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The survey of the surgery room nurses perspectives to McGregor theory assumptions (X and Y)

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ABSTRACT

No single organization can succeed without its employees' commitment and endeavors. For this reason, the management managers and the scholars have always been offering theories regarding motivation. These theories per se influence the way the managers treat the employees. The objective of every organization is to not only increase productivity but also to struggle to persist and improve their performance and the managers have to create the required motivation in their employees in order for them to perform their duties well. The objective of the current study is the survey of the surgery room nurses perspective toward the McGregor theory assumptions. Implementation methodology: the present study is of the descriptive-analytical type which was conducted on 111 people of the surgery rooms personnel of the training hospitals associated with the medical sciences university in Zahedan all of whom had been selected based on statistical demographic methods. In the present study a two-part questionnaire was used for data collection the first section of which deals with demographic characteristics and the second part is related to X and Y theory questionnaire which was designed by McGregor. After the questionnaires were gathered, the data was analyzed by using SPSS 19 software and descriptive statistic methods, variance analysis test and Chi square test. The results obtained in the present study indicated that the individuals' average age was 31.63 ± 6.68 and 34 individuals were single and 77 individuals were married. 27 individuals were men and the rest were female. The relationship between the individuals' characteristics and their perspectives in relation to the X and Y theory assumptions was not significant ($P > 0.05$). The status quo of the surgery room has been evaluated as X by the personnel and the individuals maintained a positive attitude towards X and Y theory assumptions. The results obtained by the present study showed that the surgery room personnel perspectives toward X and Y theory assumptions is positive and they evaluated the current status of their work environment as X status.

Keywords: operating room, theory, X and Y, McGregor

INTRODUCTION

The objective of every organization is not only to increase productivity but also it is to struggle to sustain and survive accompanied with performance improvement [1]. The managers are responsible to create the required motivation in their employees in order for the employees to perform their duties well. While it is possible that managerial skills be sufficient for performing the activities related to the individuals' responsibilities and duties the employees' motivation and organizational creativity need leadership [2]. No single organization can succeed without its employees' commitment and effort. Due to this reason, the managers and the scholars of the management territory have always been offering theories regarding motivation. These theories in themselves influence the

manner the managers treat the employees. Managerial theories which have been designed by authors and writers such as Maslow, Herzberg and McGregor focus on humans' affective needs since satisfying human affective needs can improve productivity and organizational performance [3, 4]. Douglas McGregor has identified two sets of various assumptions which should be observed by the managers in their behaviors towards their subordinates. One set of such assumptions was about the traditional perspective which was named by him as X theory. Based on this pattern, the individuals are grouped into a group who intrinsically do not favor working, although they consider it as something necessary but they do their best to avoid working to the maximum extent possible. These individuals are mostly lacking ambition and aspiration, they prefer to be led by another person and they do not shoulder any responsibilities. Therefore, to them working is ranked second from the importance point of view and the managers have to force such workers into their jobs and they have to motivate them by paying salaries and wages or through observing other concerns [5]. Y theory is more optimistic. In Y theory it is assumed that working is a natural phenomenon and it is regarded as a sort of game or amusement and in fact the human being wants to work under suitable and proper conditions and s/he is satisfied via working. Responsible individuals assume responsibilities and they even apply their imagination, creativity and innovation faculty to solve the problems [6]. Though McGregor encouraged the use of Y theory; some of the thinkers pointed out that there are cases in which the use of X theory can be more appropriate for some of the employees [7]. Johnston evaluated the relationship between X and Y theories in the relationships between the managers and staff and in relation to participation culture and he came to this conclusion that the managers and staff relationships is mostly based on Y theory. However, the more use of such theory can be due to the lack of increasingly creating new jobs and employment and abrupt changes and variations in the company [8].

Leadership and motivation are the two fundamental bases of success for every team or organization and since the leader influences the attitudes and perspectives and the attitudes are the creators of the behavioral motivations, one of the most critical factors recognized as the origin and the source of motivation by the researchers, is the leadership behavior and style [9]. According to the important role played by the nurses in social relations, its particular elegance for an enhanced occupational enjoyment, figuring out the way the factors resulting in unfavorable behaviors such as absenteeism, slackness, job desertion and job change can be resolved, are of a great importance. Therefore, the present study was conducted with the objective of surgery room nurses attitudes survey regarding X and Y theories assumptions.

MATERIALS AND METHODS

Implementation method:

The present study is descriptive-analytical in its style which has been conducted on 111 people of the surgery room personnel in training hospitals belonging to Zahedan medical sciences university. These individuals were selected based on demographic statistical method. The study was performed in 2005. In the present study, a two-part questionnaire was used to collect the data the first part of which is related to the demographic characteristics (age, gender, job history, marital status) and the second part is related to X and Y theory designed by McGregor. The questionnaire is consisted of two parts the first part of which measures the management style in an organization and the second part measures the staff-favored management. Each part contains 15 questions. The questionnaire poses options (in an spectrum of 5=always, 4=most of the time, 3=often, 2=sometimes, 1=very rare, 0=never).

The method of scoring is as follows:

First part:

60-75=strong management method based on "Y" theory (efficient and effective in long- and short-term).

45-59= management method is generally based on "Y" theory.

16-44=management method is generally based on "X" theory.

0-15=strong management method based on "X" theory.

Second part:

60-75= you extremely prefer a management method based on "Y" theory.

45-59= you generally prefer a management method based on "Y" theory.

16-44= you generally prefer a management method based on "X" theory.

0-15=you extremely prefer a management method based on "X" theory.

Also, if an individual obtains a score between 0 and 23 in the 15-fold questions related to each of the X and Y theories, it means that s/he has a negative attitude and if the individual score reaches to an amount between 23 and 45 that means that s/he has a positive attitude.

After agreeing for adopting a letter of recommendation from Zahedan medical sciences university and doing the coordination tasks with the respective organization, the researchers referred to the surgery room in the training hospitals associated with Zahedan medical sciences university (Imam Ali IbnAbitaleb, Khatam-Al-Anbia and Al-Zahra ophthalmology) to collect the required information and firstly the objective of the study was explained to the individuals and testesand after acquiring an oral consent from the staff members the questionnaires were administered. After collecting the questionnaires they were analyzed by making use of SPSS 19 software and descriptive statistics methods, variance analysis test and Chi square test.

Findings:

The results obtained from the present study showed that the individuals' average age was 31.63 ± 6.68 and 34 people were single (30.6%) and 77 individual (69.4%) were married. The individuals' job history was in this form that 36 people (32.4%) had a job history of 1-5 years, 44 individuals (39.6%) had a job history of 5-10 years, 13 individuals (11.7%) had a job history of 10-15 years and 18 individuals (16.2%) had a job history above 15 years. Also, 27 individuals (24.3%) were men and the remaining part were women. The relationship between the individuals' characteristics and X and Y theories assumptions was not statistically significant. ($P>0.05$).

Absolute and relative frequency distribution of the studied surgery room nurses based on their gender and attitudes relative to the X theory assumptions are inserted in table 1. Of course, all of the individuals had a positive attitude towards the Y theory assumptions.

Table 1: relative and absolute frequency distribution of the studied surgery room nurses based on their gender and attitude respective to X theory assumptions

	X theory		Total
	Positive	negative	
Male gender count	23	4	27
	85.2%	14.8%	100.0%
Female gender count	61	23	84
	72.6%	27.4%	100.0%
Total count	84	24	
	75.7%	24.3%	100.0%

The frequency distribution of the surgery room personnel respective to the evaluation of the current surgery room status in line with the management style in the organization has been provided in table 2.

Table 2: surgery room personnel frequency distribution respective to the surgery room current status in line with the organization's management method

	Frequency	Percent
Extremely valid X	8	7.2
Generally X	91	82.0
Generally Y	12	10.8
total		100.0

The frequency distribution of the surgery room personnel respective to the evaluation of the current surgery room status in line with the staff-favored management style in the organization has been given in table 3.

Table 3: surgery room personnel frequency distribution respective to the surgery room current status in line with the staff-favored management method

	Frequency	Percent
Generally valid X	35	31.5
Generally Y	63	56.8
Extremely Y	13	11.7
total		100.0

DISCUSSION

The results of the present study indicate that generally surgery room personnel adopt a positive attitude regarding X and Y theory. All of the individuals maintained a positive attitude toward Y theory and they reported Y theory as their own favorable theory. Therefore, it seems that operation rooms' personnel are more inclined to Y theory and generally have more faith in it. According to the Bertz leadership theory and McGregor's motivation theory this finding seems to be logical, since as the human beings are looked upon as creatures governed by lower rank needs in McGregor's X theory [9] in evolutionist leadership style the leader encourages the subordinates to achieve their maximum potential and they are motivated to long for higher-level needs (success and self-knowledge) satisfaction and cohort and collective objectives [10].

The results of the present study indicated that the surgery room personnel consider as X the current status of Zahedan's training hospitals and in other words they think that the authorities and officials view their subordinates through the lens of X theory. These results are not consistent with the results obtained by Johnston [8]. McGregor believed that Y theory assumptions are more trustable and valid in creating vocational motivation in comparison with X theory assumptions. So, he suggests that the individuals and the organization members should participate in affairs such as decision making, take responsibilities and take part in solving the organizational problems in order for good collective relations to dominate the organization and the individuals' occupational motivation reaches to its maximum point possible, all of these recommendations and suggestions have been proved in various studies [11-13]. It seems that Y theory assumptions is more consistent with individuals' attitudes, hence the managers can make a more frequent use of Y theory assumptions to enhance the services quality offered.

One of the managers' responsibilities is to guide and control on the condition that the employees are guided in a timely manner. Studies have shown that constant control and supervision cause the employees to be deprived of their ordinary options and it hinders efficiency. One of the most prominent and distinct managers' weak points is fastidiousness and harsh treatment at work. Because being extremely serious at work abdicates the subordinates from their options and destroys cooperation spirit, the individual whatsoever qualified and competent s/he cannot perform the tasks alone. Specially, because the personnel working in operation rooms need to work as teams and cooperate as groups and the relations between the individuals can affect the patients' recovery process [14]. Therefore, a good manager is an individual who evaluates the organization position and status, individuals' capacities and responsibilities and then assigns them options to be able to deploy the entire potential existing in the organization and to take the most advantage of all of the individuals working in his or her supervision territory.

In the present study there was not observed a significant relationship between the demographic characteristics and the individuals' attitudes. In the study performed by Faraji and his colleagues [9] the relationship between gender and individuals' attitude was not statistically significant regarding the X and Y theories assumptions but the relationship between age and job history has been reported to be statistically significant.

Finally according to the important role played by the sections' officials in the hospitals and especially surgery rooms it is suggested that the sections' supervisors and officials should get themselves acquainted with X and Y theories assumptions and they should know that what these theories have to offer, since X and Y theory are one of the most fundamental management and motivation theories and it is expected that the present study cause a section supervisor or official not to ask his or her subordinates to obey him or her blindly only because s/he is their boss, rather the person in charge of an organization or a section should take advantage of his or her specialties, skills and experiences and define and elaborate the organizational objectives to the nurses and encourage them in whatever diverse ways deemed appropriate in order for the organizational objectives to be fulfilled.

CONCLUSION

The results of the present study indicated that Zahedan's training hospitals surgery room personnel perspectives and attitudes related to X and Y theory is positive and they have rated the status quo of their work environment as X status.

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