

EXTENSION AND DISCUSSION OF "AUTONOMOUS VERSUS MERGED MARKETING DEPARTMENTS:
THE IMPACT OF CURRENT DEPARTMENT STRUCTURE AND PREVIOUS RESTRUCTURING EXPERIENCE
ON FACULTY PERCEPTIONS." (*JOURNAL OF MARKETING EDUCATION*, VOL. 27 NO.3, DECEMBER
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ABSTRACT

Our original study compares marketing faculty perceptions concerning such issues as collegiality or student success among individuals who directly experienced combining marketing with a separate academic discipline, who directly experienced splitting marketing into an autonomous administrative unit, and who never experienced departmental restructuring. We found that faculty members currently working in autonomous marketing departments and those who never experienced an administrative change are most satisfied with their department structure, whereas individuals with merger experience and those in combined departments are least satisfied. However, in our *Limitations and Future Research* section, we state that "job satisfaction is a multidimensional construct that should be explored in much greater depth across the test categories established here (p.237)." We also identify the need to address issues related to department chairs and promotion and tenure decisions in future research. *Our special session will provide preliminary results from a new study designed to address these concerns.*

Based on the sales literature referenced below, we adopted thirty items representing seven job satisfaction factors for a follow-up survey to be conducted via the Internet. Our research is designed to capture overall job satisfaction among marketing faculty members, as well as satisfaction with co-workers and department chairpersons. Issues related to the college and dean (e.g., equity across departments) in addition to satisfaction with pay, promotion and tenure are explored. Finally, marketing faculty satisfaction with students is captured.

We also point out in the original article that "defensive reactions to organizational change can be classified as either maladaptive, resulting in resistance to change, or adaptive, which lessens resistance to change (Bovey and Hede 2001). Initial maladaptive reactions to restructuring in the workplace may soften over time, as individuals settle in and more adaptive, positive feelings begin to

emerge (Allen et al. 1995; Allen et al. 2001)(p.222)." *Our follow-up survey is specifically designed to capture any longitudinal change in post-merger faculty job satisfaction.*

The technical work required to administer our survey on-line has been completed. We have also obtained approval from the Bloomsburg University Institutional Review Board to conduct our survey, which we plan to initially distribute during the fourth week of January, 2006. A first reminder will be sent out two weeks later and if necessary a final request for participation will be distributed two weeks after that. March and April are allocated for data analysis and presentation preparation.

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