



## COMMUNICATION PROCESSES AND PROFESSIONAL SATISFACTION AMONG GOLF INSTRUCTORS IN THE COMMUNITY OF MADRID

EDUARDO GISMERA TIERNO<sup>1</sup>

egismera@comillas.edu

CRISTINA PAREDES SERRANO<sup>2</sup>

ciparedes@ucm.es

<sup>1</sup> Universidad Pontificia Comillas, España

<sup>2</sup> Universidad Complutense Madrid, España

---

### KEYWORDS

Communication  
job satisfaction  
golf instructors  
workplace dissatisfaction  
golf companies

### ABSTRACT

*Business organisations in the golf sector aim to provide a high-quality service, whether operating independently, within sports clubs, or where the club itself employs instructors. This study focuses on the influence of communication processes on the instructor–company–client relationship and empirically explores the link between the effectiveness of organisational communication and professional satisfaction, as perceived by professionals, and its impact on organisational trajectory. Interviews were conducted at several golf clubs in the Community of Madrid during June and July 2024, and responses were analysed using a term analysis tool. The work contributes new knowledge and empirical evidence to academic literature and the growing golf sector in Spain, offering insights into current and future approaches to company–instructor relations. The primary conclusion highlights the need to implement efficient communication processes to enhance job satisfaction, even in companies where existing practices are considered adequate, as a key indicator for improved management.*

---

Received: 16/ 05 / 2025

Accepted: 22/ 08 / 2025

## 1. Introduction

There is limited knowledge regarding the effects of workplace dissatisfaction on the trajectory of organisations. Although researchers are increasingly interested in understanding workplace dissatisfaction, as evidenced by Gismera et al. (2019), and companies are beginning to recognise associated organisational challenges (Allard-Poesi and Hollet-Haudebert, 2017), the topic remains underexplored. Current models of human resource management do not directly address this issue, and there is a lack of evidence on how to manage job satisfaction within companies and whether the implementation of effective communication processes could contribute to its improvement.

Public or private institutions and the companies serving them in the golf sector are sports organisations but also wield significant social influence among their clients. This implies that the service provided extends beyond mere sports instruction. Moreover, the companies offering these services engage, perhaps unconsciously, with psychological and social dimensions, such that the sporting experience is combined with specific forms of attention to satisfy the client. Consequently, the role of a golf instructor transcends mere sports instruction, and the level of job satisfaction they achieve in performing their duties will, in turn, influence that of their pupils (Hahm JJ, 2023) and, as a result, the outcomes of the club or company they serve. Developing a close relationship with clients is considered a central aspect of sports organisations dedicated to golf. Therefore, measuring and managing the satisfaction and/or dissatisfaction of instructors in the workplace appears to be more critical in these organisations, which strive for service excellence, compared to other sports activities, while acknowledging the importance of all such activities as is just.

This study explores a structural model linking communication processes with job satisfaction and the personal willingness to establish a close and high-quality relationship with the client. Data were collected through in-depth interviews conducted in Madrid during June and July 2024 at eight sports clubs. The analysis of the obtained information was carried out iteratively using the NVivo content analysis tool. This work aims to contribute to the academic literature by providing new knowledge and empirical evidence on the subject and serves as a valuable source of information for institutions and companies seeking to implement improved management systems for their instructors in sports organisations dedicated to golf.

## 2. Theoretical Framework

Locke (1976) defined job satisfaction as “a positive or pleasurable emotional state resulting from the appraisal of one’s job or job experiences” pp.1297-1349. Although the concept of job satisfaction is complex due to the numerous variables influencing its formation, it appears evident that job satisfaction can be “constructed” or at least fostered among workers. Appropriate job orientation and training aimed at promoting it, recognition, or expectations of career progression contribute to its occurrence and sustainability over time (Tavbuma et al., 2015). Job satisfaction does not arise from a single variable but from multiple factors that collectively generate pleasure or displeasure in an individual regarding their work. These can be divided into aspects or characteristics inherent to the job itself and the specific conditions of each individual as a person. It is the combination of both that conditions or prevents job satisfaction (Maison & Griffin, 2005). Part of the literature suggests that dedication to an activity for which one feels passion, and which aligns with the individual’s preferences significantly contributes to their professional satisfaction. An individual who experiences moderate enjoyment in their activity has a strong foundation for feeling satisfaction, provided circumstances are supportive (Vallerand et al., 2003).

Conversely, workplace dissatisfaction is regarded in the consensus literature as an unpleasant and disruptive psychological experience that arises when a worker encounters insurmountable barriers that persist despite exhausting all available resources to improve their situation in the workplace (Bontemps et al., 2018). Diamond and Allcorn (2003) recommend that business owners, including those in the golf sector, bring to the workplace elements that could foster positive experiences capable of promoting workers’ mental health and, consequently, the development and improvement of effective communication processes.

The workplace has been defined as a psychological space requiring a positive relationship between the worker and the organisation they serve, both in terms of mutual commitment and dedication (Glomb et al., 2011). This underpins the justification of this research, which posits that unconscious behaviours

related to workplace well-being exist and that, consequently, workplace dissatisfaction negatively impacts organisations, leading to a decline in the quality of the product or service offered to clients (Ellinger et al., 2011).

As noted, job satisfaction is a concept that resists precise definition due to its multifaceted nature (Judge & Klinger, 2007). According to Clarke and Mahadi (2017), it manifests as a positive feeling derived from successfully completing assigned tasks, which fosters greater motivation. Likewise, it is expressed through pride in belonging to a profession and an increase in well-being (Burton et al., 2017). In the same vein, it has been argued that job satisfaction relies on the ability to express feelings and opinions to clients, colleagues, and superiors (Guillén et al., 2015), underscoring the necessity of effective communication processes. In the context of golf, as will be explored later, the job satisfaction of instructors in their workplace has not yet been studied.

In some less common instances, the term workplace dissatisfaction or discontent is elevated in research to the category of suffering. Most authors attempting to define suffering have equated it with pain (Egnew, 2005). We align with Briner (1999) in his work titled "The Neglect and Importance of Emotions at Work," which asserts that emotions constitute non-specific affective states, making their definition challenging. Suffering is one such emotion, and its definition and study are not straightforward. This difficulty arises not so much from its subjectivity but from the non-specific nature of its essence and, consequently, its definition.

Although previously underexplored, the study of workplace dissatisfaction has advanced considerably in recent years (Coulehan, 2018). Some authors, such as Montoya Juárez et al. (2013), defined suffering as a more or less permanent state of pain experienced by an individual within a specific society and culture, in response to a perceived threat capable of undermining their physical or psychosocial integrity, leaving them feeling vulnerable and helpless. However, suffering is not solely triggered by physical pain; in the business world, psychological harm, situated at the threshold of subjectivity inherent to the concept of suffering, must also be considered (Ridner, 2004). In this regard, a component of suffering that justifies its subjectivity is the individual's sense of their own vulnerability. In other words, any individual who feels vulnerable experiences suffering to a greater or lesser extent (Black & Rubinstein, 2004).

Other authors concur that suffering in the workplace is more common than might be expected today. Contemporary professionals dedicate a significant portion of their time to performing assigned tasks within business organisations of various types and sectors, including the golf industry, where long working hours and tasks on public holidays are standard. It can be asserted that the workplace, as a human experience, may be a source of dissatisfaction under certain, inherently subjective circumstances, though it could be measured through the sensation of fatigue manifested as uncontrolled stress (Quick & Henderson, 2016). These authors reviewed evidence on health risks associated with workplace stress, concluding that preventive management should be applied. In the interest of both employee well-being and organisational performance, job satisfaction must be taken seriously by company leaders, particularly in the service sector under study, as it is expected to impact the final quality of the service provided.

Having acknowledged the existence of workplace dissatisfaction in organisations generally, and as an inherently subjective yet inevitable human emotion at some point in our lives, it is pertinent to analyse the influence of communication processes and their management with respect to golf instructors, aiming to improve their situation and, consequently, the service provided to clients. Satisfied golf instructors in their clubs are more likely to enhance client interactions through greater trust and better communication. In such cases, high levels of service quality can be expected (Landrum et al., 2009). However, the effects of golf instructors' job satisfaction on the quality of service they provide, and their communication practices have not yet been investigated, primarily because current managers do not directly address this issue. This study seeks to fill this gap and contribute new knowledge to the field.

## 5. Aim and Method

The aim of this study is to understand how golf instructors perceive their job satisfaction within the organisations they work for, how they manage it, and how their managers can assist in addressing it through tailored communication plans. This objective is specified in the following aspects. The research

thus provides an empirical contribution based on the experiences of golf instructors regarding their sense of well-being or dissatisfaction and, where applicable, how their reality is managed from a communication perspective.

This study examines a segment of the social reality we experience, specifically the relationship between golf instructors and the business organisations they serve. The study of social sciences has certain specificities that render it complex and, to some extent, distinctive due to its subjective nature. This study will therefore be influenced by social experiences as well as those of the researcher themselves (Beltrán, 2015).

To explain the chosen methodology, it should first be noted that the research was divided into an initial phase of documentary analysis, followed by a subsequent phase of empirical analysis. In the first phase, documentary analysis was employed as the method to study existing publications related to the sport of golf. In the second phase, this documentary analysis gives way to an empirical analysis phase, which includes conducting in-depth interviews with various golf instructors in the Community of Madrid.

### **3.1. Documentary Analysis**

The initial phase of documentary analysis aims to identify articles published on golf worldwide between 2022 and mid-2024. Furthermore, once analysed, it will be possible to determine whether the job satisfaction of golf instructors has been studied and, if so, under what circumstances and in which geographical contexts.

To achieve this, the well-known *Web of Science* was consulted. “The *Web of Science*, owned by Clarivate Analytics, is a collection of databases containing bibliographic references and citations from periodicals, covering information from 1900 to the present. The *Web of Science* comprises the Core Collection, which includes the Science and Social Sciences indices” (WOS, 2024).

### **3.2. Participants and In-Depth Interview Procedure**

The Community of Madrid hosts the largest number of registered golf licences in Spain. Of the 293,560 registered golfers as of 31 December 2022, 90,330 were from this Autonomous Community. In all clubs where companies operate, or in those that directly employ their instructors, golfers seeking lessons receive individualised attention aligned with a high standard of quality, based on the instructors’ extensive knowledge and social skills. This work is carried out with a high level of dedication and availability of hours.

In-depth interviews were chosen as a method due to their utility in obtaining a substantial quantity and quality of information. As various methodological treatises affirm, in-depth interviews are highly suitable for the exploratory phases of a study (Vallés, 2009). Moreover, they are frequently used in studies directly or indirectly related to human behaviour in organisations (Randall & Gibson, 1990). This method involves a private, professional, and structured conversation with pre-selected individuals, aimed at conducting an analytical study of the responses obtained to establish as accurate a diagnosis as possible regarding a specific issue (Ruiz Olabuénaga & Ispizua, 1989).

To prepare the interview guide, a questionnaire was developed in advance and sent to 50 experts in human resource management and business ethics, including university doctors, professors, and company executives. This is a standard procedure in such cases, as noted in the literature on survey and questionnaire methodology (McLellan, MacQueen, & Neidig, 2003). The experts were asked to evaluate the questions (rating them as excellent, good, inappropriate, and/or poor, with no limit on their assessments). Following this, they provided general comments regarding the interview’s approach. Twelve responses were received and taken into account in preparing the interview model.

Efforts were made to obtain a sufficiently representative sample of golf professionals. Thus, individuals of both genders, different ages, varying lengths of tenure in their roles, and working in clubs and/or for companies of different sizes located in various geographical areas of the Community of Madrid were selected. The selection resulted in the following:

6. Female, 41 years old, A.E.J. Fourteen years of teaching experience. Ten years of tenure in the current role.
6. Female, 31 years old, M.P.Y. Seven years of teaching experience. Two years of tenure in the current role.



As previously noted, the interviewer ensured that the discourse across all interviewees was consistent and determined the number of interviews at which this consistency was achieved. Each interview was entered into the *NVivo* documentary analysis system, and a count was made of the fifty most frequently used terms in the interviewees' conversations. Words irrelevant to the analysis, such as prepositions or conjunctions, were excluded. Additionally, words with fewer than three letters were removed to facilitate the count, while retaining the term "golf," which is, as is evident, essential to the presented analysis. The aim was to understand what was discussed and whether it was addressed in a similar manner and with comparable intensity.

Interviews were progressively added to the system as they were transcribed, to assess the evolution of the discourse. The first interview was entered initially, followed by the first and second, then the first three, and so forth. The discourse of each new interviewee was compared with the previous one(s) to analyse the degree of similarity. When the second interview was added to the first, it was found that only twenty-one of the fifty most frequently used terms by the two interviewees were the same, and these appeared in a significantly different order of priority. Of the ten most frequently used terms, only forty-four per cent coincided, and in a different order, as noted. This level of homogeneity in the discourse was deemed insufficient to consider the interviews comparable.

However, as interviews were gradually and cumulatively added to the process, as described, it became increasingly difficult for the interviewer to identify significantly new content; greater consistency was observed in the conversations. This was confirmed when the eighth interview was added to the previous seven. At this point, it was determined that forty-seven of the fifty most frequently used terms were identical, and in nine out of the top ten terms, the order of appearance also coincided. It was then concluded that the saturation point had been reached, and the reliability of the interpretation of the results was sufficiently assured.

### **3.5. Ethical considerations**

To comply with necessary ethical and anonymity standards, each interviewee was assigned an interview number and their initials were rearranged to prevent identification. Following the meeting, which was conducted in a private setting and in all cases with the co-author of this study responsible for the matter, the transcribed documents were sent to the interviewees for review. The interviewer committed to not disseminating the content, either in whole or in part, which is why the names of the interviewees are not disclosed.

## **4. Results**

### **4.1. Documentary analysis**

We first address the analysis of results obtained from the review of articles published worldwide from January 2022 to July 2024 concerning the sport of golf.

The Web of Science database contains 901 publications, of which 626 correspond to the years 2022 and 2023, and 275 to the first six months of 2024. The review of this literature was conducted by grouping published content according to common themes of interest. The following categories were established:

- a. Development of the sport of golf, including analyses of swing techniques, amateur player typologies, the social demographic most engaged in the sport, and general techniques related to golf practice.
- b. Industry related to the sport of golf, encompassing comparisons between brands, technological innovations, sports equipment and accessories, and tools related to golf technology, with a notable emphasis on articles concerning golf balls.
- c. Golf courses, covering publications related to their natural environment, greens, types of grass, geographical locations, their impact on nearby populations, and the number of visitors they receive, among other aspects.
- d. Health benefits and/or injuries caused by the sport of golf, with particular attention to the impact of the COVID-19 pandemic, which has dominated researchers' focus, though not exclusively.
- e. Physical and psychological satisfaction in the sport of golf, a topic addressed with some frequency that has prompted greater attention from the researchers of this study, albeit without specific findings, as discussed below.

- f. Tourism related to the sport of golf, including the influence of golf on tourism in specific regions and the reciprocal relationship between tourism and the promotion of golf. This category examines geographical areas, models of offerings for individuals, families, and groups, and the future of both sectors combined.
- g. Specific population sectors or participants in the sport of golf, including professional players, golf legends, women, juniors, US scholarship students, volunteers, caddies, and coaches of professional players.
- h. From a more pragmatic perspective, a group of publications focuses on legislation related to the sport of golf, its rules, and the analysis of conflicts surrounding various international circuits.
- i. Lastly, a set of articles explores the relationship between the sport of golf and the business world, linking skills such as leadership, qualities and competencies for professional development, and the potential for consultancy activities through golf.

From the analysis of the 901 referenced articles, it can be asserted that golf instructors are never considered as a subject of investigation. One article, published in South Korea in 2022 and indexed in Web of Science on 26 January 2023, titled *A Study on the Relationship between Face Sensitivity, Job Stress, Job Satisfaction, and Performance of Golf Course Employees* (Kitae, 2023), was identified. Although its title suggested relevance to the present research, its content pertains to the influence of watching YouTube before visiting a golf course, rendering it unrelated.

The following presents the number of articles published in 2023 by topic, excluding four articles a priori as they did not pertain to the sport of golf but to other fields of study:

1.- Development of the sport of golf	39 articles
2.- Industry related to the sport of golf	46 articles
3.- Golf course management	52 articles
4.- Health benefits and/or injuries caused by the sport of golf	63 articles
5.- Physical and psychological satisfaction in the sport of golf	22 articles
6.- Tourism related to the sport of golf	8 articles
7.- Population sectors or specific stakeholders in the sport of golf	24 articles
8.- Legislation surrounding the sport of golf, rules and conflicts	12 articles
9.- Relationship between the sport of golf and the world of business	4 articles

It is evident that the absence of golf instructors in the most recent research studies underscores the significance of this research and the importance of the in-depth interviews conducted, the results of which are presented below.

#### **4.2. In-Depth Interviews**

As explained, the objective of this subsection is to interpret the statements of the interviewees in relation to the subject matter of this research. To this end, we will utilise the most frequent terms and concerns, as well as the conclusions emerging from the discourse, which has been read and interpreted iteratively, as previously noted. Initially, we extract from the text any statements concerning the job satisfaction of golf instructors within their organisations. The transcribed interviews are repeatedly reviewed, and the meaning of statements related to the term under study, its synonyms, potential causes, and observable symptoms is analysed.

The following are the notable statements:

- 7. Golf instructors state that some colleagues lack sufficient job satisfaction in their roles, although, in general, satisfaction is expressed. Note expressions such as “...I think not everyone is equally satisfied,” “...they don’t perceive satisfaction when the environment isn’t what they desire,” or “...it causes too much dissatisfaction for some people.” They indicate that there is no protocol to facilitate more and better communication with the environment.
- 7. At times, job satisfaction is absent, but it is difficult to detect. They state that individuals often suffer in silence and hesitate to express their concerns because they lack a communication channel. In deeper conversations, they acknowledge that some colleagues may indeed experience suffering. One reason cited by interviewees for their colleagues’ silence is the fear of “what others might say,” as it is perceived as an embarrassing situation.
- 7. Job satisfaction is generally the prevailing sentiment, at least outwardly, but dissatisfaction sometimes arises, is hard to detect, and poses a problem. In any case, addressing it is not

straightforward, they assert. They recognise a complex reality in which everyone operates, which is not always easy. Today, more than ever, we are influenced by the changing circumstances surrounding us, constantly navigating desires and aspirations with the anxiety of not knowing if we will make ends meet.

7. In cases of dissatisfaction, they perceive that companies and/or clubs do not always address it, sometimes due to ignorance and almost always due to a lack of communication. Given this complex situation, the interviewed golf instructors attempt to convey that addressing such an issue directly is not always simple and that clubs or companies should take responsibility for tackling it.
7. To address this issue, clubs should recognise the importance of establishing communication processes capable of uncovering hidden suffering. They do not criticise the clubs but believe they should be equipped with sufficient tools to address it, such as discreet spaces, awareness-raising sessions, group meetings, and personal interviews aimed at identifying potential cases of dissatisfaction. Colleagues, even if aware, maintain discretion.
7. The issue at hand is a challenge for the entire sector and undoubtedly for clubs and federative bodies as well. However, they also assert that if the importance of addressing it to improve well-being and, consequently, the profitability of companies in the sector were explained, they would consider potential proposals and provide the necessary support. Ultimately, it is about reasoning with them about the benefits of focusing on the job satisfaction of golf instructors for the benefit of all.

At this point, we believe we have achieved the intended objective of presenting the sentiments of golf instructors regarding communication processes related to their job satisfaction and what should be done, in their view, in cases where, although not widespread, some dissatisfaction may arise among their colleagues.

## 5. Conclusions and Propositive Conclusions

Golf instructors provide professional and personalised attention of a high standard to their clients in an environment that could generally be described as satisfactory. However, more or less concealed instances of workplace dissatisfaction arise, which come at the expense of service quality and are not communicated due to the absence of appropriate channels. This study has empirically explored the instructor-client relationship through the described qualitative analysis method.

It can be concluded that golf instructors may, in some cases, face difficulties in meeting their clients' needs and delivering the best service if the general level of professional job satisfaction within the sector is not addressed beforehand. The novelty of this study lies in examining the degree of job satisfaction among a highly specific group where, a priori, the instructor-client interaction is both professional and affectively positive. The job satisfaction of golf instructors is high, with elevated standards of service quality. However, even in such conditions, workplace dissatisfaction emerges and negatively impacts both the relationship with clients and the quality of service when not communicated through appropriate channels. Consequently, those responsible for clubs, companies, and federative bodies must begin to consider measuring and managing professional job satisfaction to enhance the quality of their service systems.

The results of this research contribute to the literature on job satisfaction among golf instructors, aiming to improve understanding of its influence on the instructor-client relationship and the final quality of the service provided. This study offers a new perspective for golf managers seeking to enhance service quality through their primary asset: their instructors. Managers who understand the importance of job satisfaction, which affects instructors' well-being, are more likely to achieve better service quality and, consequently, greater profitability from all perspectives.

Several recommendations emerge regarding human resource management policies in the golf sector, particularly concerning commonly used communication processes and, more often, those that are generally absent. Assuming that behaviour is often the result of conscious and unconscious mental processes, workplace dissatisfaction must be considered when managing staff to ensure the quality of the final service and greater profitability. In line with Allard-Poesi and Hollet-Haudebert (2017), implementing dedicated listening times, both individual and group-based, would be highly innovative. Similarly, based on the literature review, another highly recommended tool would be the

implementation of workplace mindfulness programmes (Glomb et al., 2011), as mindfulness training has proven effective in increasing job satisfaction (Burton et al., 2017).

Nowadays, the concept of work differs significantly from the predictable career paths and routines of the past. Today's workers operate within highly flexible work environments in dynamic organisations where loyalty is not permanent, and workforces and objectives are constantly adjusted, making employee satisfaction essential (Sennett, 2000). Communication becomes increasingly useful and necessary, particularly in preventing hidden instances of workplace suffering in the golf industry.

## **6. Acknowledgments**

The authors wish to extend their sincerest gratitude to the group of individuals who participated in this study. They also express their thanks to the Pontifical University of Comillas and the Complutense University of Madrid for their willingness and support. Additionally, they wish to thank the reviewers who may contribute their valuable time and effort to improving the quality of the article with greatly appreciated suggestions and comments.

## **7. Ethical Statement**

The purpose of the study was explained to all golf instructors participating in the voluntary and anonymous interviews.

## **8. Authors' Contribution**

EGT analysed the data, wrote the manuscript, and supervised the research process. CPS conducted the data collection and reviewed the study. EG and CP critically revised the manuscript. Both authors contributed to the interpretation of the data and approved the final version of the manuscript for submission.

## **9. Declaration of Conflict of Interest**

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

## References

- Adeb-Saeedi, J. (2002). Stress amongst emergency nurses. *Australian Emergency Nursing Journal*, 5(2), 19–24.
- Alimoglu, M. K., & Donmez, L. (2005). Daylight exposure and the other predictors of burnout among nurses in a university hospital. *International Journal of Nursing Studies*, 42(5), 549–555.
- Allard-Poesi, F., & Hollet-Haudebert, S. (2017). The sound of silence: Measuring suffering at work. *Human Relations*, 70(12), 1447–1471. <https://doi.org/10.1177/0018726717703449>
- Ariza-Montes, A., Leal-Rodríguez, A. L., Ramírez-Sobrino, J., & Molina-Sánchez, H. (2019). Safeguarding health at the workplace: A study of work engagement, authenticity and subjective wellbeing among religious workers. *International Journal of Environmental Research and Public Health*, 16(17), 3016. <https://doi.org/10.3390/ijerph16173016>
- Beltrán, M. (2015). Cinco vías de acceso a la realidad social. En M. García Ferrando, F. Alvira, L. E. Alonso, & M. Escobar (Eds.), *El análisis de la realidad social: Métodos y técnicas de investigación* (Vol. 1, pp. 17–). Alianza Editorial.
- Black, H., & Rubinstein, R. (2004). Themes of suffering in later life. *Journal of Gerontology: Social Sciences*, 59B(1), S17–S24.
- Bontemps, S., Barlet-Ghaleb, C., Mediouni, Z., Besse, C., Bonsack, C., Wild, P., & Danuser, B. (2018). Protocol for evaluating a consultation for suffering at work in French-speaking Switzerland. *Contemporary Clinical Trials Communications*, 9, 71–76. <https://doi.org/10.1016/j.conctc.2017.12.004>
- Briner, R. B. (1999). The neglect and importance of emotion at work. *European Journal of Work and Organizational Psychology*, 8(3), 323–346.
- Burton, A., Burgess, C., Dean, S., Koutsopoulou, G. Z., & Hugh-Jones, S. (2017). How effective are mindfulness-based interventions for reducing stress among healthcare professionals? A systematic review and meta-analysis. *Stress and Health*, 33(1), 3–13. <https://doi.org/10.1002/smi.2673>
- Clarke, N., & Mahadi, N. (2017). The significance of mutual recognition respect in mediating the relationships between trait emotional intelligence, affective commitment and job satisfaction. *Personality and Individual Differences*, 105, 129–134.
- Coulehan, J. (2018). Suffering, hope, and healing. En *Handbook of pain and palliative care* (pp. 739–753). Springer.
- De Vries, M. K. (2004). Organizations on the couch: A clinical perspective on organizational dynamics. *European Management Journal*, 22(2), 183–200.
- Diamond, M. A., & Allcorn, S. (2003). The cornerstone of psychoanalytic organizational analysis: Psychological reality, transference and counter-transference in the workplace. *Human Relations*, 56(4), 491–514.
- Domínguez-Gómez, E., & Rutledge, D. N. (2009). Prevalence of secondary traumatic stress among emergency nurses. *Journal of Emergency Nursing*, 35(3), 199–204.
- Egan, T. M., Yang, B., & Bartlett, K. R. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15(3), 279–301.
- Egnew, T. R. (2005). The meaning of healing: Transcending suffering. *The Annals of Family Medicine*, 3(3), 255–262.
- Ellinger, A. D., Ellinger, A. E., Bachrach, D. G., Wang, Y. L., & Elmadağ Baş, A. B. (2011). Organizational investments in social capital, managerial coaching, and employee work-related performance. *Management Learning*, 42(1), 67–85.
- Elpern, E. H., Covert, B., & Kleinpell, R. (2005). Moral distress of staff nurses in a medical intensive care unit. *American Journal of Critical Care*, 14(6), 523–530.
- Fornell, C., & Bookstein, F. L. (1982). Two structural equation models: LISREL and PLS applied to consumer exit-voice theory. *Journal of Marketing Research*, 19(4), 440–452.
- Gismera, E., Fernández, J. L., Labrador, J., & Gismera, L. (2019). Suffering at work: A challenge for corporate sustainability in the Spanish context. *Sustainability*, 11(15), 4152. <https://doi.org/10.3390/su11154152>

- Glickman, S. W., Baggett, K. A., Krubert, C. G., Peterson, E. D., & Schulman, K. A. (2007). Promoting quality: The health-care organization from a management perspective. *International Journal for Quality in Health Care*, 19(6), 341–348.
- Glomb, T. M., Duffy, M. K., Bono, J. E., & Yang, T. (2011). Mindfulness at work. *Research in Personnel and Human Resources Management*, 30, 115–157.
- Guillén, M., Ferrero, I., & Hoffman, W. M. (2015). The neglected ethical and spiritual motivations in the workplace. *Journal of Business Ethics*, 128(4), 803–816.
- Hahm, J. J., Kwun, D. J., & Kang, J. (2023). Analysis of environmental stimuli, satisfaction, and behavioral responses: An extended Mehrabian–Russell model to alternative golf. *International Journal of Hospitality Management*, 109, 103407. <https://doi.org/10.1016/j.ijhm.2022.103407>
- Jennings, B. M. (2008). Work stress and burnout among nurses: Role of the work environment and working conditions. En R. G. Hughes (Ed.), *Patient safety and quality: An evidence-based handbook for nurses* (pp. 137–158). Agency for Healthcare Research and Quality.
- Judge, T. A., & Klinger, R. (2007). Job satisfaction: Subjective well-being at work. En M. Eid & R. Larsen (Eds.), *The science of subjective well-being*. Guilford Press.
- Khamisa, N., Peltzer, K., & Oldenburg, B. (2013). Burnout in relation to specific contributing factors and health outcomes among nurses: A systematic review. *International Journal of Environmental Research and Public Health*, 10(6), 2214–2240.
- Kitae, Y. (s. f.). A study on the relationship among face sensitivity, job stress, job satisfaction, and performance of golf course employees. *Journal*, 16(4), 205–215.
- Landrum, H., Zhang, X., Prybutok, V., & Peak, D. (2009). Measuring IS system service quality with SERVQUAL. *Informing Science*, 12, 17–46.
- Lee, H., Delene, L. M., Bunda, M. A., & Kim, C. (2000). Methods of measuring health-care service quality. *Journal of Business Research*, 48(3), 233–246.
- Locke, E. A. (1976). The nature and causes of job satisfaction. En M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- Maison, C., & Griffin, M. (2005). Group task satisfaction. *Group & Organization Management*, 30(6), 625–652.
- Malach-Pines, A. (2000). Nurses' burnout: An existential psychodynamic perspective. *Journal of Psychosocial Nursing and Mental Health Services*, 38(2), 23–31.
- McLellan, E., MacQueen, C., & Neidig, J. (2003). Beyond the qualitative interview. *Field Methods*, 15(1), 63–84.
- Mejía Navarrete, J. (2000). El muestreo en la investigación cualitativa. *Investigaciones Sociales*, 4(5), 171–
- Montoya-Juárez, R., García-Caro, M. P., Campos-Calderón, C., Schmidt-RioValle, J., Gómez-Chica, A., Martí-García, C., & Cruz-Quintana, F. (2013). Psychological responses of terminally ill patients experiencing suffering. *International Journal of Nursing Studies*, 50(1), 53–62.
- Moyle, W. (2003). Nurse–patient relationship: A dichotomy of expectations. *International Journal of Mental Health Nursing*, 12(2), 103–109.
- Munir, F., Nielsen, K., Garde, A. H., Albertsen, K., & Carneiro, I. G. (2012). Mediating the effects of work–life conflict. *Journal of Nursing Management*, 20(4), 512–521.
- Pompili, M., Rinaldi, G., Lester, D., Girardi, P., Ruberto, A., & Tatarelli, R. (2006). Hopelessness and suicide risk among psychiatric nurses. *Archives of Psychiatric Nursing*, 20(3), 135–143.
- Prins, S. (2006). The psychodynamic perspective in organizational research. *Journal of Occupational and Organizational Psychology*, 79(3), 335–355.
- Quick, J. C., & Henderson, D. F. (2016). Occupational stress: Preventing suffering, enhancing wellbeing. *International Journal of Environmental Research and Public Health*, 13(5), 459.
- Randall, D., & Gibson, A. (1990). Methodology in business ethics research. *Journal of Business Ethics*, 9(6), 457–471.
- Ridner, S. (2004). Psychological distress: Concept analysis. *Journal of Advanced Nursing*, 45(5), 536–545.
- Ringle, C. M., Wende, S., & Will, A. (2005). *SmartPLS 2.0 (Beta)*. SmartPLS. <http://www.smartpls.de>
- Ruiz Olabuénaga, J. I., & Ispizua, M. A. (1989). *La descodificación de la vida cotidiana*. Universidad de Deusto.
- Sennett, R. (2000). *La corrosión del carácter: Las consecuencias del nuevo capitalismo*. Anagrama.

- Tavbuma, V., Georgellis, Y., & Thomas, L. (2015). Orientation training and job satisfaction. *Human Resource Management, 54*(2), 303–321.
- Taylor, S., White, B., & Muncer, S. (1999). Nurses' cognitive structural models of work-based stress. *Journal of Advanced Nursing, 29*(4), 974–983.
- United States Conference of Catholic Bishops. (2001). *Ethical and religious directives for Catholic health care services* (4th ed.). Author.
- Vallerand, R. J., Blanchard, C., Mageau, G. A., Koestner, R., Ratelle, C., Léonard, M., ... Marsolais, J. (2003). Les passions de l'âme. *Journal of Personality and Social Psychology, 85*(4), 756–767.
- Vallés, M. S. (2009). *Entrevistas cualitativas*. Centro de Investigaciones Sociológicas.
- Web of Science. (s. f.). <https://www.recursoscientificos.fecyt.es/licencias/productos-contratados/wos>