

PEOPLE MANAGEMENT AT WORKPLACE: APPLICATIONS OF THEORY X AND THEORY Y IN PUBLIC AND PRIVATE ORGANIZATIONS SECTOR IN HYDERABAD, SINDH, PAKISTAN

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ABSTRACT

Douglas McGregor (1906-1964) introduced us to Theory X and Theory Y in his 1960 book, *The Human Side of Enterprise* and developed a philosophical view of humankind about human nature and human behavior with his Theories. He considered that a negative person comes under the Theory X in which employees dislike work, will avoid responsibilities generally are irresponsible, and require close supervision to do their jobs and must be punished, Positive persons comes under Theory Y in which employees enjoy, like to work, committed towards their work, creative, able to fulfill responsibilities, exercise self-control and self-direction in the search of organizational objectives, have a will to achieve targets without the threat of punishment. He grouped the hierarchy in to lower-order needs (Theory X) and higher-order needs (Theory Y); Abraham Maslow in 1943 had proposed that man's needs are set in levels, with physical and safety needs at the bottom of the needs hierarchy and social, ego and self-actualization needs at upper levels of the hierarchy. Study only focus on People management at workplace in application of Theory X and Theory Y in public and private organizations Hyderabad, Sindh, Pakistan. The findings also suggest the structural models fitted in this study only show the positive relationship among the variables not reality. Data was collected through close ended questionnaires with the use of the 7 point Likert Scales. Convenience sampling type of non-probability technique will be used for data collection. Total 250 questionnaires were distributed in four public and private organizations in Hyderabad, Sindh, Pakistan out of which 198 questionnaires were returned after that all questionnaires reviewed to make sure filled properly and use for analyses. Data was analysis through SPSS 22 and smart PLS software which also helps to develop model and test the developed hypotheses of this study.

Key Words: Theory X, Theory Y, People Management, Public and Private Organization.

Introduction

Theory X and Theory Y are considered great contribution to understand human nature at workplace. These were contributed by Douglas McGregor in his book *The Human Side of Enterprise* during 1960. McGregor researched on human psychology from 1930s till mid-1950. McGregor's ideas were not known. He was deeply influenced by Abraham Maslow and he adopted many ideas of other leading figures in the human relations school. Theory X presumes employees are inherently avoiding work and responsibility, and required close supervision during performing their job, further he says about Theory X that the threats and punishment also act as important tool to improve the performance of worker, to get the work done from the workers. Theory Y on the other hand prescribes that people at work are happy, need to work and seek responsibility, self-control, need to do work and self-motivated. After the explanation of both theories McGregor's actually intended to present two sorts of hypothetical frameworks for human nature at work and their management (Kumar, et al., 2013). Similarly, Miner (2003) after the review of 73 established organizational behavior theories ranked Theory X and Theory Y at 2nd number in terms of their popularity and recognition and in 33rd number in terms of importance.

Likewise, Drucker (2000) pointed out that with every passing year McGregor's message becomes ever more relevant, timelier and more important. McGregor proposed that workplaces day by day get complex through the introduction of new technology and growing competition. Success only depends on clearly understanding human factor at work (Heil, Bennis and Stephens, 2000).

In context of Pakistan, a limited research evidence has been found about people management at work place in application of Theory X and Theory Y. This study tries to provide recommendations regarding people management and people must need to understand their role in implementing change within organization and also how they will fit in to the organization after change occurs because those people who take initiatives for change and know their role after the implementation. These managers or employees are more likely to be successful and also supportive of change because they recognize the people who work for them or also for organization. Most of Managers learn by walking around the workplace, having interaction with employees all the time, and keen in listening to what others say about the employee and manager know how to manage the people at workplace and also these stated hypotheses had been made with the support of secondary data.

Literature review

Management Innovator, Douglas Murray McGregor (October 1, 1906 - 1964) was born in Detroit, Michigan is the world's great Motor City. He worked as night clerk and also peon at its regular services in McGregor Institute. When he was at High School, at age of 17 McGregor considered becoming a Preacher for a short time. Then he enrolled for a psychology degree at the City College of Detroit (now it is called Wayne State University). After completion the course of two years of psychology, he tried for the term at Oberlin, his uncle's old college in Ohio. But then at the age of 19 he decided to get married and stopped his College Completely and served as attendant at a gas station in Buffalo. In 1930 McGregor got promotion and assign as Regional Gas Station Manager. Douglas McGregor also worked for part-time at larger Institute now he decided to continue his studies.

Finally he completed his first degree in 1932. He was also organizing mass soup kitchens for the unemployed, while helping with the management of the Institute. After his graduation he left Cambridge to continue his education in Massachusetts. He was at Harvard for three years for getting a MA degree and also

his PhD in psychology (McGregor decided to work on the colour blind for PhD, and his topic was, The Sensitivity of the Eye to the Saturation of Colours). For almost two years he lectured at Harvard in psychology. Later, he attempted to launch Industrial Relations Section at Massachusetts Institute of Technology in 1937. In 1947, on the retirement of the President of the Antioch College Ohio, McGregor was selected there. McGregor began his career as President at Antioch in 1948 which proved a pivotal point in his life and in his personal development. After some six years at Antioch College McGregor returned to MIT as teacher of newly started Sloan School of Management. There he wrote his famous book influenced by Scanlon's work for Theory X and Y in 1960. McGregor died suddenly of a heart attack at the age 58. The main Antioch campus at Yellow Springs is now called Antioch University McGregor, or more commonly just McGregor.

Douglas McGregor in 1960 book The Human Side of Enterprise

Some Years ago a few interesting questions regarding whether successful managers are born or made were raised by Alfred Sloan in a meeting of the Advisory committee of MIT'S School of industrial Management. The author along with his colleague M. Alfred carried out a comparative study of the operation of management development programs. The subject of that study was associated with how different theories in the organization influence the making of managers. I am of the view that as for as making of the managers is concerned it is to some extent the result of management format efforts, more over real management skills of a person can also be judged by the way he manages his business affairs. I believe firmly that it is not a problem to recruit young man with potential to become high ranking it is proper utilization their talent and skills. It is the ground reality that we still lag behind in making use of potential represented by the human resources. We are living in an era where development of theory within the social sciences is not practicable. The captivities of the average human being, is creativity, productivity are beyond our imagination. If we get to know how to utilize the abilities then the next half century will reveal the most dramatic social changes in human history.

Industrial enterprise is considered as a miniature where some of the most basic social changes will be invented and tested. At the moment it is not sufficient to meet the future economic requirements of the society due to the fact that we still don't know how to organize and manage the human resources of enterprise now a large number of managers a knowledge the non-feasibility of present methods. This identification has raised some hope for future of industrial management. The management is obstructed in its idea to innovate the human side of enterprise by the inadequate of conventional organization theory. The assumption of Theory Y is not necessarily acceptable to management. The management should give up limiting assumption like that of Theory X, So that further changes in human side of enterprise may be made. Some conditions have been laid down for Theory Y, which are non-practical. This is not a hurdle acting as catalyst for invention and discovery.

The central idea which has been discussed has relevance to target setting, participation, the professional role of staff, the agricultural approach to management by using integration and self-control, once management realizes seriously that it is underestimating the potential represented by it human resource then it will not only invest the time, money but also efforts to develop the applications of such ideas which have been discussed above. The key purpose of the above discussion is to in courage the management that theory is essential, be it Theory X or Theory Y. Moreover it is important for management to examine its assumptions. The possible outcome of these efforts on the part of management will lead to development in human side of enterprise during the next few decades.

Edgar Schein Annotation of The Human Side of Enterprise

This short easy explain about Theory X and Theory Y both of which are concerned with managerial and administrative skills. In 1970 management training was an important to newly promoted admiral of US Navy at the naval war college. The key goals of the training were to assess the administrative skills of the admirals and adjusting them to hierarchal system rather than use of absolute force. Theory X was assumed to signify a person with autocratic views whereas Theory Y denoted a person contrary to an auto crate. A questionnaire was designed to elicit (to examine) Theory X or Theory Y. To the utter surprise, the results of the questionnaire exhibited the admirals to be the adherents of Theory Y. The finding inferred stories of admirals about the flow of information and the trust deficit that exists between the employee and the supervisor make the former to be more cautious about being invigilated.

The author further purposes that making the operating group (employees aware about the problem pointed out by the auditor even before reporting to his boss has led to quick and early resolution of the problems. It also made the employee to be on safe side in terms of his career.

The author furthers states that the absence of auditing activity motivates the employees to hide their flowed way of working which only aggravates the situation. The author concludes that the holders of Theory X cannot work under such environment. Only the proponents of Theory Y can run the system in a responsible, open and team oriented manner.

McGregor's ideas have infiltrated our everyday vocabulary. His work is based upon Maslow's Hierarchy of needs.

Maslow's Hierarchy of Needs

In 1908-1970, the Abraham Maslo developed a need hierarchy which describe that an individual attempts to satisfy. For instance, if you are hungry and thirsty at the same time then you will to try to fulfill your thirst first. Because we can live without food for weeks but we cannot survive without water for long. No doubt Thirst is more immediate need than hunger. Maslow took this idea and introduced his now well known motivation theory named as hierarchy of needs in his paper in the year 1943; Title was A Theory of Human Motivation in his book Motivation and Personality. In that book he discussed in details about the need of air, water, food, and sex, he also categorized the hierarchical five broader levels. He had mentioned five hierarchical levels in a pyramid, in which the lowest levels of the pyramid shows the basic needs and then Self-actualization Needs categorized as complex needs and mentioned at the top of the pyramid.

- **Physiological Needs:** (basic need of food, shelter and clothes)
- **Security Needs:** (security of body, employment, resources, family, health, property)
- **Social Needs:**(social interactions, friends, belongingness and affections)
- **Esteem Needs:** (Internal or personal respect achievement and self-sufficiency and external are rank, consideration and promotion).
- **Self-actualization Needs:** (self-fulfillment and achievement through personal growth).

Theory X and Theory Y

Taking the view of Hierarchy of Needs Theory, McGregor categorized theory X and Y into two levels, lower-order needs considered for Theory X and higher-order needs considered for Theory Y. He gave theory

that there are two ways to manage people at work. One considered as negative that is called as Theory X and other one is positive called as Theory Y. People who don't like their work and avoid to do work all the time are categorized as Theory X management style. Theory X management style believe most of people at workplace must be coerced, controlled, directed, threatened and even punished to improve their performance.

McGregor did not originally begin with the term enology Theory X and Theory Y, McGregor status, who structured at MIT (Massachusetts Institute of Technology) under Douglas McGregor in the mid-1940s, reports thus, earlier to Coining these terms than he was focused on the contrast between what he termed Augmentative and Reductive approaches to management (Joel CutcherGershenfeld, 2006). Douglas McGregor was to die suddenly of a heart attack in October 1, 1964, Massachusetts, United States at the young age of 58; his work has stood the test of time.

Douglas McGregor is a contemporary of Abraham Maslow. Likewise, he also contributed much to the development of the management and motivational theory. He is best known for his Theory X and Theory Y as presented in his landmark book *The Human Side of Enterprise* in 1960, had a profound influence on education practices and changed the path of management thinking and practice which proposed that manager's individual assumptions about human nature and behavior determine how individual manages their employees.

In 1957, 1967 the McGregor noted that some businesses were adopting practices that could be expected to get productive results including decentralization and delegation, job enlargement, participative/consultative management, and performance appraisal (Kopelman, Prottas and Davise, 2008). As said by Siegel in 1973 McGregor's theory has been widely used for categorizing individuals.

Theory X management assume that workers are lazy, will avoid responsibility, and required close supervision during perform their job, further he say about Theory X that the threats and punishment also act as important tool to improve the performance of worker, to get the work done from the workers. Theory Y management assume that workers care about the organization, will seek responsibility, self-control, need to do work and self-motivated. McGregor's ideas suggest that there are two fundamental approaches to managing people, Theory X management style generally get poor results camper with Theory Y, which gives better performance and results, and allows people to grow and develop (Kumar, et al., 2013).

Fiman in 1973 found that Theory Y Employees characteristics were more satisfied with their jobs and Theory X characteristics employees show little interest in their jobs if they possessed.

Hypotheses development

The path analysis of hypothesized relationships of variables for the public and private organizations are given. With the consideration regarding problem of statement objectives and constructs of this research, two hypotheses have been developed and all were supported.

- **H1:** *People Management is directly and significantly related with Theory X.*

The Hypothesis First validated by the results in exploratory analysis which emphasized that some positive outcomes of Theory X is that they don't like work and they work just to avoid punishment, so it is positive thou they don't like it but they will do the work even if they are not happy about it. The negative outcomes

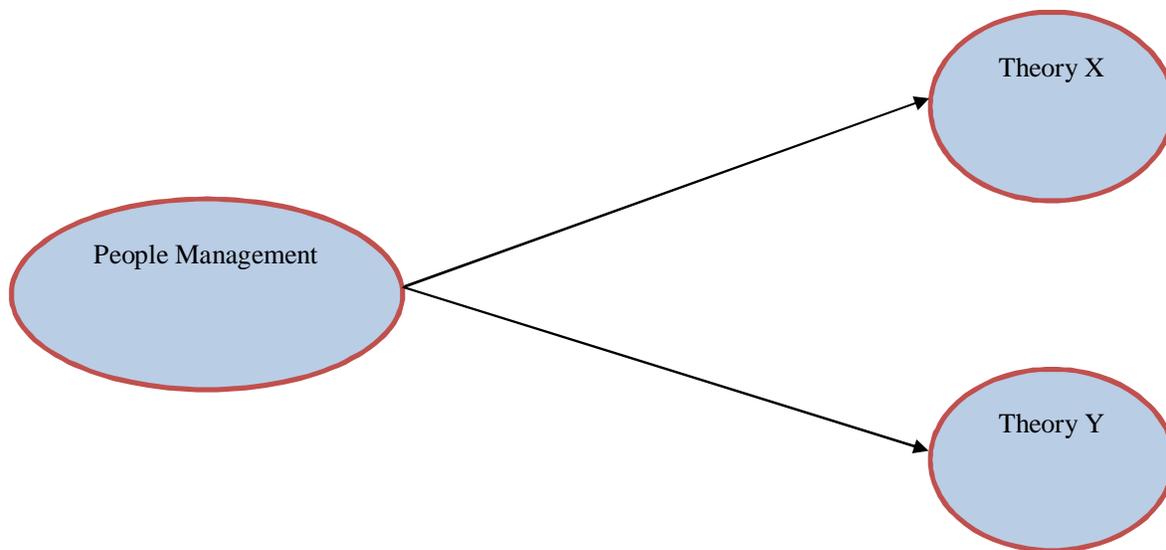
of Theory X is that the people with type of attitude will probably do just the bare minimum of work just enough to not get in trouble and organization will not do as well as it could, it means organizational goals and people management are effected with the Theory X employees performance in the public and private organizations in Hyderabad.

➤ **H₂:** *People Management is directly and significantly related with Theory Y.*

Theory Y employees are self-motivated and apply for the responsibilities and also take part in decision making if any problem is come in organization they try to solve it as they are them self because they are also a part of management. Theory Y employee try to achieve the organization goals as well as it could, Hypothesis 2nd has been accepted by the results and findings which shows positive and significant relationship of Theory Y with People Management also supported by structural modeling test.

Theoretical Framework

Theoretical framework based on three management factors, showing that how these three factors are correlated with each other.



Methodology

This study is qualitative in nature. Data was collected through secondary research methods from libraries books, research articles, journals, publications and thesis available in libraries and internet websites. The design for current study was cross sectional questionnaire employed for data collection reason. The variables in experimental quantitative research are controlled by quasi research design (Randall et al, 2011). Study was quantitative in nature so for that data was collected through close ended questionnaires By hand with the use of the instrument Likert Scales, which were developed in 1932 by Rensis Likert an organizational psychologist, Seven point type likert scale; for example (i) strongly agree, (ii) agree somewhat, (iii) agree a little (iv) neither agree nor disagree, (v) disagree a little, (vi) disagree somewhat, (vii) strongly disagree was used to rate the question items where 1 represents the strongly disagree to 7 which represents the strongly agree with the particular question statement from four public and private organizations selected from

Hyderabad, Sindh, Pakistan. Staff members were categorized into three levels (Top level, middle level and First line management) with the help of quota sampling and Convenience sampling type of non-probability technique will be used for data collection. Questionnaire was divided into two parts, where first part was designed to collect the demographic information of the participant while the second part was designed to evaluate the employees' perception regarding study variables and Total number of items were 47 in which 6 items were associated with personal profile of participant i.e. Gender, Marital Status, Age Group, Education/Degree, Experience and Occupation and 39 items were regarding the three main elements of the research study in which Theory X, Theory Y and People Management. In People Management variable 22 items have been adopted from the study of Joan Woodward, (1965), In Theory X variable 13 items have been adopted from the study of Fiman (1973) and In Theory Y variable 4 items have been adopted from the study of Fiman (1973) and Cronbach's Alpha of Pilot study was (0.911), (0.719) and (0.870) total 250 questionnaires were distributed out of which 198 questionnaire were returned after that all questionnaires reviewed to make sure filled properly and use for analyses. Data was analysis through SPSS 22 and smart PLS software.

Analysis and Results

Analysis of this study has been done with Smart PLS Structural Equation Modeling which also helps to develop model and test the developed hypotheses of this study. The results revealed that People Management is directly and significantly related with Theory X and Theory Y. "Cronbach's alpha coefficients of this research were equal and above than 0.7, which confirmed appropriate interior reliability of items utilized for investigating diverse observed variables for every element in this research" (Cronbach, 1951, Forman and Nyatanga, 2001; Sekaran, 2000; Hair, Bush and Ortinau, 2000). Alpha reliability shows the internal consistency of the scale. Cronbach's Alpha must be more than 0.7 that supports literature. Those items which having low reliability measure and negative covariance must be removed for the final adoption in instruments testing must be removed here all the variable have strong Cronbach's Alpha with the values is for People Management (PM) Cronbach's Alpha reliability (0.9578), Theory X (TX) Cronbach's Alpha reliability is (0.8609) and Theory Y (TY) Cronbach's Alpha reliability is (0.8935), According to Fornell and Larcker (1981) "AVE value above than 0.5 is considered good", here all variable have strong AVE value. Highest AVE value is of Theory Y (0.758) and the smallest AVE value of People Management (PM) is 0.5656 and Theory X (TX) AVE value is (0.565). Convergent validity, Fornell and Larcker, (1981) described, "On the point where two procedures of similar concept are co related is Convergent validity". Normally it is represented by average variance extracted and Discriminant validity, Hair et al (2010) reported that "The point where two theoretically alike concepts are dissimilar". Divergent value of the (PM) is 0.7520, (TX) is 0.8019 and (TY) is 0.8706. "Composite reliability should be 0.7 or higher. If it is an exploratory research, 0.6 or higher is acceptable". (Bagozzi and Yi, 1988). The R square is used to find out that how much variability is described by independent variables (Hair et. al, 2006). Here, all the variable have strong composite reliability with the values of People Management composite reliability (0.9611) with the square root of (0), Theory X (TX) compatibility reliability is (0.899) with the square root of (0.303) and Theory Y (TY) compatibility reliability is (0.925) with the square root of (0.185).

Table. 1 Cronbach’s Alpha, AVE, Composite Reliability, Square Root and Divergent.

Variable	Alpha Pilot analysis	Alpha final analysis	AVE	Divergent	Composite Reliability	R-Square
People Management	0.911	0.9578	0.5656	0.7520	0.9611	0
Theory X	0.719	0.8609	0.6431	0.8019	0.8998	0.303
Theory Y	0.870	0.8935	0.758	0.8706	0.9259	0.185

The participants which were targeted for data collection were most of the males with the percentage of 75.8%, out of 198 participants 150 were males, 74.2% of the participants were married with frequency ratio of 147, in the perspective of age, most of the employee are belongs to age group of 31 to 40 years with the percentage of 48% and frequency ratio of 95. From demographic statistics it has been founded that most of the employees having master degrees with the percentage of 53% along with 5 to 10 years of experience. The participants which were targeted

during data collection were belongs to middle level management. Profile of the respondents is shown in the Tab 2 which is given as under:

Table 2. Profile of the respondents.

Demographics	Categories	Frequency	Percentage
Gender	Male	150	75.8
	Female	48	24.2
Marital Status	Married	147	74.2
	Single	51	25.8
Age	20 to 29	55	27.8
	30 to 39	95	48.0
	40 to 49	35	17.7
	50 to 59	13	6.6
Education	Bachelor Degree	45	22.7
	Master Degree	105	53.0
	MPhil/PhD	48	24.2
Experience	Less than 1 year	60	30.3
	1-10 years	85	42.9
	11-20 years	37	18.7
	21-30 years	14	7.1
Occupation	31-40 years	2	1.0
	Top level Management	45	22.7
	Middle level management	100	50.5
	Lower level of management	53	26.8

Factor loading (Cross Loading) are those value which explain how closely the variables are related to each one of the factors discovered. They are also known as factor variable correlations. From the factor loading People Management (PM) items that are consist of PM18 (0.7782), PM19 (0.786), PM23 (0.7429), PM24 (0.7968), PM25 (0.769), PM26 (0.7432), PM27 (0.7832), PM28 (0.7367), PM29 (0.7111), PM30 (0.835), PM31 (0.7306), PM32 (0.7068), PM33 (0.7196), PM34 (0.7712), PM35 (0.7431), PM36 (0.7363), PM37 (0.7554), PM38 (0.732), PM39 (0.7337). Theory X (TX) items that are consist of TX10 (0.8075), TX11 (0.8048), TX13 (0.7111), TX8 (0.8425) and TX9 (0.8368). The factor loading Theory Y (TY) items that are consist of TY14 (0.8318), TY15 (0.916), TY16 (0.8958) and TY17 (0.8357). Its shows that every construct has stronger in their own constructs also given as in Tab 3.

Table. 3 Cross loading

Variables	People Management	Theory X	TheoryY
PM18	0.7782	0.2666	0.3142
PM19	0.786	0.2169	0.3524
PM23	0.7429	0.1094	0.2129
PM24	0.7968	0.1846	0.2024
PM25	0.769	0.2112	0.1555
PM26	0.7432	0.1738	0.1217
PM27	0.7832	0.1766	0.1635
PM28	0.7367	0.1137	0.1254
PM29	0.7111	0.0907	0.2083
PM30	0.8035	0.1468	0.2829
PM31	0.7306	0.0664	0.1624
PM32	0.7068	0.0778	0.2279
PM33	0.7196	0.0988	0.1986
PM34	0.7712	0.1155	0.1687
PM35	0.7431	0.1499	0.175
PM36	0.7363	0.1156	0.1415
PM37	0.7554	0.1136	0.1022
PM38	0.732	0.1752	0.0611
PM39	0.7337	0.2169	0.1697
TX10	0.164	0.8075	-0.092
TX11	0.161	0.8048	-0.0942
TX13	0.139	0.7111	-0.2511
TX8	0.204	0.8425	-0.0588
TX9	0.1692	0.8368	-0.1385
TY14	0.1946	-0.0619	0.8318
TY15	0.2808	-0.117	0.916
TY16	0.2423	-0.149	0.8958
TY17	0.2139	-0.1896	0.8357

“In second path analysis phase structural model, we re-sampled 500 times (bootstrap method) to obtain t-statistics and estimates of the standard deviations for the loadings and path coefficients” (Hair et al., 2010). Tables.4 and showing Path coefficient effect, Total effects, Beta and T-statistic for the entire items in the dimension model with far above the ground loadings for nearly all measures. The significant Co-efficient will occur when T-statistics is larger than 1.96 in marketing researches and for exploratory research it is 1.65 (Hair et al., 2010). The table 4 and figure 2 shows that the variables have significant linkages with each other. Theory X (TX) has significant relationship with People Management (PM) with the value of 0.550. Theory Y (TY) has also positive and significant relationship with People Management (PM) with the value of 0.431. People Management is the major factor which shows direct and significant relationship with Theory X with the beta path coefficient of 0.2574 and Theory Y with the beta path coefficient of 0.3098 in Public and Private Organizations of Hyderabad, Sindh, Pakistan.

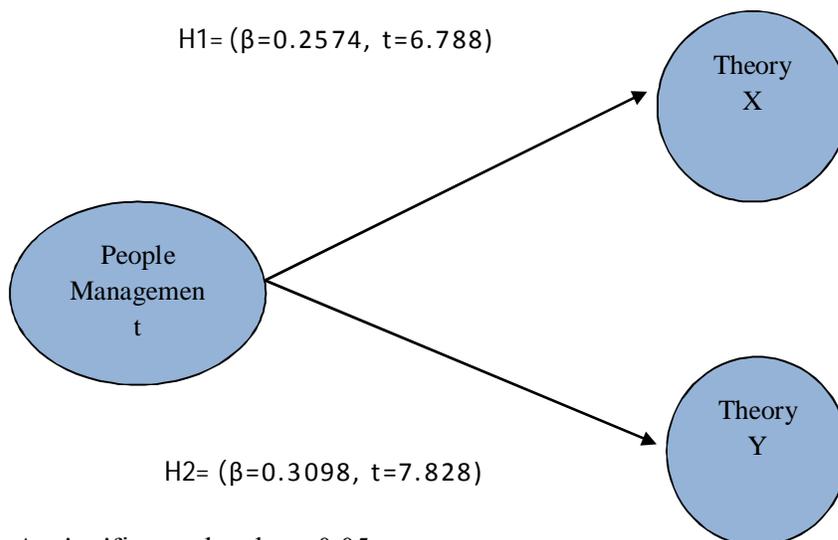
Table.

4 Path

Variable	Beta	Standard Error	T Statistics
Theory X->PM	0.2574	0.0379	6.7889
Theory Y-> PM	0.3098	0.0396	7.8281

coefficient

The structural model of Public and Private Organization of Hyderabad, Sindh, Pakistan along with the β Co-efficient values. Beta coefficient is actual measure of multiple Correlations of exogenous and endogenous factors (Fidell et al., 2007). Most important values $t=2.58$ $p<0.01$, $t=1.96<0.05$, and $t=1.64$ $p<0.10$ and $t=2.326$ $p<0.01$ (Hair et al., 2006). Two tailed correlation consists of 0.01 value and one tailed shows 0.05 value for the hypothesis supporting purpose (Keil et al., 2000). Both hypothesis were supported first hypothesis People Management (PM) is directly and significantly related with Theory X (TX) with ($t=6.788$, $p=0.05$) and 2nd hypothesis People Management is directly and significantly related with Theory Y with ($t=7.828$, $p=0.05$).



➤ At significance level $p = 0.05$.

Conclusion

In the contemporary era only few organizations are using Theory X. Because Theory X emphasizes on rigid control and strict supervision. Therefore, by using Theory X we cannot encourage innovation. Instead mostly organizations are using Theory Y strategies. Theory Y emphasizes on creativity. Managers should also encourage that type of work environment which open doors of opportunities to employees and also they feel motivated to take initiative. Organization should give their Employees opportunities so that they can also contribute for the success of organizational. Theory Y encourages the teamwork at workplace, empowerment of employees, decentralization of authority, and also motivates employees to take part in decision making within organization. Therefore Theory Y discovers the ways and open the doors by which an employee can make significant contributions in an organization. McGregor stressed that Theory Y is more beneficial than Theory X. From the literature it has been observed that influence of people management on Theory X was not much but after having practical research of this study it has found, still Theory X has strong relation with people management.

Implications of Research Findings

The conclusion of current research the implications are being categorized into two categories, namely, theoretical perspectives and managerial perspectives. The following section briefly explains the suggested implications of this study.

Theoretical Implications

The key objective of this study was to contribute in the limited literature available on the People Management at work place in application of Theory X and Theory Y in the context of Pakistan. Therefore in order to observe the relationship of People Management with Theory X and Theory Y the model of this study was developed and partially validated it by collecting data from the public and private organization of Hyderabad, Sindh, Pakistan. This study was based on quantitative research approach and data analysis was done through the SEM PLS, which is considered as standardized and rarely used in the Pakistan, therefore the results observed through this study will display the unique relationship among the study variables. Additionally, the results of this study will highlight the work place condition People Management in the perspective of Theory X and Theory Y, In Public and Private Organization of Hyderabad. , which will consequently identify that how Theory X and Theory Y are influencing on People management in concerned Organization.

Managerial Implications

The findings of this study explored various contributions for managerial practice in public and private sector organization in Pakistan. The findings of this study partially support the relationship of People Management with Theory X and People Management with Theory Y. The findings suggest that by providing freedom and authority to the employees at their work, the employees will feel themselves responsible for the results, which will consequently motivate employees to perform their work in the better way and the involvement level of the employees. Feedback is also found to be positively associated with People Management; it will consequently increase the knowledge about the results, as when employees are aware from the results of the work they have performed improve the feedback about their work.

Limitations of Study

This study was based on the quantitative research methodology to test the relationship of People Management with Theory X and Theory Y. For which SEM was used to observe relationship among these variables. Main constraint of this study is that, sample size is very small researcher only focused on Public and Private Sector organization of Hyderabad city rather than province or whole country.

Closed-ended questionnaire survey method was utilized for data collection. Total 250 questionnaires were distributed in four Public and Private Organization of Hyderabad out of which 198 questionnaire were returned considered for final analysis. Study only focus on People management at workplace in application of Theory X and Theory Y. The structural models fitted in this study only show the positive relationship among the variables not reality.

Future Research Directions

This study was quantitative in nature but in future researchers also focus the other methods of research. This was the self-financed study; therefore the population targeted for the primary data collection of this study In future sample size may be expanded at country level rather than the focused city for validating current findings.

Meanwhile researchers should utilize different data collecting tools such as qualitative research methodology, in-depth interviews, online forums, field experiment and various other techniques. Future researchers should also be examined other factors of people management like motivation, training, ethics and equity. The scales and model used effectively for this study should be tested and examined again to demonstrate whether results obtained from this study are valid or not.

Discussion

The key objective of this study was to contribute in the limited literature available on the People. This study will highlight the work place condition People Management in the perspective of Theory X and Theory Y, In Public and Private Organization which will consequently identify that how Theory X and Theory Y are influencing on People management in concerned Organization. The findings of this study found out that People Management is directly and significantly related with Theory X. People Management impacts on Theory Y and Findings for the Second hypothesis People Management is directly and significantly related with Theory Y shows positive results.

Meanwhile Future researchers should utilize different data collecting tools such as quantitative research methodology, in-depth interviews, online forums, field experiment and various other techniques and also be examined other factors of people management like motivation, training, ethics and equity.

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