

# X, Y Theories as Sources for Effective Communication Targeting

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**Abstract – In theses the role of the X, Y theories as sources for effective communication targeting are shown.**

Key words – X, Y theories, target, goals, responsibilities.

## I. Introduction

Own interest used not to be required during developing of manufactory. However, today when communication between employees is expanding and improving, the question concerning staff motivation is arising [1].

## II. Main Results

There are different theories regarding motivation. But the most popular theory is made by McGregor. He is one of the forefathers of management theory. Later he became a professor of management at Massachusetts Institute of Technology. Douglas McGregor claims that there are at least two approaches that managers use to manage subordinates. These approaches are the effects of two different views of human nature, fundamentally negative ("Theory X») and fundamentally positive ("Theory Y»). He said that management could use both of theories, but better results would be gained by the use of Theory Y, rather than Theory X.

Both of these theories show how a manager's perceptions of what motivates his or her team members affects the way he or she chooses any kind of team member motivation. By understanding how your assumptions about employees' motivation can influence your management style, you can adapt your approach appropriately, and so manage people more effectively.

The Theory X is characterized by authoritarian style, where the emphasis is made on "performance, the prize for the performed job." If manager believes that his staff doesn't like work, most likely that he will choose exactly X theory. Thus, characteristic features of this theory are following ones: Team members try to avoid responsibilities; According to the previous feature, manager has to direct this staff; Manager must supervise each step of team member etc.

Theory Y is exact the opposite of the previous theory. It belongs to a style of management, which "suggests that people will exercise self-control and independence in achieving organizational goals to the extent to which they are committed to these goals." This more participative theory is usually chosen when manager thinks that his team members are proud of doing good job. So when theory Y is used in practice that means that team

members: Willing to take responsibilities; Don't need directions from the top manager; Are motivated enough to achieve company's goals.

Robert Townsend also commented Theory Y saying that people don't hate work, it's as natural as rest or play, they don't have to be forced or threatened. He also added that if they commit themselves to mutual objectives, they'll drive themselves more effectively than you can drive them, but they'll commit themselves only to the extent they can see ways of satisfying their ego and development needs.

After announcing these theories McGregor understood that they may not be realized in practice. But still he wanted managers to understand that staff would contribute more if they are treated as responsible, hardworking and valued employees.

However, it is impossible to determine exactly which of these two theories is more efficient. Thus, Theory Y gets under fierce criticism, because, for example, according to the ideas of Maslow, it inherits "inhumanity" to the weaker individuals, as well as those who are not able to achieve the highest level of self-motivation [2].

On the other hand, Theory X is criticized because of the lack of originality and interest of its own employees, less friendly, dependence on senior managers.

That is why we suppose that top-manager has to apply separately each theory based on:

1. The position and appropriate level of risk
2. Degree of motivation of each employee

Thus, Theory Y cannot be used for the positions with high responsibility and risk. For example, the list of such positions includes public authorities; banks. In other words, these are those areas where the law is no possibility of the existence of private property. And vice versa – in private enterprise, small, medium and big business, which allow more freedom and initiative, Theory X should be used.

From the other hand, Theory X can be implemented in industrial organizations with a high degree of productivity. In companies where the creativity is important, managers prefer to choose theory Y.

Moreover, theory should be determined depending on the interest of each employee. For example, in one situation employee will not have enough motivation, so the use of Theory X will be inefficient.

## Conclusion

To sum it up, both of the theories have their own place. The key idea is to be able to learn and analyze a situation and the character of each team member and adapt your style of management accordingly. In other words, we must emphasize the importance of individual approach of managers to each employee during the selection theory.

## References

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