

Citation: Rezaei Danesh, M. H., Rudgarnezhad, F., & Ooshaksaraie, M. (2025). Designing a Fuzzy Expert System for Personal Branding of Managers. *Digital Transformation and Administration Innovation*, 3(3), 1-15.

Received date: 2025-02-11

Revised date: 2025-06-10

Accepted date: 2025-06-22

Published date: 2025-07-01



Designing a Fuzzy Expert System for Personal Branding of Managers

Mohammadhossein Rezaei Danesh¹, Forogh Rudgarnezhad^{2*}, Maryam Ooshaksaraie³

1. Department of Public Administration, Ra.C., Islamic Azad University, Rasht, Iran

2. Department of Management, BaA.C., Islamic Azad University, Bandar Anzali, Iran

3. Department of Industrial Management, Ra.C., Islamic Azad University, Rasht, Iran

*Correspondence: forogh.rudgarnezhad@iau.ac.ir

Abstract

Given the importance of personal branding as a key managerial competency, this study aims to present a hierarchical fuzzy mathematical model for the personal branding of managers within the Agricultural Jihad Organization of Gilan Province. This research is categorized as developmental–applied in terms of its purpose and employs a mixed-methods approach in terms of data nature. The qualitative phase involved a statistical population consisting of professional and academic experts, while the quantitative phase included all heads, managers, and experts with over 10 years of experience at the Agricultural Jihad Organization of Gilan Province. In the qualitative phase, data obtained through literature review and expert interviews were analyzed using thematic analysis. As a result, the dimensions, components, and indicators of managerial personal branding were identified and classified into 5 dimensions, 14 components, and 45 indicators. Subsequently, based on the qualitative model, a quantitative questionnaire was developed. Quantitative data were collected from a sample of 121 employees at the Agricultural Jihad Organization of Gilan Province. These data were then analyzed, and the quantitative model was developed using a hierarchical fuzzy inference system. The most significant outcome of this study is the construction of a hierarchical model for managerial personal branding. This model can be used to predict and evaluate the extent to which managers possess a personal brand within the organization.

Keywords: Branding, Managers' Personal Brand, Fuzzy Expert System, Hierarchical Fuzzy Inference, Thematic Analysis.

1. Introduction

In today's hyper-connected and competitive landscape, the concept of personal branding has emerged as a pivotal element in shaping managerial identity, enhancing leadership impact, and influencing organizational outcomes. Personal branding, initially rooted in marketing and self-presentation theories, has evolved into a multifaceted construct that now encompasses various psychological, behavioral, and organizational dimensions. It is no longer confined to celebrities or entrepreneurs but has extended its relevance to professionals and managers across industries, particularly in public sector organizations where leadership visibility and stakeholder trust are critical (Scheidt et al., 2020; Szántó et al., 2025; Vinmalar, 2025).

Theoretical frameworks of personal branding emphasize that it involves the strategic construction and communication of an individual's identity, aligned with professional values and organizational culture (Shafiee et al., 2020; Szanto & Radácsi, 2023). In this context, managers are expected not only to perform their roles effectively but also to embody a brand persona



that enhances their credibility, reputation, and relational capital. This branding process influences not just individual career advancement but also organizational performance and institutional trust (Smolarek & Dzieńdziora, 2022; Walczak-Skałicka, 2022).

Public sector organizations, traditionally viewed as bureaucratic and impersonal, are increasingly recognizing the importance of human-centric branding approaches. In particular, personal branding of managers within public institutions such as government ministries, agricultural departments, or judicial bodies has gained traction as a mechanism to foster leadership transparency, stakeholder engagement, and professional accountability (Beig et al., 2022; Big et al., 2021). The branding of individual managers is also tied to institutional reputation, especially when these individuals serve as the public face of the organization (Mirza Abolhassan Khan Ilchi et al., 2022; Shojaeian et al., 2020).

Studies show that the personal branding process in organizational contexts is influenced by a range of internal and external factors including organizational culture, social identity, media presence, professional development opportunities, and individual capabilities (Malayi et al., 2021; Ramazani et al., 2024; Ramezani et al., 2024). From a human resource perspective, employer branding and employee personal branding are increasingly interlinked, necessitating a systemic approach in which both organizational structures and individual actions reinforce each other's branding goals (Beig et al., 2022; Bojnourdi et al., 2024).

Research in this area also underscores the critical role of social media and digital platforms in constructing and disseminating personal brands. Managers are now expected to maintain a consistent digital presence that reflects their values, expertise, and alignment with organizational goals (Jacobson, 2020; Olanrewaju et al., 2020; Zarei et al., 2023). Personal branding is no longer merely a matter of self-expression; it has become an instrument of strategic communication and symbolic power within organizations (Dewan, 2020; Molares-Cardoso et al., 2020).

Despite the growing body of literature, a coherent and operational framework for assessing and enhancing managerial personal branding remains elusive, particularly in non-Western, public sector contexts. Several scholars have attempted to identify and categorize the components of managerial personal branding, proposing multi-dimensional models based on meta-synthesis, grounded theory, or structural equation modeling (Mollaei et al., 2021; Mortazavi et al., 2021; Sanaei et al., 2023). These models generally converge on several key domains such as personality traits, professional competencies, value alignment, communication skills, and social presence.

Moreover, research shows that personal branding is a dynamic and context-sensitive process that must consider cultural, organizational, and generational nuances (Huda et al., 2020; Malayi et al., 2021; Sanaei et al., 2022). For example, in the Iranian context, personal branding among public managers is shaped not only by professional behaviors but also by ideological alignment, social respectability, and ethical integrity (Hassanpoor et al., 2021; Shojaeian et al., 2020). This intersection of personal, organizational, and societal expectations makes the branding process both complex and critical for public service delivery.

From a methodological standpoint, scholars have increasingly turned to mixed methods approaches and computational modeling to quantify and simulate personal branding systems. Among these, fuzzy logic and fuzzy inference systems (FIS) offer robust tools for dealing with the ambiguity and subjectivity inherent in personal branding phenomena (Scheidt, 2021; Szántó et al., 2025). FIS allows for the integration of expert judgments, qualitative insights, and quantitative data into a coherent model that can be used for prediction, assessment, and policy design in the realm of personal branding.

In line with this trajectory, the current study aims to design and validate a fuzzy expert system for evaluating the personal branding of managers in a public sector organization—the Agricultural Jihad Organization of Gilan Province.

2. Methods and Materials

Given that this study aims to advance existing knowledge in the field of managerial personal branding and to examine it within a public organization, it is classified as developmental–applied research in terms of its objective. Moreover, in terms of data nature, this research follows a mixed-methods approach.



In the qualitative phase, modeling was conducted through a review of theoretical foundations and previous research, as well as interviews with experts. The statistical population in this phase consisted of academic literature and both organizational and academic experts. Academic experts were selected based on criteria such as holding a PhD in Public Administration with a focus on Human Resource Management or Organizational Behavior, having at least 10 years of teaching experience in this field, holding an academic rank of assistant professor or higher, and possessing publications such as books, research projects, and peer-reviewed scientific papers in the subject area of the study. Organizational experts were selected based on criteria such as holding at least a master's degree in a field related to their job and having a minimum of 20 years of work experience in that position.

In the quantitative phase, mathematical modeling methods were used to quantitatively test the proposed model on a selected sample. The statistical population in this phase included heads, managers, deputies, and experts (with at least 10 years of work experience) at the Agricultural Jihad Organization of Gilan Province, totaling 175 individuals. Using the Krejcie and Morgan Table, a sample of 121 individuals was selected through convenience sampling.

To achieve the objectives of this study, in the first step, thematic analysis was used to extract a model of personal branding for managers in public organizations. In the second step, the hierarchical fuzzy model of the study was applied to the target population. Finally, the dimensions of the personal branding model for managers in public organizations were ranked within the Agricultural Jihad Organization of Gilan Province.

3. Findings and Results

This study adopts a qualitative approach with the aim of conducting an in-depth investigation and identifying key dimensions of managerial personal branding within public organizations. Thematic analysis was employed to analyze the data obtained from specialized texts and in-depth interviews. This approach enables the researcher to gain a rich and multidimensional understanding of the phenomenon under study by focusing on the experiences and perspectives of experts.

Thematic analysis, as a powerful tool in qualitative research, facilitates the identification, analysis, and reporting of recurring and meaningful patterns (themes) within a dataset. In this study, we employed the systematic approach of Attride-Stirling (2001) for thematic coding, which consists of three main levels of concepts: basic themes, organizing themes, and global themes. This hierarchical structure allowed us to move from raw and initial codes toward more abstract and comprehensive concepts.

The data collection process began with an extensive review of theoretical foundations and literature related to personal branding and management in the public sector, including a thorough examination of articles, books, and relevant documents. This process led to the development of a preliminary conceptual framework, which not only guided the research path but also played a critical role in designing the interview guide.

To enrich the data, semi-structured in-depth interviews were conducted with experts in the field of public management and branding. Experts were selected through purposive judgmental sampling, and interviews continued until theoretical saturation was reached. A total of 16 interviews were conducted, and since no new codes emerged during the last two interviews, the interview process was terminated. Before conducting the interviews, an interview guide was developed focusing on the following key topics:

- Experts' understanding of the concept of personal branding in the public sector
- Effective actions and activities for building and enhancing managers' personal brands
- Necessary characteristics and skills for managers with strong personal brands in public organizations
- Challenges and opportunities in the realm of personal branding for public managers

After data collection, the coding process began. Initially, through repeated reading of interview transcripts and documents, an in-depth understanding of the content was achieved. Subsequently, initial codes or basic themes — consisting of meaningful and key phrases and concepts — were extracted. By eliminating duplicates and merging similar concepts, a total of 45 final basic themes were identified. Theoretical saturation was confirmed by the absence of new codes in the final two interviews, indicating the adequacy of the sample size and comprehensiveness of the collected data.

In the next stage, organizing themes were formed by combining and summarizing the basic themes. These themes represented groups of basic codes organized around a shared concept. A constant iterative process between raw data and

emerging themes was conducted to ensure that the themes accurately reflected the content of the data. Finally, by integrating and consolidating the organizing themes, global themes — as higher-level and more comprehensive concepts — were extracted. These global themes formed the main dimensions of the managerial personal branding model and constituted the final conceptual framework of the study.

Thus, the final model of managerial personal branding is presented in Figure 1.

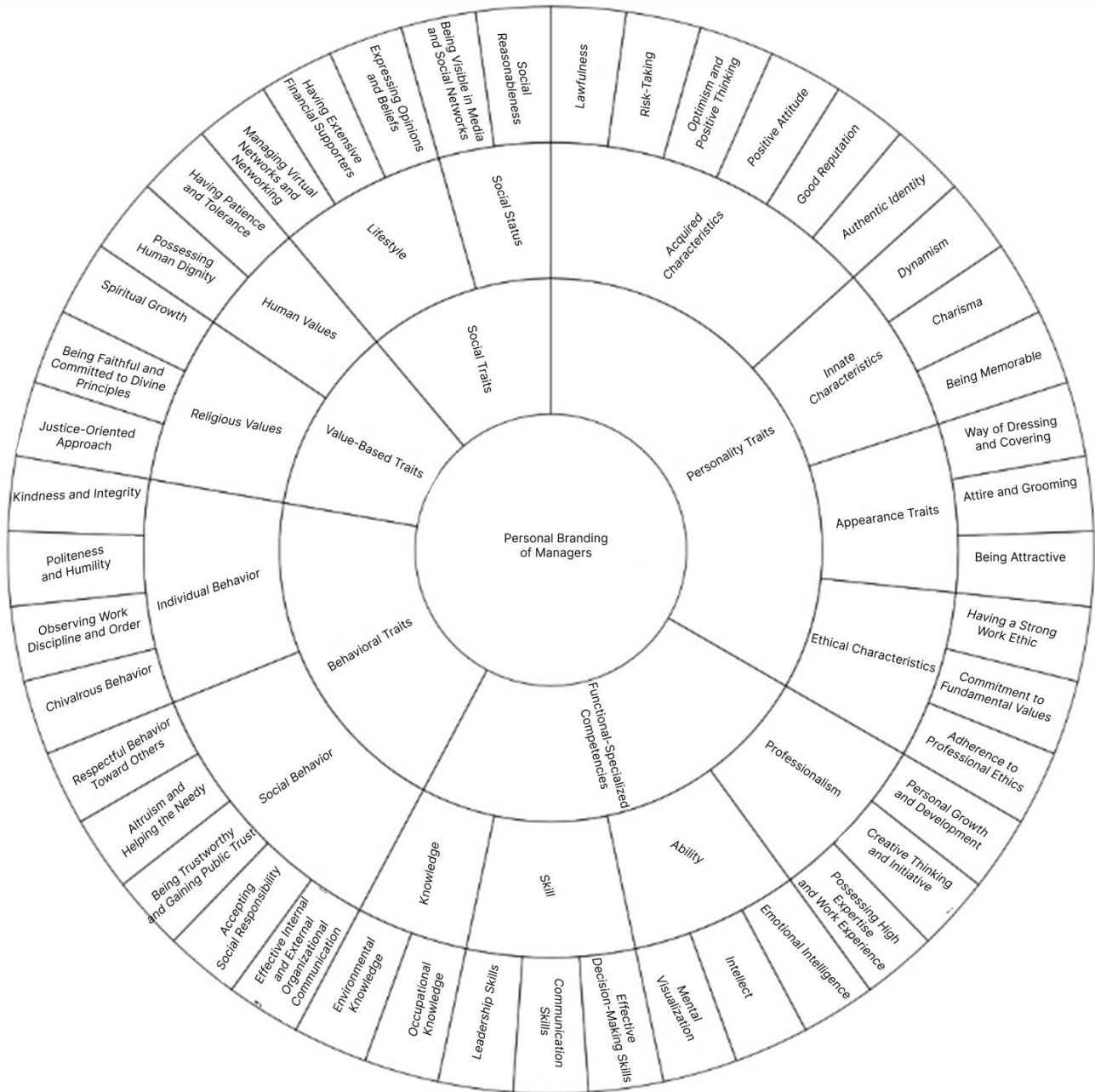


Figure 1. Final Model of Managerial Personal Branding in Public Organizations

Subsequently, the hierarchical model of managerial personal branding was developed using a fuzzy inference system with the aid of MATLAB software, as illustrated in Figure 2.

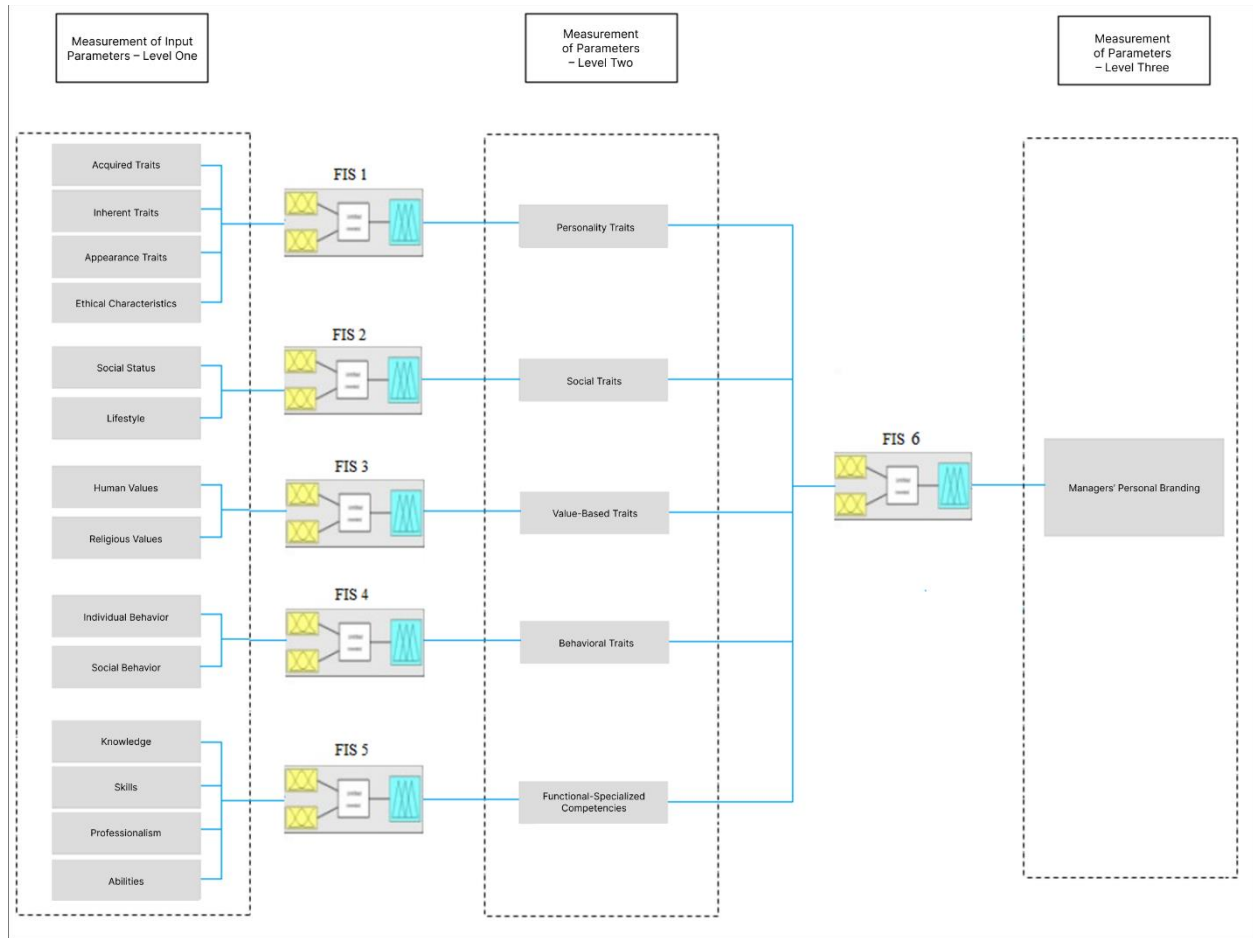


Figure 2. Hierarchical Fuzzy Inference System of the Study

As shown in Figure 2, six fuzzy inference systems (FIS) were developed in this study. The first fuzzy inference system is explained in detail below, while the results of the other systems are summarized for brevity.

According to Figure 2, the inputs of the first fuzzy inference system include: acquired traits, inherent traits, physical appearance traits, and moral traits. The output of this system is personality traits.

In the first step, the variables were fuzzified. This was achieved by defining membership functions. Gaussian membership functions were used for input variables, and triangular membership functions were used for the output variable. For all membership functions, a standardized range of 0 to 10 was adopted to enhance expert scoring precision.

Table 1. Input Variable Classification for the First Fuzzy Inference System

Fuzzy Number	Linguistic Variables
(0, 2)	Low (L)
(5, 2)	Medium (M)
(10, 2)	High (H)

Table 2. Output Variable Classification for the First Fuzzy Inference System

Triangular Fuzzy Number	Linguistic Variables
(2.5, 0, 0)	Very Low (VL)
(5, 3, 1)	Low (L)
(7, 5, 3)	Medium (M)
(9, 7, 5)	High (H)
(10, 10, 7.5)	Very High (VH)

In the second step, the rules of the fuzzy inference system were defined. To identify the rules, the knowledge of one academic expert and nine professional experts was used. Since there are four input variables and each was divided into three levels for membership definition, 81 rules could potentially be created ($3^4 = 81$).

In the third step, the fuzzy inference engine was defined. In this study, the inference engine was built using the Mamdani method, which is the most widely accepted approach for fuzzy inference.

In the fourth step, defuzzification was performed. In the Mamdani method, outputs are defined in fuzzy terms and must be defuzzified to obtain a crisp result. The centroid method was used for defuzzification.

According to Figure 3, the obtained scores for the input variables in the Agricultural Jihad Organization of Gilan Province were as follows: acquired traits (3.49), inherent traits (3.47), physical appearance traits (3.66), and moral traits (3.42). These scores were obtained by distributing the quantitative questionnaire among the quantitative sample of the study. The final score for the output variable, personality traits, was calculated to be 3.65. This indicates that all four variables—acquired traits, inherent traits, physical appearance traits, and moral traits—have an impact on enhancing the personality traits of managers.

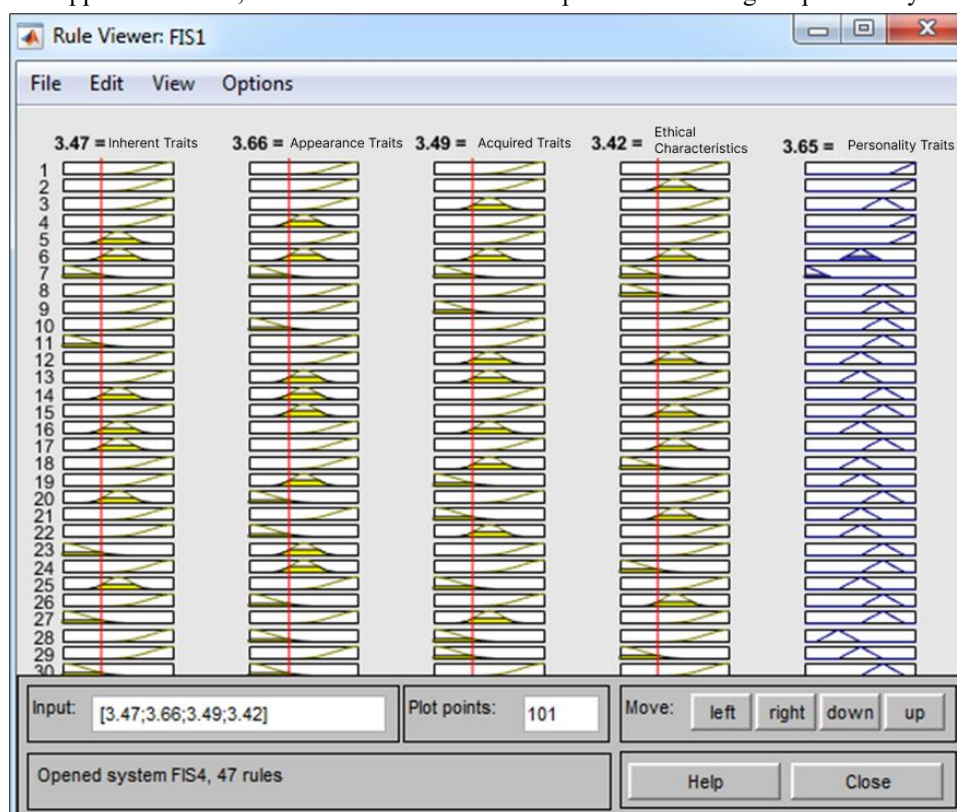


Figure 3. Personality Traits of Managers in the Agricultural Jihad Organization of Gilan Province

Figure 4 shows the behavior analysis of the output variable in the first fuzzy inference system.

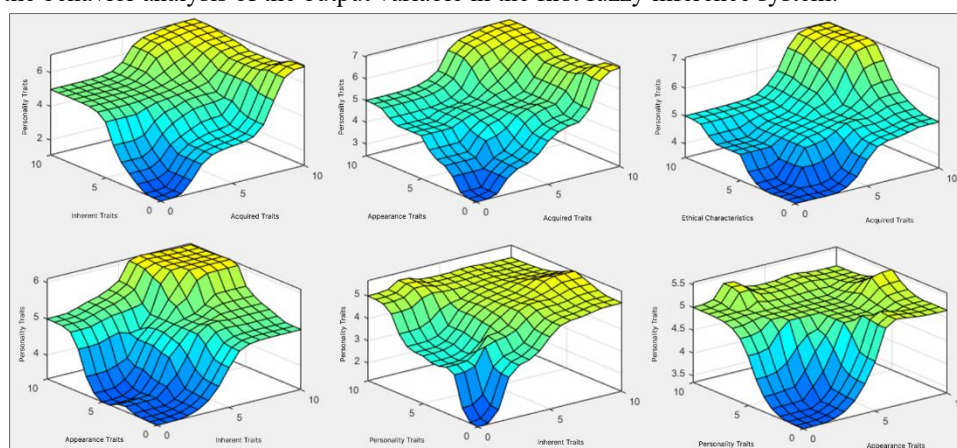


Figure 4. Behavior Analysis of the Output Variable (Personality Traits) in the Agricultural Jihad Organization

According to Figure 4, the behavior analysis reveals that acquired traits have a greater effect on enhancing managerial personality traits than inherent traits, physical appearance traits, and moral traits. Inherent traits have a greater effect than

physical appearance and moral traits. Furthermore, physical appearance traits are more influential than moral traits in improving personality traits.

The following section briefly presents the results of the other fuzzy inference systems in this study.

According to Figure 5, in the second fuzzy inference system, the scores for the input variables were: social status (3.66) and lifestyle (3.34). The final score for the output variable, social traits of managers, was calculated to be 4.58. It can be concluded that both input variables—social status and lifestyle—positively influence the enhancement of social traits in managers.

Page | 7

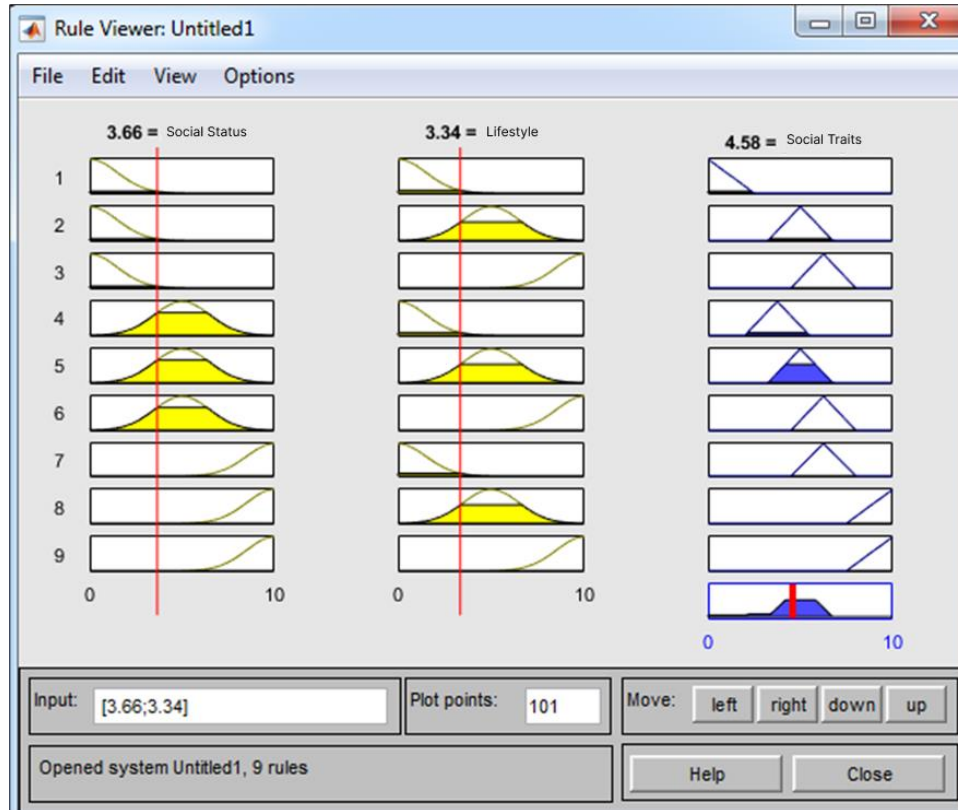


Figure 5. Social Traits of Managers in the Agricultural Jihad Organization of Gilan Province

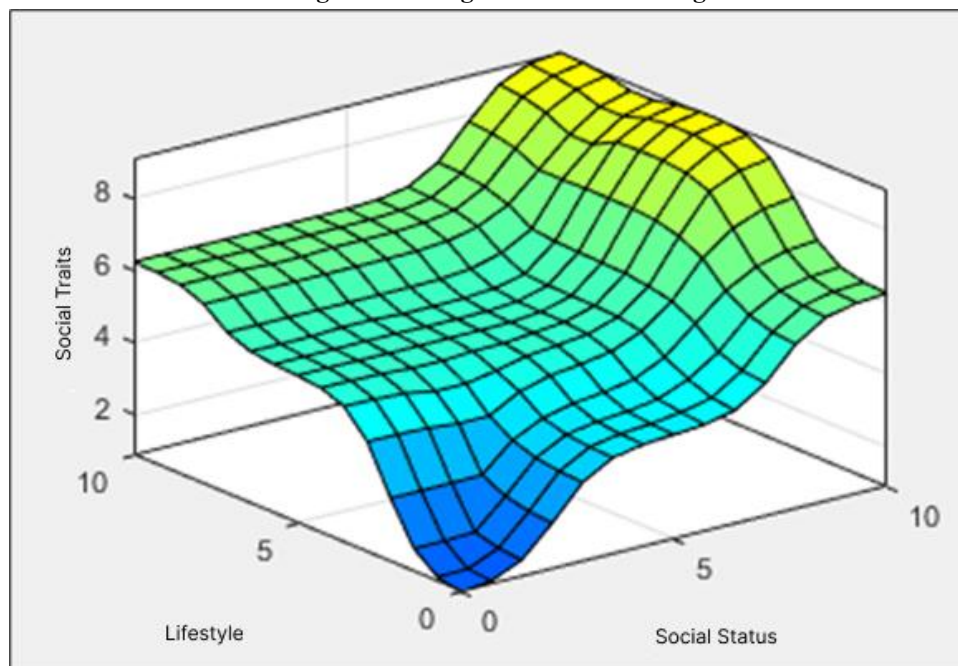


Figure 6. Behavior Analysis of the Output Variable (Social Traits) in the Agricultural Jihad Organization

According to Figure 6, lifestyle has a stronger impact on the enhancement of managers' social traits than social status.

According to Figure 7, in the third fuzzy inference system, the scores for the input variables were: human values (3.40) and religious values (3.39). The final score for the output variable, value-based traits of managers, was 4.01. This indicates that both human and religious values contribute to improving managers' value-based traits.

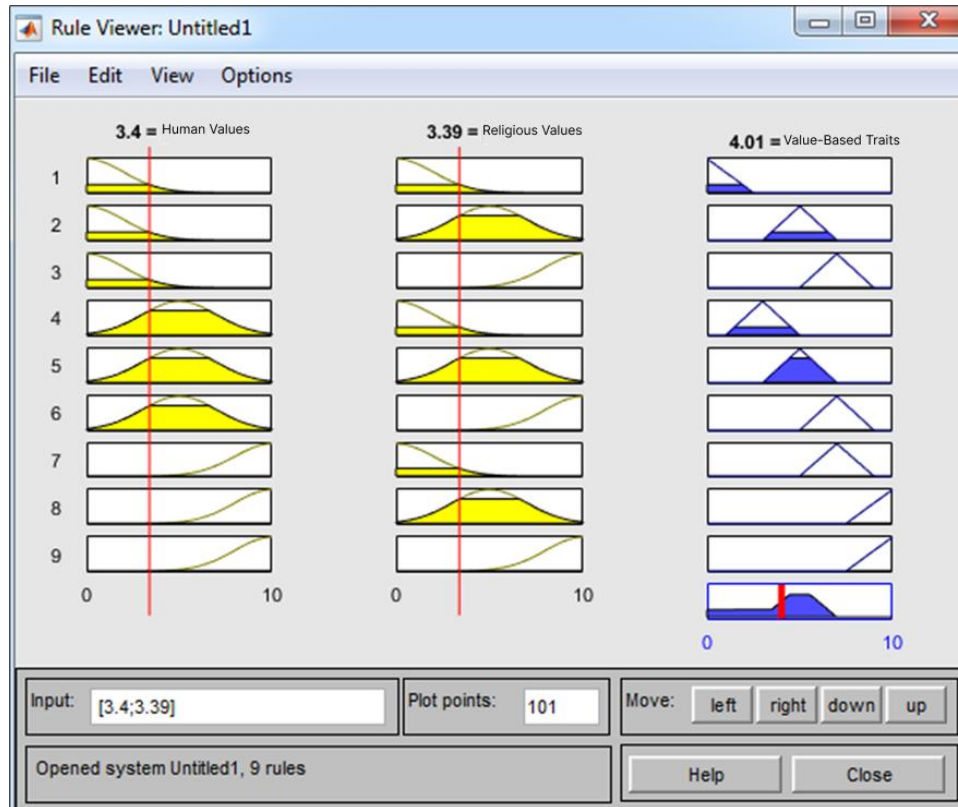


Figure 7. Value-Based Traits of Managers in the Agricultural Jihad Organization of Gilan Province

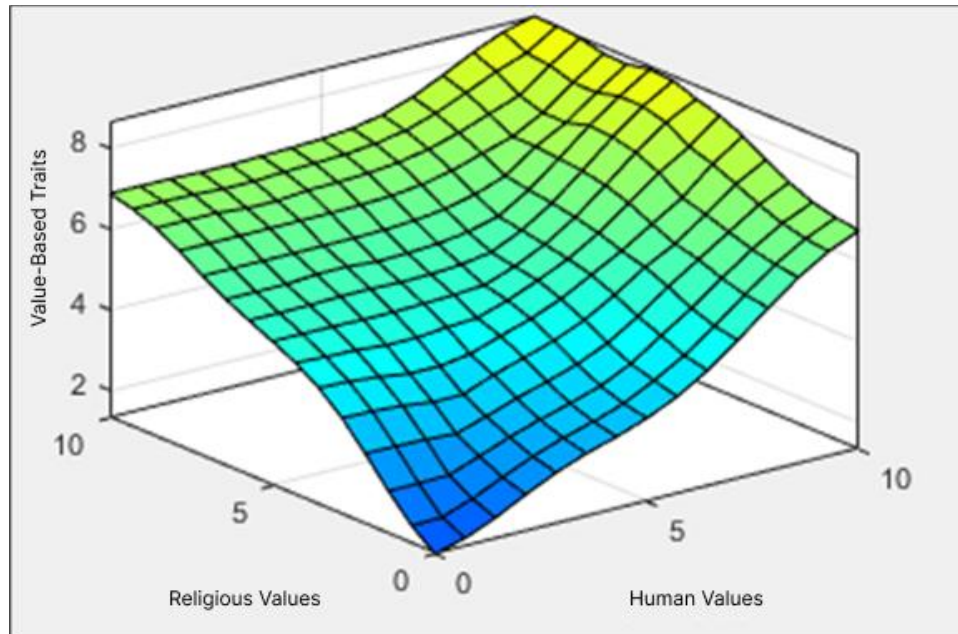


Figure 8. Behavior Analysis of the Output Variable (Value-Based Traits) in the Agricultural Jihad Organization

According to Figure 9, religious values play a more significant role than human values in enhancing the value-based traits of managers.

According to Figure 9, in the fourth fuzzy inference system, the scores for the input variables were: individual behavior (3.30) and social behavior (3.64). The final score for the output variable, behavioral traits of managers, was calculated to be

4.49. It can be inferred that both individual and social behavior positively impact the improvement of behavioral traits in managers.

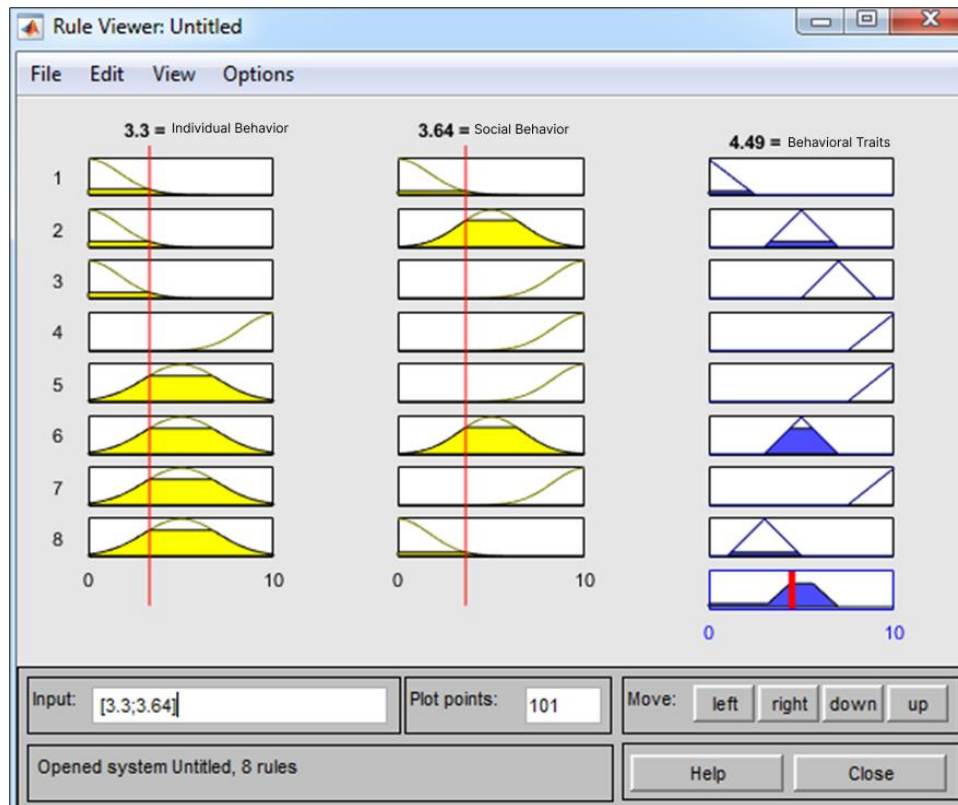


Figure 9. Behavioral Traits of Managers in the Agricultural Jihad Organization of Gilan Province

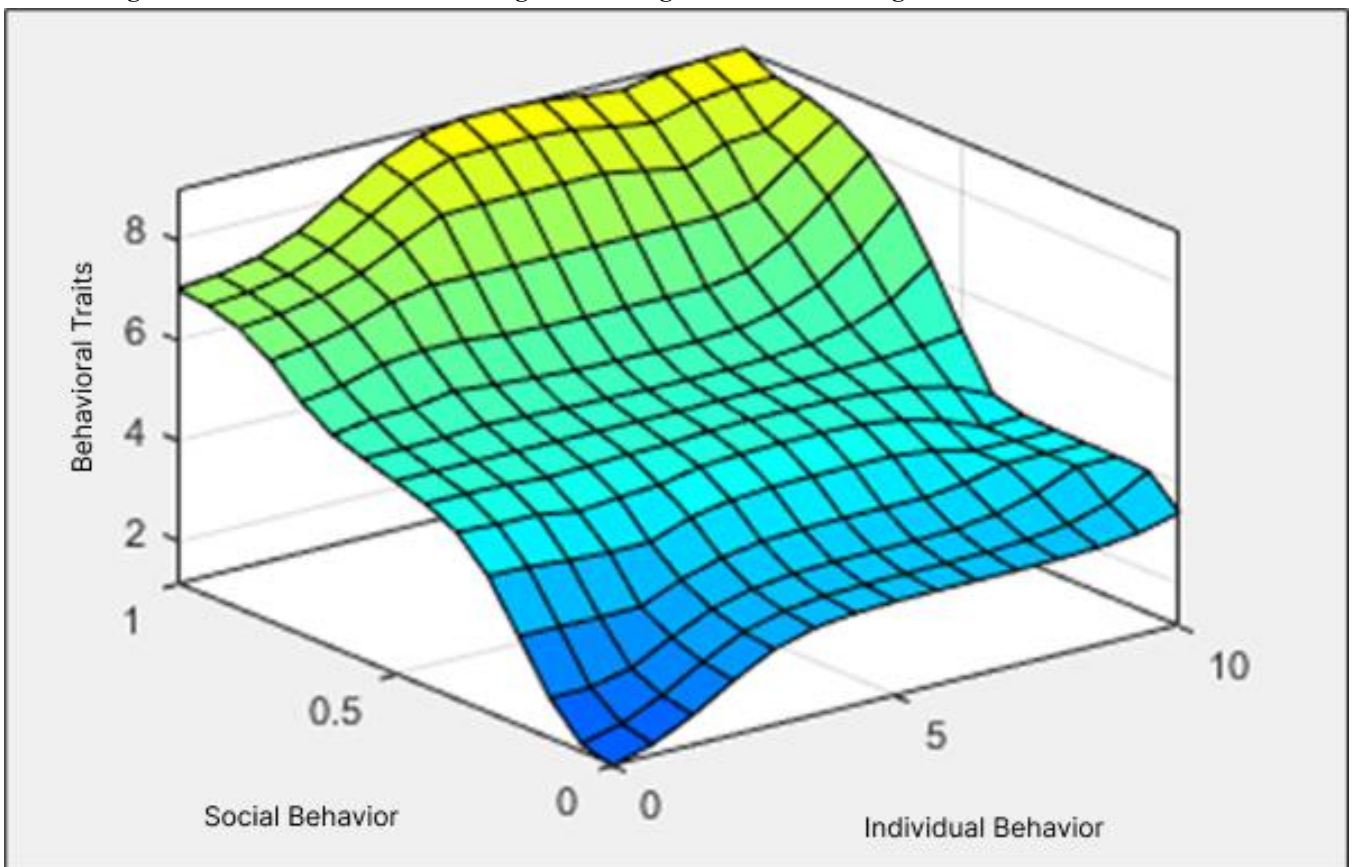


Figure 10. Behavior Analysis of the Output Variable (Behavioral Traits) in the Agricultural Jihad Organization

According to Figure 10, social behavior is more influential than individual behavior in enhancing the behavioral traits of managers.

According to Figure 11, based on the obtained scores for the input variables—knowledge (3.84), skills (3.30), abilities (3.46), and professionalism (3.51)—the final score for the output variable functional-specialized competencies of managers is 4.52. It can thus be concluded that all four input variables—knowledge, skills, abilities, and professionalism—play a significant role in enhancing the functional-specialized competencies of managers.

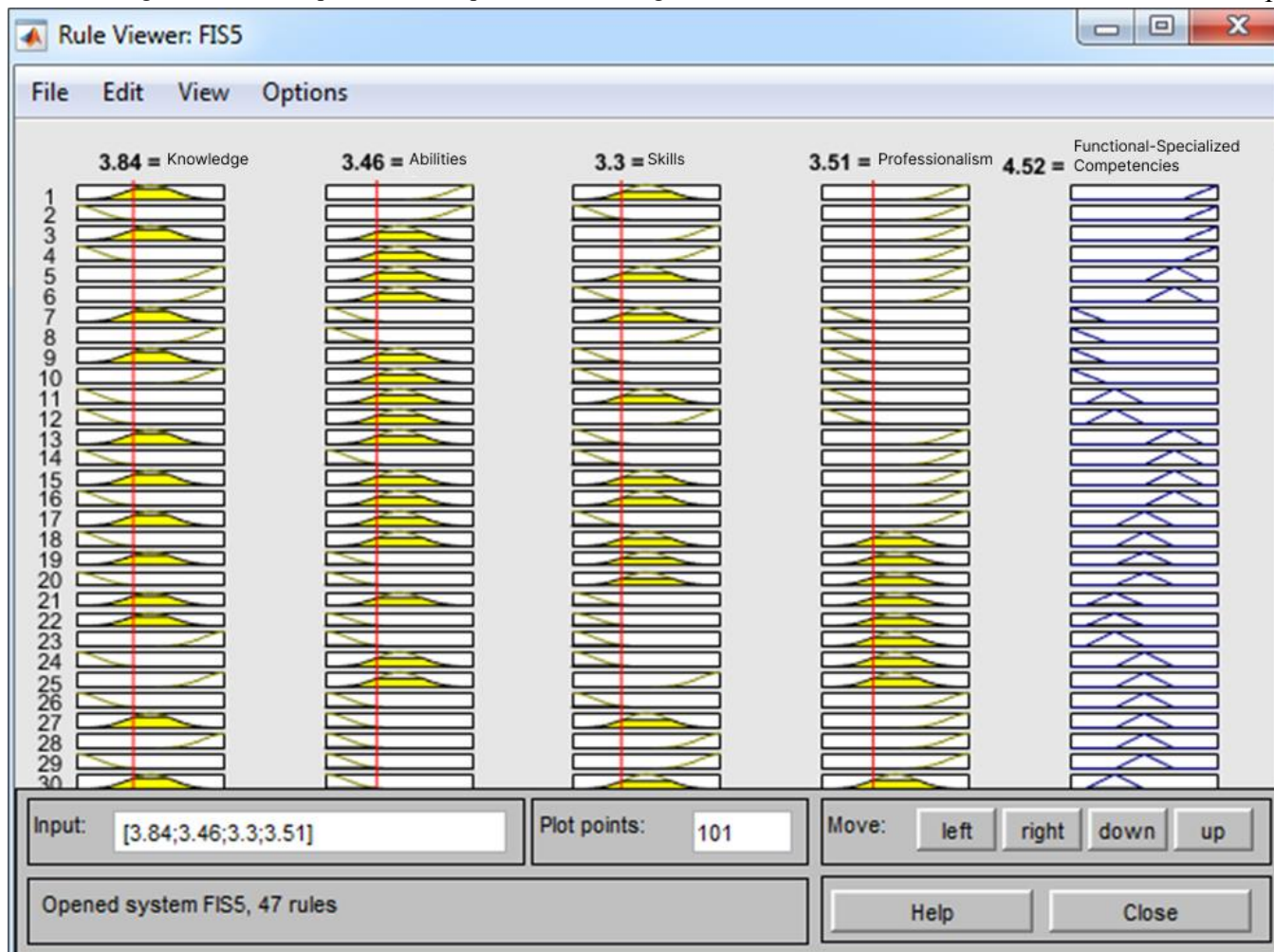


Figure 11. Functional-Specialized Competencies of Managers in the Agricultural Jihad Organization of Gilan Province

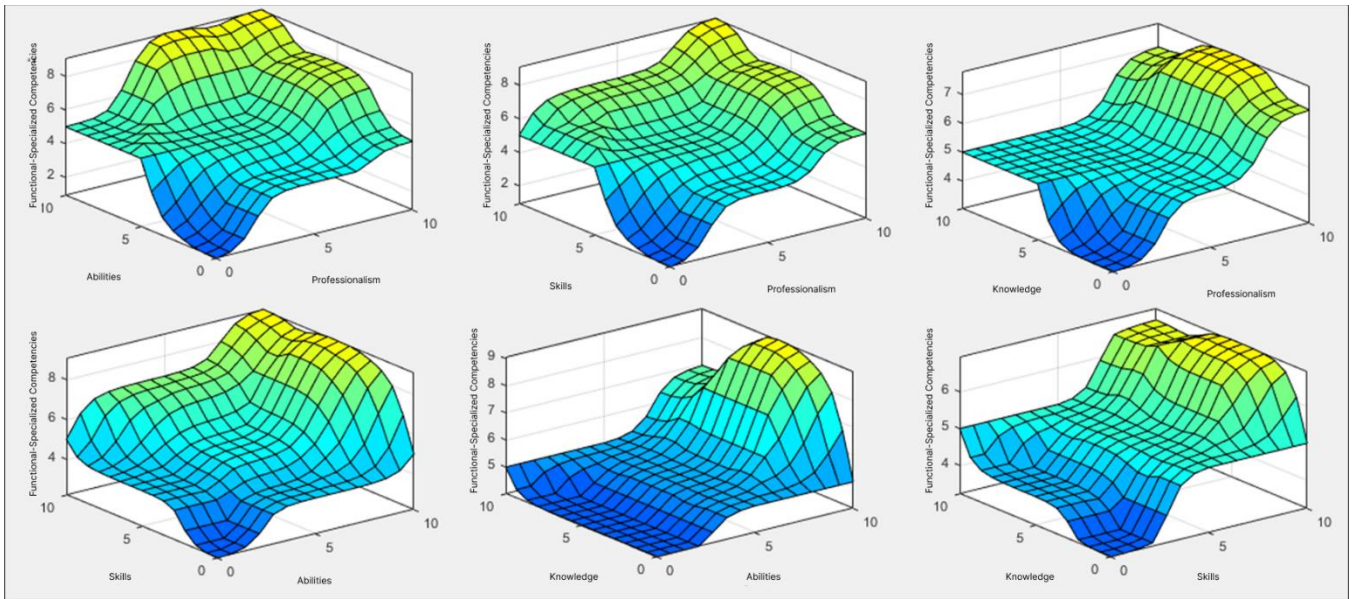


Figure 12. Behavior Analysis of the Output Variable (Functional-Specialized Competencies) in the Agricultural Jihad Organization

According to Figure 12, the behavior analysis of the output variable shows that professionalism has a greater effect than abilities, skills, and knowledge in improving functional-specialized competencies. Additionally, abilities are more influential than skills and knowledge, and skills have a greater impact than knowledge in enhancing these competencies.

According to Figure 13, based on the obtained scores for the input variables—personality traits (3.65), behavioral traits (4.49), social traits (4.58), value-based traits (4.01), and functional-specialized competencies (4.52)—the final score for the output variable personal brand of managers is 3.63. This indicates that all five input variables positively contribute to the enhancement of managerial personal branding.

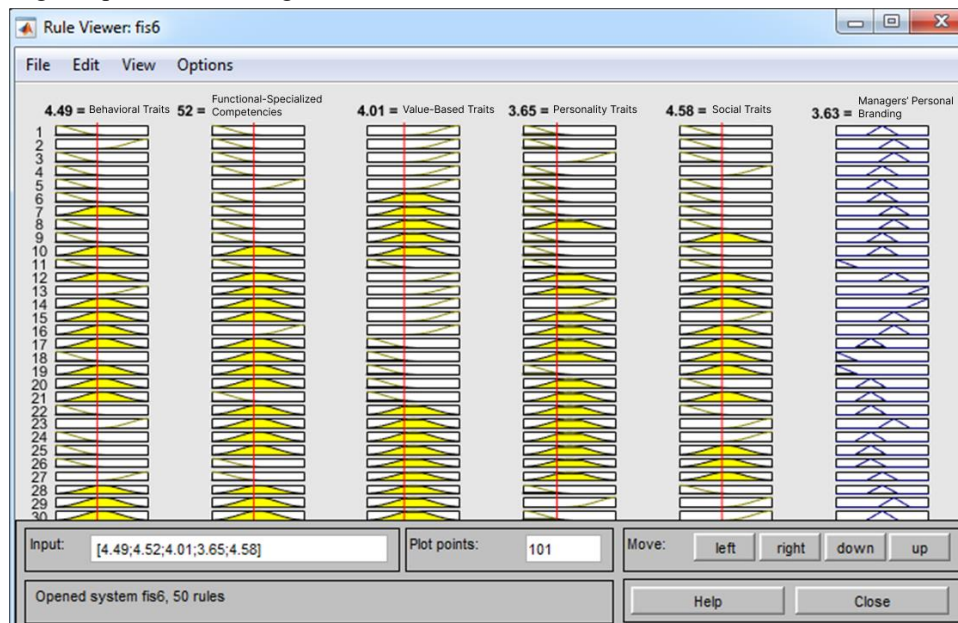


Figure 13. Personal Brand of Managers in the Agricultural Jihad Organization of Gilan Province

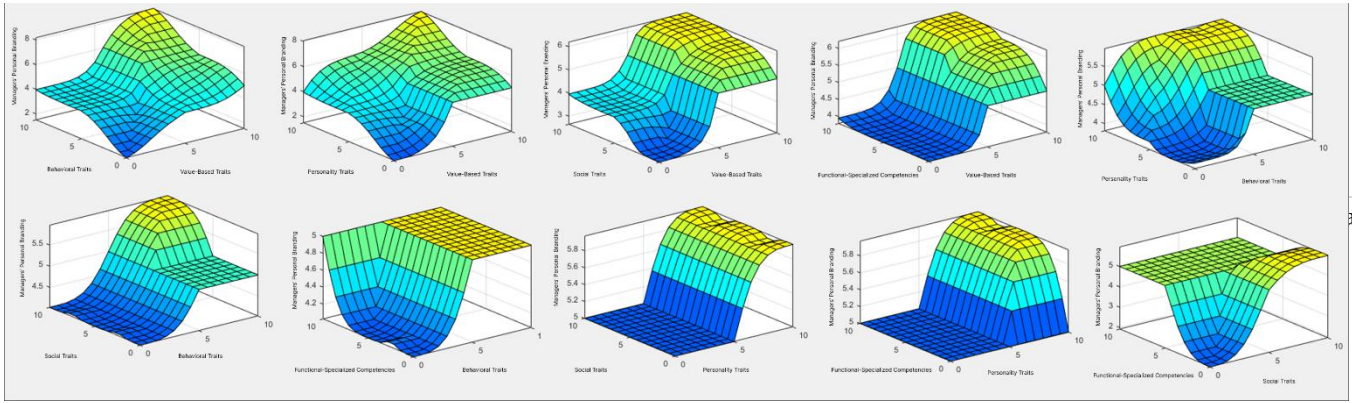


Figure 14. Behavior Analysis of the Output Variable (Personal Brand of Managers) in the Agricultural Jihad Organization of Gilan

According to Figure 14, the behavior analysis of the output variable reveals that value-based traits are more influential than behavioral traits, personality traits, social traits, and functional-specialized competencies in enhancing managers' personal branding. Furthermore, behavioral traits are more influential than personality traits, social traits, and functional-specialized competencies. Additionally, personality traits have a greater impact than social traits and functional-specialized competencies. Finally, *social traits* are more impactful than functional-specialized competencies in improving the personal branding of managers in the Agricultural Jihad Organization of Gilan Province.

4. Discussion and Conclusion

The results of this study, which aimed to develop a fuzzy expert system for evaluating the personal branding of managers in public organizations, reveal that personal branding is a multidimensional and hierarchically structured construct. The model developed through expert opinion, thematic analysis, and fuzzy inference indicates that six core dimensions—personality traits, behavioral traits, value-based traits, social traits, appearance traits, and functional-specialized competencies—collectively shape the personal brand of managers. Among these, value-based traits and behavioral attributes emerged as the most influential contributors to managerial personal branding, based on both expert validation and fuzzy output scores.

One of the key findings of this study is the central role of value-based traits in shaping the personal brand of managers. As the fuzzy analysis revealed, religious and human values significantly influence how a manager is perceived in the organizational and societal context. This aligns with the findings of Malayi et al. (Malayi et al., 2021), who emphasized the importance of deeply rooted ethical and moral beliefs in determining a manager's trustworthiness and integrity. Similarly, Mortazavi et al. (Mortazavi et al., 2021) confirmed that in sectors where public trust is vital, such as government or judiciary, value congruence with organizational ideals serves as a powerful foundation for personal brand authenticity.

Closely related to value-based traits, behavioral traits were also identified as a strong predictor of a robust personal brand. Managers who exhibit ethical conduct, emotional intelligence, empathy, and professional behavior are more likely to establish credibility and relational capital in their organizations. This finding resonates with the conceptualizations of personal branding offered by Sanaei et al. (Sanaei et al., 2023), who argued that behaviors serve as the "visible" aspects of a brand, allowing observers to infer deeper personality traits and values. Likewise, Dewan (Dewan, 2020) demonstrated that personal image and behavior play a crucial role in building public-facing brands, particularly in public service sectors where visibility and interaction are high.

The dimension of functional-specialized competencies, which includes knowledge, skills, abilities, and professionalism, was also found to have a significant impact on managerial branding. Professionalism, in particular, was identified as more influential than technical knowledge or abilities. This finding is in line with Beig et al. (Beig et al., 2022), who proposed that functional branding models in HR systems must integrate not just what individuals know, but how they apply that knowledge in ethical, responsive, and disciplined ways. Similarly, the studies by Ramazani et al. (Ramazani et al., 2024) on academic staff branding identified professionalism as a defining element of credible and sustainable personal brands.

The appearance traits—such as manner of dress, body language, and tone of voice—although less impactful than values or behaviors, were nonetheless significant. This supports the assertion by Molares-Cardoso et al. (Molares-Cardoso et al., 2020) that appearance functions as a semiotic tool in personal branding, particularly in contexts where first impressions carry substantial weight. Jacobson (Jacobson, 2020) also highlighted how physical appearance and visual cues are strategically managed by social media professionals to enhance online branding, a dynamic that is increasingly extending into managerial and institutional domains.

Social traits, such as lifestyle, media literacy, and social communication, also played a contributory role in personal branding but were less dominant than value and behavioral traits. Nevertheless, this finding aligns with the work of Shojaeian et al. (Shojaeian et al., 2020), who emphasized the interplay between personal lifestyle choices and public perception, especially in societies where personal branding intersects with cultural and religious norms. Huda et al. (Huda et al., 2020) further indicated that social exposure and social responsiveness amplify personal brand equity in customer-contact roles, making these traits relevant for public sector managers as well.

Personality traits, which include self-confidence, charisma, discipline, and communication style, served as foundational elements but were ranked below value-based and behavioral traits in the final fuzzy output. This somewhat contrasts with the view of Scheidt (Scheidt, 2021), who prioritized intrinsic personality traits as primary drivers of top-level executive branding. However, it is important to consider that in public sector contexts, where institutional alignment and ethical standards often outweigh charisma or individualism, the relative importance of these traits may shift. Szanto and Radácsi (Szanto & Radácsi, 2023) further support this nuanced view, suggesting that while personality traits are crucial, their branding power is significantly enhanced when integrated with other dimensions such as values and professionalism.

Another noteworthy result from this study is the validation of fuzzy expert systems as effective tools for modeling ambiguous and context-sensitive constructs such as personal branding. The successful use of hierarchical fuzzy inference modeling supports the assertion by Bojnourdi et al. (Bojnourdi et al., 2024) that expert-driven fuzzy systems offer greater adaptability and context-awareness than rigid quantitative models. In addition, the current study corroborates the need for standardized frameworks for personal brand equity measurement as proposed by Szántó et al. (Szántó et al., 2025), offering a structured but flexible model that reflects both qualitative nuances and empirical data.

This study also builds upon and extends the conceptual foundation laid by previous works. For instance, the employer branding attractiveness model developed by Bojnourdi et al. (Bojnourdi et al., 2024) in the context of electric companies emphasized the role of functional and emotional attributes—both of which are mirrored in the current study's findings. Similarly, the conceptual model of manager branding developed by Sanaei et al. (Sanaei et al., 2022) through meta-synthesis provides a rich theoretical base for interpreting the interplay of behavioral, social, and value-based components in branding processes.

Furthermore, this research adds to the discussion initiated by Shafiee et al. (Shafiee et al., 2020), who proposed frameworks for brand positioning that consider not only external visibility but also internal organizational dynamics. By grounding personal branding within the cultural and structural realities of Iran's public sector, this study contextualizes global branding theories and aligns them with local norms—an aspect emphasized as essential by Smolarek and Dzieńdziora (Smolarek & Dzieńdziora, 2022) in their study of career development through personal branding in European contexts.

Lastly, the holistic view adopted in this study—spanning personality, behavior, values, skills, social traits, and appearance—resonates strongly with contemporary literature that views personal branding as a composite identity rather than a single-dimensional image. The research by Ramezani et al. (Ramezani et al., 2024) on faculty branding, and by Walczak-Skałeczka (Walczak-Skałeczka, 2022) on the influence of personal brands on organizational culture, both support the multifaceted and integrative approach taken here.

Although this study contributes a novel and structured model for assessing personal branding in public managers, it is not without limitations. First, the study was conducted within a specific cultural and institutional context—the Agricultural Jihad Organization in Gilan Province, Iran—which may limit the generalizability of the findings to other public or private



organizations with different organizational cultures. Second, the reliance on expert opinions, while methodologically justified for fuzzy logic modeling, may introduce subjective biases despite efforts to ensure consensus. Third, the model primarily addresses internal personal and organizational factors and does not account for the dynamic influence of external forces such as media narratives, political shifts, or economic trends.

Future studies could explore the applicability of this fuzzy expert model in other sectors such as education, healthcare, or private corporations to test its adaptability and robustness. Comparative studies across cultures and governance systems would also be valuable in determining the universality or cultural specificity of branding components. Furthermore, integrating longitudinal methods could uncover how personal branding evolves over time in response to changing organizational roles or life events. Researchers could also examine the impact of digital platforms, algorithmic visibility, and AI-driven profiling on the authenticity and perception of managerial personal brands.

Managers and HR professionals should view personal branding as a strategic competency rather than a peripheral concern. Training programs focused on ethical leadership, communication, and professional behavior can enhance brand strength. Organizations should also integrate personal branding evaluations into leadership development frameworks, promotion decisions, and public engagement strategies. Lastly, managers should be encouraged to align their internal values with their external expressions to build authentic, credible, and sustainable personal brands.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

Acknowledgments

Authors thank all who helped us through this study.

Conflict of Interest

The authors report no conflict of interest.

Funding/Financial Support

According to the authors, this article has no financial support.

References

- Beig, M., Rahmanseresht, H., Sharifzadeh, F., & Hosseini Golafshani, A. (2022). A Model for Branding Human Resource System with SEM, Public Administration Perspective. *Public Administration Perspective*, 12(4), 30-51. <https://sid.ir/paper/962127/fa>
- Big, M., Rahmansarsh, H., Sharifzadeh, F., & Hosseini Golafshani, S. A. (2021). Validation of the Human Resource System Branding Model. *Outlook on Public Management*, 12(4), 30-51. https://scj.sbu.ac.ir/article_102301.html
- Bojnourdi, Z., Nikkhah Farkhani, Z., Mirzaei, V., & Rahimpour, A. (2024). Providing a model of employer branding attractiveness in the Khorasan Regional Electric Company. *International Journal of Nonlinear Analysis and Applications*, 15(12), 247-258.
- Dewan, S. (2020). The Role of Personal Image in Personal Branding. *Centro de Estudios en Diseño y Comunicación*, 118, 29-38. <https://dialnet.unirioja.es/descarga/articulo/8307108.pdf>
- Hassanpoor, A., Vakili, Y., Norouzi, H., & Khamoie, F. (2021). Identify the dimensions and components of employee personal branding by mixed method (Case study: Iran Insurance Industry). *Management Research in Iran*, 24(3), 91-116. <https://ensani.ir/fa/article/download/437194>
- Huda, K. N., Imran, M., & Shakil, R. M. (2020). Employee Branding Practices in the Customer Contact Service Organizations of Bangladesh: A Multispectral Study. *University of Science and Technology Annual*, 24(1), 85-104.
- Jacobson, J. (2020). You are a brand: social media managers' personal branding and "the future audience". *Journal of Product & Brand Management*, 1-1. <https://doi.org/10.1108/JPBM-03-2019-2299>
- Malayi, R., Sayed, S. A., Hovida, R., & Rizanah, J. (2021). Designing a Personal Branding Model for Employees with Emphasis on Organizational Training (Case Study: Administrative Staff of the Judiciary of the Islamic Republic of Iran). *Management Studies*, 14(4), 699-720. <https://www.magiran.com/paper/2317317/>
- Mirza Abolhassan Khan Ilchi, M., Khurazi, M. A. Z., & Majidi Ghahroodi, N. (2022). The Paradigm of Personal-Political Branding in Iran (Presenting a Model for the Excellence of Four Political Personalities). *Media*, 33(1), 99-126. <https://www.sid.ir/paper/957471/fa>
- Molares-Cardoso, J., López de Aguilera, C., & Legerén Lago, B. (2020). The importance of personal branding as an element of public relations: an international experience. *Comunicação E Sociedade*, 19-35. [https://doi.org/10.17231/comsoc.0\(2020\).2738](https://doi.org/10.17231/comsoc.0(2020).2738)



- Mollaei, R., Siadat, A., Hoveida, R., & Rizaneh, J. (2021). Designing a Model of Personal Branding for Employees With an Emphasis on Organizational Training: The Case of the Administrative Staff of the Judiciary of the Islamic Republic of Iran. *Iranian Journal of Management Studies*, 14(4), 699-720. <https://www.magiran.com/paper/2317317/>
- Mortazavi, M., Ahmadi Sharif, M., & Rosta, A. (2021). Identifying the effective factors in personal branding in the food industry based on the grounded theory method. *Iranian Journal of Operations Research*, 12(2), 158-174.
- Olanrewaju, A., Hossain, M., Whiteside, N., & Mercieca, P. (2020). Social media and entrepreneurship research: A literature review. *International Journal of Information Management*, 50, 90-110. <https://doi.org/10.1016/j.ijinfomgt.2019.05.011>
- Ramazani, Y., Mousavi Naqabi, S. M., & Shariat, F. (2024). Branding Knowledge Workers: Identifying Components of Personal Brand for Faculty Members. *Public Management Research*, 17(65), 167-198. https://journals.usb.ac.ir/article_8563.html
- Ramezani, Y., Moussavi Neghabi, S. M., & Shariat, F. (2024). Branding of Academic Staff; Components of The Personal Brand of Faculty Members. *Public Management Researches*, 17(65), 167-198. https://jmr.usb.ac.ir/article_8563.html
- Sanaei, A., Etebarian, A., Gheitani, A., & Rashidpour, A. (2022). Presenting a Conceptual Model of Manager Branding Using Meta-Synthesis. *Studies in Management and Sustainable Development*, 2(3), 57-80. https://journals.iau.ir/article_697871.html
- Sanaei, A., Etebarian, A., Gheitani, A., & Rashidpour, A. (2023). Presenting a Conceptual Model of Managers' Branding by the Meta-Synthesis Method. *Journal of Management and Sustainable Development Studies*, 3(2), 57-80. https://journals.iau.ir/article_697871.html
- Scheidt, S. (2021). Personal branding of top managers. https://research.utwente.nl/files/268025014/Thesis_Stefan_Scheidt.pdf
- Scheidt, S., Gelhard, C., & Henseler, J. (2020). Old Practice, but Young Research Field: A Systematic Bibliographic Review of Personal Branding. *Frontiers in psychology*, 1-18. <https://doi.org/10.3389/fpsyg.2020.01809>
- Shafiee, M., Gheidi, S., Khorrami, M. S., & Asadollah, H. (2020). Proposing a new framework for personal brand positioning. *European Research on Management and Business Economics*, 26, 45-54. <https://doi.org/10.1016/j.iedeen.2019.12.002>
- Shojaeian, R., Samadi, M., & Noorouzi Mobarakeh, A. (2020). Develop a Personal Brand Reform Strategy Taking into Account Social and Cultural Factors: Islamic Lifestyle with a Focus on Health. *Journal of Islamic Lifestyle*, 4(1), 196-209. https://www.islamiilife.com/article_188527.html
- Smolarek, M., & Dzieńdziora, J. (2022). Impact of Personal Branding on the Development of Professional Careers of Managers. *European Research Studies Journal*, 25(1), 133-147. <https://doi.org/10.35808/ersj/2833>
- Szántó, P., Papp-Váry, Á., & Radácsi, L. (2025). Research Gap in Personal Branding: Understanding and Quantifying Personal Branding by Developing a Standardized Framework for Personal Brand Equity Measurement. *Administrative Sciences*, 15(4), 148. <https://doi.org/10.3390/admsci15040148>
- Szanto, P., & Radácsi, L. (2023). Defining personal brand, personal branding and personal brand equity. *Prosperitas*, 1-11. https://doi.org/10.31570/prosp_2022_0043
- Vinmalar, J. (2025). A Study on Personal Branding - Theoretical Concept. *International Journal of Engineering Technologies and Management Research*, 12, 1. [https://doi.org/10.29121/ijetmr.v12.i\(4SE\).2025.1621](https://doi.org/10.29121/ijetmr.v12.i(4SE).2025.1621)
- Walczak-Skałeczka, A. (2022). Personal brand as a tool for shaping organizational culture. *Organization and Management Series*, 164, 489-502. <https://doi.org/10.29119/1641-3466.2022.164.37>
- Zarei, Q., Mohammadi, S. M. R., & Abadi Sani, S. (2023). Identifying and Prioritizing Factors Influencing Personal Branding of Managers in Business Companies on Social Networks. *Brand Management*, 10(1), 214-258. https://bmr.alzahra.ac.ir/article_7071.html