

## The Impact of Theory X and Theory Y on Organization Performance in the Private Banking Sector of Sindh, Pakistan

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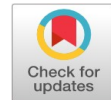
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**Abstract:** This study investigated the Impact of Theory X and Theory Y on the organizational performance of the private banking sector in Sindh, Pakistan. This research is based on the quantitative research methodology, for which a convenient sampling type of non-probability technique was used, and the particular staff was targeted for data collection. Staff members were categorized into three levels with the help of quota sampling. Data was collected through close-ended questionnaires with the use of the 7-points Likert Scales. A total of 150 questionnaires were distributed, out of which 130 questionnaires were returned 110 questionnaires were considered for analysis finally. For data analysis, SPSS version 22.0 software was used to test the relationship among variables (Organization Performance, Theory X, and Theory Y). The employees must be very knowledgeable about the various issues of the organization, as well as he or they must possess the competence to make decisions that benefit the organization. Different types of employees and their personalities have a significant impact on organizational performance; therefore, identifying them is crucial for management. This research will be helpful for practitioners to identify and assess their overall impact on the organization's performance. The result showed that all items were effectively accepted in the measurement of three factors for the hypotheses created, including Theory X, Theory Y, and Organization Performance.

**Keywords:** Organization performance, Theory X, Theory Y, Pakistan, Banking sector

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### INTRODUCTION

Among the fathers of management principles, Douglas McGregor is one and also one of the undying pinnacle business thinkers due to Theory X Theory Y in his book "Human Side of Enterprise" in 1960 giving an attentive effect on the field of management.

"McGregor's ideas were not recognized Abraham Maslow deeply influenced him, and he adopted many ideas of other leading figures in the human relations school." This theory is based on two different types of natures of people, which describe how individuals evaluate organization performance at the workplace, so Theory X and Theory Y define how managers should manage their employees. McGregor developed a philosophical view of humanity with both theories in his 1960 book. In Theory X, workers are lazy, will avoid responsibility, and require close supervision while performing their job. Further, he says about "Theory X that the threats and punishment also act as an important tool to increase the performance of the worker, to get the work done from the workers." In Theory, Y workers care about the organization, will seek responsibility, and self-control, need to do work and are self-motivated. After the clarification of both theories McGregor's ideas suggest that there are two fundamental approaches to managing people. In a comparison of Theory Y, which offers enhanced overall performance and allows individuals to grow and develop, the Theory X style has poor outcomes (Kumar et al., 2013).

There is no theory to solve or fit all kinds of problems, and there is no organization to fit all the theories. The same thing is an application to both of these theories. Both of them are opposite to each other in terms of the assumption. Different individuals have a different need, which varies in different situations. These theories are important tools for understanding human behavior and designing motivational scheme by designing motivation

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plans, but it is not possible to follow both theories individually. The application depends upon the situation and time; mostly, Theory X is applicable to lower-class workers, whereas Theory Y is applicable to executives. Still, in special cases, a lower level work may be more responsible and mature as compared to management, so they have to deal accordingly. Some other researchers, such as Chandler (1967) and Thompson (1962), deceptively supported an idea of organizational performance similar to Etzioni. Organizations perform several activities to accomplish their organizational goals.

### **Research Gap**

There is limited research available on the topic of The Impact of Theory X and Theory Y on Organization Performance in the context of Pakistan, especially in the Private Banking sector; only a few relevant studies are available, and also the previous study suggests that further research will be conducted on topic Organization Performance and its impact on Theory X and Theory Y in Private Banking Sector. Moreover, it is identified by Arslan and Staub, (2013), The relationship between leadership style and organizational performance has been extensively studied. However, there are few studies on the impact of Theory X and Theory Y leadership styles on organizational performance.

As a result, despite the extensive review of the literature, only a few scholars have investigated the impact of both theories on organizational performance. As a result, this research aims to fill this research void in the context of Sindh, Pakistan. The study's scope is restricted to the four selected private banks in Sindh, Pakistan.

### **Objectives**

Based on the above research gap researcher has proposed the following objectives.

- To investigate the impact of Theory X on organizational performance.
- To find out the impact of Theory Y on organizational performance.

### **LITERATURE REVIEW**

Organizational behavior (OB) theories X, Y, and Z are all about human motivation and management. Douglas McGregor invented the terms "Theory X" and "Theory Y" in the late 1960s, claiming that the average person is sluggish and self-centered, lacks ambition, dislikes change, and wishes to be told what to do. Total control is emphasized in the appropriate managerial strategy. Humans are active rather than passive shapers of themselves and their environment, according to Theory Y (Aithal & Kumar, 2016).

To achieve an appreciative organizational performance, organizations should make an effort to good management practices with intermediate outcomes. Lorsch (1970) suggested measuring organizational performance based on two factors, 1st is a good fit between the organization, and 2nd is the organization's environment (individual contributors).

Stiles and Kulvisaechana (2003) observed, according to the large and expanding body of literature, a positive relationship between human resource development and organizational performance. Nwuche (2011) says that organizations spend millions of money on the training and development of human resources because organizational performance depends on it. Likewise, it was also said by Aithal and P. M (2017) that to increase people's performance in organizations, many models are utilized to build strategies. Theory X, Theory Y, and theory A are only a few examples. All of them are founded on assumptions about how people behave at work. Theory X and Theory Y are at odds when it comes to forecasting human behavior. Theory A (Accountability Theory) emphasizes fundamental human potential, a natural need for creativity, self-expression, and organizational contribution as motivators.

Fireman in 1973 found that Theory Y Employees were more satisfied with their jobs. On the contrary, employees show little interest in their jobs if they possess Theory X characteristics. Carson, in 2005 said that "Theory X believes that employees dislike work and attempt to avoid work, need direction, avoid responsibility, lack ambition and wants security, and Theory Y believes that employees like to do work, have self-control, direction and seek responsibilities because of this, workers need to be closely supervised and comprehensive systems of controls developed". "Important research by Michael Kirton presents a different model of creativity that explains the failure of Theory Y and justifies Theory X as an important managerial theory and strategy because different people have personalities that respond to Theory X management better than to Theory Y management".

The Theory X philosophy was first assumed by McGregor in 1960 in his book *The Human Side of Enterprise* regarding human behavior that ordinary people are lazy, dislike work, avoid responsibility, and need close supervision. Theory X assumes average human beings dislike the work and avoid it whenever possible; Theory X management style employees also do not like their work; they lack ambition and responsibility, and employees prefer to be led rather than leading others. Theory X managers assume that people are lazy and don't want to work, and it is the job of the manager to force or coerce them to work; people are viewed as a cost that must be monitored and controlled (Friesen, 2012).

The Theory Y philosophy was first assumed by McGregor in 1960 in his book *"The Human Side of Enterprise"* regarding human behavior that ordinary people need to do work, seek responsibilities, and are self-motivated. Theory Y set of assumptions, on the other hand, is based upon the idea that employees are generally enthusiastic about their work, they are creative and self-directive, and also employees readily accept responsibility. Theory Y managers assume people will perform well if treated positively and that self-actualization needs are dominated by most individuals; people are viewed as "assets" that should be valued and developed (Friesen, 2012).

### Research Hypothesis of the Study

**H1:** There is a positive and significant relationship between Theory X and Organization Performance.

**H2:** There is a positive and significant relationship between Theory Y and Organization Performance.

### Conceptual Model of the Study

A conceptual framework is a road map of the study as far as hypothesis relationships are concerned. Normally researchers conceptualize the anticipated relationships among the variables of the study.

### THEORETICAL FRAMEWORK

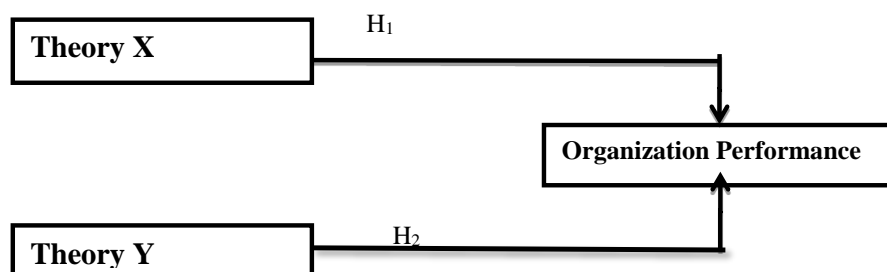


Figure 1: Theoretical Framework

### METHODOLOGY WITH OPERATIONALIZATION

This research study consists of the survey methods because data were collected from four different types of private banks with the same level or class, and four banks were selected randomly from the whole private banking sector of Sindh, Pakistan. These four banks were chosen to symbolize the entire private banking sector of Sindh, Pakistan. Particular staff was targeted for data collection. Staff members were categorized into three levels with the help of quota sampling. Questionnaires were administered in, Top-level, middle-level, and First-line managers. Non-probability sampling practice was approved for allocation of questionnaires. To drive results, the basic aspects of the study, namely Theory X, Theory Y, and Organization Performance, were measured. The questionnaire to measure each variable was adapted from many studies, and they were adjusted based on the area and issue. 4 items were taken from Fiman's (1973) study to test theory X, and 4 items were taken from Fiman's (1973) study to measure theory Y, and 6 items were taken from Deshpande, Jarley, and Webster (1993), and Drew (1997) study to measure organization performance.

The data was gathered using closed-ended questionnaires and the Likert Scale was used, which was developed in 1932 by Rensis Likert, an organizational psychologist. The seven-point Likert scale ranged from strongly disagree to strongly agree, and participants were asked to state their thoughts on Theory X, Theory Y, and organizational performance. A total of 150 questionnaires were distributed, and 130 of them were returned. All of

the questionnaires were then verified to ensure that they were filled out correctly, and 110 of them were selected for analysis.

Table 1: Measurements of Scale

Variable	Study	Year	Scale	Number of items
Theory X	Fireman	1973	7-point Likert scale	4
Theory Y	Fireman	1973	7-point Likert scale	4
Organizational Performance	Deshpande, Jarley, Webster, and Drew	1993 and 1997	7-point Likert scale	6

### Variables Information on the Base of Reliability

For this study, 150 Questionnaires were distributed among the employees working in private banks of Sindh, Pakistan, and 130 were returned from the participants, out of which the participant did not duly fill 20 questionnaires; therefore, the analysis of the study was done on the basis 110 questionnaires. The total number of items in questionnaires was 20, in which 6 items were associated with a personal profile of the participant i.e., Gender, Marital Status, Age Group, Education/Degree, Experience, and Occupation, and 14 items representing 3 variables Theory X, Theory Y, and Organizational Performance. While evaluating the amount of theory X employees have in doing in their work, theory X was measured by four statements like “Human being does not like working, Human being prefers to be directed and wishes to avoid responsibility, Most people must be controlled and directed, Employees are motivated by extrinsic rewards such as money, promotions.” It was found by reliability analysis that all four adopted scales had a Cronbach’s Alpha of .719. Theory Y employees have in doing in their work, as measured by four items like “The average human likes working, The average human being not only accepts but also seeks responsibility, Most people have self-direction and self-control to achieve goals and Employees are motivated by instinctive motivational factors not only money.” It was found from reliability analysis that all four items had a Cronbach’s Alpha of .870. To evaluate the employee’s performance towards their organization, performance was measured in six items" In comparison with the competitors, the company is more profitable, In comparison with the competitors the company has a larger market share, In comparison with the competitors the company is growing faster, In comparison with the competitors the company is more innovative, In comparison with the competitors the company is more successful and In comparison with the competitors the company has lower costs”. Cronbach’s alpha value of all six items .811. Analysis of the questionnaires was done through the SPSS. Cronbach’s Alpha value of the overall 20 items, including personal information, Theory X, Theory Y, and organizational performance, Alpha reliability of these items was .911, as shown in Table 2 below:

Table 2: Reliability

Cronbach’s Alpha	No: of Items
.911	20

### Demographic Information

Overall demographic information of the Gender, Marital Status, Age Group, Education/Degree, Experience, and Occupation of the respondent in descriptive statistics form as shown in Table 3.

Table 3: Demographic Information

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	110	1	2	1.24	.430
Marital status	110	1	2	1.26	.438
Age Group	110	1	4	2.03	.848
Education/ Degree	110	1	3	2.02	.687
Experience	110	1	5	2.06	.930
Occupation	110	1	3	2.04	.704

Descriptive Statistics All items of the variables are provided below tables with a discussion of the descriptive

analysis mean value and standard deviation. All the items utilized a 7-Point Likert scale with ended points ranging from strongly disagree to agree strongly. Means and standard deviations of the entire 14 variables show in Table 4.

Table 4: Descriptive Statistics

Item No	Items	N	Minimum	Maximum	Mean	Std. Deviation
TX1	"Human beings don't want to work."	110	1	7	3.79	1.881
TX2	"Human being prefers to have someone else set their goals and objectives."	110	1	7	3.55	1.971
TX3	"Employees must be closely supervised to get them to perform up to expectations."	110	1	7	3.59	2.094
TX4	"People work to eat and pay their bills rather than because they need to solve problems and be creative."	110	1	7	3.71	2.033
TY1	"The average Human likes working."	110	1	7	3.63	2.018
TY2	"Most people have self-direction and self-control to achieve goals."	110	1	7	4.41	1.992
TY3	"Employees prefer to increase responsibility for increase job security."	110	1	7	4.42	1.959
TY4	"Employees prefer supervising themselves rather than close supervision."	110	1	7	4.65	2.301
OP1	"In comparison with the competitors, the organization is more profitable"	110	1	7	4.68	2.936
OP2	"In comparison with the competitors, the organization has a larger market share"	110	1	7	3.28	2.773
OP3	"In comparison with the competitors, the Organization is growing faster."	110	1	7	4.14	1.746
OP4	"In comparison with the competitors, the Organization is more innovative"	110	1	7	3.26	1.777
OP5	"In comparison with the competitors, the Organization is more successful"	110	1	7	3.40	2.880
OP6	"In comparison with the competitors, the Organization has lower costs"	110	1	7	4.11	2.177

### Exploratory Data Analysis (EDA)

According to "Gelman (2004), the situation of exploratory data analysis within the general theory of model examining allows the potential for graphical methods to become a more automatic occurrence in statistical modeling". As said by Atasit Lorterapong (2005) "Exploratory research, target respondents should have a clear understanding of psychological characteristics of consumers and should be able to analyze and explain how these factors inside drive consumer responses to the seasonally." The after that section addresses the issue of item analysis before undertaking exploratory factor analysis.

### Item Analysis

Item analysis is used to improve the quality of a test by identifying things that should be retained, revised, or removed. Item analysis can not only identify good and incomplete things, but it can also clarify what concepts the examinees understand and don't understand (Zurawski, 1996-1999). Item analysis is a process that examines respondent responses to test items (questions) to judge the quality of those items and the test as a whole (Educational Assessment). According to Kumar and Beyerlein, (991) "the purpose of conducting an item analysis is to select those items that will provide the most accurate and appropriate explanation of the behavior under investigation." Many researchers, including Kehoe, 1995; Ebel & Frisbie, 1986; Ray, 1982, suggested that "deleting items with negative or item-to-total correlations below 0.19 because they are measured poor items and should be eliminated to improve the conceptual identity of each construct". Leak and Randall (1995), and Ray (1982) also suggested

"deleting one item at a time until no further increase in coefficient alpha is found." A corrected item-total item score below 0.19 was used as the criterion for deleting items in this study. Overall reliability statistics and item-total statistics of 14 items are shown in Tables 5 and 6.

Table 5: Reliability Statistics

Cronbach's Alpha	No: of Items
.934	14

Table 6: Item-Total Statistics (columns heading missing)

S. No.	Questions	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	"Human beings don't want to work."	132.45	1393.660	.193	.936
2	"Human being prefers to have someone else set their goals and objectives."	132.69	1391.920	.194	.936
3	"Employees must be closely supervised to get them to perform up to expectations."	132.65	1369.072	.328	.935
4	"People work to eat and pay their bills rather than because they need to solve problems and be creative."	132.53	1376.525	.289	.935
5	"The average Human likes working."	132.42	1375.849	.292	.935
6	"Most people have self-direction and self-control to achieve goals."	132.56	1377.801	.281	.935
7	"Employees prefer to increase responsibility for increase job security."	132.74	1382.286	.230	.936
8	"Employees prefer supervising themselves rather than close supervision."	132.61	1383.956	.242	.936
9	"In comparison with the competitors, the Organization is more profitable."	131.82	1372.694	.323	.935
10	"In comparison with the competitors, the Organization has a larger market share."	131.81	1379.137	.284	.935
11	"In comparison with the competitors, the Organization is growing faster."	131.59	1379.735	.230	.936
12	"In comparison with the competitors, the Organization is more innovative."	132.55	1316.706	.739	.930
13	"In comparison with the competitors, the Organization is more successful."	131.95	1324.464	.750	.930
14	"In comparison with the competitors, the Organization has lower costs."	132.08	1350.065	.554	.932

### Checking the Reliability of Scales

Measurement scale and factor loading in its construct are called factor-variable correlations. Alpha reliability shows the core consistency of the scale. Cronbach's Alpha must be 0.7, which supports the literature. Those items which have low-reliability measures and negative covariance must be removed for the final adoption in instruments testing must be removed. Descriptive statistics, Reliability construct Cronbach Alpha, and factor loading are shown in Table 6. Factor loading (Cross Loading) are those values that clarify how closely the variables are connected to the factors discovered. From the factor loading Organization Performance (OP) items that are consist of OP9 (0.7782), OP10 (0.786), OP11 (0.7429), OP12 (0.7968), OP13 (0.769) and OP14 (0.7432). Theory X (TX) items that are consist of TX1 (0.8075), TX2 (0.8048), TX3 (0.7111) and TX4 (0.8425). The factor loading Theory Y (TY) items that are consist of TY5 (0.8318), TY6 (0.916), TY7 (0.8958), and TY8 (0.8357). It shows that every construct has stronger in their constructs, also given in Table 7.

Table 7: Cross Loading

	Organization Performance	Theory X	Theory Y
OP9	0.7782	0.2666	0.3142
OP10	0.786	0.2169	0.3524
OP11	0.7429	0.1094	0.2129
OP12	0.7968	0.1846	0.2024
OP13	0.769	0.2112	0.1555
OP14	0.7432	0.1738	0.1217
TX1	0.164	0.8075	-0.092
TX2	0.161	0.8048	-0.0942
TX3	0.139	0.7111	-0.2511
TX4	0.204	0.8425	-0.0588
TY5	0.1946	-0.0619	0.8318
TY6	0.2808	-0.117	0.916
TY7	0.2423	-0.149	0.8958
TY8	0.2139	-0.1896	0.8357

### DISCUSSION

The findings of this study regarding the influence of HRM practices on employee performance in the private banking sector of Sindh, Pakistan. Organizational Performance (OP) is a major factor that influences employee performance and employee career growth (Bowra et al., 2012). Findings are consistent with the observation of the Arslan and Staub, 2013, who mentioned that a seventy-year study of the literature reveals an examination of a wide range of management and leadership ideas, as well as their impact on organizational performance (e.g., Avolio & Bass, 1990; Bycio, Hackett & Allen, 1995). This indicates that Organizational performance is significantly linked to employee performance. Theory X employees don't like work, and they work just to avoid punishment, which means they avoid the responsibilities of the organization, which is directly and significantly related to organizational performance. Theory Y employees are self-motivated and apply for the responsibilities and also take part in decisions; making if any problem comes in an organization they try to solve it as if they are themselves because they are also a part of management. According to the findings of this study that employees who are self-motivated and try to achieve the organization's goals, they perform better than those employees who don't like work and avoid the responsibilities of an organization. The findings of this study are linked with the findings of Kumar et al. (2013) that the theory X management style generally gets poor results camper with Theory Y, which gives better performance and results and allows organization performance to grow and develop.

### CONTRIBUTION

This research provides an important contribution to knowledge about the effect of Theory X and Theory Y on the organization performance in private banks in Sindh, Pakistan, which is very useful and the key objective of this study was to contribute to the limited literature available on the People. This study will highlight the Impact of

Theory X and Theory Y on Organization Performance in the Private Banking Sector of Sindh, Pakistan, which will consequently identify how Theory X and Theory Y are influencing Organization performance. The findings of this study found that Organization performance is directly and significantly related to Theory X and Theory Y.

### **LIMITATIONS OF STUDY**

The purpose of this study was to see if there was a link between organizational performance and Theory X and Theory Y using quantitative research methodology. The study's main limitation is that the sample size is tiny, with the researcher focusing solely on Sindh's private banking sector rather than the entire country. The data was collected using a closed-ended questionnaire survey approach. A total of 150 questionnaires were distributed, with 130 of them being returned and 110 of them being considered for analysis. The study focuses solely on the impact of Theory X and Theory Y on organization performance in Sindh, Pakistan's private banking sector.

### **FUTURE RESEARCH DIRECTIONS**

Future researchers should use a variety of data collection tools, such as quantitative research methodology, in-depth interviews, online forums, field experiments, and other techniques, and should also look into other aspects of organizational performance, such as motivation, training, ethics, and equity. Because this study was self-funded, the population targeted for primary data collection was a country rather than a city or province. In the future, the sample size for confirming present findings may be enlarged at the country level rather than the specific city or province. The scales that were utilized effectively in this study should be tested and examined again to determine whether the findings are valid or not.

### **RESEARCH CONCLUSION**

The conclusion of this study regarding the statement of the problem shows that all items are successfully accepted in the measurement of three factors for the hypotheses constructed. The factors included are:

- Theory X
- Theory Y
- Organization Performance

The management factors' influences on the Organization's Performance in the private banking sector of Sindh, Pakistan, were being hypothesized with the supported literature review, and data analyzed was collected with structured questionnaires. Result-supported hypotheses were shown, which were developed. These implications have answered the actual statement of this study which is "The Impact of Theory X and Theory Y on Organization Performance in Private Banking Sector of Sindh, Pakistan."



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