



## Philosophical analysis of theory x and y

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**Original Article:**

Received 05 April, 2016 Accepted 20 April, 2016 Published 29 June, 2016

### ABSTRACT

*The historical context management can be examined, such as the Pyramids of Egypt management, control and communication practices in the ancient Roman Empire and the legal framework of trade in the fourteenth century Venice followed. Nevertheless, Iranians, Chinese, German and some other relatives insights and attitudes of the past have chosen in this area, but major changes in management during the Industrial Revolution came expecting. The world in the seventeenth century, the era of social upheaval when the thirteen American colonies broke away from Britain and the United States formed the crucial transformations spent. In this period of rapid population growth created fairs and supply of consumer goods. It was during this period that extends mass production methods Adam Smith (based on the division of labor and specialization in the pin factory) industry took a big turn in such a way that its effects are still seen in how often business organizations be. For example, Henry Ford in the early twentieth century by mass production in automotive manufacturing were achieved legendary success.*

**Keyword:**

Philosophical analysis,  
theory of x and y

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## INTRODUCTION

Theory x and y, including approaches to human resources management. McGregor's theory of the duality of human Meyer, perceptions, attitudes and attitudes of managers in humans has been divided into two groups. In order to avoid prejudging people in the two groups, with two letters x and y have identified them. In general assumptions of the theory of x are: (Bazargan, Z. (2009).

1. some people are inherently lazy and hate work;
2. responsibility elusive and most people would rather be under the guidance of another;
3. to stimulate the economy and security of human and material incentives should be used;
4. Ability to creativity and innovation to solve problems that are found only in a limited number of jobs are management and leadership;
5. More people should be under strict control, because usually people do not have enough admirers.

### While the assumptions of the theory y include:

1. Work naturally like game;
2. Usually people accept responsibility and liability are eagerly seeking admission;
3. If people are interested in their work, properly motivated, the feeling of inner satisfaction is the best reward for the self-control and more effective methods of control by others;
4. ((The creativity and innovation to solve problems)) is naturally distributed among the human population;
5. Control can be granted to individuals, in fact, self-control, more effective methods of control by others. (Paul Hersey & Kenneth Blanchard ,2010).

### History of the evolution theory of x and y:

To understand the nature and management concepts today, it would be useful to investigate the historical roots. Some researchers attribute management experience to the dawn of man and believe that the art of management, with the formation of the family raised (Zahid, Babylon ,2012).

Some of it until the year 5000 before Christ have followed the ancient Sumerians as to record and written records of administrative and commercial activities Prdakhtnd.dr an age where Ford worked, new operational initiatives in the field of industry and production was analyzed by scientists to be identified management applications ( Arani Officer,2013).

Given that one of the definitions are based on management says: "Management is doing by individuals, organizations and other groups." Need to know one of the main issues in the field of human resources management in the fact that the most important elements in management (Bartol, Kathryn M. and David C. Martin ,2010).

In a branch of management science and organizational behavior in the X and Y McGregor and network management Dvnzryh Black and discussed Mouton and have a look at this (Barnard, Chester I . 2012).

The Hawthorne Studies and presents Abraham Maslow's Theory X and Theory Y, which causes the formation of these two categories were McGregor, Douglas McGregor in Dvsahy theory about human perceptions, attitudes and attitudes about human managers divided into two groups. He prejudices people have about these two groups to avoid them by two letters X and Y is specified (Beer, M,2012).

## Styles characteristics of managers, based on assumptions of x and y:

- 1 emphasize the focus and emphasis on decentralization and autonomy of decision making organizational units
- 2 emphasizing the control of emphasizing the evaluation results
- 3 please orbital and orbital leadership role by hiring managers and supportive role by administrators
- 4 external incentives of internal incentives Job
- 5 expect to achieve short-term results expected long-term results
6. Use the control mechanism Tvsz others use the mechanisms of internal control
- 7 Tdkyd on using only the features and capabilities of existing efforts to develop resources and increase production capacity and service
- 8 stressed the need to resolve the conflict between the interests of the possibility of unity and cooperation among staff (or at least mutual benefits).

According to this theory, according to assumptions about human administrators, guidance staff pay and style for leadership that is consistent with the assumptions (Bendix,2013).

Meg Gregor believed that his attitude to human directors should be based on the assumptions of the theory y; for this reason, a group of managers who are assumptions based on theory x to change attitudes principles calls. (Burns,2011).

He believes that if management attitude is based on the assumptions of the theory of x, with their employees will behave with the same attitude; hence, such is the detailed control and management mechanisms to motivate employees, only material incentives uses, while if the attitude director y is based on the assumptions of the theory, can combine individual and organizational goals. It aims to integrate the management to give their employees more freedom, encourages creativity and innovation, minimizes control, and to make it attractive and satisfy the needs of higher levels of working staff (Drucker, Press ,2008).

## Features styles by principals based on assumptions X and Y:

### Theory X management style based on assumptions Features:

1. emphasis on focus and decision making
2. The emphasis on control of resources
3. Mdyrmdary and leadership by managers
4. The use of external incentives
5. The expected short-term results
6. Using the mechanisms of control by others
7. insists on using only the features and capabilities available
8. stressed the need to resolve conflicts of interest between people

### Features management style based on assumptions of theory Y:

1. emphasis on decentralization and autonomy of organizational units
2. The emphasis on measuring results
3. The employee-oriented and supportive role by administrators
4. The use of internal incentives Job
5. The expected long-term results

6. Use of internal control mechanisms
7. efforts to develop resources and increase production capacity and service
8. the possibility of unity and cooperation among staff (or at least mutual benefits)

According to this theory, according to assumptions about human administrators, guidance staff pay and style for leadership that is consistent with the assumptions.

For his role in the effectiveness of individual and group leadership plays a very famous as organizational behavior management Leadership is a process of social influence in which the leader of the voluntary participation of employees in an effort to achieve organizational goals sought (Katz, Daniel, and Robert L. Kahn ,2006).

Leaders to encourage voluntary participation by any authority of their employees, their personal characteristics and social skills complement Management and leadership are often thought to be synonymous concepts, while further distinguishes the two concepts Dannd.rhbry management experts in the broader sense is to manage. Management is a special type of leadership where the business objectives of the organization has priority over other goals. The basic difference between these two concepts arises from the organization. Leadership occurs when a person for whatever reason, is trying to influence the behavior of an individual or group. It would be for the person or others and achieve its objectives with organizational goals are compatible or incompatible

#### **Network Management**

One of the known results emphasize the leadership behaviors that work and those targeted issues gauge style management (network management) is presented by Black and Mouton. This approach is rather like Ohio State University who studies the wheelbase regulated and observed relationships and compliance based staff Leadership behaviors that directly examined the attitudes of "interest in production" and "interested persons" to be studied simultaneously.

According to the mother-to-people and generate interest can be appointed style director on the network.

This theory is based on leadership assessment and production issues in any situation in which people are allowed some flexibility in the actual behavior of the leader. Management 1-1 devoid of interest: at least trying to do so to the extent that the sponsor is a member of the organization(Robert,2014)

1-9 authority - obey: thus setting things in a way that human emotions involved in organizational efficiency may be reduced to a minimum.

5-5 people to manage organizational efficiency through the organization enough to balance the good mood of the people and work is possible.

9.1 The management of the club: attention to the needs of individuals to establish good relations, which resulted in the creation of a friendly environment in the organization and work of patience( Maslow, 1954).

9-9 Group Management: committed people, doing things are responsible. Relations of solidarity and confidence and respect between people is established as a result of their participation in the implementation of the objectives of the organization.

McGregor is one of the key members of management relations and human resources and management styles of the

1960s, his works are mainly affected. "The human dimension of" supporting potential relationship management, human resources, and pave the way for other approaches, such as empowerment and learning organizations is paved. "Theory X and Y McGregor" represents two major approaches to manage people.

Control of management assumptions about human resources support an organizational features. Theory X workers are inherently lazy knows that, should always be guided and motivate them. In theory X, under the authority of the central and power management.

Theory Y assumes that people want and need to work and organizations must increase their employee engagement. In good condition, man learns not only accept, but also learns to take responsibility.

#### **1. The importance of human resources**

**Assumptions related to human resources management control is indicative of the character of an organization.**

#### **2. Theory X - the traditional management approach**

Theory X is based on the premise that workers are lazy in general, should always guide and motivate them, as they do something inappropriate for me to know.

#### **3. assumptions behind the theory X**

- People do not like working in nature and tend to avoid work.
- Who should control, the threat of punishment to your effort towards organizational goals are to work.
- People with ambition, they prefer to be guided by others and to accept responsibility elusive. However, they are on top of everything, looking for security.

#### **4. Impact Theory X**

The hypothesis that the central authority and the control of management, the industry is highly prevalent America. This is not the result of human nature but of philosophy, policies and management practices. The people who make up organizations, these organizations are the views, aspirations and behavior of individuals are changing.

#### **5. Theory Y - a human approach**

Theory Y is based on the principle that people want and are willing to work. The men have an obligation towards their goals and develop their abilities manifest toward those goals.

#### **6. assumptions behind Theory Y**

- Work is natural as play or rest. Human nature does not love does not work.
- external control and threat of punishment are not the only means of encouraging people to try out.
- commitment to goals, from the benefits associated with their progress and achievements.
- The most important advantage, personal satisfaction that can be a direct result of their efforts in achieving organizational goals.
- teaches people not only accept, but also learns to take responsibility.
- The ability to use the power of imagination, ingenuity and creativity in solving organizational problems, widely distributed among the people.

#### **7. Towards a Learning Manager**

Four types of training for managers is:

- Knowledge of information
- business skills
- problem-solving skills

• Social interactions

### 8. evaluate behavior

Social interaction skills, apart from the common way of teaching and learning. McGregor said: "We are naturally very little feedback effect of our behavior on others and gain the true value. If they do not behave the way we want, we can easily blame them and we'll fool them. It is appropriate that we have such an attitude towards their social interactions. In this regard, people have discussed the past, present.

#### Discussion

Although this effect is limited to the amount of released McGregor at the time of his life, but he still is important. His classic study on the topic and motivated work, reflecting his main concern in the mid and late 1960s, when the one-dimensional organizations were at the peak. Public criticism of the theory of X and Y is that they are very exclusive. To counter this criticism, McGregor being introduced and developed the theory of Z, who died in 1964. The theory is that a combination of individual and organizational issues. William Ouchi later went to the theory Z. He published a book with the same title, the analysis of practices in Japan. In this book he provides a good platform for many McGregor ideas and presented them in the form below:

- Hire a lifetime;
- concern about the social life of their employees;
- informal control;
- Decisions made based on the collective wisdom;
- accurate transfer of information from the top down and the bottom up to help senior management;
- commitment to the organization;
- Concerns about the quality high.

Gary Hamel writes in this regard: "During the past forty years, we have slowly abandoned the view that human industry machine gear available such as hot blood that flows between them. Can be trusted to people; people want to do their work properly; they have high ability and ingenuity. This attitude on the work of thinkers such as modern management, Drucker, Peters is Dimyng. Base their hiring practices and employment are the most successful and most advanced companies in the world. "

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