

The Z Dimension of X and Y Theories

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Abstract

The human input in organization gathered increasing interest and concern in recent times. McGregor's Theory X and Theory Y is among the most discussed guidelines for managing the human factor in organizations. However, a third dimension, which the author names the Z dimension, escapes the X and Y theories. The Z dimension is founded on the innate nature of human beings, which is more wholesome than the X or Y characteristics of managers and subordinates. The X or Y nature are outcrops of many factors such as character, environment, and systems to which an individual is subjected to, while the Z or innate nature of individuals define them as naturally wholesome. X and Y theories refer to externalities of an individual while the Z dimension refers to the vast and pure inner energy resident in all human beings, but obscured by negative experiences the individual is subjected to. The managers' prime duty is to help his staff to go back and recognize the perfection inherent in them. The end result of this attempt will be a management approach that deviates from both X and Y theories, and individuals and teams in the organization who are naturally motivated, committed, and take work and duty as a joyful experience.

Key words: Motivation, Theory X and Theory Y, Paradigm shift, Z dimension.