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Application of McGregor's Theory X and Theory Y: Perception of Management toward the Employees in the Banking Industry of Bangladesh

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Abstract:

The purpose of this research paper is to study the application of well-known theory X and theory Y in the banking sector of Bangladesh based on the perception of management toward the employees. Analyzing the perception of the management seems rational as banking job appears highly paid, high target oriented, stressful job now where employee satisfaction is significantly related with how management handle them from their perception toward the employees. Statistical tools as structural equation modeling, correlation, regression, test of hypothesis and ANOVA have been conducted using SPSS to analyze data. Primary data has been collected from 285 managers selected randomly through quota sampling who are serving in several branches of different banks surrounding all over the country (8 divisions) and secondary data has been collected from some banking reviews and literature reviews. This study identifies that significant portion of the respondents (74%) have perceived the assumptions of theory Y toward their employees. Assumptions of theory X have been perceived by only few respondents (26%). The results of the analysis reveals strong evidence (statistically significant) that management of banks holds the assumptions of theory Y regarding their employees such as employees inherently like to work, can exercise self-control, can exercise self-direction, do not avoid responsibility, have ingenuity and creativity in problem solving, are not narrowly distributed in the population, have unlimited potential and employees are committed to objectives against rewards associated with achievement. The research paper recommends instigating research institutions in banks besides training institutions for encouraging innovation and financial engineering. The study will provide insights to the policy makers and bankers to manage their human resources providing opportunities for development of the employees. It is the first attempt to study these popular management theories in terms of banking industry in Bangladesh.

Keywords: Theory X, Theory Y, Banks, Human Resource Management, Bangladesh

1. Introduction

In 1957, an American Social Psychologist named Douglas McGregor proposed his famous theory X and theory Y in his book titled "The Human Side of Enterprise" (McGragor, 1960; Head, 2011; Copelman & Prottas, 2008). However, recent studies have questioned the rigidity of the model but the theories are still referred to commonly in the field of management, leadership and motivation as these are the central to the organizational development and improvement (Otokiti, 2000; Krkilic, 2008; Mascon et al, 1985; Maslow, 1943).

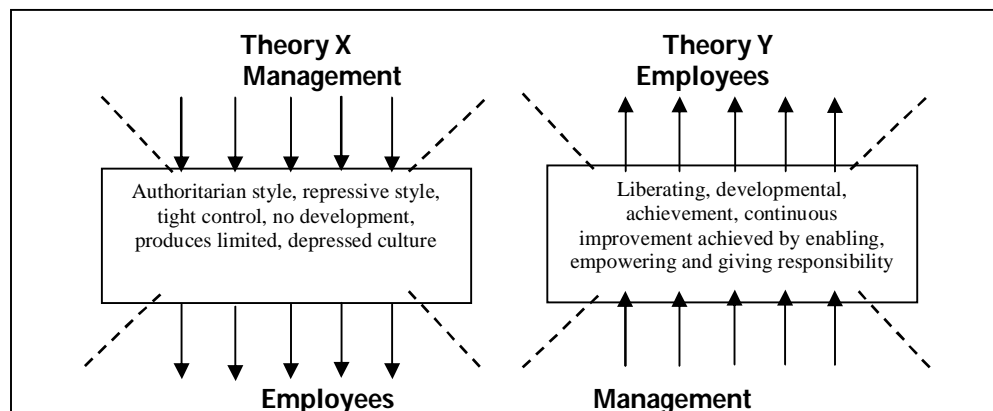


Figure 1

Source: Compiled by Authors from Fundamentals of Management, Otokiti (2006)

Theory X managers are oriented with facts and figures (McCormic, 1985; Schein, 1983). They do not have any interest in human issues (Madumere, 1999). Hence, it is not rational to appeal their sense of morality or humanity (Mgbere, 2009). It is wise to deliver commitments and promises (Adams, 1965; Moore et al, 2006). An employee under theory X manager should be constructive rather than negative stating the reasons for why it is unrealistic even if he or she is given an unrealistic task or deadline (Akeke, 2005; Morden, 2004; Porter, 1968).

According to the assumptions of theory Y, people can enjoy work exercising substantial self-control under favorable condition (Petersen, 2007; Gannon & Boguszak, 2013). Theory Y managers produce better performance and result allowing people to grow and develop (Cole, 2004; Schein, 2011; Sorensen & Minihan, 2011).

Banking industry is stressful, highly competitive and highly target oriented industry in Bangladesh that consists of 57 scheduled banks and 6 nonscheduled banks with around 9553 branches where most of the employees are highly qualified with strong background (Bangladesh Bank, 2016). But, it is prominent that most of the managers regularly show characteristics of theory X to treat them. Such as, result driven, result oriented, intolerant, shouting, short temper etc. The significant reason to take into consideration the above-mentioned theories is that these have not been studied or criticized in banking industry until now (Bobic, 2003). Even, from the review of literature, it has been found that no research has been conducted yet on application of McGregor's theory X and Y in banking industry. Existing research papers mostly focus on the application of the theories in education sector and construction sector (Aina, 2000; Cox et al, 2005; Langford, 1995; Combe et al, 1990; Haseltine, 1976; Capel 1995). Hence, the research paper depicts the perceptions of management toward the employees who are usually seemed highly qualified in the banking industry of Bangladesh.

2. Objective of the Study

- To identify the underlying assumptions of McGregor's theory X and theory Y that can be prominent in the banking industry.
- To depict the perception of management toward the employees in the banking industry of Bangladesh based on the underlying assumptions.
- To show how assumptions of McGregor's motivational theory X and theory Y have been applied in the banking industry of Bangladesh for employee satisfaction.
- To make recommendation for managing employees with proper management perception to ensure employee satisfaction and employee productivity under stressful bank job.

3. Research Methodology

3.1. Type of Research

Descriptive and empirical researches have been conducted in this paper. Econometric tools have been used as well for critical analysis.

3.2. Data Sources

Mainly primary data have been used to conduct the research. Total sample size is 285 branch managers of the bank branches situated at the 8 divisional districts in Bangladesh. As total number of bank branches of 57 scheduled banks in Bangladesh is about 9453 for 64 districts, on an average about 1100 branches exist in all divisional districts. According to the sampling table of Krejcie and Morgan, total sample size is 285 managers for 1100 managers as population size (Krejcie & Morgan, 1970). Out of 285 surveys, 180 were returned. Hence, 180 questionnaires were analyzed afterward.

3.3. Sampling Method

Quota sampling has been used in the research paper for personal interview where sample has been selected randomly from each quota consists of all the four categories of bank (Kothari, 2001). Total sample size is 285 where sample consists of branch managers of 4 categories of banks situated in 8 divisional districts including State Owned Commercial Banks, Private Commercial Banks, Foreign Banks and Specialized Banks. Sample has been developed according to the proportion of branches (SCBs 39%, SBs 15%, PCBs 45% and FCBs 1%) of each category of bank within total number of branches of all banks. All the sample has been collected randomly from the branches of each division. Data has been collected from the branches of divisional districts because employees in these branches serve customers under more pressure due to having more bankable people compared to the branches in rural areas.

3.4. Survey Instrument

Structured questionnaire has been developed with 5-point Likert scale from Strongly Disagree (1) to Strongly Agree (5). Personal interviewing technique has been used to collect relevant data for analysis purpose applying statistical methods.

3.5. Data Analysis Tools

SPSS software and Microsoft Excel have been used to analyze data. Correlation, regression, test of hypothesis, ANOVA, structured equation modeling and percentage analysis have been applied to measure application of the motivational theory X and theory Y in the banking industry.

4. Limitation of the Study

The research is mainly based on the opinion of the senior bankers as manager and manager operation that may vary person to person. Besides, it was not possible to take opinion from the employees with structured questionnaire regarding how managers treat them as they are scared about the written opinion regarding their managers. Data has been collected only from 8 representative divisional districts as it is costly and time consuming to collect data from 64 districts.

5. Review of Literature

Turan (2008) has identified that it can be better to motivate workers or students by rewards, points, high scores rather than only the desire to do good job as they prefer to be directed under motivational theory X. Arslan and Staub (2013) have found that there is no empirical evidence associated with firm's performance criteria and the theory directly but theory Y leadership behavior may have general positive influence on organizational performance. Statistical results of the study evidenced that SMEs led by theory Y owners or managers perform better than the SMEs led by theory X owners or managers in terms of increasing turnover as organizational performance criteria. Impact of theory Y managers to ensure SMEs' robust performance could not be confirmed in terms of making innovations and decreasing overall cost. Kayode (2013) has found that most of the people or students are naturally lazy and not very smart. Hence, they need to be supervised, controlled, encouraged and motivated to achieve their aims under the assumptions of theory X as autocratic management. Conversely, theory Y as democratic management believes that people or students are smart, self-controlled, self-motivated and do a good job. Gannon and Boguszak (2013) have concluded from his study that McGregor probably did not understand himself that his offered starting point of the theory would lead us today with great relevance. His ideas have great relevance in transforming the view of managing people over past 50 years where potential for fruitful insights are offered by new avenues of research in this area. Aina (2014) has concluded that when compared with manufacturing and purely management settings, construction industry differs from other industries with the principle of motivation which depicts that motivation depends on the environment, the man and the job characteristics. Hence, further research is required to identify the effectiveness of the theory in construction as it is effective in elsewhere for evolving construction industry friendly theory. Therefore, it has been found from literature review that most of the papers are only relevant with the application of the McGregor's theories in education sector and construction sector rather than banking sector which is dominating the economy in Bangladesh.

6. Statistical Results and Findings

To analyze the collected data percentage (pie chart) analysis and econometric analysis (correlation, regression, test of hypothesis, ANOVA, structured equation modeling) have been conducted and results have been generated for findings.

6.1. Percentage (pie-chart):

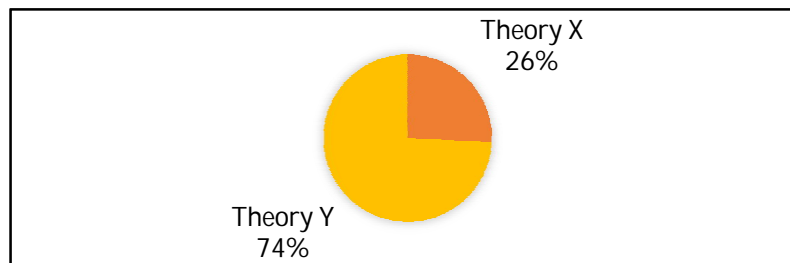


Figure 2: Percentage of managers holding the assumptions of theory X and theory Y

From the above graph generated from frequency table, it has been shown that 26 percent branch managers in banking industry of Bangladesh perceive the assumptions of theory X toward the employees under their supervision. Hence, 26 percent management personnel realize that traditional and autocratic style of leadership need to be applied in banking industry that requires managers to organize, direct, control and modify the behavior of employees so that they may not become passive or even resistant to work (Allio, 2009; Bycio et al, 1995; Daft 1997). On the other hand, 74% of the managers think that employees are holding the assumptions of theory Y in their characteristics. Hence, 74% management personnel perceive that participatory and democratic style of management is necessary to be applied in the banking industry that requires managers to provide opportunities for the development of employees, to release their potential by creating the conditions so that they can harness their efforts to achieve organizational objectives (Berelson & Steiner, 1964; Halloran 1978; Hersey et al, 1996; Herzberg, 1959).

6.2. Econometric Analysis

Most of the management personnel perceive the assumptions of theory Y as the characteristics of their employees in banking industry. Therefore, econometric analysis has been conducted with the assumptions of theory Y that are prominent among the employees in the banking industry. Twelve assumed variables as assumptions of theory Y have been taken into consideration to determine which among them are significantly prominent among employees. For econometric

analysis, perception of theory Y managers (Y) has been considered as dependent variable. Besides, some assumptions of theory Y regarding attitude of employees in banking industry such as inherently like to work, exercise self- control , exercise self- direction, do not avoid responsibility, accept and seek more responsibility, capacity to exercise high imagination, ingenuity and creativity in problem solving, not narrowly distributed in the population, unlimited potential, committed to objectives against rewards associated with achievement, usually performs properly utilizing intellectual potential partly and perform tasks as natural as play have been taken as independent variables (Russ, 2011; Steers & Porter , 1983; Robbins, 1991).

At the beginning of the econometric analysis, factor analysis has been conducted to reduce the above mentioned twelve variables into some significantly prominent variables based on the responses of the respondents. The KMO value generated from factor analysis is 0.724 and variables having factor loading (importance of variable) above 0.50 has been taken into consideration for Structured Equation Modeling. Hence, eight independent variables have been found with factor loading above 0.50 such as, ingenuity and creativity in problem solving (0.625), exercise self- control (0.600), exercise self- direction (0.598), do not avoid responsibility (0.596), committed to objectives against rewards associated with achievement (0.585), inherently like to work (0.564), not narrowly distributed in the population (0.511) and unlimited potential (0.507) (Burns and Burns, 2009). Findings of the study are categorically discussed in the following subsections:

6.3. Test of Hypothesis

In this study, following hypothesis have been developed:

H_0 : The coefficient of multiple determinations in the population is zero

H_1 : The coefficient of multiple determinations in the population is not zero

We have used analysis of variance (ANOVA) to test the above hypothesis due to the nature of variables and availability of data. The statistical method of F-test has been used at 5% level of significance to identify the significant assumptions of theory Y that are prominent in the employees of banking industry based on the relationship between dependent and independent variables. In this regard, we can reject the null hypothesis if the calculated p (significance) value is less than 0.05 and we can accept null hypothesis if the calculated p (significance) value is greater than 0.05. It has been found from the Table 02 of appendix that the value of p (significance) is 0.000 against all the independent variables which is less than 0.05. Hence, the null hypothesis has been considered to be rejected. Therefore, there is significant relationship between the independent variables and dependent variable. Besides, according to Table 03 of appendix, the value of R is 0.952 which indicates that there is high degree of positive correlation among the independent variable and dependent variables.

6.4. Regression Analysis

The structured equation model:

$$Y = \alpha_0 + \beta_1 ICPS + \beta_2 ESC + \beta_3 ESD + \beta_4 DAR + \beta_5 CORAA + \beta_6 ILW + \beta_7 NNDP + \beta_8 UP + ei$$

The fitted model is:

$$Y = 6.756 + 0.272(ICPS) + 0.136(ESC) + 0.205(ESD) + 0.268(DAR) + 0.261(CORAA) + 0.167(ILW) + 0.166(NNDP) + 0.104(UP) \dots \dots (i)$$

Where,

Y= Perception of Management (Theory Y)
ICPS= ingenuity and creativity in problem solving
ESC= exercise self- control
ESD= exercise self- direction
DAR=do not avoid responsibility
CORAA= committed to objectives against rewards associated with achievement
ILW= inherently like to work
NNDP= not narrowly distributed in the population
UP= unlimited potential

The value of R^2 is 0.907 or 90.7% according to Table -03 of appendix which indicates that around 90% of variation in the dependent variable can be explained by the above-mentioned regression model. The value of adjusted R^2 is 0.901 or 90.1% which suggests that addition of other independent variables will not make any contribution to explain the variation in the dependent variable.

6.5. Descriptive Statistics

As only 46 respondents have been considered who have responded that they hold the assumptions of theory X as perceptions toward the employees, it is rational to conduct descriptive statistics as follows to analyze the data generated from the survey. Data of the following graphs has been shown in appendix table-4.

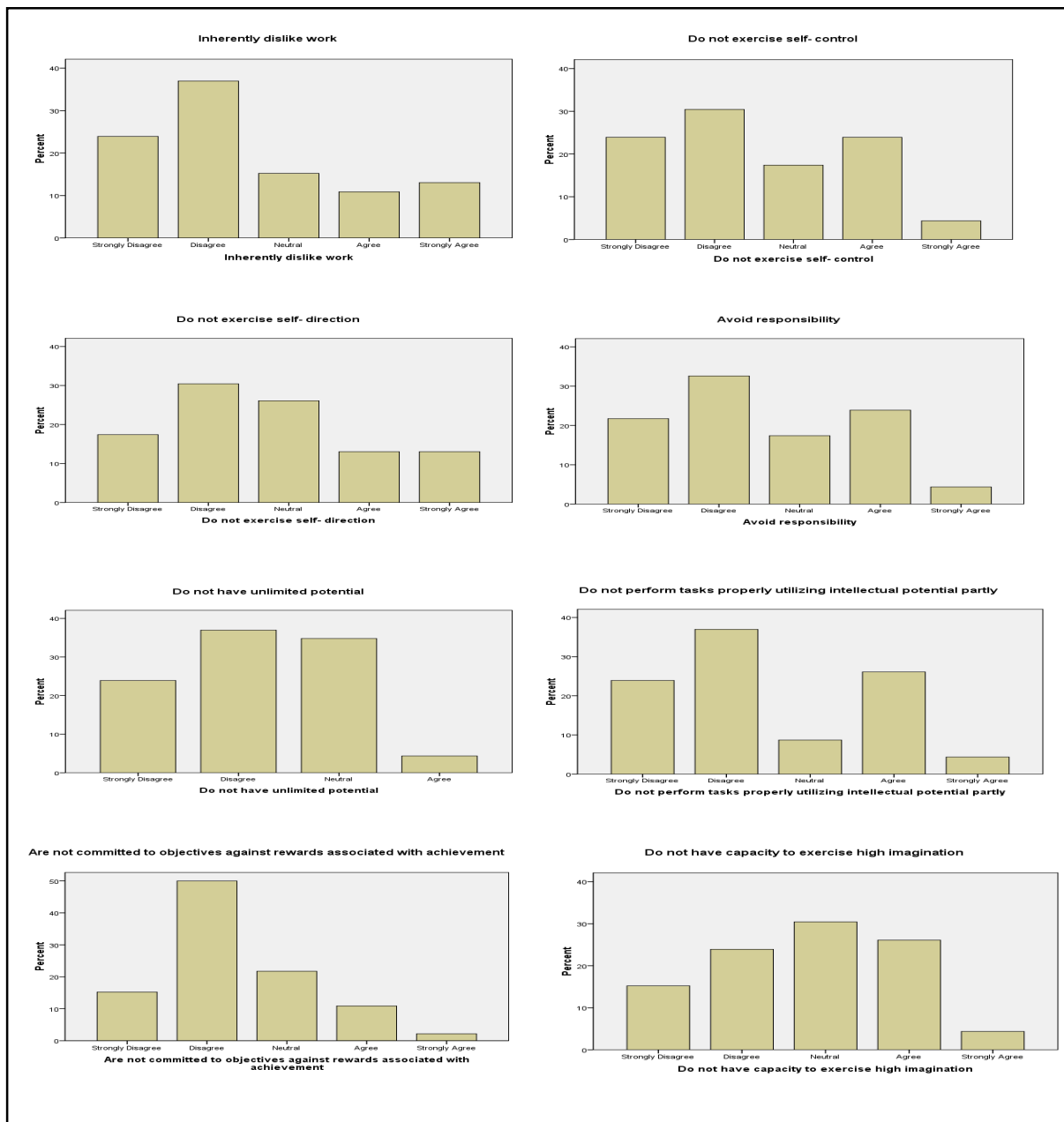


Figure 3

According to the respondents, all the assumptions of theory X are not similarly prominent in the employees. As the highest percentage of respondents with each assumptions, 37 percent, 30.4 percent, 30.4 percent, 32.6 percent, 37.0 percent, 50.0 percent and 37 percent respondents disagreed with the assumptions that employees inherently dislike work, do not exercise self- control , do not exercise self- direction, avoid responsibility, do not have unlimited potential, are not committed to objectives against rewards associated with achievement, usually do not performs properly utilizing intellectual potential partly respectively.

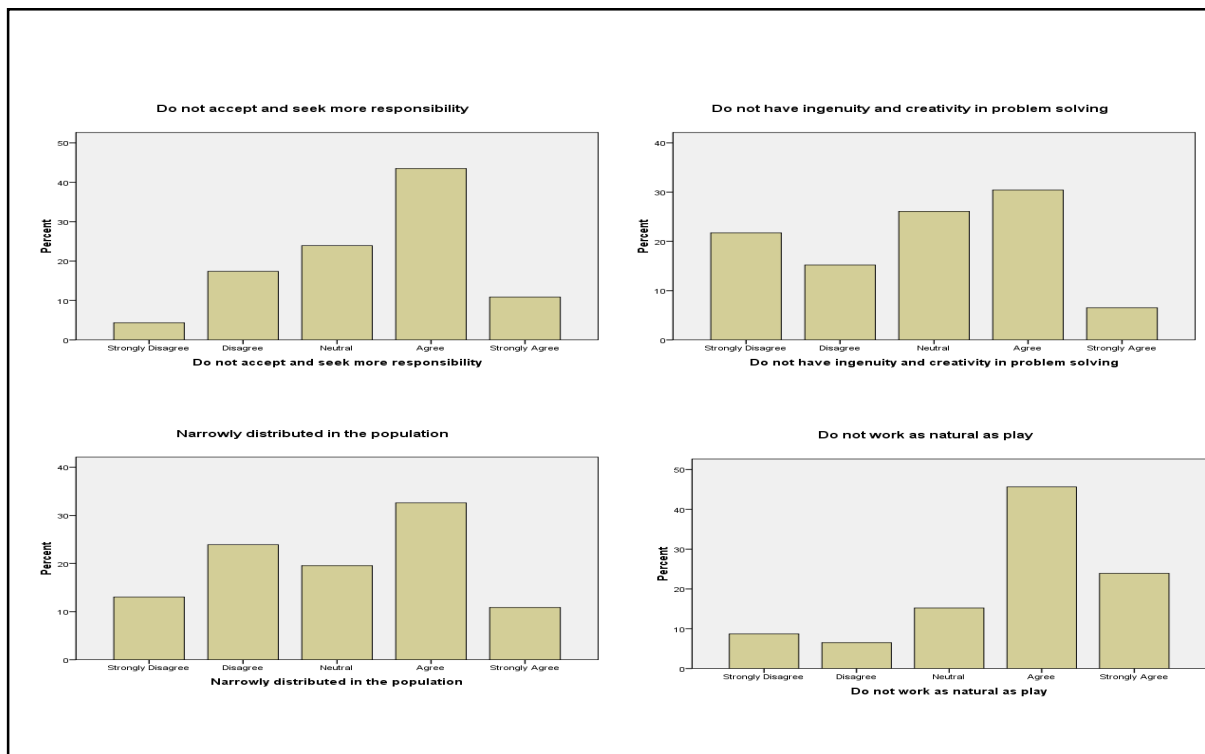


Figure 4

Some assumptions of theory X have been agreed by the respondents as prominent in the banking industry. As the highest percentage of respondents, 32.6 percent, 45.7 percent, 43.5 percent, and 30.4 percent respondents agree with the assumptions that employees are narrowly distributed in the population, do not perform task as natural as play, do not accept and seek more responsibility, and do not have ingenuity and creativity in problem solving respectively as their perceptions toward the employees. Around 30 percent respondents are neutral with the assumption that employees do not have capacity to exercise high imagination as highest percentage.

7. Comments From the Branch Managers and Manager Operations

Several branch managers and manager operations have given their independent opinion regarding application of McGregor's theory X and theory Y that are given below:

"Banking institution must follow the participatory style to get best output from its employees. Traditional style may be capable to complete their tasks. But, to do something extraordinary or to be better from the competitors; banks must involve the employees with their idea and planning." - Chowdhury Jaman Hasib, Manager, Eastern Bank Limited.

"We like an environment democratic to work but in our socio-economic culture we have found an auto bureaucratic environment to work. All policies, guidelines, approvals and decisions are provided by the head office. So, we cannot be innovative to participate in management." - Dilruba Chy, Manager Operation, The City Bank Limited.

"Two theories must be applied together in the workplace. Because, due to diversity in the workplace, we need to apply both the theories depending on the situations." - Mohammed Numan Miah, Manager, Pubali Bank Limited.

"In banking organization, we prefer to follow theory Y as our employees are self-motivated. They work as per bank's rules and guidelines. Bank management only supervises whether they are violating banks rules and guidelines or not. They are free to work and they can take part in any decision. They are free to give opinion in any aspect of banking". - Md. Ziaul Masud, Manager Operation, Islami Bank Bangladesh Limited.

"Participatory style of management is the total demand of present era to ensure all the chances of all the employees to pour potentials in every shape, form and nature. Besides, banks will be ultimately benefited and know the human resources." - Mohammed Abdul Basit, Assistant Vice President, First Security Islami Bank Limited.

"In every situation, we can see different management styles. In case of theory Y, we have a chance to improve the institutional environment and go through long. Besides, we have a chance to find out the potential employees." - Md. Mizanur Rahman, First Executive Officer, Bangladesh Commerce Bank Limited.

"Management style is rather situational than prejudiced. Sometimes I need to be autocratic and sometimes liberal. But, principally, I believe that management should be participatory and democratic until situation supports." - Md. Masud Chowdhury, Manager, Trust Bank Limited.

"I believe environment of the workplace has to be friendly and participative. But, every employee has to be well aware of their assigned task and responsibilities and work accordingly to lead the organization to become successful."- Md. Azad Uddin, Regional Manager, Dhaka Bank Limited.

"We believe in theory Y as our employees work with responsibility for the development of our beloved Bangladesh as Shariah based bank. We work for the welfare of people to obey the rules of Quran and Hadith."- Md. Abdul Razzaque, Principal Officer, Islami Bank Bangladesh Limited.

"To achieve organizational goals and various targets fixed by our top management, we like to utilize our manpower resources to get maximum output by applying theory Y. In some cases, both the theories may be applied as the employees of the organization are not equally qualified. Their mentality, technical knowledge, experience, commitment and devotion are not same."- Md. Abdul Halim, Assistant General Manager, Bangladesh Krishi Bank.

"Theory X is basically for the low-level workers with less qualification. Bank is a financial institution where employees are highly educated. So, theory Y will be appropriate for them."- Mahmudur Rahman, Senior Executive Officer, National Bank Limited.

"Management of a bank cannot run daily routine activities properly if they manage employees autocratically."- Shahir Ahmed Shajib, Principal Officer, Sonali Bank Limited.

"Overall performance of the employees is satisfactory in banking industry. Regular professional and motivational training may develop skills."- Md. Samsur Rahman, Manager, Agrani Bank Limited.

8. Conclusions and Recommendations

Theory Y seems more applicable in the banking industry rather than theory X according to the respondents. Banking job is well structured and well-disciplined job that ensure an environment suitable for the employees to show the assumptions of theory Y through their performance and characteristics (Avolio & Bass, 1990). But managers are used to treat the employees with the characteristics of theory X managers due to hyper competition among banks and high target set out by the head office regarding deposit collection, loan disbursement, and smooth recovery of loan under the pressure of Non-Performing Loan. Even sometimes the target to the managers seems unrealistic that are allocated to the employees as banking is a target oriented stressful job. To achieve the targets, managers seem behaving rudely. As banks deal with the money of depositors, managers are always with stress to utilize the funds and maximize the return. It has been found that employees mostly hold the assumptions of theory Y toward the employees that are generated from the very beginning through recruitment process and flourished through training and development of employees (Borcherding & Laufer, 1981). From the econometric analysis, eight positive attitudes of employees have been identified as most prominent. Employees in the banking industry have ingenuity and creativity in problem solving as banks recruit the candidates having high analytical ability (Covin & Slevin, 2002; Alloy, 2000; Holme & Gatt, 2000). Employees are self-controlled and self-directed as self-motivated candidates are expected and selected during the recruitment process (Chandler & Hanks, 1993; Thomas & Bendoly, 2009). Employees do not avoid responsibility as banking is a highly paid job with assigned responsibility where employees are accountable to the supervisors. They are committed to objectives against rewards associated with achievement as banks look for and select the candidates who are driven to succeed in a highly competitive and challenging environment (Eze, 1995; Jenab & Staub, 2012). As banks select energetic and hard-working employees with entrepreneurial spirit, they seem to like work inherently (Clercq et al, 2010; Sexton & Bowman, 1985). Employees are not likely to be narrowly distributed among others and they have unlimited potential as highly qualified (MBA/MBM/Masters) candidates are picked from thousands of candidates after competitive written test and interview (Lerner, 2011). It is recommended that research centre can be developed in each and every bank so that employees can exercise high imagination and utilize their potential for new financial innovations through research work and financial engineering (Fiedler, 1996; Justin et al, 2010; Maloney, 1983). As highly qualified promising candidates are selected in banking industry through fair recruitment process they can develop financial products for the banking industry which seems urgent need as banking product innovation is becoming dependent on only copying new technology from foreign banks (Kochan et al, 2002). Hence, employees in banking industry have to get proper platform to explore their potential through innovation and research work besides doing regular routine banking job so that they can accept and seek more responsibility with capacity building (Locke, 1968, Schein, 1983; Vroom, 1964).

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Appendix

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3741.862	8	467.733	150.301	.000 ^a
	Residual	382.774	123	3.112		
	Total	4124.636	131			

a. Predictors: (Constant), Are committed to objectives against rewards associated with achievement , Exercise self- direction, Do not avoid responsibility, Have unlimited potential, Have ingenuity and creativity in problem solving , Not narrowly distributed in the population, Inherently like to work, Exercise self- control

b. Dependent Variable: Application of Theory Y

Table 1

Coefficients ^a														
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	6.756	1.198		5.639	.000	4.384	9.128						
	Inherently like to work	.773	.151	.167	5.129	.000	.475	1.072	.589	.420	.141	.712	1.405	
	Exercise self- control	1.002	.247	.136	4.054	.000	.513	1.491	.558	.343	.111	.666	1.501	
	Exercise self- direction	1.518	.248	.205	6.132	.000	1.028	2.008	.560	.484	.168	.674	1.484	
	Do not avoid responsibility	1.403	.167	.268	8.377	.000	1.072	1.735	.623	.603	.230	.736	1.360	
	Have ingenuity and creativity in problem solving	2.030	.234	.272	8.684	.000	1.567	2.492	.594	.616	.239	.769	1.301	
	Not narrowly distributed in the population	.960	.183	.166	5.240	.000	.597	1.323	.527	.427	.144	.750	1.334	
	Have unlimited potential	.616	.187	.104	3.302	.001	.247	.985	.507	.285	.091	.758	1.320	
	Are committed to objectives against rewards associated with achievement	1.847	.212	.261	8.712	.000	1.427	2.266	.570	.618	.239	.842	1.188	

a. Dependent Variable: Application of Theory Y

Table 2

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.952 ^a	.907	.901	1.76408	.907	150.301	8	123	.000	1.527

a. Predictors: (Constant), Are committed to objectives against rewards associated with achievement , Exercise self- direction, Do not avoid responsibility, Have unlimited potential, Have ingenuity and creativity in problem solving , Not narrowly distributed in the population, Inherently like to work, Exercise self- control

b. Dependent Variable: Application of Theory Y

Table 3

Inherently dislike work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	23.9	23.9	23.9
	Disagree	17	37.0	37.0	60.9
	Neutral	7	15.2	15.2	76.1
	Agree	5	10.9	10.9	87.0
	Strongly Agree	6	13.0	13.0	100.0
	Total	46	100.0	100.0	

Do not exercise self- control					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	23.9	23.9	23.9
	Disagree	14	30.4	30.4	54.3
	Neutral	8	17.4	17.4	71.7
	Agree	11	23.9	23.9	95.7
	Strongly Agree	2	4.3	4.3	100.0
	Total	46	100.0	100.0	

Do not exercise self- direction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	17.4	17.4	17.4
	Disagree	14	30.4	30.4	47.8
	Neutral	12	26.1	26.1	73.9
	Agree	6	13.0	13.0	87.0
	Strongly Agree	6	13.0	13.0	100.0
	Total	46	100.0	100.0	

Avoid responsibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	21.7	21.7	21.7
	Disagree	15	32.6	32.6	54.3
	Neutral	8	17.4	17.4	71.7
	Agree	11	23.9	23.9	95.7
	Strongly Agree	2	4.3	4.3	100.0
	Total	46	100.0	100.0	

Do not accept and seek more responsibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.3	4.3	4.3
	Disagree	8	17.4	17.4	21.7
	Neutral	11	23.9	23.9	45.7
	Agree	20	43.5	43.5	89.1
	Strongly Agree	5	10.9	10.9	100.0
	Total	46	100.0	100.0	

Do not have capacity to exercise high imagination					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	15.2	15.2	15.2
	Disagree	11	23.9	23.9	39.1
	Neutral	14	30.4	30.4	69.6
	Agree	12	26.1	26.1	95.7
	Strongly Agree	2	4.3	4.3	100.0
	Total	46	100.0	100.0	

Do not have ingenuity and creativity in problem solving					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	21.7	21.7	21.7
	Disagree	7	15.2	15.2	37.0
	Neutral	12	26.1	26.1	63.0
	Agree	14	30.4	30.4	93.5
	Strongly Agree	3	6.5	6.5	100.0
	Total	46	100.0	100.0	

Narrowly distributed in the population					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	13.0	13.0	13.0
	Disagree	11	23.9	23.9	37.0
	Neutral	9	19.6	19.6	56.5
	Agree	15	32.6	32.6	89.1
	Strongly Agree	5	10.9	10.9	100.0
	Total	46	100.0	100.0	

Do not have unlimited potential					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	23.9	23.9	23.9
	Disagree	17	37.0	37.0	60.9
	Neutral	16	34.8	34.8	95.7
	Agree	2	4.3	4.3	100.0
	Total	46	100.0	100.0	

Are not committed to objectives against rewards associated with achievement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	15.2	15.2	15.2
	Disagree	23	50.0	50.0	65.2
	Neutral	10	21.7	21.7	87.0
	Agree	5	10.9	10.9	97.8
	Strongly Agree	1	2.2	2.2	100.0
	Total	46	100.0	100.0	

Do not work as natural as play					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	8.7	8.7	8.7
	Disagree	3	6.5	6.5	15.2
	Neutral	7	15.2	15.2	30.4
	Agree	21	45.7	45.7	76.1
	Strongly Agree	11	23.9	23.9	100.0
	Total	46	100.0	100.0	

Do not perform tasks properly utilizing intellectual potential party					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	23.9	23.9	23.9
	Disagree	17	37.0	37.0	60.9
	Neutral	4	8.7	8.7	69.6
	Agree	12	26.1	26.1	95.7
	Strongly Agree	2	4.3	4.3	100.0
	Total	46	100.0	100.0	

Table 4: Descriptive Statistics