

| THE LEADER'S PERCEPTION OF EMPLOYEES | THEORY X  | THEORY Y  |
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| 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 .