The Relationship Between Emotional Labour, Burnout, Organizational Commitment and Turnover Intention: A Research on Animators[*]

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Abstract

The purpose of this study is to analyse the cause and effect relationship between the emotional labour, burnout, organizational commitment level and turnover intention of animators. In line with the study purpose, data is collected with survey forms. Survey forms are applied to animators working in the accommodation business in Antalya between August-September 2019 by professional interviewers. 400 animators selected with convenience sampling form the study sample. As a result of the structural equation model analysis conducted to analyse the cause and effect relationship between continuous variables obtained from the data, statistically significant findings were obtained. Study results are presented based on these findings. Lastly, recommendations are provided in line with the results.

Keywords: Animator, Emotional Labour, Turnover Intention, Organizational Commitment, Burnout.

JEL CODE: Z000, Z310

INTRODUCTION

In accommodation business operating in the tourism sector, animation services are offered to the customers to achieve an advantage over the competitors, increase service variety, ensure customer satisfaction, ensure customer loyalty and to increase sales (Apostol, Cristea & Dosescu, 2016; Albayrak, Caber & Öz, 2017). Animations services in the accommodation business are offered by animators. Since it is possible to achieve various purposes with animation services, it is expressed that animation service delivery should be provided by animators with general characteristics such as physical and psychologic skills, certain education level (Ivkov & Stamenkovic, 2008). In additions to skills and general characteristics expected from the animators to deliver the animation service, it is stated that individual performances, behaviours and emotions are especially important to reach the purposes (Van Dijk & Kirk, 2007; Beğenirbaş & Çalışkan, 2014).

Animators use emotional labours referred to as emotion management in addition to physical labour (Chen, Chang & Wang, 2018). Constanti & Gibbs (2004) expressed that emotional labour is required by tourism sector workers at an important level. Intense interaction with the customers requires emotion management for workers in the tourism sector (Lam & Chen, 2012).

Since emotional labour is related to exhibiting emotions and behaviours desired by the businesses, it is argued that the burnout status of the tourism sector workers in an emotional labour-intensive sector is affected (Kim, 2008). Rafaeli & Sutton (1989) expressed that the necessity to regulate the emotions triggers burnout.

It is believed that negative burnout experience among the employees will lead to decreased organizational commitment and increased turnover intention (Leiter & Maslach, 1988; Sadien, 2010). Xin, Tong & Yiwen (2017) argued that emotional correction in the employees will bring emotional burnout together resulting in decreased organizational commitment.

Based on the information provided above, this study aims to investigate the relationship between the emotional labour, burnout, organizational commitment level and turnover intention of animators in terms of the cause and effect relationship.

LITERATURE REVIEW AND HYPOTHESES

"Emotional labour (EL)" is defined as "management of emotions to expressed facial and body expressions which can be openly observed by everyone to comply with the job requirements" (Hochschild, 1983). Tourism sector employees as a service sector employee "with direct contact with the customers" form the most important connection between the business and customers and use emotional labour in this process (Van Dijk & Kirk, 2007; Karatepe ve Aleshinloye, 2009).

"Burnout (B)" is defined as "employees' inability to complete responsibilities due to failure, fatigue, energy and power loss due to unpredicted demands and excessive workload and consuming the internal resources in terms of emotional burnout" (Freudenberger, 1974). Burnout is considered as a social problem in various service sector occupations (Maslach, 2003: 189). Due to the sectoral structure of the tourism sector as a service sector, it is expressed that various properties (non-social and long work hours, low wages, lack of breaks, heavy and intense workload, stressful working conditions, the expectation to work on holidays etc.) set the suitable conditions for burnout to emerge among tourism sector employees (Birdir, 2002; Jung, Yoon & Kim, 2012; Güven & Sezici, 2016; Vong & Tang, 2017).

"Organizational commitment (OC)" is defined as "an employee to define oneself to a certain business and participation to the business" (Porter, Steers, Mowday & Boulian, 1974: 604); "a psychologic link connecting the employees to the business" (Allen & Meyer, 1990). Tourism businesses show their differences in the intense competition environment with their employees. Therefore, it is extremely important to have employees who regard the business purposes and targets as their own purposes and targets, have strong desire to stay in the business, define themselves with the business, shows extra efforts for the business i.e. have organizational commitment (Avcı & Küçükusta, 2009; Öğüt & Kaplan, 2011).

"Turnover intention (TI)" is defined as "employees in the business to have the tendency to leave the work but did not turn this thought into action" (Erbaşı, 2019: 225). It is expressed that turnover intention is prevalent in the tourism sector as a service sector and similar to burnout, this situation is affected by the unique properties of the tourism sector (Buick & Thomas, 2001; Kim, Lee & Carlson, 2010).

Animators are defined as tourism sector employees, tourism workers who present entertainment activities, animation programs to the customers in the accommodation businesses with direct customer interaction (Tekin, 2004; Floricic, 2014). Animator activities tart with the first meeting with the customers and constantly continuous until the customer leaves the scene. Thus, there is an uninterrupted relationship between the customer and the animator (Demirdağ &

Güçer, 2016; Ivanovski, 2011). Therefore, it is predicted that it is inevitable for animators with direct and intense interaction with the customer to effect from emotional labour, burnout, organizational commitment and turnover intention variables which might arise from unique structural properties of the tourism sector.

Emotional labour by the employees in the business appears as a subject that has benefits on the businesses but might lead to negative results for the employees due to certain social and psychologic effects. One of these psychologic effects and negative results is burnout (Larson & Yao, 2005: 1103; Gün-Eroğlu, 2014: 151). Studies in the related literature identified that burnout emerged as the negative results of emotional labour, consider burnout as a result of emotional labour and expressed that emotional labour has a statistically significant effect on burnout (Hsieh & Guy, 2008; Lv, Xu & Ji, 2012; Lee & Ji, 2018). Based on these explanations, the following hypothesis was proposed to be tested in the current study:

H1: EL level of the animators have a statistically significant effect on B levels.

It is expressed that emotional labour exhibited by the employees plays a determinative role in their commitment to the business (Hofmann & Stokburger-Sauera, 2017). Lapointe, Morin, Courcy, Boilard & Payette (2012) argued that emotional labour and organizational commitment potentially have a close relationship especially for businesses operating in the service sector. Additionally, relates literature has studies that determine the effect of emotional labour

on organizational commitment (Wong & Law, 2002; Xin et. al, 2017). Based on these explanations, the following hypothesis was proposed to be tested in the current study:

H2: EL level of the animators have a statistically significant effect on OC levels.

When the related literature was reviewed to investigate the effect of emotional labour on turnover intention, there are studies with significant results. For example, Wong & Law (2002) and Karakaş (2017) identified that emotional labour affected turnover intention. Based on these explanations, the following hypothesis was proposed to be tested in the current study:

H3: EL level of the animators have a statistically significant effect on TI levels.

Another concept related to burnout appears as organizational commitment. It is argued that a decrease in burnout will increase organizational commitment (Kalliath, O'Driscoll & Gillespie, 1998; Cannon & Herda, 2016). Kervancı (2013) and Altın (2017) found that burnout has a negative and significant effect on organizational commitment. Based on these explanations, the following hypothesis was proposed to be tested in the current study:

H4: B level of the animators have a statistically significant effect on OC levels.

When the studies in the related literature on the cause and effect relationship between burnout
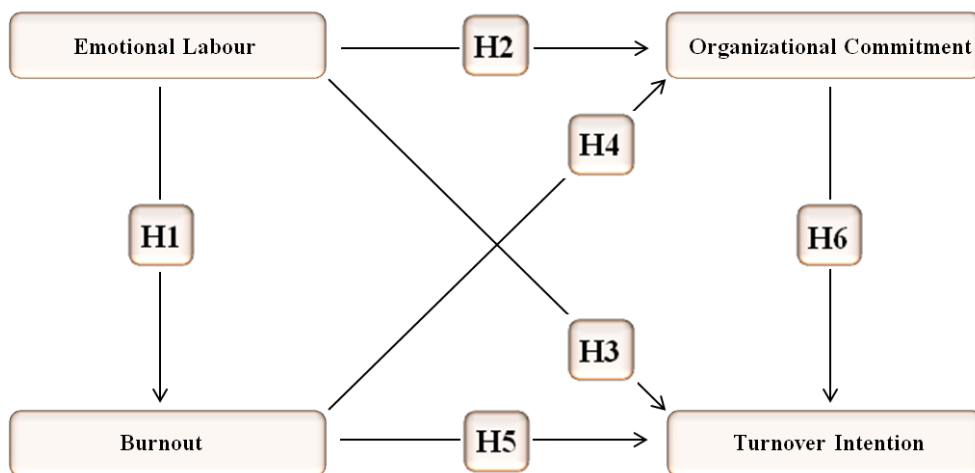

Figure 1: Research Model

and turnover intention was considered, it is argued that increased burnout leads to increased turnover intention . In other words, it is expressed that burnout affects turnover intention in a positive direction (Bria, Baban, Andreica & Dumitrascu, 2013; Güler, 2018). Based on these explanations, the following hypothesis was proposed to be tested in the current study:

H5: B level of the animators have a statistically significant effect on TI levels.

As the employees have a higher commitment towards the business, their turnover intentions tend to decrease. It is stated that higher commitment towards the business results in lower turnover intention (Cannon & Herda, 2016). There are studies that determined the negative effect of organizational commitment on turnover intention (Çınar, 2013; Wong & Spence-Laschinger, 2015). Based on these explanations, the following hypothesis was proposed to be tested in the current study:

H6: OC level of the animators have a statistically significant effect on TI levels.

Based on the study purpose and hypothesis, the study model given in Figure 1 was created.

METHODOLOGY

This study adopted quantitative research methods. The study universe consisted of Turkish animators working in the accommodation business operating in Antalya city. Exact or approximately the number related to the study universe was not determined. It is believed that the number of animators would be high as the number of accommodation business and animations companies employing animators is high. Based on the acceptable sample size table for certain universes expressed by Altunışık, Coşkun, Bayraktaroğlu ve Yıldırım (2012: 137), the number of the universe was assumed to be one hundred thousand and above and a minimum of 384 sample size was targeted. To reach the minimum number, convenient sampling among non-probabilistic sampling method was selected.

In this study, the survey method among quantitative data collection techniques was adopted. To collect the data to serve the study purpose, survey forms were applied to the animators by interviewers. 400 Turkish animators in August-September 2019 formed the study sample.

The survey form consists of five sections. The first section contains 6 questions to identify the socio-demographic properties of the animators and 12 questions to determine the animator occupation properties. The second section contains emotional labour, the third section contains Maslach burnout, the fourth section contains an organizational commitment and the fifth section contains turnover intention scale. Emotional labour (Basım ve Beğenirbaş, 2012), organizational commitment (Dağlı, Elçiçek & Han, 2018) and turnover intention (Tanrıverdi, Koçaslan & Osmanoğlu-Taştan, 2018) scales were selected from the given studies and adapted to animators. Turkish translation, validity and reliability study of the Maslach burnout scale was applied by the researcher.

The pilot application was conducted for Maslach burnout scale. For sample size in the pilot application, "5 times of the number of items in the scale (Erkuş, 2016; Tavşancıl, 2018)" criteria were followed and data was obtained from 118 animators in June-July 2019. To test the construct validity of the Maslach burnout scale, data were analysed for Kaiser-Meyer-Olkin (KMO) and Bartlett sphericity test values to determine whether the data fit factor analysis before explanatory factor analysis. KMO value that provides information about the sufficiency of the sample size is expected to be above 60%. When this value is above 80%, it is evaluated to be perfect (Kozak, 2018: 136). Bartlett sphericity test results that analyse whether the correlation matrix is a unit matrix is expected to be lower than 0.05 at 95% confidence interval. If $p<0.05$, the correlation matrix is not a unit matrix and factor analysis can be conducted (Özdemir, 2016: 316; Aksu, Eser & Güzeller, 2017: 47). After the pilot application, the KMO value was calculated as 0.889. Bartlett sphericity test result was found to be significant ($\chi2(231)=2494,239$; $p<0,001$). Later, EFA was applied. As a result of EFA, factor load values were analysed to determine whether the items will be remaining in the scale. The lower boundary was accepted as 0.32 (Tabachnick ve Fidell, 2007) and it was determined that none of the items was below this value. At the end of the factor analysis, it was seen that scale item was collected under three factors with an eigenvalue larger than 1 ($\Lambda=8,793$, $\Lambda=5,252$ ve $\Lambda=2,040$). Maslach burnout scale was used with 3 dimensions and 22 items as in the original scale.

After obtaining the data, descriptive statistical analysis was used to provide information about the data collection sample. EFA was conducted to test the construct validity of the Maslach burnout scale translated to Turkish and adapted by the researcher. Later, confirmatory factor analysis (CFA) was conducted for emotional labour, Maslach burnout and organizational commitment scale. After EFA and CFA, reliability analysis was conducted to test the scale reliability. Lastly, to reveal the cause and effect relationship between the basic variables within the scope of this study and study model, i.e. to determine

the effect of one variable on the other, SEM analysis was conducted.

The data collection process in this study was completed between June and September 2019. Higher Education Council TR Index Ethics Committee Criteria were announced on January 1, 2020.

FINDINGS

Socio-Demographic and Animator Occupation Properties of Participants

When the gender distribution of the participant animators was analysed, 29.5% was female, 70.5% was male; age distribution showed 29% were between 18-24 years old, 40.3% were between 25-30 years old, 14% were between 31-35 years old and 16.7% were above 36 years old; income distribution showed that 12.3% were below 2020TL, 42% were between 2021-3000TL, 30.2% were between 3001-4000TL, 7.5% were between 4001-5000TL and 8% were above 5000TL. In terms of marital status, 23.8% were married, 68.2% were single and 8% were divorced. In terms of dependents, 55.4% of the animators had zero dependent, 16.2% had 1 dependent, 20.2% had 2 dependents and 8.2% had 3 or more dependents. Education level showed that 5.3% were secondary school and below, 39.7% were high-school and 55% were university graduates.

52.5% were seasonal, 2% were the intern staff and 14.2% were the part-time staff. When the working hour in the hotel/company was analysed, it was determined that 53.2% worked for 0-1 years in the current hotel/company, 36.5% for 2-4 years, 3.8% for 5-7 years and 6.5% for more than 8 years. The average daily working hour showed that 8.3% worked less than 5 hours, 33.5% worked between 6-8 hours, 22.7% worked between 9-11 hours and 35.5% worked more than 12 hours. In terms of satisfaction with work hours, 74.3% expressed that they were satisfied and 25.7% expressed that they were not satisfied with working hours. When animator department positions were considered, 14% were entertainment directors, 8% were animator chief, 56% were animators, 11.3% were children's animators, 5.7% were DJs and 5% were in other duties.

Exploratory Factor Analysis (EFA)

Among the four basic variables included in the scope of this study, EFA was not applied to emotional labour, organizational commitment and turnover intention scales in the literature with previous Turkish reliability and validity analysis. EFA was only conducted on the obtained from the main application of the Maslach burnout scale which Turkish reliability and validity analysis were conducted by the researcher. KMO was found as 0.896, Bartlett sphericity test result ($\chi2(231)=3767,045$; $p<0,001$) was found to be

Table 1: Fit Indices

Criterion	Perfect Fit	Acceptable Fit
Difference (Discrepancy)	Minimum	Close to Minimum
CMIN/df	$0\leq\chi2/df\leq3$	$3<\chi2/df\leq5$
GFI	$\geq0,90$	$\geq0,80$
AGFI	$1,00\geq AGFI\geq0,95$	$0,95>AGFI\geq0,80$
CFI	$1,00\geq CFI\geq0,90$	$0,90>CFI\geq0,80$
RMSEA	$0\leq RMSEA\leq0,05$	$0,05<RMSEA\leq0,08$

Reference: Hu & Bentler, 1999; Shevlin, Miles & Lewis, 2000; Schermelleh-Engel, Moosbrugger & Müller, 2003; Dehon, Weems, Stickle, Costa & Berman, 2005; Hooper, Coughlan & Mullen, 2008; Simon et. al, 2010; Meydan & Şeşen, 2015, Gürbüz, 2019.

In terms of animator training, it is striking that 75.5% said yes and 24.5% said no. It is striking that 5.3% said yes and %94.7 said no to having animator training in high-school; 14.2% said yes and 85.8% said no to having animator training in university; 62.5% said yes and 37.5% said no to having animator training in hotel/company. In terms of animator experience, 19% had 0-1 years of experience, 44.8% had 2-4 years of experience, 16.8% had 5-7 years of experience and 19.4% had 8 years and above experience. Working properties showed that 49.5% were hotel staff, 24% were company staff and 26.5% were independent. In terms of being in the staff, 31.3% were in the staff,

significant. EFA was applied as the values obtained from KMO and Bartlett sphericity tests were suitable. First, item factor load values were analysed. It was seen that there were no items with factor loads below an acceptable value. Scale items were collected under three factors with an eigenvalue larger than 1 ($\Lambda=6,613$, $\Lambda=3,642$ ve $\Lambda=1,544$). CFA was applied on the original form of the Maslach burnout scale.

Confirmatory Factor Analysis (CFA)

CFA is applied to test the accuracy of the pre-determined factor structure (Erdoğan, Bayram &

Deniz, 2007: 10). After CFA, factor load values are analysed first and these values are desired to be above 0.32 (Tabachnick ve Fidel, 2007). As a result of CFA, basic parameters in the study model are calculated and fit indices are evaluated after these calculations (Bakırtaş, 2010: 108). There are different fit indices with different information regarding model fitness. The researcher must express multiple fit indices (Harrington, 2009). Fit indices with acceptable values within the scope of this study are reported in Table 1. Modification indices are evaluated to increase fit indices acceptable level or to improve fit indices. In this analysis, items that decrease the fit are determined and new covariations are formed for the items with high covariance values. Thus, fit indices can be increased to an acceptable level or improved further.

Based on the explanations above, CFA was applied for emotional labour, burnout and organizational commitment scale among the four basic variables. CFA was not conducted for turnover intent scale with the lower item number.

As a result of the first level multiple factor model CFA for the emotional labour scale, factor load values were analysed. It was determined that there were no items with factor load value below an acceptable level. Later, calculated fit indices were analysed. As a result of one covariance, acceptable values were identified for fit indices (CMIN/df=2,770; GFI=0,939; AGFI= 0,909; CFI=0,952; RMSEA=0,067). Emotional labour scale was used with the original factor structure (3 dimensions, 13 items).

As a result of the first level multiple factor model CFA for the Maslach burnout scale, factor load values were analysed. It was determined that there were no items with factor load value below an acceptable level. Later, calculated fit indices were analysed. As a result of five covariances, acceptable values were identified for fit indices (CMIN/df=3,541; GFI=0,953; AGFI= 0,940; CFI=0,701; RMSEA=0,080). Maslach burnout scale was used with the original factor structure (3 dimensions, 22 items).

As a result of the one-factor model CFA for the organizational commitment scale, factor load values were analysed. 7 items with factor load value below an acceptable level were excluded from the scale. CFA was conducted again and calculated fit indices were analysed as a result CFA. As a result of three covariances, acceptable values were identified for fit indices (CMIN/df=2,275; GFI=0,949; AGFI= 0,917; CFI=0,892; RMSEA=0,057). New factor structures occurred for organizational commitment scale. The scale was used as one dimension 11 items in the analysis.

Scale Reliability Analysis Findings After EFA and CFA

Reliability is defined as the coherence between the scale item answers given by the participants. Reliability analysis determines the accuracy measurement level of the scale (Büyüköztürk, 2019: 182). Cronbach's Alfa **(α) coefficient is calculated to determine reliability.** Baykal, Harmancı, Eşkin, Altuntaş & Sökmen (2011: 66) expressed that **α** coefficient below 0.40 showed that the scale has no reliability, between 0.40 and 0.59, the scale had low reliability, between 0,60 and 0,79 the scale was reliable, between 0.80 and 1.00 the scale had high reliability. **α** coefficient was calculated for all scales applied in this study and α coefficients are given in Table 2. As seen in Table 2, these scales are reliable or have high reliability.

Table 2: Reliability Analysis for Scales

SCALES AND SUB-DIMENSIONS	α VALUES
EMOTIONAL LABOUR	**0,862**
Surface Acting	0,844
Deep Acting	0,833
Sincere Acting	0,782
BURNOUT	**0,881**
Emotional Exhaustion	0,881
Reduced Personal Accomplishment	0,852
Depersonalization	0,814
ORGANIZATIONAL COMMITMENT	**0,904**
TURNOVER INTENTION	**0,837**

Structural Equation Model (SEM) Analysis of Variables in the Study Model

SEM analysis is accepted as a statistical approach applied to test the hypothesis related to the relationships between hidden and observed variables (Teo, Tsai & Yang, 2013: 3). SEM analysis explains the cause and effect relationship between the variables (Erdirençelebi, 2010). Within this scope, regression values for the structural relationships between the study model analysed with SEM are given in Figure 2, study model fit indices are given in Table 3 and findings obtained from SEM analysis are given in Table 4.

Table 3: Fit Indices for Research Model

Model Fit Indices	Results	Acceptable Fit
CMIN/df ($\chi 2$/df)	2,230	$\chi 2$/df$\leq$5
GFI	0,800	GFI$\geq$0,80
AGFI	0,778	AGFI$\geq$0,80
CFI	0,871	CFI$\geq$0,80
RMSEA	0,056	RMSEA$\leq$0,08

When the fit indices were evaluated, it can be seen that AGFI value is below acceptable value. It is striking that the CMIN/df (x^2/df) value fits the perfect fit criteria. GFI, CFI and RMSEA values satisfied the acceptable values.

As seen from Figure 2, when the effects of sub-dimensions to explain emotional labour were considered, the highest effect was sincere acting (R^2=0,723), followed by deep acting (R^2=0,650) and lastly surface acting (R^2=0,139). When the effects of sub-dimensions to explain burnout were considered, the highest effect was in depersonalisation (R^2=0,798), followed by emotional exhaustion (R^2=0,597) and lastly reduced personal accomplishment (R^2=0,100). When the values of dependent variables to explain the study model were considered, the highest model explanation was the organizational commitment (R^2=0,568), followed by turnover intention (R^2=0,275) and lastly burnout (R^2=0,091).

Based on Figure 2 and Table 4, it was determined that emotional labour had a positive and significant effect on burnout (β=0,301, p<0,05), organizational commitment (β=0,788, p<0,05) and turnover intention (β=0,244, p<0,05). It was determined that burnout had a negative and significant effect on organizational commitment (β=-0,186, p<0,05) and a positive and significant effect on turnover intention (β=0,431, p<0,05). Lastly, it was seen that organizational commitment had no effect on turnover intention.
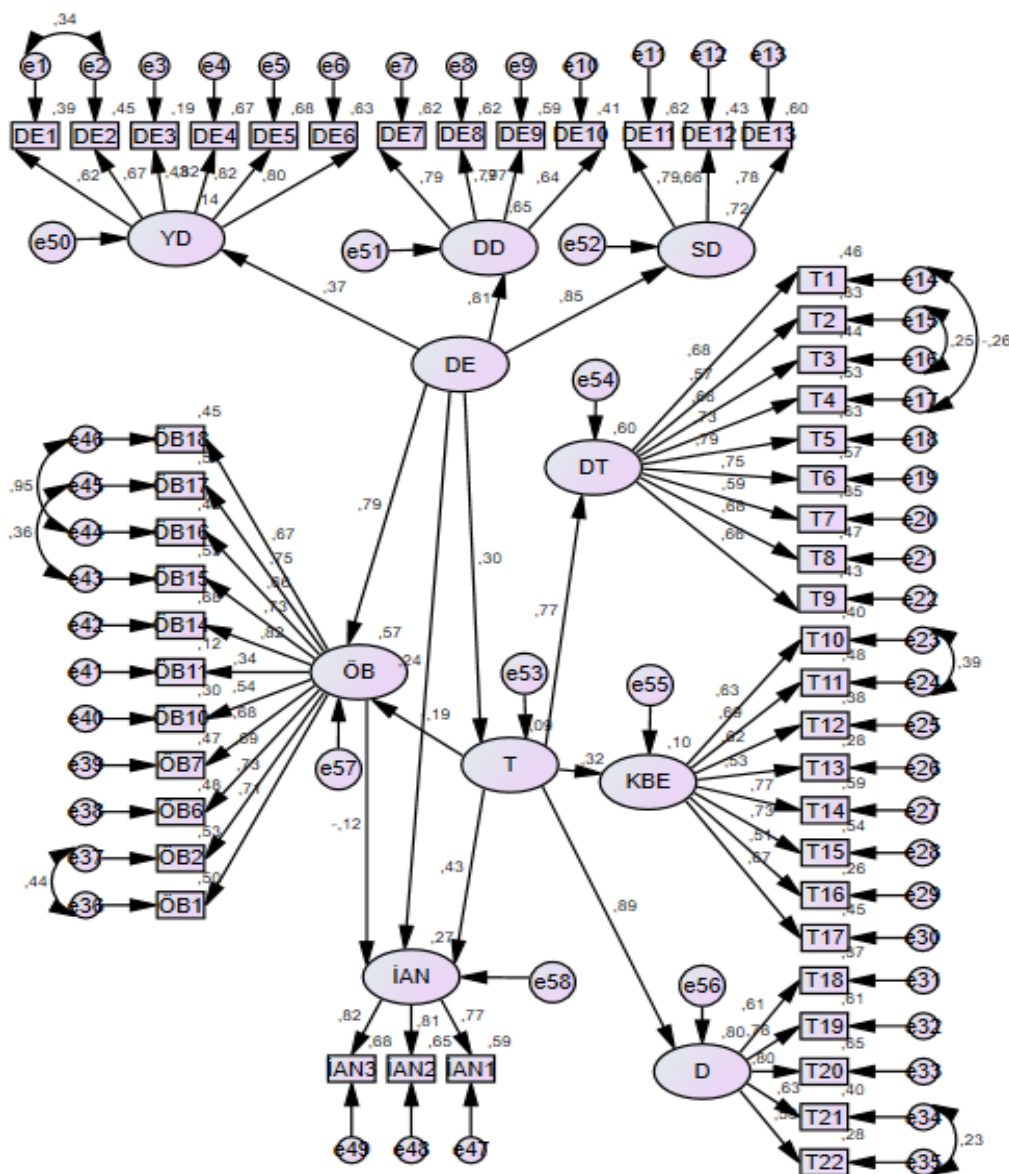

Figure 2: Structural Relationships of Variables in the Study Model

Table 4: Analysis Findings Obtained from Structural
Equation Model Results

Impact	St. Reg. Coefficients	Standard Error	t	p	Results
B⊠EL	0,301	0,053	4,113	***	✓
OC⊠EL	0,788	0,097	9,185	***	✓
TI⊠EL	0,244	0,100	2,050	**0,040**	✓
OC⊠B	-0,186	0,091	-3,181	**0,001**	✓
TI⊠B	0,431	0,089	5,569	***	✓
TI⊠OC	-0,121	0,076	-1,166	0,243	X

Findings obtained from YEM analysis and findings from studies in the literature on different sample groups were compared and it was seen that the findings were similar. Büyükbeşe ve Aslan (2019) found that emotional labour had a positive and significant effect on organizational commitment. Güler (2018) determined that emotional labour had an effect on burnout and burnout had an effect on turnover intention. Moç (2018) stated that emotional labour had a positive and significant effect on turnover intention. Görür & Günaydın (2019) found that burnout had an effect on organizational commitment. Based on these findings, it could be stated that *H1, H2, H3, H4* and *H5* hypothesis were supported.

Lastly, SEM analysis results showed that the animator organizational commitment level had no significant effect on turnover intention. This finding showed that hypothesis *H6* was not supported.

CONCLUSION AND DISCUSSION

The relationship between emotional labour and burnout was the study problem and one of the main reasons for this study purpose and supported by obtained findings. In this study, it was determined that emotional labour had a positive and significant effect on burnout. At the same time, similar findings were obtained as a result of the studies conducted by Zaghini et. al, (2020) and Demirhan, Bozkurt and Yazıcı (2018). Intense interaction with the customers and expectation of the accommodation business to use emotional labour might push animators to intense emotional labour use. This might lead to an inevitable increase in burnout levels of the animators. At this point, to prevent emotional labour use-related burnout, it is important to state that both animators and accommodation businesses should be sensitive about animator's own emotional labour use and businesses' emotional labour use expectations.

In this study, it was determined that emotional labour had a positive and significant effect on organizational commitment. It could be commented that at the positive effect of emotional labour on organizational commitment point, deep and sincere acting emotional labour sub-dimensions were used more intensely by the animators, therefore, this has a positive effect on organizational commitment levels. Animators with intense in-depth and sincere behaviour dimensions have no emotional regulation requirements. It is inevitable for the animators who can act comfortably in the work environment to have a positive commitment towards the business.

In this study, it was determined that emotional labour had a positive and significant effect on turnover intention. Similar findings were obtained in study conducted by Satyaningrum and Djastuti (2020). Intense emotional labour use might lead animators further from being themselves in the work environment. In other words, animators might be forced to work in a work environment where they do not reflect their real emotions. This might push the animators to search for a new work environment where they can act comfortably and easily reflect their emotions. This situation might be linked with the positive effect of the emotional labour on turnover intention.

In this study, it was determined that burnout had a negative and significant effect on organizational commitment and a positive and significant effect on turnover intention. In studies conducted by Ataş-Akdemir (2019), Eletskıy, Özcan and Turhan (2019) and Sarıışık, Boğan, Zengin and Dedeoğlu (2019), it has been found that burnout has a negative effect on organizational commitment. In studies conducted by Chen et. al, (2019), Fukui, Wu and Salyers (2019), Koo et. al, (2019) and Wang et. al, (2020), it has been found that burnout has a positive effect on turnover intention.

The study findings in the literature are consistent with the current research findings. It can be stated that both as supported by the study findings and bad work conditions in the business, it is inevitable for animators to experience burnout with emotional labour use. Burnout experience by the animators might bring together the lack of commitment towards the business or decreased organizational commitment. Similar to organizational commitment result, ait can be expressed that it is inevitable for animators experiencing burnout due to various reasons to be willing to leave their current job. When the fact that the majority of the daily life is spent in the work environment was considered, it is possible to express that the satisfaction provided by the work environment to the animators is extremely important.

Based on the unique properties of the tourism sector and the study findings, it is possible to express that this situation might have an effect for the organizational commitment of the animators not to have an effect on turnover intention. Based on the study findings, it is striking that the majority of the participant animators had 1 year or lower experience in the current hotel/business and at the same time work as seasonal staff. According to this finding, it is possible to state that animators have high tendency to change hotel/business; animators do not spend enough time to form a connection with the organisation and/or organizational commitment to reach a level to prevent turnover intent.

Based on the findings and results obtained from this study, following recommendations for the tourism businesses, institutions providing tourism training and tourism researchers can be presented:

Since animators have an effect on the customers in various subjects, it seems possible for an accommodation business to reach different targets via animators. Therefore, value and importance by the accommodation business in terms of accommodation, food-beverages, insurance and wage to animators are among the most important factors. It is important to keep the animator working conditions at the best standard level.

The high number of seasonal animators and animators with 0-1 years of experience in the current hotel/company revealed the fact that animators are not included among the permanent staff. Since this might lead to negative results both for personnel satisfaction and customer satisfaction, it is expressed that permanent staff employment by hotels and companies and continuing with this staff is important.

It is possible to express that independent animator without any hotel or company connection should be included in the hotel or company staff. Otherwise, animators who do not have a sense of belonging might bring a high employee turnover rate for the businesses as well.

It is striking that the education level of the majority of the animators is a university and above, they had animator training but this training is given in the hotel/company. It is possible to express that in-service training by the accommodation business is necessary and reveal positive results. However, the high number of hotel/company animator training instead of animator school training shows that animator school education has gaps as the number of animators with university and above education is high. Therefore, by considering the importance of animators in the tourism sector, it is considered important to take a serious step in animator training, provide structuring, improvement, raising awareness and guidance.

Since it is believed that integrating tourism education providing institutions and tourism sector will provide more efficient results in terms of formal education level and hotel/company animator training content creation, such integration is recommended.

It is believed to be both necessary and important to prepare curriculum by these institutions providing tourism educations to enable the animators to gain expertise. If animators gain expertise in different fields such as children's animator, entertainment animator, sports animator, culture animator, travel animator, dance animator, it is possible to offer animator services by both educated and expert animators and tourism business will no longer be dependent on expert animator employment.

Since there are various properties (communication, creativity, impression, convincing, diction, foreign language etc.) for an animator to have in their occupation, it is necessary to include both theoretical and practical classes in the curriculum to completely provide these properties to the animators. At the same time, it is important to consider the animator's contact with customers from different nations and cultures. It is important for animators to be ready for national differences and to overcome these differences.

Standardisation might be followed by receiving support from educated, expert and qualified animators for practical courses in the curriculum.

Based on the result that majority of the animators in the sector doing their job with hotel/company animator training might help tourism researchers to identify the

current state of animator training after curriculum and course content analysis. Practical solutions to improve and develop animator training might be suggested and guidance might be recommended to tourism education institutions.

When the related literature was reviewed, it was seen that there is a limited number of studies on animators. This shows that this field is disregarded and superficially considered in scientific terms. Therefore, the number of studies might be increased to enrich the animation department and animator literature, learn more detail information and to emphasise animation department and animators. Antalya region and Turkish animator limitation considered in the current study might be overcome by studying on different variables in different regions, nations and culture.

It is possible to state that the scientific approach to animation departments and animator occupation which is a newly developing field in Turkey might have an important contribution to develop and emphasise this field. As tourism researcher consider this topic scientifically, it is possible to express that both the related literature can be enriched and animation and animators in Turkey can be more recognised and known.

This study was conducted under certain assumptions and limitations. It was assumed that the survey formed applied in this study was sufficient to find answers to the study purpose, survey form questions were understood by the animators, animators answered the questions with sincerity and the sample represented the universe. This study was limited with June-September 2019, obtained sample properties and views and items in the applied survey form.

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