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DRIVERS OF EMPLOYEE DIS/SATISFACTION: A COMPARISON OF TOURISM AND SPORTS INDUSTRIES

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ABSTRACT

This study aims to identify the common and distinct factors affecting the dis/satisfaction of employees in two different industries, namely tourism and sports, and develop a model. The study was carried out using the qualitative method. A total of 118 employees in five-star hotels and sports centers participated in the study. Common factors affecting employee satisfaction were thematized as relationship with co-workers, nature of the job, relationship with superiors, salary, working hours, career opportunities, and job security. The factors affecting the dissatisfaction were thematized as inefficient salary, lack of relationship with superiors, job insecurity, and lack of relationship with co-workers. In the context of satisfaction in tourism, the theme of "Facilities and benefits" differs from sports. In the context of dissatisfaction with sports, the theme of "lack of career opportunities" differs from tourism. Based on the study findings, practical implications are presented for the two industries in an aim to increase the performance and productivity of their businesses. The study conveys its originality by identifying the employee dis/satisfaction factors in the tourism and sports industries.

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INTRODUCTION

The consideration of employee satisfaction is an important subject to be studied further in the business world today (Lam et al., 2001; Matzler & Renzl, 2007) because it leads to significant results such as better customer satisfaction and financial business performance (Chi & Gursoy, 2009; Papadimitriou & Karteroliotis, 2000). The outstanding working factors for employees are likely to lead to satisfied employees loyal to organizations and can present service experiences to customers. When the relevant area is examined, it can be seen that the employees of both tourism and sports industries are featured by many common characteristics (Gozalova et al., 2014). For instance, Nagel et al. (2020) demonstrate that the employees in sports have some difficulties such as longer working hours, working till early hours in the morning and till late hours in the evening, and the obligation to be ready to work on an official day offs and weekends. Similarly, Chalkiti and Sigala (2010) state that the difficulties of tourism employees are frequently changing working hours and a day off, not spending enough time with the family, the requirement of working on even bank holidays and fests and not being able to use annual leave due to heavy workloads.

Moreover, because the main product of hotel and sports businesses is service-dominated (Lee-Ross & Lashley, 2012; MacIntosh & Burton, 2018), employees produce service through direct interaction with customers (Chelladurai & Chang, 2000; González & Garazo, 2006), and employees in sport and tourism industries are a tangible part of the intangible product presented (Chelladurai & Chang, 2000; González & Garazo, 2006). Therefore, there may be common or distinct factors in the dis/satisfaction of employees; this is defined in the framework of a model because employee satisfaction has a generalizable nature, such as mates of employees, salary, job security, and nature of the job. This case is also valid for the tourism and sports industries (Lillo-Bañuls et al., 2018; Nagel et al., 2020).

While the literature accommodates many studies that have great importance for organizations and that affect employee satisfaction (Tutuncu & Kozak, 2007; Wangenheim et al., 2007), they have been more quantitative-driven (Shehawy, 2021) and/or examined in a single industry (Dixon & Warner, 2010). Some of the studies relate to the investigation of the relationship between personal characteristics and satisfaction of employees (Lillo-Bañuls et al., 2018; Stamolampros et al., 2019; Vujičić et al., 2015), whereas some others have focused on employee satisfaction and its behavioral outcomes (Chen & Wang, 2019; Chi & Gursoy, 2009).

The study by Lillo-Bañuls et al. (2018) compared the factors of job satisfaction in tourism and other services and identified that job satisfaction of tourism employees was lower than that in different economic sectors. This result may be attributed to the negative features of the tourism industry, such as their lower earnings, even though the employees have worse working conditions but more working hours (Baum, 2007). The same bad working conditions are valid for the sports industry (Nagel et al., 2020). However, the levels of employee satisfaction in tourism and other fields are compared from a quantitative point of view. The literature has limited empirical evidence for any comparative study in the context of these two industries with identical service features.

Departing from this point, in these two service industries, the standard and distinct factors affect dis/satisfaction in terms of employees' views. Identifying the common factors leading to the dis/satisfaction of employees in both industries may contribute to our understanding of the behavior of employees and defining job dis/satisfaction. This study was carried out by following the procedures of a qualitative paradigm, and it responded to the question of whether or not an employee dis/satisfaction has a generalizable common nature: What are the generalizable common factors making employees of both industries satisfied? What are the generalizable common factors that make employees of both industries dissatisfied? In the context of the satisfaction and dissatisfaction of the employees, what are ungeneralizable and distinctive factors? By answering these questions, this study aimed to define the common and different factors affecting the dissatisfaction/satisfaction of the employees in two other industries within the framework of a model.

LITERATURE REVIEW

Employee satisfaction, or a positive or negative attitude employees have toward their jobs, expresses employees' happiness in the workplace and environment (Khan et al., 2021; Sageer et al., 2012). According to Moyes et al. (2008), employee satisfaction denotes that an individual is satisfied with the position in their job. Brief (1998) defined an inner condition in which employee satisfaction is expressed emotionally or cognitively by evaluating the degree of dis/satisfaction obtained from the job experience.

Theories of employee dis/satisfaction

The Hierarchy of Needs is a theory of human psychology developed by Abraham Maslow in 1943. Meeting these needs leads to career,

development and employment satisfaction, while the lack of ability to meet them may cause dissatisfaction (Ahad et al., 2021). Furthermore, Herzberg's Double Factor Theory has been accepted as the seminal work on the motivation theory following Maslow's theory (Herzberg et al., 1959). Herzberg defines the factors related to the job itself and satisfying the employees as "motivating factors" (e.g. development, recognition, success etc.), and the factors related to the working conditions of the job as "hygiene factors" (e.g., wages, working conditions, job security etc.).

According to the theory of equality developed by Adams (2010), on the other hand, the performance of the person and the satisfaction obtained from work are shaped depending on the level of equality or inequality perceived in the work environment. Alderfer (1972) explained the requirements at three levels. An employee's dis/satisfaction is related to whether their need for existence, relations and development is met. Alderfer's Existence Need corresponds to Maslow's physiological and safety needs. The former's need for relatedness also responds to the latter's social needs, called love and belonging. Again, Alderfer's growth needs may be considered as Maslow's value and self-update needs.

The common point of theoretical studies about employee satisfaction relates to meeting their desires and needs. Here, both tourism and sports industries characteristically exhibiting the same features at many points may have a common generalizable point; this standard generalizable structure can be presented within the framework of a model and the model can further explain the common dissatisfaction/dissatisfaction factors of employees of the two sectors.

Employee dis/satisfaction in tourism

As a result of good services provided, generally in all industries but specifically in tourism, customers are expected to be satisfied. The ability to offer a good service depends on the satisfaction and productivity of employees (Cheng & Yi, 2018; Chi & Gursoy, 2009; Yao et al., 2019). There is empirical evidence of a positive relationship between employee satisfaction and customer satisfaction (Alagarsamy et al., 2020; Wangenheim et al., 2007). Indeed, in the service industry, employees have great importance in delivering what has been promised (Lam et al., 2001; Takeuchi et al., 2021). Therefore, meeting the needs of employees and providing a good working environment may help employees to offer a good service (Sasser et al., 1997). The satisfied employees are expected to create happy and loyal customers, which would provide high financial

returns via high sale rates (Chi & Gursoy, 2009; Laškarin Ažić, 2017). The point the employees in the tourism industry emphasized is that it cannot be afloat without creating satisfied customers; therefore, tourism businesses must provide satisfying factors for their employees (Gursoy & Swanger, 2007; Park et al., 2020).

In the tourism literature, it is evident that the studies generally focus on behavioural results. In this context, the studies dealt with relationships between employee satisfaction and financial performance (Chi & Gursoy, 2009), employee satisfaction and hospitality performance (Laškarin Ažić, 2017), and organizational social activity and satisfaction (Israeli & Barkan, 2004).

The researchers developed models including employee satisfaction and numerous variables and tested them. They tried to evaluate the behavioural results of satisfied employees. The high turnover of human resources in tourism also brings about fundamental problems (Yang, 2008). Leaving employment can be attributed to factors like inconsistent recruitment (Lo & Lam, 2002). What is essential is the factors related to employee dissatisfaction. Some of these are salary dissatisfaction (Cho et al., 2006), lack of managerial support for employees, ineffective management (Kim & Jogaratman, 2010), and inadequate job benefits (Lo & Lam, 2002). Therefore, managers should comprehensively understand employee satisfaction factors, such as a suitable working environment, fair working hours, and effective/accommodating management.

While the levels of employee satisfaction are evaluated in the context of tourism and other industries (Díaz-Carrión et al., 2020; Lillo-Bañuls et al., 2018), from a qualitative point of view, employee dis/satisfaction factors for these two industries have yet to be identified. This study identifies the common and distinct aspects of "employee satisfaction and dissatisfaction" of two industries which experience difficulties keeping their employees because of the same characteristics. In doing so, the study aims to contribute to the understanding of "job satisfaction," which has an important effect on employee loyalty, performance, productivity, and profitability (Park et al., 2020; Purwanto et al., 2022).

Employee dis/satisfaction in sports

Employee satisfaction is generally defined as the degree of satisfaction or liking employees feel for their workplaces (Son et al., 2021). Employees develop positive or negative attitudes regarding their job or environment

(Ellickson & Logsdon, 2002). The more a working climate meets a person's needs, values or personal characteristics, the higher the job satisfaction to be expected (Li et al., 2022). For example, in a study on football and basketball trainers, Dixon and Warner (2010) identified salary as a dissatisfaction factor. Similarly, Parveen et al. (2020) identified a positive relationship between salary and job satisfaction in the tourism sector. In other words, salary and dis/satisfaction are common factors for both industries.

Although both industries have distinct characteristics, their common issues are that they are service-oriented and effectively use resources in the middle of global economic conditions (Lee et al., 2018). Therefore, improving competitive power is related to employee satisfaction. In this context, job satisfaction is directly related to the productivity of an organization, and increasing job satisfaction is accepted as an important element (Trivellas et al., 2021). Therefore, it is necessary to research the factors that can affect employee satisfaction to improve organizational performance (Lee et al., 2018). When the relevant literature is examined, it can be seen that the sports literature has mainly focused on the behavioral results of job satisfaction (Khan et al., 2021). For example, Lee et al. (2018) studied the relationship between servant leadership, organizational culture and employee satisfaction among fitness employees. Li (1993) investigated the relationship between the job satisfaction of coaches in Chinese sports schools and their job performance. Richards et al. (2019) identified a negative relationship between emotional exhaustion, role ambiguity, and job satisfaction. Various studies in the sports literature studied elements of job dis/satisfaction according to certain variables such as age, marital status, length of service, and education (Bernabe et al., 2016). In the studies of theory development carried out by Dixon and Warner (2010), dis/satisfaction factors of basketball and football trainers have been examined. The most frequently used element in satisfaction factors was related to the themes of player-coach relationship and recognition and social status and in dissatisfaction factors, with the pieces of sport policy, salary, recruiting, and personal life balance.

METHODOLOGY

In tourism and sports, in-depth interviews were conducted to identify the factors related to employee dis/satisfaction. The interview is one of the most commonly used data collecting methods in qualitative studies (Bradford & Cullen, 2013). According to Patton (2014), phenomenology studies focus on

how people make sense of experience. With comprehensive interviews made, job dis/satisfaction consists of generalizable and distinctive factors. We conducted individual interviews both face to face and via Zoom to enrich the capacity of data through voluntary participation. The first two questions were about semi-structured, and the last four questions specified the participants' demographics. Interviews were done between 1 and 30 August 2021. The participants in tourism consist of employees affiliated with ten five-star hotels representing four geographical regions, namely the Mediterranean, Marmara, Aegean, and the Black Sea. Those in sports comprised employees with 15 sports centres representing seven geographical regions, namely the Mediterranean, Marmara, Aegean, Black Sea, East Anatolia, Southeast Anatolia, and Central Anatolia. In line with Dixon and Warner (2010), the questions were formed by obtaining the opinions of the two academics. The themes of the study were created by reviewing the relevant literature (Table 2). Table 1 provides the profile of participants in both groups.

Table 1. *The profile of participants*

Variables	Participants	Sports	Tourism	
Gender	Male	49	41	90
	Female	35	13	48
Age	18-25	12	7	19
	26-33	11	20	31
	34-41	22	13	35
	Age 42 and over	39	14	53
Length of Experience	Inexperienced (1-10 years)	28	26	54
	Experienced (11 years and over)	56	28	84
	Total	**84**	**54**	**138**

Compatible with the aim of the study, the interviews made with the employees of tourism and sports. 65.2% of the participants (90 people) are male, and 34.4% of them (48 people) are female. It was identified that 13.8% (19 people) of participants were between the ages of 18-25; 22.5% (31 people), age 26-33; 25.4% (35 people), age 34-41; and 38.4%, age 42 and over. When examined by the length of service, 39.1% (54 people) of the employees in both industries were inexperienced, and 60.9% (84 people) were experienced. Approximately two-thirds of the participants were from sports (60.8%), and almost one-third were from tourism (39.2%).

Credibility

In qualitative studies, many perspectives associated with the importance and definition of validity, terms defining validity, and validity forming

processes have emerged (Creswell & Poth, 2016). The concepts typically related to quantitative studies, such as reliability and validity, are differently conceptualized in qualitative studies (Sevilmis & Yıldız, 2021). One of these different views is to use credibility instead of validity (Glaser & Strauss, 1966). Providing credibility is associated with studiously applying all study processes and presenting accurate results to the readers, practitioners, and other researchers (Noble & Smith, 2015). To increase credibility, some suggestions were introduced in the literature. To provide credibility to this study, the following processes were applied.

First, the theoretical and conceptual frameworks were utilized in determining the study method. Depending on the theoretical and conceptual framework, it was shaped like the theory of the double factors developed by Herzberg et al. (1959). Second, in the stage of coding, mainly sticking to the theory, expert opinions and broader literature were also considered (Dixon & Warner, 2010). Third, the first author conducted interviews with the participants and data source diversification was ensured as we collected the data from the two parts (Lincoln & Guba, 1985; Miles & Huberman, 1994). Finally, the study findings were associated and discussed with the results of the previous studies.

Reliability

Codes are the connections between the data's positions, concepts and opinion sets. In this sense, they are intuitional instruments enabling researchers to uncover the latent data (Coffey & Atkinson, 1996). In a qualitative study, coding allows researchers to define, set, and build the theory. Also, coding introduces persuasive evidence providing reliability for qualitative studies (Nili et al., 2020). One of the most important subjects discussed in coding is the inter-coder agreement, which is to check the common opinion in coding, whether it is on code names, coded passages, or coding the same selection in the same way.

This study realized inter-coder agreement calculations through the document's code occurrence (existence). If both coders assign the same code to the document, it is considered that there is a match. In this case, it is not vital that the code is set two times to one person and one time to the other. However, the existence of a code is important (Sevilmis & Yıldız, 2021). The inter-coder agreement was calculated with the formula "Matches / (Matches+Non-Matches) * 100" MAXQDA software carries out an inter-coder deal through the equation as Miles and Huberman (1994) suggested. According to this formula, 14/(14+3).100=82% was identified as a

consistency percentage (Kuckartz & Rädiker, 2019). This calculated inter-encoder agreement rate is a sufficient level of agreement (Sevilmis & Yıldız, 2021).

Coding

For analyzing the data, a software program was used. The reason for selecting this software program is that it has a user-friendly interface for analyzing various data such as interviews, reports, tables, online surveys, focus groups, videos, sound files, literature, visuals, tweets, PDFs and visualizing the data (Kuckartz & Rädiker, 2019). Also, MAXQDA is software used in sports management studies (e.g. Borges et al., 2015) and tourism (e.g. Blayney et al., 2020). In this study, while forming code names, Herzberg et al.'s (1959) "Double Factor Theory" and satisfaction studies, carried out in sports and tourism areas, were guided (Chelladurai & Ogasawara, 2003; Dixon & Warner, 2010; Laškarin Ažić, 2017; MacIntosh & Walker, 2012; Nagel et al., 2020; Vujičić et al., 2015).

Table 2. *Summary of the Employee Satisfaction Factors*

Factors	Definition	Literature
Relationship with co-workers	It refers to the bonds between employees	Israeli and Barkan, (2004)
Nature of work	Employees take pride in their work; they think their job is pleasurable and makes them feel prestigious in society.	Xu et al. (2018)
Relationships with superiors	The relationship of top-level personnel with employees in a lower stage	Laškarin Ažić (2017)
Salary	Wage received in exchange for the work done	Dixon and Warner (2010)
Working hours	The time workers spend on the job and its suitability	McNamara et al., (2011)
Career opportunities	Employees have opportunities to develop themselves.	Kong et al., (2018)
Job Security	It eliminates the factors that threaten job continuity and create worry about losing it.	Vujičić et al, (2015)
Facilities and Benefits	It is the presence of opportunities, meals in the workplace, accommodation specific to employees, or a room for them to rest.	Davras and Gülmez, (2013)

RESULTS

The findings obtained from the study were presented by considering the respondents in the direction of the general aim of the study. Tables 3 and 4 illustrate the factors associated with employee satisfaction in both industries. The percentage of "satisfaction" subtheme and frequency percentages for the employees in both fields are given in Table 3. The most

uttered satisfaction factors in tourism were collected under eight subthemes "relationship with co-workers", "relationship with superiors", "nature of the job", "salary", "facilities and benefits", "working hours", "career opportunities", and "job security". The most uttered satisfaction factors in sports are collected in seven subthemes "relationship with co-workers", "nature of job", relationships with superiors", "salary", "working hours", "career opportunities", and "job security". The literature warns not to include the views of all participants (Creswell et al., 2007; Miles & Huberman, 1994) and recommends ensuring consistency between data and research findings. Therefore, Table 4 presents the representative excerpts of the codes of the sub-themes.

Table 3. *Satisfaction factors of employees in sports and tourism*

	Sports			Tourism		
Themes	Sub-themes	f	%	Sub-themes	f	%
Employee Satisfaction	Relationship with co-workers	25	31,64	Relationship co-workers	15	25,00
	Nature of Job	23	29,11	Relationship with superiors	13	21,70
	Relationship with superiors	16	20,25	Nature of Job	12	20,00
	Salary	6	7,60	Salary	6	10,00
	Working Hours	4	5,10	Facilities and Benefits	5	8,30
	Career Opportunities	3	3,80	Career Opportunities	4	6,70
	Job Security	2	2,50	Working Hours	3	5,00
				Job Security	2	3,30

Table 4. *Coding frequencies and quotations associated with satisfaction*

	Sports		Tourism
Subthemes (frequency)	Codes	Subthemes	Codes
Relationships with co-workers (25)	I have a good synergy with my co. I am satisfied with working here. (P3)	Relationships with co-workers (15)	I am satisfied with the work I do. We have good communication with my co-workers. They are always considerate. (P4)
Nature of Job (23)	I like sports. It is my lifestyle. Doing it as a profession makes me additionally happy. (P50)	Management (13)	We have considerate management who can readily solve problems related to work. I can say that this also adds to my job satisfaction. (P51)
Relationship with Superiors (16)	I am satisfied with my job because management communicates well with all employees and appreciates me. P73)	Nature of Job (12)	I find my profession enjoyable, my relationship with my superiors is good, and I have many reasons for my satisfaction. (P54)

Salary (6)	My salary makes me the most satisfied. (P77)	Salary (6)	I find the wage I receive sufficient. When compared to the other hotels, it makes me satisfied. (P6)
Working hours (4)	I am satisfied with the work hours. I can sustain my social life and work life together. (P11)	Facilities and Benefits (5)	Food, accommodation and opportunities the hotel provides for employees are in quality, which cannot be underestimated. (P7)
Career Opportunities (3)	The institute I work in supports me in developing myself. This also makes me satisfied. (P59)	Career Opportunities (4)	I believe this hotel presents all opportunities to me in terms of my career, and I think Y has a fair right to upgrade. This also makes me satisfied with my work. (P29)
Job Security (2)	I think the job security of employees is adequate. Therefore, I am satisfied with working here. (P5)	Working hours (3)	My partner is also working, and since my working hours are at the level I want, I am satisfied with it. (P10)
		Job security (2)	It is a guaranteed job because managers show this with the appreciation they deliver to the employees. (P9)

As seen in Table 5, the dissatisfaction factors of both industries were collected under specific themes. The most uttered dissatisfaction factors in tourism were collected under six subthemes such as "inconvenient working hours", "insufficient salary", "lack of relationship with superiors", "job insecurity", "lack of appreciation", and "lack of relationship with co-workers". The most uttered dissatisfaction factors in sports are collected in seven subthemes like "insufficient salary", "lack of relationship with superiors", "inconvenient working hours", "lack of appreciation", "inadequate career opportunity", "job insecurity", and "lack of relationship with co-workers". Table 6 indicates the representative quotations with their descriptions.

Table 5. *Factors influencing the dissatisfaction of employees*

	Sports			Tourism		
Themes	**Subthemes**	**f**	**%**	**Subthemes**	**f**	**%**
Employee Dissatisfaction	Inefficient salary	36	44,44	Inconvenient working hours	19	39,58
	Lack of relationship with superiors	16	19,75	Insufficient salary	17	35,42
	Inconvenient working hours	11	13,59	Lack of relationship with superiors	5	10,42
	Lack of appreciation	7	8,64	Lack of job security	3	6,26
	Inadequate career opportunity	5	6,17	Lack of appreciation	2	4,16
	Job insecurity	4	4,94	Lack of relationship with co-workers	2	4,16
	Lack of relationship with co-workers	2	2,47			

Table 6. *Coding frequencies and examples associated with the dissatisfaction of employees*

Sports		Tourism	
Subthemes (frequency)	Codes	Subthemes (frequency)	Codes
Insufficient salary (36)	In the sports center I work in, not being able to see the return of the work I do, especially in terms of salary, makes me dissatisfied. (P28)	Inconvenient working hours (19)	Due to long working hours, we do not have enough time to rest. (P17)
Lack of relationship with superiors (16)	I am not satisfied with it because management is incapable of understanding the work we do. (P59)	Insufficient salary (17)	Especially in proportion to the working hours, we receive a relatively low salary. This is a big problem for our workplace, and especially for employee satisfaction in the tourism industry. (P1)
Inconvenient working hours (11)	Working until midnight by starting to work in the early hours of the morning is a characteristic feature of the sports center, and I am not happy with it. (P40)	Lack of relationship with superiors (5)	Management is rather inconsiderate of the employees. (P16)
Lack of appreciation (7)	Lack of adequate appreciation and indifference to employees are the most important causes of my dissatisfaction. (P41)	Job insecurity (3)	We do not have any job security for the future in the hotel we work at. Since it is a seasonal job, everyone considers themselves temporary. Therefore, I am not satisfied with it. (P2)
Job insecurity (4)	Lack of job security and feeling it every day are the most crucial dissatisfaction factors of mine. (P17)	Lack of appreciation (2)	The positive work I do in the organization is not appreciated. Therefore, I am not satisfied with my workplace. (P11)
Inadequate career opportunity (5)	That it does not support development is an element I am not satisfied with. Sports is a continuously progressing phenomenon. In my opinion, each trainer here must have an educational background. The lack of this is appalling and sad for us. (P22)	Lack of relationship with co-workers (2)	Becoming a workmate in tourism is difficult. The distinct features, such as crowded teams, people from different cultures, and various working areas according to the department, negatively affect teamwork.
Lack of relationship with co-workers (2)	We sometimes have troubles in our work with management or co-workers. For example, inconsiderate management and colleagues, lack of corporate social responsibility understanding can be counted among our dissatisfaction factors. (P23)		

Model of dis/satisfaction

The results from both fields reveal that the employees have various common factors regarding dis/satisfaction. Findings of the present study are similar to the previous studies focusing on job satisfaction (Aksu &

Aktaş, 2005; Belias et al.,2022; Bernabe et al., 2016; Chelladurai & Ogasawara, 2003; Díaz-Carrión et al., 2020; Dickson & Huyton, 2008; Dixon & Warner, 2010; Heimerl et al., 2020c; Jiang & Lok, 2021; Karatepe et al., 2006; Lamberti et al., 2022; Lillo-Bañuls et al., 2018; Raedeke et al., 2002; Ruiz-Palomo et al., 2020; Weiss & Stevens, 1993). Figure 1 presents the satisfaction model developed for both industries. It shows that "relationship with co-workers", "nature of the job", "relationship with superiors", "salary", "working hours", "career opportunities", and "job security" are influential on the job satisfaction of employees in both industries. When these factors are optimal, job satisfaction may increase. In addition, "Facilities and benefits " also affect employees' satisfaction in sports. This factor is a distinctive element of satisfaction for tourism and sports.

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 │ * Relationship with  │  │     Common       │ │ * Relationship with  │
 │   co-workers         │──│   Satisfaction   │─│   co-workers         │
 │ * Nature of Job      │  │     Factors      │ │ * Relationship with  │
 │ * Relationship with  │  └──────────────────┘ │   superiors          │
 │   superiors          │                       │ * Nature of job      │
 │ * Salary             │                       │ * Salary             │
 │ * Working hours      │                       │ * Career opportunities│
 │ * Career opportunities│                      │ * Working hours      │
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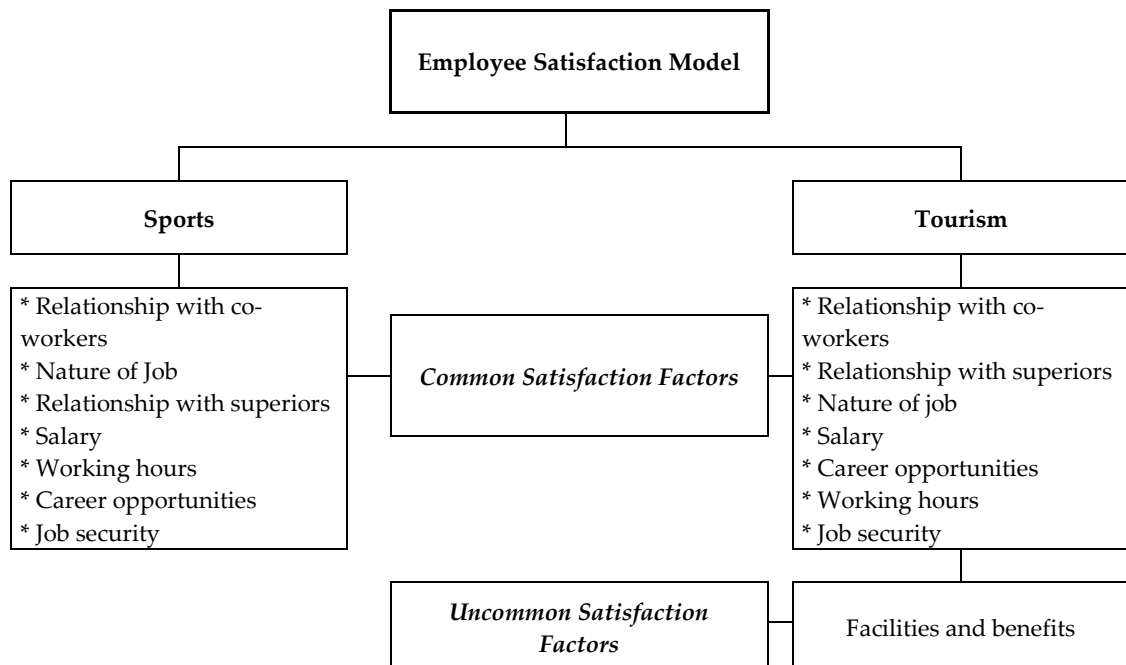
Figure 1. *The employee satisfaction model for sports and tourism*

The dissatisfaction model is defined by six factors: "insufficient salary", "lack of relationship with superiors", "inconvenient working hours", "lack of appreciation", "job insecurity", and "lack of relationship with co-workers". When these factors are present, job satisfaction may tend to decrease. In addition, the employees of the sports industry note that inadequate career opportunities are an influential factor in their dissatisfaction with their jobs. This is also a distinctive element of dissatisfaction in tourism and sports.
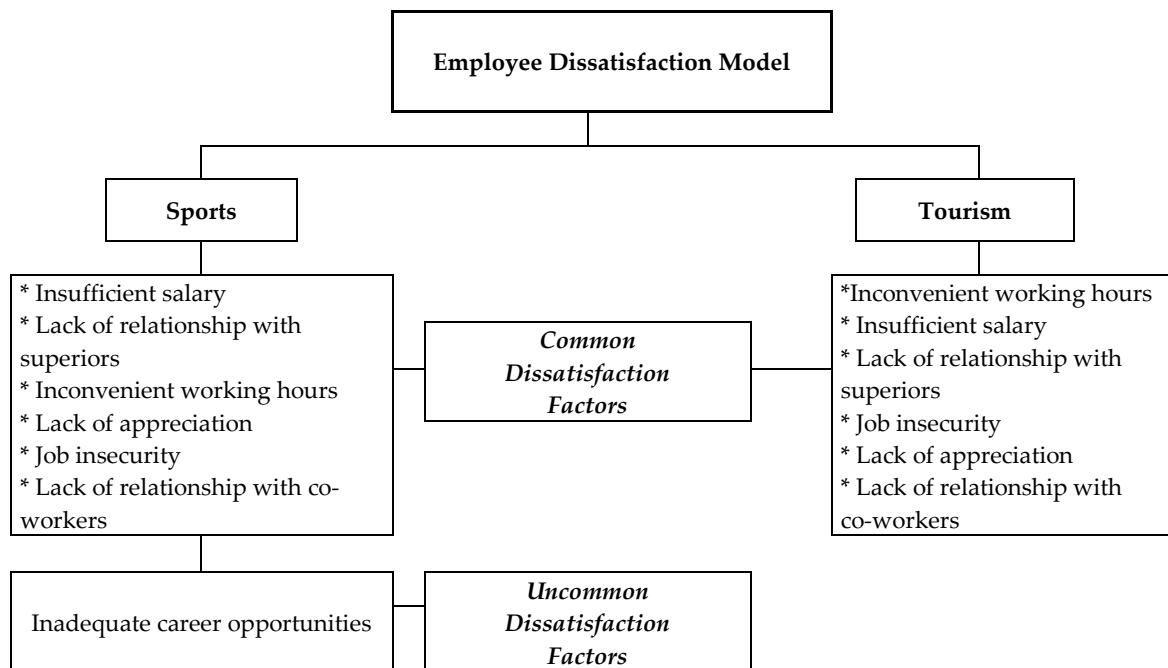
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Sports	Common Dissatisfaction Factors	Tourism
* Insufficient salary * Lack of relationship with superiors * Inconvenient working hours * Lack of appreciation * Job insecurity * Lack of relationship with co-workers	*Common Dissatisfaction Factors*	*Inconvenient working hours * Insufficient salary * Lack of relationship with superiors * Job insecurity * Lack of appreciation * Lack of relationship with co-workers
Inadequate career opportunities	*Uncommon Dissatisfaction Factors*	

Figure 2. *The employee dissatisfaction model for sports and tourism*

DISCUSSION

Although many studies are carried out individually on employee satisfaction in the field of tourism and sports, there have been limited empirical investigations regarding the factors causing the dis/satisfaction in tourism and sports and how they are dis/similar to each other. Therefore, in the current study, the researchers have examined the common and distinctive factors affecting dis/satisfaction from the viewpoint of employees on both sides, and developed a model. According to the study findings, the common factors affecting employee satisfaction in both fields were determined as "relationships with co-workers", "nature of the job", "relationships with superiors", "salary", "working hours", and "career opportunities", and "job security". On the other hand, findings demonstrate that the common factors affecting employee dissatisfaction consist of "insufficient salary", "lack of relationship with superiors, "inconvenient working hours", "lack of appreciation", "job insecurity", and "lack of relationship with co-workers". All of these findings show that the employees of both fields predominantly mention common themes about dis/satisfaction. "Facilities and benefits" were identified as satisfaction factors distinguishing tourism from sports, while "insufficient career opportunities" are identified as the dissatisfaction factor distinguishing sports from tourism. Co-workers have been revealed as a factor in both

industries' employee dis/satisfaction. The frequency of mentions of each theme is examined. The most frequent coding is that employees are happy to have relationships with their co-workers. While most employees in both industries utter that co-workers constitute an essential factor in job satisfaction, some employees are dissatisfied with their jobs due to a lack of relationship with the co-workers. Thus, we could assume that the stronger the tie and communication between employees, the higher their satisfaction. Also, the weaker this relationship and the worse communication may result in dissatisfaction of employees. Having harmonious and reliable individuals who can motivate their colleagues, communicate effectively, have a sensitive, responsible, sharing personality in the workplace can affect employee satisfaction.

On the contrary, inconsiderate co-workers may lead to negative consequences such as a disconnection in communication, a decrease in the importance of loyalty and decency of goals among employees, a decrease in the cooperation, hostile behaviors between employees, and a decline in job satisfaction. The studies carried out in two industries show that poor communication with work co-corkers may increase employee turnover (Bonn & Forbringer, 1992; Nhema & Mutenheri, 2016) while good communication causes them to enjoy their jobs. Thus, communication among employees helps their satisfaction levels increase (Bednarska, 2013; Dixon & Warner, 2010; Gallardo et al., 2010; Parveen et al., 2020).

Superiors, in other words, management, turned out to be two factors that employees in both industries were both satisfied and dissatisfied with. While a particular part of employees in tourism and sports state that superiors constitute an essential factor in their satisfaction, some are also dissatisfied due to a lack of relationship with supervisors.

Employees expressed their satisfaction with their managers, whom they think they understand and value. The employees expressed their dissatisfaction against their directors with the following characteristics: Managers who do not form a democratic environment in their business, do not respect the personality of their employees or the work they do, and do not ask for employees' views about issues related to their work, and do not have an open door policy and a free information flow system.

As such, superiors who have empathy and good management skills may be a reason for maintaining employee satisfaction. Lack of empathy with directors and lack of management skills may be a reason for employee dissatisfaction. Some studies carried out in sports also have the same evidence that supports this study's findings. While some studies identify

the effect of managers on employee satisfaction (Choi & Dickson, 2009; Gallardo et al., 2010; Goldman, 2006; Laškarin Ažić, 2017), some studies reported that managers could create a negative effect on the organization or may harm, or negatively affect others' behaviors in the business (Khan et al., 2021).

The nature of the job was revealed as a satisfaction factor in two industries. Considering the factor "nature of the job" under the theme of "satisfaction" means that the employees in either tourism or sports do their work by taking pride; that they consider their industry as a satisfaction factor; and that the industry make them feel prestigious. This case enabled us to view that the employees of both industries also did the job they liked and took pride in. The managers of both industries can ensure higher employee satisfaction, which depends on improving the "nature of the job". Some studies in tourism also have evidence to support the study findings. The literature suggests a positive relationship between the nature of the job and job satisfaction (Parveen et al., 2020; Ramman, 2011). Also, in the Karatepe et al. (2006) study, the nature of the job is the most influential factor.

The salary was revealed as a factor that the employees of the two industries were both satisfied and dissatisfied with. The frequency of dis/satisfaction coding showed that most coding is related to employee dissatisfaction. In other words, most of the tourism and sports employees expressed dissatisfaction more intensely due to insufficient salary. Our findings show that if businesses in both industries fail to provide a proper salary system, their staff may be dissatisfied. Some earlier studies in tourism and sports also have empirical evidence supporting our findings. Salary has a positive effect on job satisfaction (Lam et al., 2001; Parveen et al., 2020; Rayton, 2006; Sinha, 2013; Ying-Feng & Ling-Show, 2004) and also benefits and resources provided for employees are essential predictors (Ross et al., 2014). The fact that employees receive little salary greatly increases their intention to leave work (Nhema & Mutenheri, 2016). As in sports (Dixon & Warner, 2010; Sánchez et al., 2018), Zopiatis et al. (2014) referred lower salaries, longer working hours, inadequate job security, and fewer upgrade opportunities for low-level job satisfaction in tourism.

Working hours appear to be an important factor. The most coding frequency is related to employee dissatisfaction. When the coding frequencies are considered, we can say that if businesses in both industries fail to provide reasonable working hours, that can make their staff dissatisfied. Inconvenient working hours can affect employees' spare time,

and an imbalance can occur in business life. Inconvenient working hours may have led employees to express their job dissatisfaction. In eliminating dissatisfaction, planning the working hours by receiving the employees' opinions and showing flexibility in arranging the spare time for employees will be effective. On the other hand, if the worker is obliged to work harder, the elements such as over-time should not be ignored (Nagel et al., 2020; Zopiatis et al., 2014). Studies also emphasize that convenient working hours lead to satisfaction, while long working hours result in dissatisfaction (Raziq & Maulabakhsh, 2015).

Job in/security seems to be one of the dis/satisfaction factors of the employee of two industries. The most coding frequency is related to employee dissatisfaction. The increasing feelings of insecurity about their jobs are identified in both industries, which indicates that businesses offer no job security, and employees experience concerns and anxiety. There are also some participants expressing job security as a satisfaction factor. The literature also introduces that job security is a satisfaction element enabling us to think that various groups of employees experience no anxiety (Vujičić et al., 2015). There is a significant relationship between job security and satisfaction. Those with ample working experience in the same business appear more satisfied. The inadequate level of job security has been shown as an element of dissatisfaction (Bon & Forbringer, 1992; Vujičić et al., 2015).

While career opportunities were identified as a common satisfaction factor in both industries, it also distinguishes sports and tourism. Comparing sports with five-star hotels, we can articulate that the management organization is limited in the former, even if the business sizes are the same. Therefore, employees can express inadequate career opportunities as a dissatisfaction factor. Some literature suggests that career opportunities affect employee satisfaction (Chuang et al., 2009).

Employees of both industries think they are hardly appreciated at the end of their work, leading to dissatisfaction. This may articulate that both tourism and sports managers are inadequate in appreciating their employees even though the literature suggests its importance in yielding outcomes leading to dis/satisfaction in a working environment (Heimerl et al., 2020a, 2020b). Facilities and benefits have emerged as a satisfactory factor distinguishing tourism from sports. The reason for such a difference can be attributed to the distinctive features of the two industries. Due to the restricted facilities, the employees of the sports industry generally have no extra benefits such as accommodation, food, etc. Tourism employees may

have expressed their satisfaction because of facilities available such as accommodation or break rooms.

CONCLUSION

This study has aimed to define common and different factors affecting the dis/satisfaction of employees in two industries, namely tourism and sports, and to visualize them on a model. The model confirms that many factors that cause dis/satisfaction for employees in these two industries are common.

The common factors of satisfaction in two industries are relationship with co-workers, nature of the job, relationship with superiors, salary, working hours, career opportunities, and job security. On the other hand, the generalizable common factors leading to dissatisfaction among employees are insufficient salary, lack of communication with superiors, inconvenient working hours, lack of appreciation, job insecurity, and lack of relationship with co-workers. Finally, tourism is distinguished from sports, with facilities and benefits in the context of satisfaction factors. The latter is distinctive from the former, with inadequate career opportunities in the context of dissatisfaction factors. Despite several distinct features between the two industries, as illustrated above, this situation reveals that the characteristics of dis/satisfaction may hardly change in different fields and are related to the material and non-material benefits and opportunities provided to the employees in both industries.

The previous research has focused on behavioral outcomes (Chi & Gursoy, 2009; Israeli & Barkan, 2004; Laškarin Ažić, 2017) and tried to evaluate the behavioral results of satisfied employees by developing and testing models that include several variables. In an aim of contributing to the existing literature, this study provides an integrative model of factors that affect employee dis/satisfaction in the two fields and provide insights how these can lead to better employee satisfaction. The structure of this model corresponds to the findings of similar empirical studies investigating the dis/satisfaction of employees (Aksu & Aktaş, 2005; Belias et al., 2022; Bernabe et al., 2016; Cho et al., 2006; Díaz-Carrión et al., 2020; Dickson & Huyton, 2008; Dixon & Warner, 2010; Heimerl et al., 2020c; Jiang & Lok, 2021; Kim & Jogaratnam, 2010; Lamberti et al., 2022; Lillo-Bañuls et al., 2018; Nagel et al., 2020; Ruiz-Palomo et al., 2020). The present study further advances the literature by developing a model that has conceptualized and categorized the employee dis/satisfaction under a standard classification in the context of two fields.

Practical Implications

This study provides the managers of both industries with practical information that can increase the level of their employees' satisfaction by taking into account the factors in the model. When a series of improvements and measures are taken in the specified issues, it would ensure a higher level of employee satisfaction. First of all, the managers should improve the relations of their employees with each other. In both industries, the relationship with co-workers is an important factor in employee satisfaction (Heimerl et al., 2020c). The industry managers may take measures to improve the relations of their employees with each other. For example, managers may create a positive work atmosphere. A positive work atmosphere creates an effective and safe communication environment that supports creative and productive work, is dominated by cooperation, and does not have offensive speech and gossip among employees. This situation may strengthen the relations with each other, leading to the satisfaction of employees.

In both industries, communication with superiors is an important common factor of employee satisfaction. Managers should also focus on improving the relationship with their employees. In particular, organizations can focus on factors such as the ability of managers to communicate goals and decisions, and their openness to others, self-confidence, commitment to personal principles, and communication in improving the employee-employee relationship (Baquero et al., 2019). They may value, care about and reward their employees so that the employee-manager relationship would develop, and may eventually contribute to the satisfaction of employees.

Next, hospitality industry is characterized by long working hours (Ariza-Montes et al., 2019) that may lead to work-family conflicts, time pressure, emotional exhaustion, and stress (Deery & Jago, 2015; Lam et al., 2001; Sinha, 2013). Therefore, managers may plan their employees' working hours to balance their social and work life. Also, managers can regulate working hours that may create irregularity, including shifts and working nights and weekends, in a way that is fair to employees.

Furthermore, the insufficient salary forces employees to work in a second job (Ariza-Montes et al., 2019) so that managers may take measures to improve their employees' wages while they can pay attention to other rights of employees, such as overtime. In both industries, the opportunity to rise and develop at work affects job satisfaction (Dickson & Huyton, 2008). Managers can promote their deserving employees and provide them

with the responsibilities of higher-level employees. Finally, job security affects employee satisfaction (Sarwar & Muhammad, 2020) so that they may be given a higher degree of job security as long as there is no extraordinary situation.

When this study carried out in tourism and sports is evaluated in general terms, one may argue that the dis/satisfaction of employees is related to the expectations that are met or not. As a result, we may suggest that the common elements in ensuring satisfaction or reducing dissatisfaction be guided by managers.

Last, this study has certain limitations. The study is based on the principle of undertaking interpretive research, which is dominated by a qualitative context and may contain subjective views of the researchers. Therefore, there are concerns about its generalizability. As to future studies, researchers can be recommended to conduct investigations in a more significant number of industries with broader participation and representation by using such methods with high generalizability.

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