including achievement (25 items), self-esteem (14 items), personal control (11 items), and innovation (25 items). The remaining 7 items tested the quality of services provided in movie theaters which are directly or indirectly related to the research objectives. The present questionnaire uses proportional measures and the respondents rate each item from 0 to 10. "Zero" indicates the neutrality of the respondent, "1" indicates “disagree” and "10" indicates that the respondent "completely agrees" with the item. Moreover, 15 items (26, 28, 30, 32, 34, 36, 37, 38, 40, 42, 51, 65, 71, and 73) had a negative score. The logical sequence between the items (validity) for the primary sample including 15 theater owner and manager was tested using the SPSS software (ver. 19). The Cronbach’s alpha test results for 4 factors of achievement, self-esteem, personal control, and innovation respectively produced 0.927, 0.831, 0.777, and 0.747. Data analysis was carried out using descriptive and deductive statistics. First, the descriptive information related to the sample, including age, marital status, education, field of study, work experience, and ownership type is presented. Afterwards, the Pearson correlation coefficient test and multi-variable regression is used to test the research questions.

4. Data analysis: using descriptive and deductive statistics

4.1. Descriptive statistics for the indices

<table>
<thead>
<tr>
<th>Indices</th>
<th>Frequency</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achievement</td>
<td>44</td>
<td>86%</td>
</tr>
<tr>
<td>Self-esteem</td>
<td>44</td>
<td>61%</td>
</tr>
<tr>
<td>Personal control</td>
<td>44</td>
<td>73%</td>
</tr>
<tr>
<td>Innovation</td>
<td>44</td>
<td>69%</td>
</tr>
<tr>
<td>movie theater services</td>
<td>44</td>
<td></td>
</tr>
</tbody>
</table>
4.2. Descriptive statistics for the population

Table 2: secondary hypotheses

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Value</th>
<th>Meaningfulness</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The achievement level of theater owners and managers in District 6, Tehran affects the quality of services in movie theaters.</td>
<td>86%</td>
<td>0.000</td>
<td>confirmed</td>
</tr>
<tr>
<td>The self-esteem level of theater owners and managers in District 6, Tehran affects the quality of services in movie theaters.</td>
<td>61%</td>
<td>0.000</td>
<td>confirmed</td>
</tr>
<tr>
<td>The personal control level of theater owners and managers in district 6, Tehran affects the quality of services in movie theaters.</td>
<td>73%</td>
<td>0.000</td>
<td>confirmed</td>
</tr>
<tr>
<td>The innovation level of theater owners and managers in district 6, Tehran affects the quality of services in movie theaters.</td>
<td>69%</td>
<td>0.000</td>
<td>confirmed</td>
</tr>
</tbody>
</table>

The relative effect of entrepreneurial attitude on the quality of services in movie theaters is shown in table 2.

Table 3: The relative effect of entrepreneurial attitude on the quality of services in movie theaters

<table>
<thead>
<tr>
<th>Factors</th>
<th>The relative effect</th>
</tr>
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<tbody>
<tr>
<td>Achievement</td>
<td>58.6%</td>
</tr>
<tr>
<td>self-esteem</td>
<td>39%</td>
</tr>
<tr>
<td>Personal control</td>
<td>25%</td>
</tr>
<tr>
<td>Innovation</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

Therefore, the linear model of entrepreneurial attitude factors and the quality of services in movie theaters is as follows:

\[4X \times 0.103+ 3X \times 0.25+ 2X \times 0.39 + 1X \times 0.586 + 1.424= Y\]

Where,

\[Y = \text{providing services in movie theaters}\]

1X = Achievement

2X = Self-esteem

3X = Personal control

4X = Innovation
5. Conclusion

There is no research with similar title and topic in the literature so far and the current study is original in the field. The related domestic literature has not investigated the entrepreneurial attitudes in the sample similar to the present study. They have rather examined some other aspects of the entrepreneurial attitude. However, with regard to the subject, foreign studies are more close to the present research. The research findings show that:

Since 86.67% of the theater owners and managers are above 41, the possibility of attending training courses is low. This is a considerable challenge for improving the knowledge level among the theater managers and owners. While 93.3% of theater managers and owners are male, 6.7% are female. This indicates that either women are not interested in this field or the working conditions for them are not favorable. Since 43.3% of theater managers and owners have more than 31 years of experience, they are very well familiar with different dimensions of their occupation which can be of pivotal importance. The education distribution of the sample includes 26.7% with BA, 6.7% with MA and none holding a PhD degree. 56.67% theater managers and owners hold diploma or below, and it seems that this has affected their performance in managing their business. 66.7% of the theaters in District 6, Tehran are owned by the public sector, while 30% are owned by the private sector and 3.3% are jointly owned by the public-private sector. It seems that the government film screening policies together with the lack of autonomy for theater owners in the private sector in choosing the profitable movies, perpetuate the monopoly of the government and particularly the Ministry of Culture and Islamic Guidance in this sector and stifle the competitive atmosphere in this area.

For the first hypothesis of the study, 25 items were used to test the effect of achievement in theater managers and owners in District 6, Tehran on the quality of services in the theaters. The Pearson correlation coefficient for this aspect was 0.863 and the significance level was 0.000. Therefore, it is concluded that there is a relation between the achievement level of theater owners and managers in Tehran district 6 and the quality of services in movie theaters.

For the second hypothesis of the study, 14 items were used to test the relation between self-esteem in theater managers and owners in District 6, Tehran and the quality of services in the theaters. The Pearson correlation coefficient for this aspect was 0.616 and the significance level was 0.000. Therefore, it is concluded that there is a relation between the self-esteem level of theater owners and managers in Tehran district 6 and the quality of services in movie theaters.

For the third hypothesis of the study, 11 items were used to test the relation between personal control in theater managers and owners in District 6, Tehran and the quality of services in the theaters. The Pearson correlation coefficient for this aspect was 0.729 and the significance level was 0.000. Therefore, it is concluded that there is a relation between the personal control level of theater owners and managers in Tehran district 6 and the quality of services in movie theaters.

For the fourth hypothesis of the study, 25 items were used to test the relation between innovation in theater managers and owners in District 6, Tehran and the quality of services in the theaters. The Pearson correlation coefficient for this aspect was 0.695 and the significance level was 0.000. Therefore, it is concluded that there is a relation between the innovation level of theater owners and managers in Tehran district 6 and the quality of services in movie theaters.

For the main hypothesis of the study, 82 items were used to test the relation between the entrepreneurial attitude factors in theater managers and owners in District 6, Tehran and the quality of services in the theaters. The value for R coefficient is 1. Therefore, it is concluded that there is a relation between the entrepreneurial attitude of theater owners and managers in Tehran district 6 and the quality of services in movie theaters. The relative impact of each entrepreneurial attitude factor on the services in movie theaters indicates that while achievement is highly important for the respondents (58.6%), innovations is not (10.3%). It seems that the reason for this is the laws and regulations and severe restrictions imposed from the related organizations especially The Movie Bureau of The Ministry of Culture and Islamic Guidance on this business.
The following section provides some recommendations for further research:

1. An investigation of the investment barriers in the development of movie theaters in Iran.
2. Identification of practical and purposed economic strategies and the efficient use of economy in the Iranian theaters today.
3. Identification of strategies for the improvement of the commercial status and the sustainability of the Iranian film industry. And studying the role played by cinema as a media in providing entrepreneurial services to the society.
4. The investigation of the policies for mitigating auditing and government interference in the film industry and developing a free competitive atmosphere for the private sector seems necessary, because the parent group of 5 theaters, namely, Azadi, Asr-e-Jadid, Africa, Quds, and Esteqlal in Tehran (of which two are public movie theaters) have taken the chance of competing for providing and showing attractive best-selling movies from other movie theaters.
5. An investigation into the policies for supporting private sector theater owners with the aim of reopening the closed cinemas and, afterwards, developing a comprehensive program for establishing movie theaters all over the country, facilitating the preconditions for theater establishment for the private sector and, of course, ratification and implementation of laws and regulations to motivate investors.
6. The attitude of an individual form his intentions, which in turn project as his behavior. Therefore, it is suggested that an entrepreneurship training program be developed and administered with the cooperation of The Ministry of Culture and Islamic Guidance and the Society of Iranian Cinema Halls Owners to improve entrepreneurial attitude among theater managers and owners. Given the key role played by entrepreneurs, particularly in establishing SMEs which results in employment, it would be highly helpful to design and develop a pattern for training entrepreneurial managers.
7. Encouraging initiatives for holding painting, calligraphy or photography exhibitions etc. in movie theaters would aid profitmaking.
8. Developing cinema parks with parking lots, restaurants, fast food shops, coffee shops, booths for selling audiovisual products, books; developing sport facilities such as bodybuilding, bowling, billiard, snooker, chess clubs and the like; assigning specific locations for banners, information and computer game centers would also aid profitmaking.

References


