

MARKETING MARKETING: COMPARING HIRING INSTITUTIONS AND JOB CANDIDATES VIEWS

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ABSTRACT

There is a shortage of marketing faculty. An under-supply of PhDs is largely responsible, but the match between hiring institutions and job candidates may be another contributing factor. Most investigations of matching have been done in situations of equilibrium; however, this is a disequilibrium situation where hiring institutions and job candidates can gain an advantage over the competition. Using exchange theory, we examine the match between what hiring institutions are offering and what job candidates are seeking.

The survey of hiring institutions found that job skills, especially teaching and research ability, are the most important factors sought by hiring institutions. "Fit" with the job and academic training were slightly less important factors. Institutions thought they offered a great location, but weak salaries. With regard to the wishes of hiring institutions, most respondents suggested that doctoral training include more focus on teaching. Meanwhile PhD granting and ranked institutions were *also* more likely to suggest that doctoral programs prepare students better for research.

The survey of job candidates found that candidates valued colleagues, research support, and teaching load as the most important factors they were

seeking. Ironically, candidates were satisfied with the cost of living and benefits but not their colleagues or the location, the opposite of what schools perceived. On evaluating the quality of the job offer they accepted, these factors were rated poorly. Therefore, candidates who reported looking for specific factors in schools were generally not satisfied with what they received, yet found employment nonetheless. The open-ended questions also revealed that many candidates reported that hiring institutions made them feel welcome, and this was highly valued by the candidates. Finally, they also identified communication as both a key strength (when it occurred) and a key weakness (when they weren't kept informed).

The assumption of homogeneous matching preferences does not appear to be the case in the marketing market. First, some schools put significantly more emphasis on research skills than others. Second, some job candidates were very concerned about location while others were not. With regard to actions that can best benefit hiring institutions in this state of disequilibrium, many of the job candidates expressed a wish for more communication and professionalism in the job search process.