Background

Advertising agency industry may be described as a growing and very competitive sector. Work in advertising and media agencies can be highly stressful. Employees in this sector have to meet deadlines, work long hours and must deal with demands from clients. As a result of that, achieving a balance between work and family may become a challenge for many employees in this sector.

Previous studies (Byron, 2005; Eby et al., 2005) have identified different variables as antecedents (e.g.: job stress) or consequences (e.g.: job satisfaction) of work-to-family conflict (WFC) and family-to-work conflict (FWC).

However, research about the relationships between job strain with levels of work-family conflict and job satisfaction among employees in advertising agencies is scarce. This study is aimed to fulfill this gap.

Objectives

The objective of this paper is to explore relationships between job stress and both WFC/FWC, and the influence of these variables upon job satisfaction and organizational commitment. These variables are integrated into a model that includes job autonomy and feedback. Specifically, using structural equation modelling, these associations are tested in a sample of parent employees from several advertising agencies in Spain.

Measures

- Work-Family Conflict (Poelmans, 2001): 10 items, 5-points scale (alpha=0.93).
- Family-Work Conflict (Poelmans, 2001): 7 items, 5-points scale (alpha=0.82).
- Occupational Stress Indicator -OSI-2 (Williams, 1996; Cooper, Sloan & Williams, 1988): 6-factor version (62.84% variance): Stress I (lack of support & organizational issues), Stress II (managerial role), Stress III (workload), Stress IV (lack of extra-organizational support), Stress V (opportunities of promotion) and Stress VI (work-family balance).
- Autonomy and feedback: 3 items, (alpha=0.64).
- Job Satisfaction from OSI-2: 12 items, 6-points scale. Two factors explaining 65.65% of the variance. Factor I: Satisfaction with the job itself (alpha=0.93) ; Factor II: Organizational Satisfaction (alpha =0.88).
- Organizational Commitment (Thompson et al., 1999): 8 items, alpha=0.70.

Hypothesis

- H1: Higher WFC and FWC will be associated with lower job satisfaction
- H2: Higher job stress will be associated with lower job satisfaction
- H3: Higher autonomy and feedback will be associated with lower WFC and FWC and higher job satisfaction
- H4: Higher job satisfaction will be associated with higher organizational commitment
Participants

- The research scope was national, and the universe were all advertising agencies belonging to the Spanish Association of Advertising Agencies (AEAP), which represent a 70% of the sector investment in Spain.
- Data were collected from 276 parent workers - 51.1% females and 48.9% males- from 26 advertising agencies of the 36 associated agencies.

Results

- The model explained 52% of the variance in job satisfaction, 26% in organizational commitment, 17% in WFC and 11% in FWC.
- Stress II -managerial role- was a significant positive predictor of WFC and FWC. Stress II also predicted both job satisfaction and organizational commitment.
- Autonomy and feedback negatively predicted WFC and FWC and was a positive strong predictor of job satisfaction.
- As previous studies, WFC and FWC related positively.
- WFC and FWC were not a significant predictors of job satisfaction.

Discussion

- The majority of our hypothesis were supported and confirm the results from previous research.
- However, we did not find a significant relationship between WFC and job satisfaction in our sample of employees from advertising agencies.
- One explanation could be that we measured the time and strain facets of WFC and FWC and, as Bruck et al., (2002) suggest, job satisfaction appears more highly related to the behavior-based conflict than to time or strain-based conflict.

References