

The parlor and the cub scout pack case studies



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The Parlor and The Cub Scout Pack Case StudiesPart A: Adams??™ Equity

Theory calls for a fair balance to be struck between an employee??™s inputs (hard work, skill level, tolerance, enthusiasm, etc.) and an employee??™s outputs (salary, benefits, intangibles such as recognition, etc.). According to the theory, finding this fair balance serves to ensure a strong and productive relationship is achieved with the employee, with the overall result being contented, motivated employees.

Adams??™ Equity Theory acknowledges that subtle and variable factors affect an employee??™s assessment and perception of their relationship with their work and their employer. The theory is built-on the belief that employees become de-motivated, both in relation to their job and their employer, if they feel as though their inputs are greater than the outputs. Employees can be expected to respond to this in different ways, including de-motivation (generally to the extent the employee perceives the disparity between the inputs and the outputs exist), reduced effort, becoming disgruntled, or, in more extreme cases, perhaps even disruptive. McCarthy evidenced sincere attempts at supervision and seemed to perform his work efficiently but at the same time, he had an agreement with Purvis by which he was supposed to initiate cost cutting measures within the company.

This led to McCarthy single-mindedly initiate an economy program designed to increase his earnings.? ? He did everything to reduce the operating cost of the Parlor. He changed the wholesale meat supplier and lowered both his cost and produce quality in the process and he reduced the size and portion of everything on the menu, including those fabulous sundaes and sodas.? ? McCarthy increased the working hours of those on minimum wage and

reduced the time of those employed at a higher rate.? ? Moreover, he eliminated the fringe benefit of a one-dollar meal credit for employees who worked longer than a five-hour stretch, and he cut out the usual 20 percent discount on anything purchased by the employees. This resulted in the employee??™s dissatisfaction and decrease in employee morale and thus leading to complains from its existing customers.

Clearly, in this case, employees of the Parlor were supposed to work longer hours and work harder whereas the outputs were significantly lower. Inputs included: Effort, Loyalty, Hard Work, Commitment, Skill, Ability, Adaptability, Flexibility, Tolerance, Determination, Enthusiasm, Trust in superiors, Support of colleagues, Personal sacrifice, etc. Employee??™s inputs in terms of effort and hard work suddenly became higher as he increased the working hours of those on minimum wage and reduced the time of those employed at a higher rate.? On the outputs side, their salary and perks/benefits were reduced significantly. In fact, some of the employees were asked to immediately leave or warned to lose the jobs in case they are undisciplined and don??™t work the way as McCarthy expected them to work. Job security among employees became too low. Their sense of achievement and recognition also plummeted down with the arrival of McCarthy within the company. Outputs typically include: Financial rewards (salary, benefits, perks, etc.

), Intangibles that typically include: Recognition, Reputation, Responsibility, Sense of Achievement, Praise, Stimulus, Sense of Advancement/Growth, Job Security, Purvis beliefs and motivations were to focus on the businesses interests and less on the day to day operations.? ? His belief was to enhance the business, he needed assistance and the assistance was through new

operational leadership. The offer he made to McCarthy was impressive, as it incurred a profit margin. McCarthy thought that it was imperative to cut costs at all costs to increase his profits, as the higher the profit, the higher is his pay. Purvis was an innovator, as he built the business from the ground up. McCarthy was a businessman and to him, the bottom line is the bottom line. Purvis welcomed the customer and embraced the staff. McCarthy put the customer and employee second to profits.

Purvis was upset when he received customer complaints. McCarthy was not, as his thoughts are everyone is replaceable, even the customer. In contrast, Purvis thought big and McCarthy thought small. Purvis worked hard in achieving quality and McCarthy worked hard at lowering quality. Quality to one is not the same as quality to another.

This scenario is a perfect example of how quality can be held to two separate and different standards. They are both leaders. Purvis is a leader in the aspect that he led his business to success. McCarthy is a leader, as his leadership, though harsh, led the company's profit margin up significantly. Purvis leadership came with compassion. McCarthy's leadership was raw. Purvis explained to McCarthy what his aspirations were and McCarthy took that leadership and led the company to high profits. Not all leaders lead with a soft hand such as Purvis.

I would like to recommend to Purvis to sit down with McCarthy and explain him the business situation clearly. The first thought is to fire McCarthy, but is it the best way. Knowing McCarthy is a good leader, but harsh at times, Purvis needs to sit down with him and explain more in detail what it is he

was expecting.?? Cost cutting doesn't mean that one should lower the quality or de-motivate the employees. I will also advise that the employees and customers come first and that his cost cutting tactics, while financially impressive, was not the tactics he should have used for the implementation of his plan. Poor communication results in poor results.?? Though both are leaders, neither can lead properly without communication, planning, implementation and goals.

Here, it is important to consider the Adams' Equity Theory factors when striving to improve an employees job satisfaction, motivation level, etc., and what can be done to promote higher levels of each. While obviously many of these points cant be quantified and perfectly compared, the theory argues that managers should seek to find a fair balance between the inputs that an employee gives, and the outputs received. And according to the theory, employees should be content where they perceive these to be in balance. McCarthy should have interacted with the employees to set the right expectations and also understand from them the different ways that The Parlor should have taken to implement cost cutting measures without hurting the employee's morale or dissatisfying the existing customers.

Part B: Thousands of volunteer leaders, both men and women, are involved in the Cub Scout program. They serve in a variety of positions, as everything from unit leaders to pack committee chairmen, committee members, den leaders, and chartered organization representatives. The purpose of Cub Scouting is: Character Development, Spiritual Growth, Good Citizenship, Sportsmanship and Fitness, Family Understanding, Respectful Relationships, Personal Achievement, Friendly Service, Fun and Adventure etc. Expectancy

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theory predicts that employees in an organization will be motivated when they believe that: ? Putting in more effort will yield better job performance ? Better job performance will lead to organizational rewards, such as an increase in salary or benefits ? These predicted organizational rewards are valued by the employee in question. This theory emphasizes self interest in the alignment of rewards with employee??™s wants.

It emphasizes the connections among expected behaviors, rewards and organizational goals. If we were to look at Cub Scout Pack 81 six years back, it was on the verge of disbanding. There were barely enough boys for an effective den. They were losing membership for long. The cub master was de-motivated and was trying to look for another job. Parent??™s expectations from the Cub Scout Pack 81 were really low.

They were reluctant to put their boys into the pack. This is in line with expectancy theory as the expectations of the parents from the Cub Scout Pack 81??™s program were really low. They didn??™t expect it to win any competition. Pack and its boys were falling victims to these low expectations.

They were not able to put in better job performance and thus it became a vicious circle for their success. But it changed drastically as the parents??™ expectations also changed with one great win that Cub Scout Pack 81 made. It all started with them getting fourth place in the scout expo??™s competition at the mall. This victory was very surprising and everyone was quite elated at this achievement.

Definitely, it was a biggest start for them. After that win, the expectation level has increased manifold and Parents and kids both expect to win every
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time. One success has led to several next successes for Cub Scout Pack 81 and it has become now a norm to succeed within Cub Scout Pack 81. There is also a great interest and demand to enroll their boys among parents and everyone wants that their boys get enrolled within Cub Scout Pack 81. Now the pack has the largest membership in the Lancaster/Lebanon council. It has received the presidential citation for its antidrug program. It has also started winning competitions with other packs in the council and the fire department, the main sponsor, is also very happy about its sponsorship. The membership in the pack has now reached around sixty cubs at all levels and they also have a new cub master.

Parents want their boys in a successful program and Cub Scout Pack 81 is the perfect match for them. The participation and energy level from the parents and boys are really high and it is leading to success for everyone in the Cub Scout Pack 81. Here, the valence is on the positive side as the parents, boys and Mike Murphy all have a preference to succeed rather than not achieving their set objectives. And they are excelling in achieving this goal of theirs. In order to enhance the performance-outcome tie, Mike Murphy has used systems that tie rewards very closely to performance.

In order to improve the effort-performance tie, Cub Scout Pack 81 have engaged in training to improve their capabilities and improve their belief that added effort will in fact lead to better performance. People develop varying conceptions of the probability or degree of certainty that the choice of a particular alternative action will indeed lead to a desired outcome.

Expectancies combine with total valence yield a persons aroused motivation or potential for a given course of action. Bibliography: Daft, R. L.

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