

*CrossRef DOI of original article:*

# 1 Management's Attitude Towards Employee Working in the Retail 2 Shop in Bangladesh

3 Md. Mayeen Uddin

4 *Received: 1 January 1970 Accepted: 1 January 1970 Published: 1 January 1970*

---

## 6 Abstract

7 This study aimed at identifying Management's attitude towards employees working in retail  
8 shops in Bangladesh by exploring some factors that specify attitude. The Study used  
9 descriptive statistics design. This study was based on a field survey which was conducted in  
10 different areas of Chattogram, Bangladesh. Cluster Random sampling technique was used to  
11 pick up the sample. The questionnaire was presented to 160 respondents in person, all of them  
12 responded; hence analyzed and presented in frequency distribution tables with their  
13 corresponding percentages and some statistics analysis. Other data were sourced from  
14 published academic journals, articles, and other relevant materials on the internet. The results  
15 indicate that Management in Retail Shop seems to have mildly negative attitude towards their  
16 employees. The Study summed up that Management should have more focus on employees'  
17 financial and Non financial benefits as those indicate the attitude of them towards employees  
18 in retail shops in Bangladesh.

---

20 ***Index terms***— management, attitude, employee, retail shop.

21 Management's Attitude Towards Employee Working in the Retail Shop in Bangladesh Md. Mayeen Uddin I.  
22 Introduction anagement's attitude is the way of Business Growth. Management's Attitude has a profound impact  
23 on the way they lead people. Their attitude has a direct impact on how they communicate and collaborate  
24 with others, how they contribute to the culture of their work environment, and how they lead a firm/business.  
25 A Manager/Department Head/Proprietor with a good attitude breeds motivation within his/her department  
26 and/or organization. The attitude of leaders plays a role in developing the behavior, beliefs and attitude of  
27 employees. Motivation brings increased production, work satisfaction, work and personal appreciation, personal  
28 commitment and personal respect. The motivation of wanting to do a good job comes from within the employee.  
29 Motivation has direct relation with the employee performance. Management directs the business. In Retails  
30 Shops, Employees represent the Brand as they directly handle the Final consumers/customers. Their attitudes  
31 towards consumers/customers reflect on the profit/success of the Business. Consumers/Customers are the Sources  
32 of Profit or Growths of Business. Their ultimate satisfactions are essential in the Retail Business. In retail Shops,  
33 Consumers/Customers buy the attitudes of related staffs or employees. Employees' in retail shops proactive  
34 attitudes towards Consumers/Customers depends on the Management's Attitude. As Management's Attitude  
35 breeds Motivation, ultimately it affects Motivational Factors of Employee. It affects the way employees' sell  
36 and the way they serve customers. It can be also displayed towards individual job duties, products or services,  
37 coworkers or management, or the organization as a whole in the workplace. Attitudes are thought to have  
38 three components: an affective component (feelings), a behavioral component (the effect of the attitude on  
39 behavior), and a cognitive component (belief and knowledge). Management has the feelings for their employees  
40 could be defined as affective component of Attitude. Behavioral component describes how Management behaves  
41 with employees in aspects of benefits and relation. A cognitive component describes Management's belief and  
42 Knowledge regarding employees. Based on Management's belief and Knowledge employees are treated. As the  
43 most of the retail shops' management directly interacts with the employees, Employees can experience their  
44 attitudes directly. It could be positive experience or Negative experience. Beside Human Relations between  
45 management and employees are important. The Human relations reflect on working environment. Working

## 4 B) ATTITUDE

---

46 environment leads to satisfaction and motivation; and increases productivity of employees. Some employees  
47 prefer financial benefits to non financial benefits. It varies employee to employee as they experienced different  
48 things from different ambiances in different time in their life. We collected some information regarding some  
49 financial and non financial motivational factors that specify Management's attitude towards employees from  
50 those employees working in different retail shops in Bangladesh.

51 We wanted to know whether Management's attitude is Positive or Negative towards employees. Positive  
52 attitude satisfies employees that affects their responses. And Negative attitude dissatisfies employees that affects  
53 their responses also. Actually, Management attitude can be come to know by the responses of employees regarding  
54 their job working in Retails Shops.

## 55 1 II. Literature Review

56 There appears to be a very few literature related to Management's attitude towards employees working in retail  
57 shops in Bangladesh. The following section describes Management, attitudes and Employee Salary and Benefits.

## 58 2 M a) Management

59 The management definition is a single or group of individuals who challenges and oversees a person or collective  
60 group of people in efforts to accomplish desired goals and objectives. Furthermore, the definition of management  
61 includes the ability to plan, organize, monitor and direct individuals. The management definition is also a  
62 person or collective group who possess the executive abilities to lead a group through hardships, aspiring to  
63 meet an organization's purpose and visions. According to Mc Farland, "Management is defined for conceptual,  
64 theoretical and analytical purposes as that process by which managers create, direct, maintain and operate  
65 purposive organization through systematic, coordinated co-operative human effort". As Henry Fayol defines, "To  
66 manage is to forecast and plan, to organize, to compound, to coordinate and to control". Harold Koontz says,  
67 "Management is the art of getting things done through and within formally organized group". Mary Parker  
68 Follett defines management as the "art of getting things done through people".

69 George R. Terry defines management as a process "consisting of planning, organizing, actuating and con-  
70 trolling, performed to determine and accomplish the objectives by the use of people and other resources".

71 The management are responsible for setting and achieving the firm's goals with and through other people.  
72 There are several management functions and roles that are needed in the management function of planning  
73 for an organization's success. Management function examples include the following: Accounting ? Business  
74 Administration ? Finance ? Human Resource ? Consulting ? Information Technology ? Marketing ? Sales ?  
75 Retails ? Operations Management

76 There have been a number of studies on what management actually do, the most famous of which conducted  
77 by Professor Henry Mintzberg in the early 1970s (Mintzberg, 1973). Mintzberg identified ten roles, which he  
78 divided into three groups: interpersonal, informational, and decisional. The informational roles link all managerial  
79 work together. The interpersonal roles ensure that information is provided. The decisional roles make significant  
80 use of the information (Carpenter, Bauer, Erdogan, 2012 They also monitor the team, in terms of both their  
81 productivity and their well-being. ? Disseminator ? Management communicate potentially useful information to  
82 the colleagues and the team.

83 ? Spokesperson ? Management represent and speak for their organization. They are responsible for  
84 transmitting information about their organization and its goals to the people outside it.

## 85 3 Decisional Roles are

86 ? Entrepreneur ? Management creates and controls change within the organization. This means solving problems,  
87 generating new ideas and implementing them. ? Disturbance Handler ? When an organization or team hits  
88 an unexpected roadblock, it is the manager who must take charge. ? Resource Allocator ? Management  
89 need to determine where organizational resources are best applied. This involves allocating funding, as well as  
90 assigning staff and other organizational resources. ? Negotiator ? Management take part in, and direct important  
91 negotiations within the team, department, or organization (Mintzberg's Management Roles).

92 Performing these roles is the basis of a management's job. The effectiveness of management depends on  
93 managements' skills. We have summed up the most important skills for management: ? Leadership skills; ?  
94 Influencing,

## 95 4 b) Attitude

96 "Attitude is everything" is a common quote. Anastasi defined attitude as "A tendency to react favorably or  
97 unfavorably towards a designated class of stimuli, such as a national or racial group, a custom or total of man's  
98 inclinations and feelings, prejudice or bias, preconceived notions, ideas, fears, threats, and other any specific  
99 topic." Attitude can and will make a difference in our personal lives and work environment; The attitude that we  
100 display towards our superiors, peers and subordinates generally decides their attitude towards us (By JAMES L.  
101 MAZUREK; July 1989).

102 Attitudes can form in different ways (Baron & Byrne, 1991; Eagly & Chaiken, 1993; Fazio & Petty, 2008; Luthans,  
103 2008). Firstly, attitudes can form through situations where people's behaviour is not consistent with their

---

104 attitudes towards the object (Baron & Byrne, 1991;Luthans, 2008). A negative attitude towards the object can  
105 form to balance this inconsistency towards the object (Eagly & Chaiken, 1993;Fazio & Petty, 2008).

106 Secondly, attitudes can form through the expectancy-value framework, a theory that assumes that the attitude  
107 towards the object is based on the sum of the values of all of the attributes that the attitude object is thought to  
108 have, which is based on the mental formation of attitudes (Ajzen, 2001;Eagly and Chaiken (1993) explain that  
109 this framework is a useful and popular model to explain how a collection of beliefs about objects forms attitudes.  
110 The expectancy-value framework attitude formation theory was adopted for this study.

## 111 **5 c) Employee Salary and Benefits**

112 Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work  
113 performed. Salary is commonly paid in fixed intervals, for example, monthly payments of onetwelfth of the  
114 annual salary. According to Cockman, "Employee benefits are those benefits which are supplied by an employer  
115 to or for the benefits of an employee, and which are not in the form of wages, salaries and time rated payments."  
116 The four major types of employee benefits? Medical insurance ? Life insurance ? Retirement plans ? Disability  
117 insurance

118 In its 2019 Employee Happiness Index, HR tech company distinguishes 4 categories of employee benefits:  
119 ? Benefits at Work

## 120 **6 Working Hours & Leave**

121 Think of flextime here for instance. Flextime gives your employees the possibility to decide about their working  
122 hours and/or the location they want to work from. Other examples include additional holidays and, one of the  
123 other benefits employees value most, paid parental leave.

## 124 **7 Skills Development**

125 Rapid technological developments and the fact that people change jobs more often make skills development more  
126 important too. Skills development, however, is not just an important benefit for (younger) employees, it's also  
127 essential for organizations if they want to remain competitive.

## 128 **8 Food & Beverage**

129 We already mentioned the meal vouchers in France. Other benefits that fall into this category include free  
130 lunches, fruit, and coffee. At AIHR, we get to enjoy a free lunch every day and it's something that's very much  
131 appreciated by the team. As an added bonus, free lunch and fruit are also a good way to promote healthy eating  
132 habits at work.

## 133 **9 Employee Clubs, Activities & Gifts**

134 There are heaps of possibilities when it comes to this category of the employee benefits package: knitting clubs,  
135 running groups, (video) game nights, Secret Santas, anniversary gifts, you name it. ? Benefits for Health

## 136 **10 Health and Wellness**

137 More and more companies have employee wellness programs. The possibilities are endless and examples of  
138 employee wellness programs vary from a simple gym membership to full suite solutions that include physical,  
139 mental and financial wellness. A focus on total employee wellbeing will be one of the key HR trends for 2023,  
140 and organizations with the HR departments in the lead will be looking for ways to improve the different aspects  
141 of their employees'wellbeing.

## 142 **11 Healthcare**

143 Healthcare benefits also come in different shapes and sizes. Think of physiotherapy and chiropractic sessions, for  
144 instance, but sometimes fertility treatments and psychological support can also be included.

## 145 **12 Benefits for Financial Security**

146 The number one thing here is pension plans. Other benefits for financial security are insurances, financial benefits  
147 for employees, and personal finance benefits.

## 148 **13 Pension plans**

149 Interestingly, according to the research study, pension plans are considered as a very important benefit by every  
150 generation, but they're not among the top ten most appreciated benefits.

## 151 **14 Insurances**

152 As we mentioned above, in some countries health insurance is something that comes with the simple fact of being  
153 an employee. Other types of insurance benefits for employees cover parental leave or injury.

### 15 Financial Benefits

154 Think of commissions, bonuses and the possibility for employees to buy shares of the company they work for.

### 16 Personal Finance Benefits

156 The Benify report too shows that stress about personal finances has grown bigger over the past year. Yet another  
157 reason for employers to seriously start thinking of benefits such as advice about loans and savings. In other  
158 words: employee financial wellness.

### 17 ? Lifestyle Benefits

160 Lifestyle benefits consist of work-life balance and mobility.

### 18 Work-Life Balance

162 As employees increasingly attach importance to their work-life balance, it's no surprise that benefits in this area  
163 become more too. Examples are childcare, grocery delivery, and legal services.

### 19 Mobility

165 Mobility benefits can make your employees' life a lot easier. Because even if they can work from home or elsewhere,  
166 they'll still have to come into the office -or workplace -regularly. This category covers things like public transport  
167 and cars but also bicycles and carpooling.

## 20 III. Methods a) Survey Design

170 A Likert scale assumes that the strength/intensity of an attitude is linear, i.e. on a continuum from strongly  
171 agree to strongly disagree, and makes the assumption that attitudes can be measured. Likert Scales have the  
172 advantage that they do not expect a simple yes / no answer from the respondent, but rather allow for degrees of  
173 opinion, and even no opinion at all. We used Likert scale for getting participants' opinions regarding management  
174 attitudes that everyday employees experience.

## 21 b) Participants

175 We conducted a survey in different areas of Chattogram (Known as Port City), Bangladesh. The goal of this  
176 survey was to know the attitudes of Management toward employees working in the Retail Shop. Some employees  
177 were willing to response and some were willful not to response in front of management and behind them. They  
178 think it is not essential to response our survey questionnaires as this is not beneficial for them. But We did not  
179 lose our hope. We met some employees of retail shops who shared their responses of we survey questionnaires.  
180 In this survey 160 Employees participated who were from Different Retail Shops.

## 22 c) Procedure

182 Eleven Questions were asked to employees working in the Retail Shops as following: "I am happy working Here,  
183 I get a Handsome Salary, The working Environment is Good, The Boss is Generous, I enjoy good number of  
184 holidays, I get reward while doing good performance, I get punishment while doing bad performance, The pressure  
185 is high, I got target list, Fear of getting fired, Rational Working Hours". They were free to give opinion of their  
186 own. They could choose one option from strongly agree, agree, not certain, disagree or strongly disagree. We  
187 analyzed the responses based on every question. How many employees were strongly agree, agree, not certain,  
188 disagree or strongly disagree on Question was our aim to know in this survey.

## 23 d) Ethics

190 We obtained opinion from every participant in person. So, the opinions were participants' individual opinions.  
191 We hid the identity of every participant so that they could not affected by any harassment for participating in  
192 our survey.

## 24 IV. Analysis and Discussion

194 The data analyzed and findings discussed herein, is based on the respondents' responses to the 11 questions  
195 structured according to the Likert 5-point rating scale, with: SD = representing strongly disagree, D= for disagree,  
196 U = for uncertain/neutral, A = for agree, and SA = for strongly agree; rated on a scale of 1-5 respectively. Each  
197 of 160 Participants answered to each question. And we showed some statistical data, Rounding down to 2,  
198 with: X = Mean, ?= Standard Deviation, s<sup>2</sup> = Variance and SE= Standard Error. The above presented that  
199 2 participants were strongly agreed, 53 participants were agreed, 73 participants were uncertain or chose to  
200 be neutral, 24 participants were disagreed and 8 participants were strongly disagreed with the question. The  
201 percentage rate is 1.25%, 33.12%, 45.63%, 15% and 5% respectively. The Mean, Standard Deviation, Variance  
202 and Standard Error are X 3.11, ? 0.85, s<sup>2</sup> 0.72 and SE 0.07. Above data show that participants are neutral in

---

204 their decision to opine whether they get handsome salary or not. The above Table revealed that 4 participants  
205 were strongly agreed, 49 participants were agreed, 57 participants were uncertain or chose to be neutral, 46  
206 participants were disagreed and 4 participants were strongly disagreed with the question. The percentage rate is  
207 2.50%, 30.63%, 35.63%, 28.75% and 2.50% respectively. The Mean, Standard Deviation, Variance and Standard  
208 Error are X 3.01,  $\sigma$  0.89,  $s^2$  0.80 and SE 0.07. Participants are neutral also in their decision to opine whether the  
209 working environment is good or not. The above Table specified that none of participants was strongly agreed, 42  
210 participants were agreed, 58 participants were uncertain or chose to be neutral, 59 participants were disagreed  
211 and 1 participant were strongly disagreed with the question. The percentage rate is 0%, 26.25%, 36.25%, 36.88%  
212 and 0.62% respectively. The Mean, Standard Deviation, Variance and Standard Error are X 2.88,  $\sigma$  0.81,  $s^2$   
213 0.65 and SE 0.06. Participants are almost disagreed regarding the generosity of their Boss. The above Table  
214 specified 1 participant was strongly agreed, 36 participants were agreed, 54 participants were uncertain or chose  
215 to be neutral, 64 participants were disagreed and 5 participants were strongly disagreed.

216 The percentage rate is 0.63%, 22.50%, 33.75%, 40% and 3.12% respectively. The Mean, Standard Deviation,  
217 Variance and Standard Error are X 2.77,  $\sigma$  0.85,  $s^2$  0.72 and SE 0.07. Participants could not be able to enjoy  
218 good number of holidays. They get few. Rounding down to 2, the sentiment score of our survey in term of mean  
219 of all questions responded by participants is X 2.88, the deviation of Mean of all questions is  $\sigma$  0.

## 220 25 V. Conclusion

221 We asked mentioned questions to the employees that defines Management's attitude. Questions were related to  
222 employees financial issues and Non-Financial issues that give them mental satisfaction and they can spend more  
223 time with family. Most of the participants were uncertain or neutral regarding their job security, Salary, Pressure  
224 in work place, Target, Working Hours and Working environment. They enjoy very few holidays in a calendar  
225 year. Normally Management does not take strict actions against employees regarding doing bad performance.  
226 Employees are not happier working their work place, they accept the situation as most of them comes from needy  
227 family and they need a job for living a life. The above figure-1 shows that Responses Percentage of Participants  
228 in terms of opinion for every question.

229 Retail Shops seems to have mildly negative attitudes towards their employees.

## 230 26 VI. Recommendations

231 Management should have more focus on employees' financial and Non financial benefits. A Retail Shop is only  
232 as strong as its employees, which is why it is imperative for managements to ensure employees are happy and  
233 valued. Getting to know team can make a world of difference in creating a happy culture and a happy workplace.  
234 Maintaining happiness and Motivation at the workplace is a team effort. As the old saying goes, "Teamwork  
235 makes the dream work." Due to the lack of opinions of whole employees working in retail shops in Bangladesh,  
236 the results may vary. The current study can be interpreted as a first step in the study on Management's attitude  
237 towards employees in retail shops in Bangladesh. However, the results of this study should be treated with  
238 caution due to the small sample size and the lack of details regarding the participants' Opinions. Future research  
239 could collect further data and engage more participants for making sample size big regarding Management's  
240 attitude towards employees for more accurate results. It could also contribute to a deeper understanding of the  
Management Attitude. <sup>1</sup>



Figure 1:

241



Figure 2: Management' s



Figure 3: Fig. 1 :Fig. 2 :

1

Q-1	SA	A	U	D	SD	X	?	s	SE
I am Happy Working here	4(2.50)	37(37.50)	23(23.13)	46(28.75)	13(8.12)	2.98	1.05	0.90	0.09

Table 1 above showed that the rate of responses was 100%. 4 participants were strongly agreed, 60 participants were agreed, 37 participants were uncertain or chose to be neutral, 46 participants were disagreed and 13 participants were strongly disagreed with the question. The percentage rate is 2.50%, 37.50%, 23.13%, 28.75% and 8.12% respectively. The Mean, Standard Deviation,

Figure 4: Table 1 :

3

The working Environment is Good	4(2.50)	49(30.63)	57(35.63)	46(28.75)	4(2.50)	3.01	0.89	0.80	0.07
---------------------------------	---------	-----------	-----------	-----------	---------	------	------	------	------

Figure 5: Table 3 :

4

Q-4	SA	A	U	D	SD	X	?	s <sup>2</sup>	SE
The Boss is Generous	0(0)	42 (26.25)	58 (36.25)	59(36.88)	1 (0.62)	2.88	0.81	0.65	0.06

Figure 6: Table 4 :

5

Q-5	SA	A	U	D	SD	X	?	s <sup>2</sup>	SE
I Enjoy Good Number of Holidays	1(0.63)	36 (22.50)	54 (33.75)	64(40)	5 (3.12)	2.77	0.85	0.72	0.07

Figure 7: Table 5 :

6

Q-6	SA	A	U	D	SD	X	?	s <sup>2</sup>	SE
I Get Reward while doing Good Performance	0(0)	38 (23.75)	60 (37.50)	56 (35)	6 (3.75)	2.82	0.84	0.71	0.07

The above Table stated none of participants were strongly agreed, 38 participants was agreed, 60 participants were uncertain or chose to be neutral, 56 participants were disagreed and 6 participants were strongly disagreed. The percentage rate is 0%, 23.75%, 37.50%, 35% and 3.75% respectively. The Mean, Standard Deviation, Variance and Standard Error 2.82, ? 0.84, s<sup>2</sup> 0.71 and SE 0.07. Participants do not get enough reward (financially or non-financially) while doing good performance.

Figure 8: Table 6 :

7

Q-7	SA	A	U	D	SD	X	?	s <sup>2</sup>	SE
I Get Punishment while doing Bad Performance	1(0.63)	24 (15)	75 (46.88)	47 (29.37)	13 (8.12)	2.70	0.84	0.71	0.07

The above Table stated 1 participant was strongly agreed, 24 participants were agreed, 75 participants were uncertain or chose to be neutral, 47 participants were disagreed and 13 participants were strongly disagreed. The percentage rate is 0.63%, 15%, 46.88%, 29.37% and 8.12% respectively. The Mean, Standard Deviation, Variance and Standard Error 2.70, ? 0.84, s<sup>2</sup> 0.71 and SE 0.07. Participants do not experience of punishment while doing bad performance.

Figure 9: Table 7 :

8

Q-8	SA	A	U	D	SD	X	? s	SE
							2	
The Pressure is High	11(6.88)	48(36.88)	59(45.38)	4(2.75)	4	3.06	0.96	0.91
					(2.50)			

The above Table revealed 11 participants were strongly agreed, 40 participants were agreed, 59 participants were uncertain or chose to be neutral, 46 participants were disagreed and 4 participants were strongly disagreed. The percentage rate is 6.88%, 25%, 36.88%, 28.75% and 2.50% respectively. The Mean Standard Deviation, Variance and Standard Error are X 3.06, ? 0.96, s 2 0.91 and SE 0.08. Participants remained neutral in the question of rush hour.

Figure 10: Table 8 :

9

Q-9	SA	A	U	D	SD	X	? s	SE
							2	
I Got Target List	1(0.63)	29(18.12)	60(37.50)	30(18.75)	40	2.52	1.07	1.15
					(25)			0.09

The above Table showed 1 participant was strongly agreed, 29 participants were agreed, 60 participants were uncertain or chose to be neutral, 30 participants were disagreed and 40 participants were strongly disagreed. The percentage rate is 0.63%, 18.12%, 37.50%, 18.75% and 25.00% respectively. The Mean, Standard Deviation, Variance and Standard Error are X 2.52, ? 1.07, s 2 1.15 and SE 0.09. Target to serve customer is few.

Figure 11: Table 9 :

10

Q-10	SA	A	U	D	SD	X	? s	SE
							2	
Fear of Getting Fired	8(5.00)	52(32.50)	60(37.50)	33(20.63)	7	3.14	0.94	0.89
					(4.37)			

The above Table displayed 8 participants were strongly agreed, 52 participants were agreed, 60 participants were uncertain or chose to be neutral, 33 participants were disagreed and 7 participants were strongly disagreed. The percentage rate is 5.00%, 32.50%, 37.50%, 20.63% and 4.37% respectively. The Mean, Standard Deviation, Variance and Standard Error are X 3.14, ? 0.94, s 2 0.89 and SE 0.07. Participants remained neutral in question of getting fired.

Figure 12: Table 10 :

11

Q-11	SA	A	U	D	SD	X	? s	SE
							2	
Rational Working Hours	3(1.88)	42(26.25)	49(30.62)	35(21.88)	31	2.69	1.11	1.24
					(19.37)			0.09

Figure 13: Table 11 :



**12**

X	?	Y1	R	s2	CV	MAD	RSD	IQR	MR	SE
2.88	0.20	-0.42	0.62	0.04	0.07	0.16	6.87%	0.34	2.82	0.06

Figure 14: Table 12 :

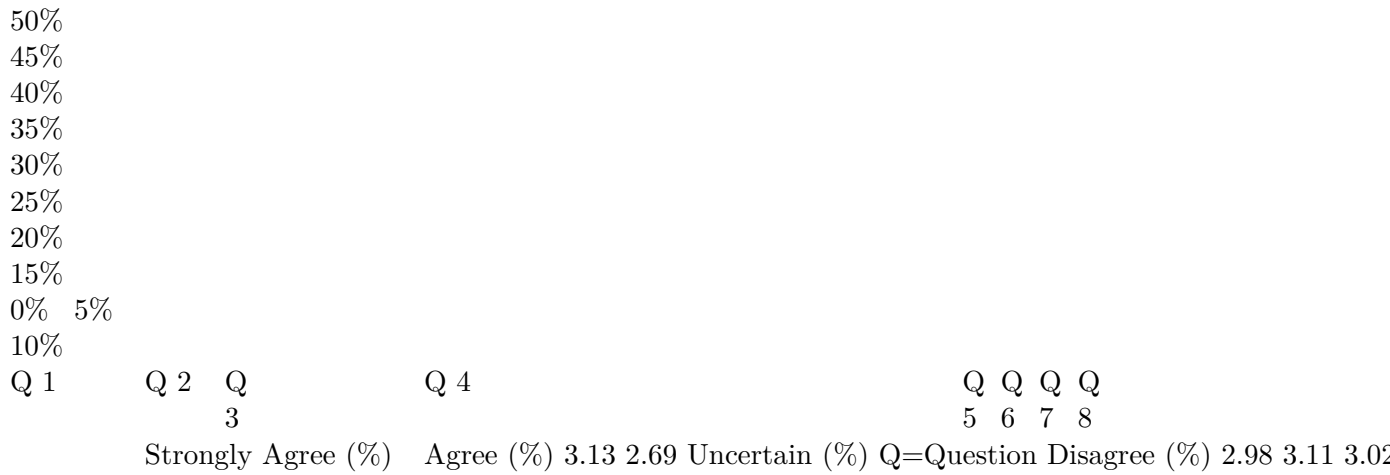


Figure 15:



242 .1 Global Journal of Management and Business Research

243 Volume XXIII Issue II Version I Year 2023 ( ) A

244 [Tovmasyan (2017)] , Gayane Tovmasyan . 10.21272/bel.1. *Business Ethics and Leadership* January 2017. 2017.  
245 1 (3) p. .

246 [Cantrell ()] *A study of temperament, Pennsylvania*, P Cantrell . 2001. p. 7.

247 [An et al. (1989)] ‘A study on the effects of managers’ behaviors and attitudes on job satisfaction and  
248 motivation of workers in the Directorate of Sports and Youth Services through the eyes of workers’  
249 An , James L Management Tool” By , Mazurek . [https://academicjournals.org/journal/ERR/](https://academicjournals.org/journal/ERR/article-full-text-pdf/D873CB25735)  
250 [article-full-text-pdf/D873CB25735](https://academicjournals.org/journal/ERR/article-full-text-pdf/D873CB25735) *References Références Referencias* July 1989. 1. (By Akin  
251 CELIK)

252 [Anastasi (1957)] ‘Attitude of in-service and preservice primary school teachers’. C Anastasi . *Journal of*  
253 *Education Psychology* 1957. July. 36 p. .

254 [Thurstone ()] ‘Attitudes Can Be Measured’. L L Thurstone . *Readings in Attitude Theory And Measurement*, M  
255 Fishbein (ed.) (NewYork) 1928. 1967. John Wiley & Sons, Inc. p. .

256 [Fazio and Petty ()] *Attitudes: key readings*, R H Fazio , R E Petty . 2008. New York, NY: Psychology Press.

257 [Mintzberg’s Management Roles, Identifying the Roles Managers Play] *Mintzberg’s Management Roles, Identifying*  
258 *the Roles Managers Play*, [https://www.mindtools.com/pages/article/management-roles.](https://www.mindtools.com/pages/article/management-roles.htm)  
259 [htm](https://www.mindtools.com/pages/article/management-roles.htm)

260 [Ajzen ()] ‘Nature and operation of attitudes’. I Ajzen . 10.1146/annurev.psych.52.1.27. *Annual Review of*  
261 *Psychology* 2001. 52 p. .

262 [Luthans ()] *Organizational behaviour*, F Luthans . 2008. Boston: McGraw Hill.

263 [Carpenter et al. ()] *Principles of Management*, M Carpenter , T Bauer , B Erdogan . 10.21272/bel.1(3).20-  
264 26.2017. <https://2012books.lardbucket.org/pdfs/management-principles-v1.0.pdf> 2012. p.  
265 15.

266 [Baron and Byrne ()] *Social psychology: Understanding human interaction*, R A Baron , D E Byrne . 1991.  
267 Boston, MA: Allyn & Bacon.

268 [Likert ()] *The human organization: its Management, management and values*, R Likert . 1967.

269 [Mcgregor ()] *The human side of enterprise*, D Mcgregor . [https://gethppy.com/workplace-happiness/](https://gethppy.com/workplace-happiness/4-causes-of-unhappiness-in-the-workplace-and-how-to-deal-with-them)  
270 [4-causes-of-unhappiness-in-the-workplace-and-how-to-deal-with-them](https://gethppy.com/workplace-happiness/4-causes-of-unhappiness-in-the-workplace-and-how-to-deal-with-them) 1960. New York.  
271 p. .

272 [Eagly and Chaiken ()] *The psychology of attitudes*, A H Eagly , S Chaiken . 1993. New York, NY: Harcourt  
273 Brace Jovanovich College Publishers.