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## ASSUMPTIONS OF THEORY Z: A TOOL FOR MANAGING PEOPLE AT WORK

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### ABSTRACT

Managing people at work is found significant for the survival of enterprises. Researchers and academicians around the globe have established that motivational management "Theory Z" by Dr. William G. Ouchi (1981) is an excellent tool for increasing productivity and managing people at work. Of the late Bangladeshi business, entrepreneurs are facing tremendous pressure to control and manage workers in their organizations. A focal concern of this study was to understand how best entrepreneurs of textile industries can utilize the assumptions of Theory Z to manage people at work. This study has found three key dimensions (organizational culture, consensus decision-making process, and mutual trust) of Theory Z and tried to find out the relationship of these dimensions with workers management at workplace. The finding suggests that there is a moderate relationship between the assumption of Theory Z and the human resource management concept in Bangladeshi Textile Industries.

The limitation of the research is that it has only three independent variables. Findings may provide business leaders in these contexts with an understanding of the possible adaptation of the concept of William Ouchi's Theory Z assumptions to manage people (the employees) at the workplace with a view to increase productivity and achieve organizational goals. The results of the study supported the predisposition of enterprise managers' proclivity of accepting or denial to implement Theory Z assumptions to manage people at work. The research recommends the management of Bangladeshi Textile Industries should seek to improve their propensity to implement the assumptions of Theory Z to manage people and increase productivity.

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### 1.0 Introduction

Any business organization consists of three essential elements, i.e., the structure, the process, and human assets. The structure usually refers to the mechanical aspects while the process is the system used by human beings to achieve organizational goals or objectives (Parashar, 2016). Human assets involved sentiment, feelings, ethics, and values. With these characteristics, human beings deal with the structure and process to achieve productivity and organizational goals. Therefore, the efficiency of any organization depends on how best the human assets are motivated to achieve the desired organizational goals (Ibidunni & Agboola, 2013). The motivation level of the player playing with structure and process is crucial to the success of the organization.

In general, the employee's motivation depends on their wages and welfare. If employers can fulfil the basic need of a worker, he then remains committed. An organization achieves success since committed workers have less turnover and an increase in productivity (Luciano, 2012). However, days have changed a lot, and business went beyond the geographical border of all countries. In the 21st century, there are changes in business models, automation of the production process, massive changes in technology & business environment, changes in need of employees, and changes in people's perception. At present, organizations are transforming into global entities (Aithal and S. P. Kumar, 2016).

Bangladesh Textile Industries are facing turmoil while managing their workers (Mahmood & Absar, 2015). Often workers come down to the street with their legitimate rights and conduct protest, blockade, and to some extent, ultimate

factory closure (Yasmin, 2019). Managing people at work has become a significant concern for the entrepreneurs of textile industries. The level of employee motivation seems to be minimum. There is a growing need to understand how best the employees can be managed at the workplace. Entrepreneurs are looking forward to finding a suitable solution for managing people at work.

An organization becomes effective in successful business locally and internationally with increased productivity, reduced turnover, and sustained economic growth. Industries can resolve arising skirmishes if principles and management practices of other cultures are studied and practiced (Aboyassin, 2008). In this backdrop, William Ouchi's Theory Z (1981) assumptions may be an option which if implemented, may assist in reducing industrial disputes and conflicts. To date, limited research has been conducted concerning the famous motivational theory propagated by Dr. William Ouchi in 1981. This study is sought to identify whether the assumptions of Theory Z can be applied as a tool to manage people at work.

Ideally, industrial peace and harmony are expected. Employee-employer cooperation and coordination can bring a better result. Employers will give due attention to fulfill the requirements of their employees while employees are expected to show the highest commitment, which ensures an increase in productivity (Kindornay, 2018). To maintain a good relationship between employers and employees, every organization should avoid any dispute and conflict as soon as possible to ensure industrial peace and harmony (Arumugam and Balasundaram, 2010, p-52). Several researchers have argued that participation in workplace decision making, providing employee a job for life, care and concern for employee families, making effort for long-term employment not only improves employees' attitudes toward work but also increases their performance (Behbahan, 2012; Carmeli et al., 2009; Katsaros, Tsirikas, & Nicolaidis, 2014; Khandakar, Khadija, & Sarmin, 2018).

However, the scenario is quite different in the textile industry. Often there are skirmishes between the employee and employer. Neither party seems to show respect to each other demand and causing entrepreneurial growth at stake (Ahammad, Sheikh, & Rahman, 2017). On the one hand, business entrepreneurs are facing challenges to manage the workers in the factory on the other hand workers are not comfortable with the basic wages, welfare and different social needs (Islam, Nilufar, & Mohammad, 2018).

The consequences of this situation may bring disaster for both employee and employer if not appropriately addressed. Bangladesh textile industries are a significant feeder industry for the readymade garments, which is the highest contributor in GDP (Nurunnabi et al., 2016). Entrepreneurs are now looking for ways and means to maintain industrial peace and harmony (Enamul & Nilufar, 2018). Theory Z assumption might be an alternative approach to manage people at work (Aithal & Kumar, 2016a; Braden, 2000; Parashar, 2016) although William Ouchi (1981) has advanced the theory as an extension of McGregor's Theory X/Y comparing the Japanese style of management with the Americans. However, the approach might equally generalize in Bangladeshi scenario. Therefore, the principal issue of this study is to identify if Theory Z assumptions can be adapted by the entrepreneurs to manage people at work.

The study tried to find out the answer to a few questions like "what are the sources of conflicts between management and employees? And "can the assumptions of the Theory Z fit in the Bangladeshi textile industry to manage people at work?"

There are two types of textile industries in Bangladesh. Industries those are supporting primary textile industries such as spinning, weaving/ knitting, dyeing, and finishing industries are known as backward linkage industries. RMG sector, printing, and packaging sector are known as forwarding linkage industries. Most of the growing textile industries are in the private sector (Zaman, 2018). The textile industries are the primary source of growth in the fast-developing economy of Bangladesh. Textile and clothing are the main sources of foreign-exchange revenue in Bangladesh. As of 2016, Bangladesh held the 2nd place in producing garments just after China.

Over the period, Bangladesh has become the world's second-largest apparel exporter. Most entrepreneurs are local; however, 5% of textile industries are owned by foreign investors. Despite many limitations, in the financial year 2016-2017, the textile industry generated US\$ 28.14 billion, which was 80.7% of the total export earnings and 12.36% of the GDP (Sikder, 2019). Approximately 61 million people are working in the textile industries in Bangladesh. Some important information is shown in Table 1.

**Table 1. Textile Industries in Bangladesh**

Type of mill	No. of Enterprise	No. of unit	Production Capability	Approximate Employees
Spinning	56	385	20.5 Million Metric tons	400,000

Weaving	113	721	21.5 Million meters	80,000
Knitting	45	2800	41 Million meters	60,000
Dyeing Finishing	29	310	17.2 Million meters	33,000
Garments	5063	Unknown	44.4 Million dozen	3600,000
Sericulture	16	72	609,400 kg	600,000
Jute	182	unknown	905,000 tons	350,000

Source: Zaman, (2018)

Bangladesh, a nation with only 145,000 square kilometer area, accommodating approximately 167.4 million populations, is believed to have some miracle with an average of 6.7 percent GDP growth (Kamal, 2019). In addition to her people, the country is feeding more than 1.5 million Rohingya Refugees for the last ten years. Although the significant share of GDP comes from the agriculture sector, however, the industrial sector like readymade garments, jute, leather, and pharmaceutical sector also have a considerable contribution to GDP (Maowla, 2018). Despite having massive potentiality in the industrial area, often entrepreneurs must give more attention to manage people at work than running a business. Skirmishes in the street, riot, street violence, blockade, destroying public and private property by the employees are a daily routine in the country. Even with a silly misunderstanding between the employee and employer, the employee comes out to the street and create unwanted activities for drawing the attention of the government (Sarkar, Anjum, & Khan, 2017).

Managing workers in enterprises have become a routine challenge for entrepreneurs. Management view and rationale on the employee should be changed to ensure healthy industrial relations (Das, 2019). Over the period, the Bangladesh government has taken enormous steps to eliminate all possible barriers to make an industrial friendly legislation policy. Many hindrances have been removed, and sustainable industrial growth is expected, but managing people at work became a challenge of time.

American professor Dr. William G. Ouchi's (1981) "Theory Z" ideas were featured in Time magazine as an elaboration of Japan's economic success. Business Week considered him as a founding father of participative management along with Mayo, Maslow, McGregor, and Argyris. Although at first sight, it might be a bit confusing that Theory Z might be a sequel to McGregor's Theory X and Theory Y, it is not (Pandey & Wali, 2010). Ouchi's study of participative management is an explanation of Japanese management success. American corporate world was familiar with the concept of employee involvement in the decision-making process but wondering how the Japanese were doing ahead of them. There was widespread frustration and even fear about Japanese corporations overtaking their U.S. counterparts in the early 80s (Mroczkowski, 1983).

Theory Z manager believes that a strong sense of commitment motivates employees. Employees will always seek opportunities for taking responsibility, and they will learn more about the company. Here the manager believes that employees learn the business through long-time employment and by making it possible for his /her to have "lifetime employment" (Parashar, 2016). As stated by Russ, (2011, p-834) "Theory Z emphasizes the importance of adopting an organizational culture associated with trust, freedom, and collaboration by addressing employees' individual needs, personalities, and goals."

Theory Z is sociological in its approach. This approach gave managers a new way of managing people in the industry (Hoa & Hoa, 2015). The motivational theory focuses on increasing employee loyalty toward the company. Theory Z makes assumptions about business enterprise culture, giving hope for a job for life to the employees. If an enterprise wants to realize the benefits described above, it needs to have the following:

- **A strong philosophy and culture:** The employees should understand the philosophy and culture and embody it by all. Employees need to have believed in the work they are doing.
- **Staff development and employment:** The enterprise should make an all-out effort to develop employees. Work should be for long-term, and promotion should be steady and calculated. This will eventually lead to loyalty from the employees.
- **Participation in the decision-making process:** Employees should be encouraged and expected to take part in the organizational decision-making process willingly. Managers' proclivity for the participative decision-making process is an asset to increase productivity.
- **Generalist employees:** Since employees are expected to seek responsibility in making decisions and understand all aspects of the enterprise, they ought to be generalists. However, employees are still likely to have specialized career responsibilities.

- **Program for happiness and well-being of the employees:** The organization should be sincere to ensure the health and happiness of its employees and their families.
- **Trust:** Trust is paramount important for smooth industrial relations. Both the employees and employers should have well established and recognized trust between them. Mistrust often leads to the failure of the enterprise in all possible sectors, be it for productivity or solvability.

Managing people at work is an art for the managers. Manpower management is the process of recruiting, training, empowering and directing employees to improve efficiency in the workplace and to foster professional growth. Workplace leaders, such as team leaders, managers and department heads, use people management to oversee business process every day and enhance employee performance. Over the past century, many theories, concepts, models, and ideas came into being, which was effectively used by various stakeholders, and some are found useful for managing employees at workplace (Chan et al., 2016).

Managing workers is crucial for business success. Following the concept of the famous management Theory Z, managing people would be meaning to manage workforce that mitigate workplace conflict and at the same time increase productivity. The principal concept remains “motivation” as the central issue in the management process (Trivikram, 2017). When people are managed effectively, a sense of belonging is created in the mind-set, and different needs are fulfilled than workers believed to be more productive, self-motivated, and committed to the organization.

The word “culture” has been derived metaphorically from the idea of “cultivation” the process of tilling and developing land. Thus, culture can be considered as a constellation of factors that are learned through interaction with the environment (Lleo, Viles, Jurburg, & Lomas, 2017). Organizational culture develops over the year with constant evaluation and reevaluation and practice. Corporate culture has been studied to justify for achieving a maximum work commitment and organizational effectiveness (Putra, 2019). In this study the organizational culture is defined as those practices or constellations as propagated by Theory Z. Employee retention for a long-term contract, slow promotion, and evaluation, holistic approach for employee’s family, collective responsibility, etc. are good indicators of healthy organizational culture (Pandey & Wali, 2010). If management agrees with the concept of long-term employment, slow promotion and evaluation system, employees’ families are equally taken care of, a sense of collective responsibility can be incorporated, and practice than an employee is believed to have more affection and commitment towards their job place. This might be helpful to manage people at work. Thus, we can hypothesize that organizational culture has a significant relationship with managing people at work (H1).

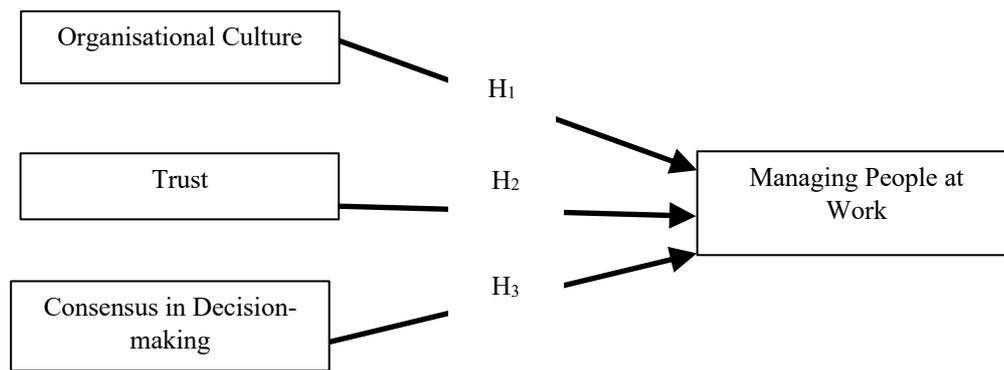
Trust between employer and employees is of paramount importance in a Theory Z management scenario. Employers should respect employees' physical, psychological, and emotional demands while employees should keep in mind the limitation of the organization and should have faith in the management. Mutual trust enables confidence between the employee and employer (Akkas et al., 2015). Therefore, we can hypothesize that trust has a significant relation with managing people at work (H2).

Consensus decision making is another assumption of Theory Z that states many problem-solving arrangements. Drushal (1992) contended that part of the motivation comes from the workers' sense of contributing to and helping others. Workers seem to remain loyal and committed when they can contribute to decision making. Many organizational problems disappear when group decision making is solicited (Al-Amin et al., 2018). Theory Z promotes participative decision-making arrangement and suggest that management should seek to ascertain a participative decision-making system that ensures a high level of commitment and dedication from the workers. Researchers argued that those employees having the opportunity to take part in the decision-making process might be committed and show respect to the decisions made since they are also part of those decisions (Akkas et al., 2015; Jackson, 1983; Reeves, Walsh, Tuller, & Magley, 2012; Rosemary, Nnaemeka, & Etodike, 2017). Thus, we can hypothesize that consensus decision making has a significant relation with managing people at work (H3).

## 2.0 Research Design and Methodology

This is truly a quantitative study that follows the hypothetic-deductive method (Sekaran & Bougie, 2016). The study’s population includes managers at a different level of Bangladeshi public and private textile industries located in Dhaka and Narayongonj. Only the backward linkage textile industries were taken into consideration. The samples for the study were selected after eliminating enterprises that have a total number of employees less than 500 and those managers having at least a group of 50 people and above to monitor or manage. The total number of enterprises came down to 139 from 243. Then, the stratified sampling technique was used to get a suitable sample size following Krejcie and Morgan (1970). The unit of analysis was the managers at different levels (strategic, tactical and operational level).

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**Figure 1.** Conceptual Model

**Source:** Researcher's Concept

A close-ended survey instrument was developed for this study. The device being newly developed was reviewed by three experts (Two full-time assistant professors from Bangladeshi private university and one Ph.D. holder industrialist from one of the samples selected industry). Initially, the instrument had a total of 47 items in three subscales (organizational culture dimension-11 items, trust dimension-13 items, Consensus in decision-making dimension-11 items and Managing people at work-12 items) beside usual demographic profile questions like age, gender, service length. However, after the expert review and pilot test, the number of items came down to 27 items.

Few items were omitted before the final study because of duplication, double-barrel, and excessive use of negative questions. The final study was conducted with 27 items. (organizational culture dimension 7 items, trust dimension 6 items, the consensus in decision-making dimension 6 items, and Managing people at work 8 items) For example organisational culture dimension was measured by asking respondent's opinion like, "I prefer that employees should serve for a long time in the company to gain experience and knowledge about the company culture", "slow promotion and evaluation help to retain employees in the company for a long term", and "Workers family should be equally taken care of so that they mentally remain free and perform more in the company". Trust dimension was measured by asking respondent's opinion on the statement like "I can count on my employees to help me if I have difficulties with my job" and "Employees would not knowingly do anything to hurt the organization".

Consensus in decision making variable was measured by asking respondent's opinion on the statements like, "participative decision making promotes positive relationships at all levels of the organization" and "participative decision making is an effective communication tool for me". Managing people at work place variable was measured by asking respondent's opinion on the issues like, "employee's loyalty can be achieved if they can be taken on board in both financial and non-financial decision making" and "we prefer to engage participatory decision-making process as the employee seek to be more productive, satisfied, and fulfill".

A pilot study with 32 respondents was conducted to test the reliability and validity of the scales. The results of the pilot study were principally found correct as predicted. However, some minor revisions were made on the instrument before the onset of the study. Cronbach's alpha scale was determined as a measure of reliability and validity of the used instrument. The Cronbach's Alpha ( $\alpha$ ) was 0.738.

A total of 282 questionnaires were disseminated to 39 enterprises (35 private and four public enterprises). Two hundred forty-nine (249) valid questionnaires were eventually collected, and 236 were found perfect and statistically analyzed. For this study, there were two sets of questionnaires. One in the English language and the other one was translated to Bengali (mother tongue of the respondents). Considering the literacy status of the maximum employee, a translated version of the instrument of their known language was necessary. Respondents were assured regarding the confidentiality of the instrument.

### 3.0 Results and Discussion

Data screening, missing data analysis, normality test, and multicollinearity test were carried out using Statistical Package for Social Science (SPSS) software version 23.0 while Partial Least Squared structural equation modeling technique was used to test the hypotheses using SmartPLS software version 3.2.9. There was no missing data. Data were also checked for non-

response biases and common method bias. However, no such violation of statistical presumptions was noticed. Data were assessed for multivariate outliers using Mahalanobis Distance Tests (Tabachnick, B and Fidell, 2013, p. 74). With 27 (df) interval scale variable and  $p < 0.001$ , the critical value is 63.164. The highest reading of Mahalanobis Distance was 61.756 and the lowest is 6.6057. The highest Mahalanobis distance (D2) is lower than the critical value confirming that there are no outliers in the study.

While examining multicollinearity in the data, the researchers found that the correlation between independent variables is less than 0.90 (see Table 2). Table 3 shows collinearity diagnosis result where the Variance Inflation Factor (VIF) values are less than 5, and the tolerance value values are above .1 (Hair et al., 2014). Therefore, it can be assumed that multicollinearity is not a serious issue in the study.

3.1 Descriptive Statistics

Out of 236 respondents, 92.2% of respondents are male, and only 6.8 % are female. Respondents' age ranges from 24 to 59 years. Ninety-Six respondents making up 39.8% of the total respondents have one to five years of service experience. Fifty-six respondents making up 22% and 51 respondents making up 21.6% have service length ranged from 6 to 10 years and 11 to 15 years, respectively. From this frequency analysis, it is evident that the maximum number of respondents are young adults who are expected to be the future leader in management.

Out of 236 respondents, 107 (45.3%) respondents have a master's degree as the highest qualification, while 98 (41.5%) are undergraduates. The translated research questionnaire into the Bengali Language is defensible as 27 respondents who are merely higher secondary qualified may not be able to answer the questionnaire in English.

Table 4 presents the descriptive statistics (mean and stranded deviation) of the independent variables (IV) and the dependent variable (DV). The total score of Managing People at Work (MPW) represents the sum of all 8 items of the dependent variable. Organisational Culture (Org\_Cul), Trust (Trust), and Consensus Decision Making Process (CDM) are the independent variables each having 7, 6, and 6 items, respectively.

**Table 2. Correlation Analysis Result**

Correlations				
	Org_Cul	Trust	CDM	MPW
Org_Cul	1			
Trust	.625**	1		
CDM	.825**	.760**	1	
MPW	.712**	.812**	.858**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 3. Collinearity Diagnosis**

Collinearity Diagnosis		
	Tolerance	VIF
Org_Cul	.320	3.126
Trust	.422	2.371
CDM	.221	4.516

a. Dependent Variable: MPW

**Table 4. Descriptive Statistics of IV's and DV**

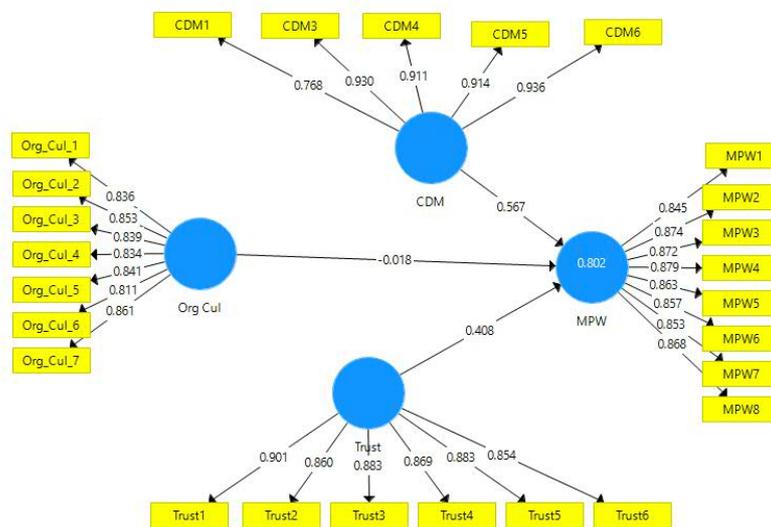
Descriptive Statistics			
	Mean	Std. Deviation	N
Org_Cul	23.34	8.796	236
Trust	14.61	7.461	236
CDM	16.82	7.579	236
MPW	21.31	10.038	236

3.2 Hypothesis Testing

Hypotheses were tested using SmartPLS software which is well known as second-generation computer-aided data analysis software. The reliability and validity of the data collected are shown in Figure 2 and Table 5. Outer loadings should be above 0.7 for a good reliable scale, composite reliability should be below 1 while Average Variance Extracted (AVE) should be above .5 (Hair et al., 2010, 2018; Hair et al., 2014). It can be assumed that the data collected are is valid and reliable.

**Table 5.** Construct Validity and Reliability

IVs	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
CDM	0.936	0.940	0.952	0.799
MPW	0.951	0.952	0.959	0.746
Org Cul	0.930	0.931	0.943	0.704
Trust	0.939	0.940	0.952	0.766



**Figure 2.** Path Coefficient, Outer Loadings, and R<sup>2</sup> of the Model

H<sub>1</sub>- Organisational culture has a significant relationship with managing people at work. It was assumed that organizational culture develops over the years and assumptions of theory Z if perceived by the respondents may give them a tool to manage the workers. The quantitative analysis should prove that organizational culture has substantive relation on managers' proclivity for utilizing assumptions of theory Z for managing people at work. A bootstrapping technique (referring to Figure 3) was carried out using SmartPLS software with 5000 sample tests. The result is shown in Figure 2, 3 and Table 6, where path coefficient of organizational culture and managing people at work latent constructs is -0.018 and this value is not significant (t 0.517; p-value 0.605).

**Table 6.** Path Coefficient, T Value, and P-Value

Path relations	Path Coefficient	T Statistics	P Values
Org Cul -> MPW	-0.018	0.517	<b>0.605</b>
Trust -> MPW	0.408	5.910	0.000
CDM -> MPW	0.567	8.611	0.000

This statistical analysis failed to reject the null hypothesis, the alternative hypothesis was that there is a significant relationship between organizational culture and managing people at work. But the result proved that this hypothesis is not correct. There is no relation between organizational culture and the use of Theory Z assumptions to manage people at work. Therefore, the alternative hypothesis ( $H_1$ ) is not supported.

$H_2$  - Mutual trust has a significant relation with managing people at work. The quantitative analysis should prove that trust has a substantive relationship on managers' propensity for utilizing the assumptions of Theory Z to manage people at work. The result shown in Table 6 and Figure 2 shows that the path coefficient is 0.408 and this value is significant at 1 percent ( $t$  5.910;  $p$ -value 0.000). This statistical analysis rejected the null hypothesis that there is no relation between trust and managing people at work. Therefore, the alternative hypothesis ( $H_2$ ) is supported.

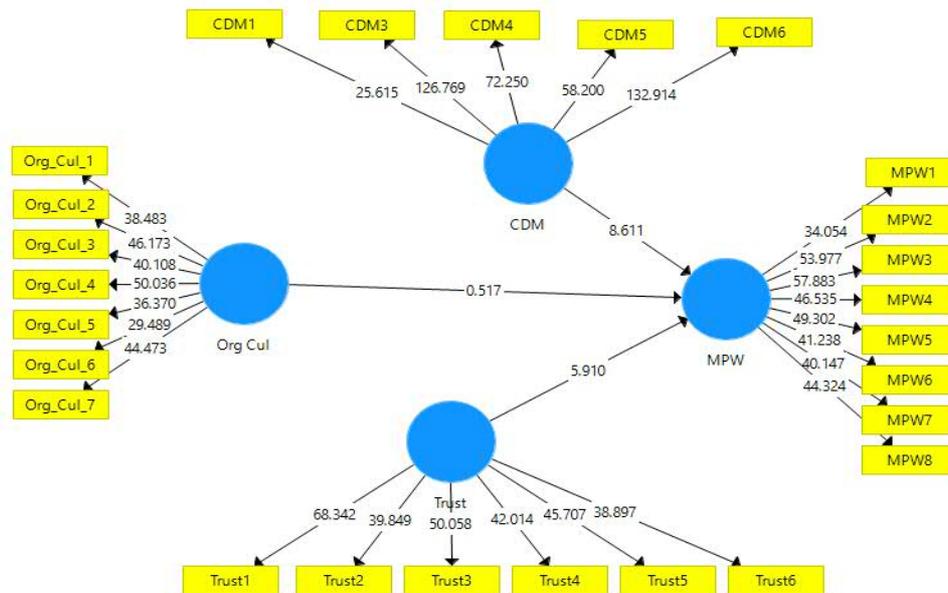


Figure 3. Bootstrapping Result

$H_3$  - The consensus in decision-making (CDM) trust has a significant relation with managing people at work. The quantitative analysis should prove that CDM has a significant relationship with managers' propensity for utilizing the assumptions of Theory Z to manage people at work. The result shown in Tables 2, 3 and Figure 5 shows that the path coefficient of this relationship is 0.567 and this value is significant at 1 percent ( $t$  8.611;  $p$ -value 0.000). This statistical analysis rejected the null hypothesis that there is no relation between CDM and managing people at work. Therefore, the alternative hypothesis ( $H_3$ ) is supported.

The  $R^2$  value of the model is 0.802 (see Figure 2). This means that the independent latent constructs (exogenous variables) have an 80.2 % effect on the dependent (endogenous) variable. This result shows a strong predictive model of the study.

Table 7. Predictive Relevance ( $Q^2$ ) Value

IVs and DV	SSO	SSE	$Q^2$
CDM	1180.000	1180.000	
MPW	1888.000	767.242	0.594
Org Cul	1652.000	1652.000	
Trust	1416.000	1416.000	

As a guideline,  $Q^2$  values for a given endogenous construct should be greater than zero to show the structural model's predictive accuracy for that construct. However, as a thumb rule,  $Q^2$  values higher than 0, 0.25, and 0.5 depict small, medium, and large predictive relevance of the PLS-path model as like the  $f^2$  effect sizes (Peng & Lai, 2012). From the result shown in

Table 7, it can be seen that this study's model has achieved a  $Q^2$  (predictive relevance) value of 0.594 which is much larger than 0.5. Therefore, the structural model's predictive accuracy for the endogenous construct is substantially large.

#### 4.0 Analysis of the Findings

This study finds no significant relationship between organizational culture and managing people at work. From the survey, it is evident that the organizational culture of Bangladeshi business industry is yet to develop as an employee centric industry. Managers were found inclined to maintain hierarchy and reluctant about employees needs. Employees' needs and desires have least possible priority. Managers did not agree that long term employment concept is suitable for Bangladeshi business environment, slow promotion and evaluation technique may not work to retain employees for long term, holistic concern for workers' family is not agreed upon and generalized training for employee career planning is also not part of the existing business culture. There are many sources of conflict between managers and employees like, wages, safety, compensations and retirement plan.

Organisational culture of Bangladesh is dominated by national culture. Management decision-making is mostly undertaken at the top level and the lowest at the worker level. Finding suggests that business culture in Bangladesh is yet to adopt the assumptions of the Theory Z in the overall business culture, however, they opted for mutual trust between the managers and workers and consensus in decision-making should be given priority to manage people at the workplace. Trust between managers and employees is found significant predictor to maintain peace and harmony in the industry. Managers also agreed that consensus in decision making will enhance sound industrial relationship and workers' management will be easier if they are hard and their consent is taken while taking decisions.

The assumptions of Theory Z are not being practiced in Bangladeshi business culture. The national culture of bureaucratic leadership still dominating the business culture. This study finds almost similar results conducted by Parashar (2016), where the author also summarised that Indian business culture is not suitable to practice assumptions of theory Z.

#### 5.0 Conclusion and Guideline for Future Study

Business leaders are transforming agents of the organisation to undoubtedly define organizational culture and goals in order to bring performance forward. While interacting with the strategical, tactical and operational level of managers, the researcher could notice that the assumptions of Theory Z are not known to many managers. However, this research could initiate a thought in the mind set of entrepreneurs in Bangladesh. While Ouchi's Theory Z may not be a universal remedy for all states of affairs, when properly managed, it does offer organizational advantages that be more important than its shortcomings.

Bangladesh is a new nation in the world map, has the potential for economic development within a short period. Ample of human resources coupled with geographical location made this country a leader in the least developed country in rapid economic growth. Future researchers may undertake projects or study other variables about managing people at work such as organizational effectiveness, power-sharing, employee empowerment, Knowledge and training, and manager's commitment.

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