


MANAGEMENT'S ATTITUDE TOWARDS EMPLOYEES WORKING IN THE RETAIL SHOP IN BANGLADESH



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ARTICLE INFO

Article History:

Received: 1st November 2022

Accepted: 20th December 2022

Online Publication: 27th December 2022

Keywords:

Management, Attitude, Employee, Retail Shop

JEL Classification Codes:

J53, M12, M54

ABSTRACT

According to Well-Known National Dailies, Retail Shop contributes the most to the country's economy, with the highest gross value addition (GVA) worth Tk 208,700 crore, or nearly 63%. The retail sector of Bangladesh has already employed over six million (60 lakhs) people. Sometimes we notice that employees working in retail shops complain against their Owner/Management regarding their benefits and opportunities that specify Management's Attitude towards them. Very few research studies were conducted regarding employees working in retail shops in Bangladesh. This study aimed to identify management's attitude towards employees working in retail shops in Bangladesh by exploring some factors that specify attitude. The study used descriptive statistics design. This study was based on a field survey conducted in Chattogram, Bangladesh. The cluster Random sampling technique was used to pick up the sample. The questionnaire was presented to 160 respondents in person, and all of them responded; hence analyzed and presented in frequency distribution tables with their corresponding percentages and some statistical analysis. Other data were sourced from published academic journals, articles, and other relevant materials on the internet. The results indicate that Management in Retail shops has a mildly negative attitude towards their employees. The Study suggests that management should focus more on employees' financial and Non-financial benefits as those indicate their attitude towards employees in retail shops in Bangladesh.

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INTRODUCTION

Management's attitude is the way to Business Growth. Management's attitude has a profound impact on the way they lead people. Their attitude directly affects how they communicate and collaborate with others, how they contribute to the culture of their work environment, and how they lead a firm/business. A Manager/Department Head/Proprietor with a good attitude breeds motivation within their department and organization. The attitude of leaders plays a role in developing employees' behaviour, beliefs and attitude. Motivation brings increased production, work satisfaction, work and personal appreciation, commitment and respect. The motivation of wanting to do a good job comes from within the employee. Motivation has a direct relation with employee performance. Management directs the business. In Retail Shops, Employees represent the Brand as they directly handle the Final consumers/customers. Their attitudes towards consumers/customers reflect on the profit/success of the business. Consumers / Customers are the Sources of Profit or Growth of Business. Their ultimate satisfaction is essential in the Retail Business. In retail Shops, Consumers / Customers buy the attitudes of related staff or employees. Employees in retail shops' proactive attitudes towards Consumers / Customers depend on the Management's Attitude.

As Management's Attitude breeds motivation, it ultimately affects Employees' Motivational Factors. It affects the way employees sell and the way they serve customers. It can also be displayed towards individual job duties, products or services, co-workers or management, or the organization as a whole. Attitudes are thought to have three components: an affective component (feelings), a behavioural component (the effect of the attitude on behaviour), and a cognitive component (belief and knowledge). Management of the senses for their employees could be defined as an affective component of attitude. The behavioural component describes how management behaves with employees regarding benefits and relations.

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<https://doi.org/10.46281/bjmsr.v6i1.1874>

A cognitive component describes management's beliefs and knowledge regarding employees. Based on management's belief and knowledge, employees are treated.

As most of the retail shops' management directly interacts with the employees, Employees can experience their attitudes now. It could be a positive experience or a Negative experience. Besides, Human Relations between management and employees are important. Human relations reflect on the working environment. The working environment leads to satisfaction and motivation and increases employees' productivity. Some employees prefer financial benefits to non-financial benefits. It varies from employee to employee as they experience different ambiances at different times in their life. We collected some information regarding some financial and non-financial motivational factors that specify management's attitude towards employees from those employees working in other retail shops in Bangladesh. We wanted to know whether management's attitude is Positive or Negative towards employees. A positive attitude satisfies employees, which affects their responses. Moreover, a Negative attitude dissatisfies employees, which affects their responses also. Actually, Management attitude can become known by the reactions of employees regarding their job working in Retail Shops.

LITERATURE REVIEW

There appears to be little literature on management's attitude towards employees working in retail shops in Bangladesh. The following section describes Management, attitudes and Employee Salary and Benefits.

Management

The management definition is a single or group of individuals who challenge and oversee a person or collective group of people to accomplish desired goals and objectives. Furthermore, the definition of management includes the ability to plan, organize, monitor and direct individuals. A management definition is also a person or collective group with the executive abilities to lead a group through hardships, aspiring to meet an organization's purpose and visions. According to Mc Farland, "Management is defined for conceptual, theoretical and analytical purposes as that process by which managers create, direct, maintain and operate purposive organization through systematic, co-ordinated co-operative human effort". As Henry Fayol defines, "To manage is to forecast and plan, to organize, to compound, to co-ordinate and to control". Harold Koontz says, "Management is the art of getting things done through and within formally organized group". Mary Parker Follett defines management as the "art of getting things done through people". George R. Terry defines management as a process "consisting of planning, organizing, actuating and controlling, performed to determine and accomplish the objectives by the use of people and other resources". The management is responsible for setting and achieving the firm's goals with and through other people.

There have been a number of studies on what management does, the most famous of which was conducted by Henry Mintzberg in the early 1970s (Mintzberg, 1973). Mintzberg identified ten roles, which he divided into three groups: interpersonal, informational, and decisional. The informational roles link all managerial work together. The interpersonal roles ensure that information is provided. The decisional roles significantly use the information (Carpenter, Bauer, & Erdogan, 2012).

Attitude

"Attitude is everything" is a common quote. Anastasi (1957) defined attitude as "A tendency to react favourably or unfavourably towards a designated class of stimuli, such as a national or racial group, a custom or an institution." Thurstone (1928) said, "An attitude denotes the total of man's inclinations and feelings, prejudice or bias, preconceived notions, ideas, fears, threats, and other specific topics." Attitude can and will make a difference in our personal lives and work environment; our attitude towards our superiors, peers and subordinates generally decides their attitude towards us.

Attitudes can form in different ways (Baron & Byrne, 1991; Eagly & Chaiken, 1993; Fazio & Petty, 2008; Luthans, 2008). Firstly, attitudes can form in situations where people's behaviour is inconsistent with their attitudes towards the object (Baron & Byrne, 1991; Luthans, 2008). A negative attitude towards the object can form to balance this inconsistency towards the object (Eagly & Chaiken, 1993; Fazio & Petty, 2008).

Secondly, attitudes can form through the expectancy-value framework. This theory assumes that the attitude towards the object is based on the sum of the values of all of the attributes that the attitude object is thought to have, which is based on the mental formation of attitudes (Ajzen, 2000; Eagly & Chaiken, 1993) explain that this framework is a useful and popular model to explain how a collection of beliefs about objects forms attitudes. The expectancy-value framework attitude formation theory was adopted for this study.

Employee Salary and Benefits

Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed. Salary is commonly paid in fixed intervals, for example, monthly payments of one-twelfth of the annual salary. According to Cockman, "Employee benefits are those benefits which are supplied by an employer to or for the benefits of an employee, and which are not in the form of wages, salaries and time rated payments."

MATERIALS AND METHODS

Survey Design

A Likert scale assumes that the strength/intensity of an attitude is linear, i.e. on a continuum from strongly agree to disagree strongly, and assumes that attitudes can be measured. Likert Scales have the advantage of not expecting a simple yes / any answer from the respondent but rather allowing for degrees of opinion and even no opinion at all. We used a Likert scale to get participants' opinions regarding management attitudes that everyday employees experience.

Participants

We surveyed different areas of Chattogram (Known as Port City), Bangladesh. This survey aimed to know management's attitudes toward employees working in the Retail Shop. Some employees were willing to respond, and some were willful not to respond in front of management and behind them. They think responding to our survey questionnaires is optional as this is not beneficial for them. However, we still had hope. We met some employees of retail shops who shared their responses to the survey questionnaires. In this survey, 160 Employees participated who were from Different Retail Shops.

Procedure

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

Ethics

We obtained an opinion from every participant in person. So, the opinions were the participants' individual opinions. We hid every participant's identity so they could not be affected by any harassment for participating in our survey.

RESULTS

The data analyzed herein is based on the respondents' responses to the 11 questions structured according to the Likert 5-point rating scale, with SD = representing strongly disagree, D= for disagree, U = for uncertain/neutral, A = for agree, and SA = for strongly agree; rated on a scale of 1-5 respectively. Each of the 160 Participants answered each Questionquestion. Moreover, we showed some statistical data, Ranging to 2, with X = Mean, σ = Standard Deviation, s2 = Variance and SE= Standard Error.

Table 1. Q 1- I am happy working here.

Q-1	SA	A	U	D	SD	X	σ	s2	SE
I am happy working here	4(2.50)	60 (37.50)	37 (23.13)	46 (28.75)	13 (8.12)	2.98	1.05	1.09	0.08

The above Table shows that the rate of responses was 100%. 4 participants strongly agreed, 60 participants agreed, 37 participants were uncertain or chose to be neutral, 46 disagreed, and 13 strongly disagreed with the Questionquestion. The percentage rate is 2.50%, 37.50%, 23.13%, 28.75% and 8.12%, respectively. The Mean, Standard Deviation, Variance and Standard Error are X 2.98, σ 1.05, s2 1.09 and SE 0.08, respectively.

Table 2. Q 2- I get a Handsome Salary.

Q-2	SA	A	U	D	SD	X	σ	s2	SE
I get a Handsome Salary	2(1.25)	53 (33.12)	73(45.63)	24(15)	8 (5)	3.11	0.85	0.72	0.07

The above Table presented that 2 participants strongly agreed, 53 participants agreed, 73 participants were uncertain or chose to be neutral, 24 disagreed, and 8 strongly disagreed with the Questionquestion. The percentage rate is 1.25%, 33.12%, 45.63%, 15% and 5%, respectively. The Mean, Standard Deviation, Variance and Standard Error are X 3.11, σ 0.85, s² 0.72 and SE 0.07, respectively.

Table 3. Q 3- The working Environment is Good.

Q-3	SA	A	U	D	SD	X	σ	s2	SE
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

The above Table revealed that 4 participants strongly agreed, 49 participants agreed, 57 participants were uncertain or chose to be neutral, 46 disagreed, and 4 disagreed with the Questionquestion. The percentage rate is 2.50%, 30.63%,

35.63%, 28.75% and 2.50%, respectively. The Mean, Standard Deviation, Variance and Standard Error are X 3.01, σ 0.89, s^2 0.80 and SE 0.07, respectively.

Table 4. Q 4- The Boss is Generous.

Q-4	SA	A	U	D	SD	X	σ	s2	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

The above Table specified that none of the participants strongly agreed, 42 participants agreed, 58 participants were uncertain or chose to be neutral, 59 disagreed, and 1 disagreed with the Questionquestion. The percentage rate is 0%, 26.25%, 36.25%, 36.88% and 0.62%, respectively. The Mean, Standard Deviation, Variance and Standard Error are X 2.88, σ 0.81, s^2 0.65 and SE 0.06, respectively.

Table 5. Q 5- I enjoy a good number of holidays.

Q-5	SA	A	U	D	SD	X	σ	s2	SE
I enjoy a 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

The above Table specified that 1 participant strongly agreed, 36 participants agreed, 54 participants were uncertain or chose to be neutral, 64 participants disagreed, and 5 strongly disagreed. The percentage rate is 0.63%, 22.50%, 33.75%, 40% and 3.12%, respectively. The Mean, Standard Deviation, Variance and Standard Error are X 2.77, σ 0.85, s^2 0.72 and SE 0.07, respectively.

Table 6. Q 6- I get a reward while doing a good performance.

Q-6	SA	A	U	D	SD	X	σ	s2	SE
I get rewards 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 that none of the participants strongly agreed, 38 participants agreed, 60 were uncertain or chose to be neutral, 56 disagreed, and 6 strongly disagreed. The percentage rate is 0%, 23.75%, 37.50%, 35% and 3.75%, respectively. The Mean, Standard Deviation, Variance and Standard Error are X 2.82, σ 0.84, s^2 0.71 and SE 0.07, respectively.

Table 7. Q 7- I get punishment while doing bad performance.

Q-7	SA	A	U	D	SD	X	σ	s2	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 that 1 participant strongly agreed, 24 participants agreed, 75 were uncertain or chose to be neutral, 47 disagreed, and 13 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 are X 2.70, σ 0.84, s^2 0.71 and SE 0.07, respectively.

Table 8. Q 8- The pressure is high.

Q-8	SA	A	U	D	SD	X	σ	s2	SE
The pressure is high	11(6.88)	40 (25)	59(36.88)	46 (28.75)	4 (2.50)	3.06	0.96	0.91	0.08

The above Table revealed that 11 participants strongly agreed, 40 participants agreed, 59 participants were uncertain or chose to be neutral, 46 disagreed, and 4 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, σ 0.96, s^2 0.91 and SE 0.08, respectively.

Table 9. Q 9- I got the target list

Q-9	SA	A	U	D	SD	X	σ	s2	SE
I got a target list	1(0.63)	29 (18.12)	60 (37.50)	30(18.75)	40 (25)	2.52	1.07	1.15	0.09

The above Table showed 1 participant strongly agreed, 29 participants agreed, 60 participants were uncertain or chose to be neutral, 30 participants disagreed, and 40 participants 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, σ 1.07, s^2 1.15 and SE 0.09, respectively.

Table 10. Q 10- Fear of getting fired.

Q-10	SA	A	U	D	SD	X	σ	s2	SE
Fear of getting fired	8(5)	52 (32.50)	60 (37.50)	33 (20.63)	7 (4.37)	3.14	0.94	0.89	0.07

The above Table displayed that 8 participants strongly agreed, 52 participants agreed, 60 participants were uncertain or chose to be neutral, 33 disagreed, and 7 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, σ 0.94, s² 0.89 and SE 0.07, respectively.

Table 11. Q 11- Rational Working Hours.

Q-11	SA	A	U	D	SD	X	σ	s2	SE
Rational Working Hours	3(1.88)	42(26.25)	49(30.62)	35 (21.88)	31 (19.37)	2.69	1.11	1.24	0.09

The above Table displays that 3 participants strongly agreed, 42 agreed, 49 were uncertain or chose to be neutral, 35 disagreed, and 31 strongly disagreed. The percentage rate is 1.88%, 26.25%, 30.62%, 21.88% and 19.37%, respectively. The Mean, Standard Deviation, Variance and Standard Error are X 2.69, σ 1.11, s² 1.24 and SE 0.09, respectively.

DISCUSSIONS

Data from above revealed that participants are less happy working in their present job place. The Data showed that participants were almost neutral in their decision to opine on whether they get a handsome salary and whether the working environment is good. Participants almost disagreed regarding the generosity of their Boss. They could not able to enjoy a good number of holidays. They get few. They need to get more rewards (financially or non-financially) while performing well. They need to gain more experience with punishment while doing bad performance. They remained neutral on the Questionquestion of rush hour. The target to sell or to serve the customer is few. They are neutral in Questionquestion of getting fired. They think they do not get Rational Working Hours.

People work in retail shops for their livelihood, some opportunities and some Benefits. It could be financial and non- Financial. They want a reasonable salary and rational working hours. Employees want holidays as they can spend some memorable time with their family members. Everyone wants job security. They want good relations with their owner/ Management. Those inspire them to do work prudently as they directly deal with the consumers/customers, to be punctual and cordial to customers/consumers and work for his/her employer. Satisfaction of them leads a business to be successful. Employees represent the Brand as they directly handle the Final consumers/customers. Employees' attitude depends on Management's Attitude towards them. Management's attitude breeds motivation; ultimately, it affects the Motivational Factors of Employees. Employees' attitudes towards consumers/customers reflect on the profit/success of the business. Consumers / Customers are the Sources of Profit or Growth of Business. Their ultimate satisfaction is essential in the Retail Business. In retail Shops, Consumers / Customers buy the attitudes of related staff or employees. Employees in retail shops' proactive attitudes towards Consumers / Customers depend on the Management's Attitude.

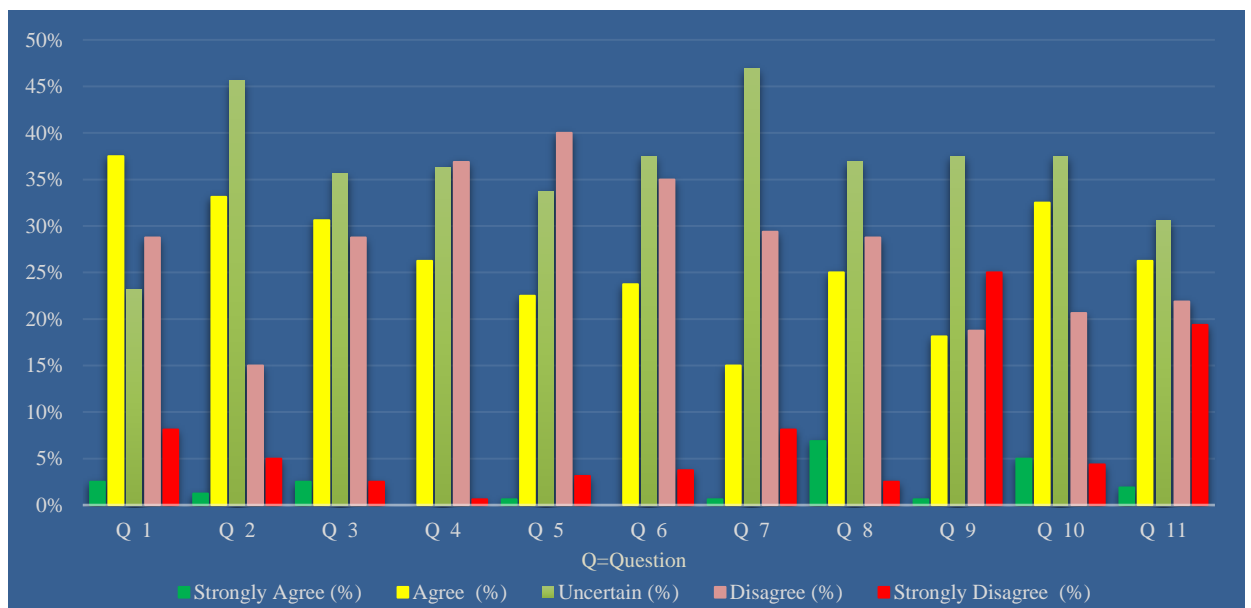


Figure 1. Responses Percentage of Participants

The above figure 1 shows the Responses Percentage of Participants in terms of opinion for every question.

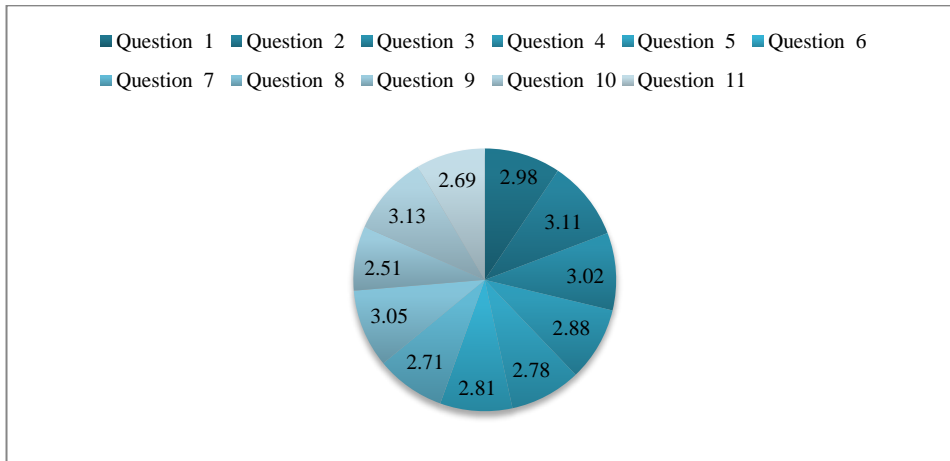


Figure 2. Mean of Respondents' Scores

The above figure-2 shows the Mean of Respondents' Scores in opinion for every Questionquestion.

Rounding down to 2, the sentiment score of our survey in terms of the mean of all questions responded to by participants is X 2.88, the deviation of the mean of all questions is σ 0.20, Skewness is Y1 -0.43, Variance $s^2 = 0.04$, Range is R 0.62, Coefficient of Variation is CV 0.07, Mean Absolute Deviation is MAD 0.16, Relative Standard Deviation is RSD 6.87%, Interquartile Range is IQR 0.34, Mid-Range is MR 2.82 and Standard of Error is 0.06.

Table 12. Summary of Analysis

X	σ	Y1	R	s^2	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

The results specify that Management in Retail Shops has mildly negative attitudes towards their employees. Because of the need for more opinions from whole employees working in retail shops in Bangladesh, the results may vary. The results of this study should be treated with caution due to the small sample size and the lack of details regarding the participants' Opinions. Future studies could collect further data and engage more participants to make the sample size big regarding management's attitude towards employees for more accurate results.

CONCLUSIONS

We asked mentioned questions to the employees that define management's attitude. Questions were related to employees' financial and Non-Financial issues that give them mental satisfaction, and they can spend more time with family. Most of the participants needed to be more specific and neutral regarding their job security, Salary, Pressure in the workplace, Target, Working Hours and Working environment. They enjoy very few holidays in a calendar year. Usually, management needs to take more simple action against employees regarding bad performance. Employees are not happy working at their workplace; they accept the situation as most of them come from needy families and need a job to live. The relationship between management and employees could be better. The results indicate that Management in Retail Shops has mildly negative attitudes towards their employees.

Management should have more focus on employees' financial and Non-financial benefits. A Retail Shop is only as strong as its employees, so management must ensure employees are happy and valued. Getting to know a team can make a difference in creating a happy culture and workplace. Maintaining happiness and motivation at the workplace is a team effort. As the old saying goes, "Teamwork makes the dream work." Due to the lack of opinions of whole employees working in retail shops in Bangladesh, the results may vary. The current study is the first step in management's attitude towards employees in retail shops in Bangladesh. However, the results of this study should be treated with caution due to the small sample size and the lack of details regarding the participants' Opinions. Future research could collect further data and engage more participants to make the sample size big regarding management's attitude towards employees for more accurate results. It could also contribute to a deeper understanding of Management Attitude.

Author Contributions: Conceptualization, M.M.U.; Data Curation, M.M.U.; Methodology, M.M.U.; Validation, M.M.U.; Visualization, M.M.U.; Formal Analysis, M.M.U.; Investigation, M.M.U.; Resources, M.M.U.; Writing - Original Draft, M.M.U.; Writing - Review & Editing, M.M.U.; Supervision, M.M.U.; Software, M.M.U.; Project Administration, M.M.U.; Funding Acquisition, M.M.U. All authors have read and agreed to the published version of the manuscript.

Institutional Review Board Statement: Ethical review and approval were waived for this study because the research does not deal with vulnerable groups or sensitive issues.

Funding: The authors received no direct funding for this research.

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to restrictions.

Conflicts of Interest: The authors declare no conflict of interest.

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