The application and validity of douglas mcgregor's theory x-y concept on millenni...

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- Introduction

Generation of Millennial consist the largest age group that has emerged since the generation of Baby Boomers and this group, over the next 20 years, grows considerably as a workforce proportion. Employers are in need of making great adjustments in their models of engagement. Engaging, motivating and retaining people will never stop as executive priorities but mangers or employers will have to consider carefully what approaches they will have to incorporate and hold valuable employees of millennial generation in future and now.

- Reason:

Holding these distinct and unique features, Millennials asks Theory Y to be managed. Managers can get amazing results by adopting a participative rather than authoritative style towards Generation Y or Millennial workers (Carson 460).

- Theory X and theory Y Evidence summary

Theory X and theory Y are the great contributions of Dougal McGregor. With his Theory Y and Theory X in 1960, he presented a philosophical view of humankind. He used Maslow's hierarchy of needs theory as basis of his work, in that he categorized hierarchy into higher level and lower level needs (Alsop 12). He recommended to managers to either use set of needs for motivating employees but improved results may be gained by the Theory Y as compared to theory X (Shockley 265). Both of these theories presents opposite view of human nature and attitude at work and in organizational life. In this paper, we will discuss the basic concepts presented in Theory X

and Theory Y and their application and validity on workers of Millennial Generation (Cole 452). This paper is intended to examine whether these theories can be used to manage the workforce of Generation Y and which theory suits best in this context to bring about positive results.

- Theory X:

Theory X is based on the authoritarian style where accent is on 'productivity' on the idea of a fair day's work, the restriction of output, the tribulations of feather-bedding and the rewards of performance (Bobi 01). Theory X reflects an original belief that management necessarily has to punish workers and treat them strictly to eliminate their inclination to avoid work. Theory X is the management style that prevailed in business after the scientific management's mechanistic system. This theory flounced everything presented before in the few earlier decades of 20th century. Under Theory X, it is assumed that individuals have nature to avoid work and are laze. They need constant administration and supervision. It has an expedient excuse to failure, and this is referred as inherent limitation of human resources (Gorman 263).

Theory Y presents that idea that managers should practice participative style of managing human resources. This Theory presents an opposite view to the theory presented in Theory X (Shockley 333). Under this theory, it is assumed that people exercise self-control and self-exercise in achieving organizational goals to the extent that they have commitment to those objectives. It is basic responsibility of management in such a system for maximizing that dedication (Neuliep 5). Theory Y also assumes that people are inclined to work and want to accomplish something in their career; they

go to work willingly as work is the sole satisfier of their self respect and achievement needs. Under theory Y, people will be working without strict supervision (Carson 460).

- Evidence:

Currently greater part of active workers consists of Baby Boomers. It has been indicated by Research that Baby Boomers recognize their potencies as optimism, organizational memory, and ready to work for longer hours. This generation developed in companies with large corporate hierarchies despite of flat structures of management and job roles that are based on teamwork. Millennials have considerably different outlook in their expectations from experience of employment. They are skilled in technology, well educated, able to perform different tasks, self-confident and have a great reservoir of energy. Their self-expectations are higher and have desire to work in teams despite of working individually (Bobic 261). They want to undertake challenging tasks, so balance of work life is of extreme importance for them. However, they do not appreciate their social interaction needs, ultimate results in their work and wish to speed up their advancement, which may be perceived as weakness by other older colleagues (Shockley 154).

- Millennials and Generations

Millennials are considerably different from other generations. They are different in the way they do work as they like and do work in form of teams and are friendlier to use new technologies.

- Millennials Evidence:

However, their social mindset is also an important element. One of the important characteristic of this generation is that they are ready to perform

well by doing well, regardless of the fact that they are experienced in digital technology and communication. Together with social-minded Millennials appears their wish to be creative. They have fully fledged in a time where information can be approached suddenly (Bobic 251).

Through Wikipedia or Google search, even complex questions can be answered easily. As such, this generation has developed into teams or groups who want to think on the problems requiring unique solutions and to work on tough and new problems as well. Millennials exhibit distinct attributes at work as well, they wish to have feedback on their performance (Alsop 07). However, customary semi-annual reviews are not sufficient to Millennials. They want to know about how they have performed well in their job (Cole 452).

Feedback to their performance can be given by providing them check lists, rewarding for creative and innovative tasks, offering extensive help and taking feasible risks, engaging them with recurring feedback and offering them mentors and developing a collegial and team-oriented culture etc. feedback should be also given in such a way that this generation is receptive. Not only the frequencies and timing are important, but also the means of framing and delivering feedback. Does not matter whether feedback is negative or positive, it should be structured in a manner that leaves no space for any misunderstanding and the feedback should be specific and clear in order to be effective (Shockley 399). They eager to work and want to accomplish challenging tasks, they want to be self control and empowered, they want to be trusted not to be managed. So Theory Y of Douglas McGregor suits well to this generation, if we will try to apply the

views of Theory X on them, they results can be destructive rather than constructive.

- Different basic issues and their eason with supporting evidence

Different basic issues are researched regarding Millennials and commitment. Generation differences do occur when the question of commitment comes into place. Due to different social characteristics of generations, it seems credible at the beginning that the means through employees get satisfaction about their jobs and the way they bring their bodies and minds is different among different generations. Employers and managers are expected to hold the belief that they have to develop an understanding the threats and drivers of work commitment to sustain extended engagement and commitment. Millennials largely have been expectant to take time to achieve, be considerate about their careers and above all, develop a personal identity. If managers try to blend them, generally it results in failure; it requires adaptation to work successfully with this generation (Cole 452). It does not require any major changes, it all about mind sets, with few changes, Millennials can be adjusted at traditional work places. Adapting to generation Y or Millennials is not pacific a group of stained brats, it is carrying business up to accelerate the coming assault of able bodies. Four basic adaptations are required to work with Millennials:

- Generation Y and its evidence:

Between posts, texts and tweets, it is no massive jump to say Generation Y is intensely desired for acknowledgement and interaction. It does not mean at all that there is need to pass out some trophy for participation with each pay slip. However, passing remarks on progress of their employees makes more

productive Millennials and they feel that they are working with a purpose (Hackett 02). Managers should keep them engaged in the position through remaining engaged to their efforts. Level of administration and supervision depends on managers and feedback can be as formal as demanding a report of weekly wrap-up or as informal as commenting on water cooler. They basic idea to be delivered is to be consistent. The Millennial workers are happy to devote time and effort as long as it is being acknowledged.

Millennial employees were increased with a collection of substitutes at their fingertips. It is not strange at all; this generation has grown up on internet, the giant appeal coming from the capability to offer an endless amount of options. This does not about requiring hand over all structure and control at the point of project assignment. However, generation Y employees will be serving their employers better in case they are given them litheness of finding their options and best ways to bring the desired results. Putting this idea into practice is simple (Carson 460). Consider this; When confront with a project, managers should explain millennial workers what is required as end results what checklist will be used to carry out this task. In addition, it is good to provide some support by communicating that how this task was done in past, but also hold a while and discuss about the way millennial worker is going to do it. Permitting Generation Y to make decisions and make their mark on the work under their responsibility will origin them with a personal investment (Cole 452). However, manages should always check and provide feedback so that workers do not feel to be thrown into some deep dark ocean.

Having a lesson from their previous generations, Millennials have decided to

work in smarter ways but not in harder and longer ways. For the autonomous millennial workers, a routine of 9 to 5 job hosts several pockets of time wasted and being on every day travel. They feel it bad to spend 30 minutes daily on traffic when they have option to complete work through their Wi-Fi connection. This is the thinking of this generation, they want to save time, do more in lesser time and accomplish more using smarter ways and not harder ways. Generation Y wants their employers to be open minded (Hersey 33). Employers can practice this idea by offering their employees an option of telecommunication as it can save time, the environment and money. Also it will work to get this idea happen in reality to take steps to keep the workplace or office green wherever possible feasibly such as proper disposal of printer cartridges, recycle bins and energy efficient plants will be assisting to satisfying the socially aware Millennials generation (Carson 460).

- Frequent Complaints about this Generation Evidence:

One of the most frequent complaints about this generation is that they hold no fidelity and their expectations about job are too high. Instead of practicing customary ways of training and development, it is quite good to afford Generation Y employee the chance to continue building and learning skills. Mangers can do this by playing a role of mentor instead of managers. This generation has high ambitions when they are new to workforce, managers can assist at this step as presenting themselves as professional role models. It is good to have conversations with generation Y customers and talk about their working aspirations. Managers can draft out some plan, if applicable, for professional path of Generation Y workers and consider how they can align those ideals within the organization. Growth and ambitions of

generation Y can be supported by providing them time for industry related conversations and some conventions (Carson 460). By investing in to educate Millennials, managers and organizations can get a knowledgeable and appreciative employee (Armour 3)

- Conclusion

Millennials are considerably different from other generations. They are different in the way they do work as they like and do work in form of teams and are friendlier to use new technologies. However, their social mindset is also an important element. One of the important characteristic of this generation is that they are ready to perform well by doing well, regardless of the fact that they are experienced in digital technology and communication (Carson 460). As Millennials are getting older, so do their ideals. Regardless of the experimental and tolerant paths leading their job application to HR department, Millennials want to develop long lasting careers and be the part of work force. McGregor Douglas recommended managers to either use set of needs for motivating employees but improved results may be gained by the Theory Y as compared to theory X. Both of these theories presents opposite view of human nature and attitude at work and in organizational life.

Holding these distinct and unique features, Millennials asks for Theory Y to be managed. Managers can get amazing results by adopting a participative rather than authoritative style towards Generation Y or Millennial workers. They eager to work and want to accomplish challenging tasks, they want to be self control and empowered, they want to be trusted not to be managed. So Theory Y of Douglas McGregor suits well to this generation, if we will try

to apply the views of Theory X on them, they results can be destructive rather than constructive. Millennials have considerably different outlook in their expectations from experience of employment. They are skilled in technology, well educated, able to perform different tasks, self-confident and have a great reservoir of energy. Their self-expectations are higher and have desire to work in teams despite of working individually. The Millennial workers are happy to devote time and effort as long as it is being acknowledged.

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