

THE LEADER'S PERCEPTION OF EMPLOYEES	THEORY X 😞	THEORY Y 😊
Attitude	They do not like to work and will avoid it if they can.	They need to work and show interest in it. Under the right circumstances, they enjoy the work.
Purposefulness	They must be forced in the right direction.	They will go in the right direction if they accept the goal.
Accountability	They avoid taking responsibility.	Under the right circumstances, they will seek and accept responsibility.
Motivation	They are motivated primarily by money and fear of losing their job.	Under the right circumstances, they are motivated by the desire to realise themselves.
Creativity	Most people have little creativity, except when it comes to circumventing rules.	They are very creative but rarely get the opportunity to show it in full.
Need for leadership	They need strict control and monitoring.	They can work independently, and the manager has to delegate work to them.

FIGURE 6.15
McGregor's Theory X and Theory Y .