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Development of performance evaluation scale for housekeeping staff in the accommodation companies: Ankara sample

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Abstract
In today's world where it is an undisputed fact that one of the most important competitive sources for enterprises is qualified labor force and a valid performance evaluation system is needed to manage this power in enterprises.
This research has been planned and conducted in order to develop a sector specific measurement tool for the housekeeping staff which works in the hospitality business sector. For this purpose, firstly a literature review has been made and a conceptual framework on performance evaluation and housekeeping has been tried. Then, development of expressions, structuring of the scale and data analysis were completed by applying the scale development steps. In this process, face-to-face interviews were conducted in order to determine the expressions. The data obtained from the research were analyzed with confirmatory and exploratory factor analyzes and structural equation model. As a result of the analyzes, it was concluded that a valid and reliable scale was developed to evaluate the performance of housekeeping staff. In addition, factors affecting individual performance were also investigated and statistically significant relationships were found between organizational commitment, perceived stress and freedom of decision and individual performance.

Keywords: Housekeeping Staff, Hospitality Management, Performance Appraisal, Performance Evaluation Scale.

Introduction

In today's world, reasons such as globalization, technological developments, international competition process, business mergers, changes in social structures clearly reveal that organizations operate in a constantly changing and uncertain environment (Soysal ve Kılınç: 2016) [34]. The change in many areas in this process forced businesses to act accordingly (Bakan and Kelleroğlu: 2003) [3] and made it compulsory for companies to develop various tactics to protect their assets (Ünal ve Günay: 2016) [43]. In the process of globalization, it has become a necessity of the competition between companies to develop a performance-oriented organization that is in line with the institutional objectives and to enable employees to use their existing potentials (Gavcar, Bulut ve Engin: 2006) [17]. Enterprises have to review their strategies and management systems in the face of increasing competition and changing demand structure (Yaşar: 2016) [45].

In our world, where technology has become global, organizations need high performance employees to survive in increasingly competitive conditions (Tunçer: 2013) [41]. For this reason, an evaluation system with validity and reliability is needed to manage this resource, which is an important factor in the institutions (Akdoğan ve Demirtaş: 2009) [2]. Because, business managers need to organize their human resources effectively in order to improve corporate performance (İplik: 2004) [22]. Employees' performances need to be made concrete, understandable and clear in order to recognize the human resources with which managers act together while directing their institutions to their goals (Çıta ve Keçecioğlu: 2015) [13]. In order to ensure the development of the employees, first of all, their current situation and the aspects that require improvement should be determined by one of the performance evaluation methods (Levine: 2010) [24]. In addition to ensuring that employees are rewarded, gathered around organizational goals, and reveal all aspects of work related to businesses, businesses also

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contribute to improving their job opportunities, increasing motivation and healthy planning (Akt; Tuncer: 2011) [40].

The performance evaluation system is an increasingly important topic in business life and also has a feature that provides data to human resources (Bayraktaroğlu, Balaban ve Özdemir: 2007) [8]. For organizations that care about their employees, these systems have an important place in administrative studies (Mercanlıoğlu: 2012) [26]. It is not enough for managers to observe their employees during working hours and to have an idea about them, and to make correct and fair decisions about the personnel, a systematic evaluation system is required in the enterprises (Uyargil: 2013) [42].

The most important capital of the company is the personnel in the accommodation enterprises where the basic element in the service production is the employees. For this reason, it is also important to make the most efficient use of the workforce (Olalı ve Korzay: 1993) [29]. In accommodation establishments that need to provide continuous service and which are largely manpowered, the staff directly affects the efficiency of the service and customer satisfaction (Tarlan ve Tütüncü: 2001) [38]. Because in accommodation enterprises, people are served with people (Özdemir ve Akpınar: 2002) [30]. There are several reasons that require performance management in hospitality businesses (Benligiray: 1999) [9]. These reasons; changes in the market structure, the effort to excel in competition, increase employee productivity and customer satisfaction (Güzel, Aydın ve Eriş: 2007) [19].

Although there are different service areas in accommodation enterprises, one of the most important service areas is housekeeping. The activities carried out by the home administration unit in these enterprises have a very determining feature on the overall performance of the enterprise. The activities of the housekeeping unit spread over almost all areas of the hotel make it obligatory to measure the performance level of this section effectively (Seymen ve Erdem: 2007) [33].

At this point, it is thought that it would be beneficial to develop a measurement tool to be used in evaluating the performance of the housekeeping staff, considering that it can contribute both to the field and the industry. For this purpose, answers to the following questions were sought:

- Which dimensions can be used to measure the job performance of housekeeping personnel working in hospitality businesses?
- What are the observable sub-dimensions of the dimensions representing measuring the performance of the housekeeping staff?
- Does the performance evaluation scale planned to be developed measure the performance with the determined dimensions?
- At what level is the validity and reliability of the performance evaluation scale planned to be developed?

Methodology

In this research, mostly preferred "scanning method" was used among descriptive research designs. One of the most important problems experienced in screening studies is the rate of return of the questionnaires or scales from the participants (Büyüköztürk, 2018) [11]. In this research, nearly 45% of the respondents answered the questionnaires and sent them back to the researcher.

While planning the design of the research, firstly the purpose of the study was determined and then the steps of the procedure were listed. Accordingly, the aim of the study is to prepare a measurement tool in order to evaluate the performance levels of housekeeping personnel working in the accommodation sector objectively and industry-specific.

In line with this purpose, it is planned to determine the conceptual framework first, and then to search the literature in order to achieve the objectives determined in the research. Following the sectoral and academic based qualitative focus interviews, it was decided to obtain a draft scale by creating a pool of items. It is foreseen to test the draft scale obtained in a few of the hotels operating in Ankara for clarity and applicability of expressions. After passing the test phase, it was planned to collect data for the pilot study and to perform exploratory and confirmatory factor analyzes of the measurement tool in the light of the data collected. Using the data obtained from factor analysis, it was decided to establish the model of the scale and determine its sub-dimensions.

The universe of the research and sampling

In this research, "easy sampling technique" was used. This technique is frequently preferred by the researchers due to the fact that the participants are easily accessible or voluntary, as well as the time, money and workforce limitations (Gravetter and Forzano, 2012) [18].

The universe of the research is composed of 5, 4 and 3 star hotel management personnel in Ankara, and the sample of 424 house management personnel in 54 hotels that accept the study. Since the performance data are important data for confidentiality for the institutions, the names of the hotels where the study was conducted were kept confidential.

Firstly, 5, 4, 3 and 2 star hotels operating in Ankara province was scanned from sites such as trivago.com.tr, tripadvisor.com.tr, otelz.com, hotelinankara.net and a comparison was made on the official website of the "Ankara Provincial Culture and Tourism Directorate". The data obtained were compiled.

The number of 5-star hotels in Ankara is 25, the number of 4-star hotels is 64, and the number of 3-star hotels is 39. 86 of them were reached by phone, e-mail, by appointment and personally, and 64 of them agreed to participate in the study.

A total of 6 hotels with 2 stars that were found to operate in Ankara were also visited within the scope of the study, but none of them agreed to participate in the study. While some of them showed reasons such as density, lack of housekeeping manager, and renovation as reasons for not accepting participation, most of them refused to participate without giving any reason. In addition, the number of housekeeping staff working in these hotels is limited to 1-2 and it is stated that there are no performance evaluation systems. In fact, there is no human resources structure in these hotels. Therefore, it was thought that the study would not serve its purpose.

Since it is recommended to provide 3 to 10 participants per scale items in the scale development studies, it was decided to recruit 10 participants per item, assuming that there are an average of 10 housekeeping personnel in 134 hotels identified at the beginning, other conditions were also considered and 1,000 questionnaires were printed. 964 of these were left to be answered to the hotels in question, but the return was limited to 424 questionnaires. The difference between the number of questionnaires distributed and the rate of return was explained by the hotels for various reasons such as the illiteracy of the personnel, the presence of authorized personnel, the staff's unwillingness to answer the questionnaire and the density. The highest return rate was provided from 5-star hotels, which are thought to be due to the fact that some of the 5-star hotels

are international chain hotels, the educational status of the staff is relatively high, and the managers' positive attitude towards academic studies.

Housekeeping managers or hotel general managers who did not accept participation were also asked how many housekeeping staff they employ in order to obtain a clear number of the universe of the study, but no answer was received. Therefore, it was not possible to reach clear numbers about the universe.

Development of the Data Collection Tool

The main purpose in scale development is to create carefully developed scales that can represent the most suitable questions that can be designed in a reliable and valid way (Rowan and Wulff, 2007) [32]. Before proceeding with the development of the scale to be used in the research, the studies carried out in the country and abroad were examined in order to establish the research and achieve the desired goals. Accordingly, the scarcity of research on the subject both at home and abroad attracts attention. The conceptual framework of 360 degree evaluation method, which is one of the performance evaluation methods, was used in the development phase of the scale.

In this study, focus group interviews were preferred as a qualitative research method for developing the expressions to be included in the scale, and interviews were conducted with sector professionals, sector employees and field academics through questions created by the researcher after reviewing the literature. A focus group interview was held with 2 floor services managers and 1 floor chief working in three 5-star accommodation establishments in Ankara, where a total of 3 participants were included. The reason for choosing 5-star hotels when designing these talks is that a well-functioning performance evaluation system is used throughout the 5-star hotel businesses in Ankara.

Each interview started with a brief description of the purpose of the study and what the results will be used for. The interviews were conducted for an average of 1-2 hours and it was notified to the participants that the interview would be translated into the text with the permission of the participants. The participants were assured that their rights would be protected and their identity would not be shared with anyone. Shortly after the interviews, the interviews were made into text.

When the interviews with the participants were deepened, it was observed that performance evaluations were regularly conducted in all 3 enterprises included in the study, but there were differences in the method. In international chain hotel enterprises, the evaluation is made confidentially with the forms sent from the headquarters. The criteria considered in the evaluations are generally seen as personal characteristics, behavioral characteristics, and professional skills. Performance improvement trainings are given to the personnel in the form of orientation in recruitment or in line with the needs and demands of the staff. The evaluation of the staff differs according to the performance evaluation method used. While everybody evaluates each other in one business, each supervisor evaluates the related personnel in another business.

In addition, by attending the meeting of the "Hotels and Accommodation Facilities Professional Committee" within the body of the Ankara Chamber of Commerce held in Ankara in September 2018, the general condition of the sector with the Committee members, the importance of the floor services department and the features that a measurement tool to be developed for the floor services should bear. Discussions were held on such issues.

In addition, interviews were made with the field academics and evaluations were made in terms of the general situation of housekeeping in our country, the perspective of graduates to the department and the features that a housekeeping staff should have. These interviews conducted in the research process contributed to the identification of the statements that will form the item pool.

In this study, induction and deduction methods are planned to be used together while creating a pool of items. In line with the reported focus group discussions and the theoretical infrastructure developed in the literature, a 97-item pool was created, making sure that it is understandable by housekeeping staff. The created item pool was presented to the expert opinion in terms of scope validity. At this stage, the items were evaluated in terms of comprehensiveness of the statements, suitability to the subject and the literature, and the features that should be found in a measurement tool by 10 academicians and experts. Afterwards, the questions compiled by the researcher were examined, the ones that were similar or closely related were eliminated, the ones that covered each other were combined, the statements were made clear and understandable and evaluated for fitness for purpose.

At the same time, the expert opinion of 2 Turkish Language and Literature teachers was consulted in terms of the clarity of the expressions and the suitability of the language and expression structures to Turkish. The number of experts evaluating is 12, and in line with the feedback received, the items were reassessed and the necessary changes were made and a draft scale of 45 items was prepared. The criteria in the draft scale were determined as "Personal Criteria" Physical Criteria "Professional Competence Criteria" Behavioral Competence Criteria "Teamwork, Cooperation and Solidarity" "Continuous Learning and Development Demand" "Communication" and "Technical Competence Criteria". The scale items tested were prepared according to the 5-point Likert Scale (1 = Fairly Insufficient; 2 = Insufficient; 3 = Moderate; 4 = Adequate and 5 = Fairly Adequate).

After the appearance and content validity of the first form of the scale was provided, positive feedbacks were taken by testing with 9 people with the same characteristics as the sample group in order to evaluate the response time and understandability and the next stages of the study were started.

The draft scale prepared when it reached the second stage in the configuration of the scale was planned to be applied to the original sample group. Before the implementation, necessary permissions were obtained from the Ethics Committee of Hacettepe University. The hotels to which the application will be made were visited one by one by scanning the list of hotels that were determined by the researcher, and if any, they were contacted with the floor services managers and after the purpose and importance of the study were explained, they were asked whether they would participate in the research.

During the development of the Performance Evaluation Scale for Housekeeping Staff, validity and reliability analyzes were carried out at the last step. Firstly, the construct validity of the scale was tried to be revealed through exploratory factor analysis. "Principal Axis Factoring" method was used for exploratory factor analysis. In this research, the expressions in the EIPPDO part of the questionnaire were developed and developed by the researcher. From this point of view, the use of Principal Component Analysis may be deemed appropriate. In the rotation of the factors, the oblique rotation technique,

which has a relation between factors, is used (Costello and Osborne, 2005) [12]. Considering the scale, considering the expressions developed from scratch, it is thought that it is unlikely that the sub-dimensions of the performance will not affect each other. In this case, it is an expected result to have a relationship between factors.

The structure that emerged as a result of exploratory factor analysis was then subjected to confirmatory factor analysis In the confirmatory factor analysis, a good level of fit was sought by first looking at the coefficients of the obtained structure. Then convergent and differential validities of the building were examined. In the confirmatory factor analysis, it was examined whether the implicit variables that will also emerge are gathered under an upper second level implicit variable. For reliability analysis, Cronbach's Alpha value, an internal consistency coefficient, was calculated and interpreted. This value was calculated separately for both the total scale score and the sub-factors of the scale.

Results

In this section, findings related to Performance Evaluation Scale for Housekeeping Personnel developed by the researcher are presented. The socio-demographic information about the participants who agreed to participate in the research is shown in Table 1 (Tablo 1).

Table 1: Socio-Demographic Characteristics of Housekeeping (Housekeeping) Staff Participating in the Study

Variable	Group	Number (n)	Percent (%)
Gender	Women	202	46.5
	Men	232	53.5
Age	18-24	68	15.7
	25-34	31	7.1
	35-44	137	31.6
	45 and above	198	45.6
Education status	Primary school	115	26.5
	Middle school	103	23.7
	High school	145	33.4
	University	71	16.4
professional experience	1-5 year	125	28.8
	6-10 year	131	30.2
	11-15 year	99	22.8
	16-20 year	52	12.0
	21 year and above	27	6.2
Working hours	1-4 hours	6	1.4
	5-10 hours	403	92.8
	11-15 hours	25	5.8
Perception of workload	Yes	304	70.0
	No	130	30.0

The validity and reliability studies of the Performance Evaluation Scale for Housekeeping Staff were conducted with 424 volunteers participating in the study. 46.5% of the participants in the study are women and 53.5% are men; 45.6% are 35-44 years old and 33.4% are high school graduates. 30.2% of the participants have 6-10 years of professional experience; 92.8% work for 5-10 hours and 70% think their workloads are heavy (Tablo 1).

Scale Findings

Before starting the exploratory factor analysis, the suitability of the data for the factor analysis was examined with the tests of "Kaiser-Meyer-Olkin" and "Bartlett Sphericity". KMO coefficient was calculated as.961 and Bartlett test χ^2 (990) = 16637,104673, p <.001. The obtained results show that the KMO values of the data are suitable for the analysis.

Firstly, all 45 items in the scale were analyzed. While running the analysis, the criterion for eigenvalues to be greater than 1 was applied for factor definition. Basic axis factor approach and "direct oblimin" rotation technique are used. In the results, firstly, the partnership values of the scale items were examined. Büyüköztürk (2018) [11] and Tabachnick and Fidell (2007) [37] state that "partnership values should be higher than 200 in exploratory factor analysis". In this first factor analysis, the partnership values remained below the threshold value stated in three items. In addition, six factors emerged in the first factor analysis solution produced and the cumulative variance explained was found to be 66.8%. It was examined in detail what expressions the resulting factors gathered after

the rotation process, but it was observed that the two remaining factors did not take the factor load value that is the lowest, 300 with any item. After this stage, while conducting the next factor analysis, three questions with low partnership value were excluded from the scale and then the analysis was run for the second time by using four factor numbers as the factor determination criterion.

In the second factor analysis, the approach and rotation technique used in the first were used. In the four-factor solution, 62.13% of the variance was explained cumulatively. When the items under the four factors in the spinning process are examined, the same problem observed while running the first analysis in the last factor repeated and no expression could be loaded with a value above 300. Therefore, in the third analysis, the number of factors was reduced from four to three and the analysis was run again.

In the third factor analysis, the approach and rotation techniques used in the first two analyzes were kept constant and the analysis was run with three factors. The cumulative variance value explained by the three-factor structure was found to be 66.94%. When the items collected under three factors were analyzed, it was observed that 14 items were collected in more than one factor at close rates and these items were excluded from the scale. Subtracted items were items 5, 20, 21, 22, 24, 25, 36, 37, 38, 39, 40, 41, 44 and 45. Ultimately, the Scale provided structural validity as a scale consisting of 31 items in total and three sub-factors. Factors and related items of factors are given in Table 2 according to factor loads (Tablo 2).

Table 2: Factor Loads of Scale Items

		Factors		
		1	**2**	**3**
PESHS3	Being honest	0.88		
PESHS4	Being reliable	0.865		
PESHS15	Knowing the limits of the field of duty	0.839		
PESHS9	Finishing the given work on time	0.83		
PESHS14	Knowing current responsibilities	0.826		
PESHS13	Doing the job in the desired quality	0.821		
PESHS16	Protection of tools, equipment and materials used	0.816		
PESHS12	Paying attention to service delivery	0.816		
PESHS18	Knowing the hygiene rules	0.813		
PESHS8	Follow the instructions related to the work	0.813		
PESHS7	Being regular all the time	0.799		
PESHS17	Keeping the environment organized while doing her work	0.797		
PESHS19	Applying hygiene rules	0.792		
PESHS11	Owning duties assigned to him/her	0.777		
PESHS10	Using resources effectively	0.695		
PESHS6	Dressing clean all the time	0.674		
PESHS32	Sharing knowledge, skills and experiences with colleagues		0.861	
PESHS33	To be able to communicate with the environment in a healthy way		0.818	
PESHS31	Working in collaboration with other employees		0.804	
PESHS29	Aptitude to team work		0.786	
PESHS35	Adapting to changes in a short time		0.737	
PESHS43	Knowing the occupational health and safety rules		0.704	
PESHS30	Completing the works on time in jobs that require teamwork		0.67	
PESHS34	Willing to participate in the trainings that should be taken to do the job		0.667	
PESHS42	The level of knowledge about the job		0.636	
PESHS26	Behaviors towards colleagues		0.632	
PESHS28	Obeying the discipline rules		0.629	
PESHS27	Behaviors towards service recipients		0.595	
PESHS23	Representing the institution with the quality of their behavior		0.535	
PESHS2	Being patient			0.74
PESHS1	Being cold-blooded			0.668

The lowest factor load for each factor was greater than 300, the threshold value mentioned by Tabachnick and Fidell (2007) [37]. In this case, it can be said that the items that have correlated under the factors can adequately explain the relevant factor. In the field, besides the theoretical expectations and researcher's interpretations are effective in naming the factors determined by factor analysis, it is deemed appropriate to get opinions from the experts of the field (Tavşancıl, 2005) [39]. The sub-dimensions of the scale are in line with the opinions of the field academics and in relation to the theoretical model; It is named as "job perception of knowledge, skill", "perception of adaptation to the workplace" and "perception that work is done calmly".

After the three-factor structure emerged, Cronbach's alpha value, which is the internal consistency coefficient for all items and sub-factors in the scale, was calculated and reliability analyzes were performed. The results are shown in Table 4 (Tablo 4).

Table 3: Cronbach's Alpha Values for Scale and Sub-dimensions

	Item number	Cronbach α
PESHS	31	0.97
Factor 1: Perception of knowledge, skill	16	0.972
Factor 2: Perception of adaptation to the workplace	13	0.941
Factor 3: Perception that work is done calmly	2	0.758

According to the results obtained, the total reliability coefficient of the scale was found high with 970. According to Büyüköztürk (2018) [11], the reliability coefficient being close to 1 means that reliability and internal consistency among the items are high.

When the sub-factors were analyzed, the values were calculated as 972, 941 and 758 respectively. There is evidence that the scale measures consistently at different levels and that the amount of errors is less with each measurement.

As a result of the exploratory factor analysis, it can be said that the scale has the qualities that can be used safely to measure the performance of three sub-factors and the performance of the housekeeping personnel. In the next step, confirmatory factor analysis, it was examined whether a model with an ideal coefficient of fit was produced.

For confirmatory factor analysis, the factor structure obtained in exploratory factor analysis was also analyzed using the structural equation model analysis in the IBM-SPSS-AMOS program. The theoretical model obtained before analysis is shown in the figure below. (Figure 1).
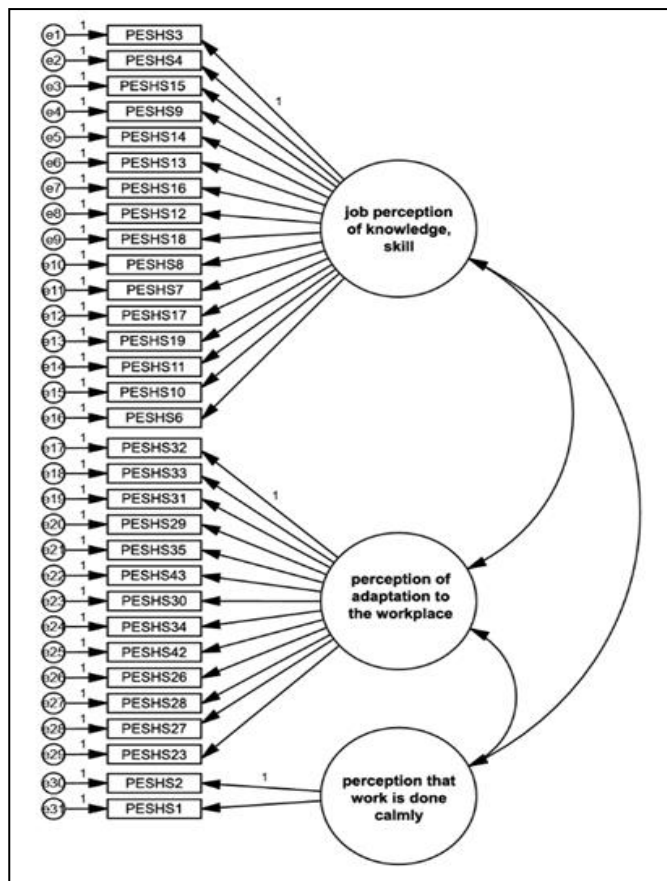
Fig 1: Theoretical Model Before Analysis

The fit coefficients that emerged after the Structural Equation Model (SEM) analysis run on the theoretical model shown in Figure 1 are χ2 (431) = 1875,438, p <.001, χ2 / df = 4,351, SRMR =.0454, GFI =.769 It showed a moderate agreement with AGFI =.734, NFI =.850, IFI =.880, RMSEA =.088. (Hooper, Coughlan ve Mullen, 2008; Miles ve Shevlin, 2007; Steiger, 2007 [35]; Tabachnick and Fidell, 2007 [37];

Diamantopoulos and Siguaw, 2000; Hu and Bentler, 1999). Then, the correction coefficients of the model were examined and the relationships between the errors of the scale items, the observed variables, were defined. A total of 12 interrelations were defined. The theoretical model after defining these errors is shown in Figure 2 (Figure 2).
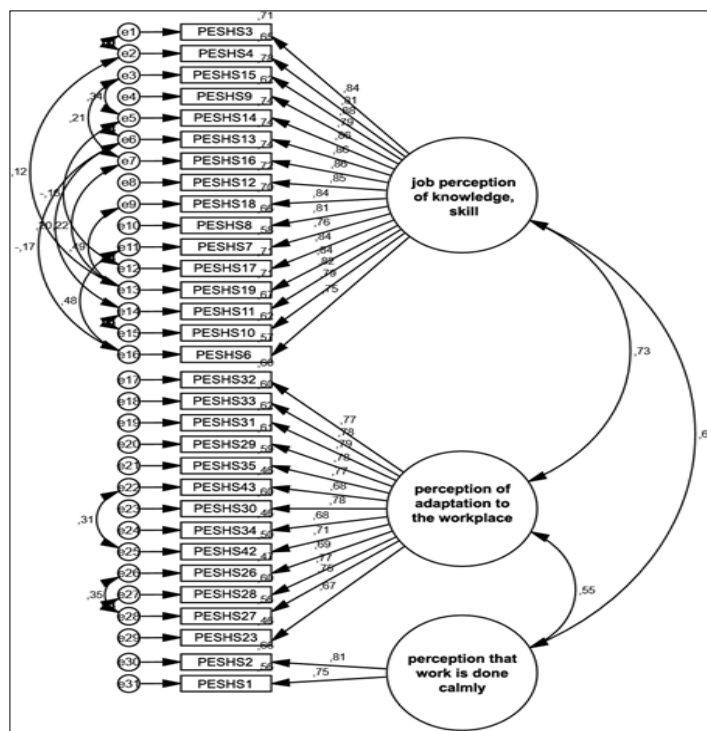

Fig 2: Model Analysis with EIPPDÖ's Estimated Coefficients

This model was then subjected to Structural Equation Model (SEM) analysis and coefficients of fit χ2 (415) = 1152,674, p <.001, χ2 / df = 2,778, SRMR =.0435, GFI =.855, AGFI =.827, NFI =.908, IFI =.939, RMSEA =.064 values were in good agreement. (Hooper, Coughlan and Mullen, 2008 [20]; Miles and Shevlin, 2007 [27]; Steiger, 2007 [35]; Tabachnick and Fidell, 2007 [37]; Diamantopoulos and Siguaw, 2000; Hu and Bentler, 1999). It can be said that the quality of the structural model has increased after defining error relationships. Estimated values after the model is analyzed are shown in Figure 2 (Figure 2).

With confirmatory factor analysis, a model with a good level of fit, which is the first step, was obtained. The second place comes from checking the convergent and discriminant validity of the model.

In convergent validity, the combined reliability values are expected to be above 700. (Hair, etc., 2016; Hu and Bentler, 1999) [21]. The combined reliability values of the sub-factors in the scale are above 700. As the second criterion, the mean variance values should be over 500. (Malhotra and Dash, 2011; Hu and Bentler, 1999) [25, 21]. This criterion has been met without any problem. In differential validity, the Average Explained Variance is expected to be more than the Maximum Shared Value. (Hair etc., 2016; Hu and Bentler, 1999) [21].

In the light of these results, the factor structure that emerged in the exploratory factor analysis of the scale was confirmed once again by showing both convergent and discriminant validity by confirmatory factor analysis. In the next step, it is tested whether the confirmed factor structure obtained can be explained by a second level factor. For this purpose, the theoretical model in figure 3 has been created (Figure 3)
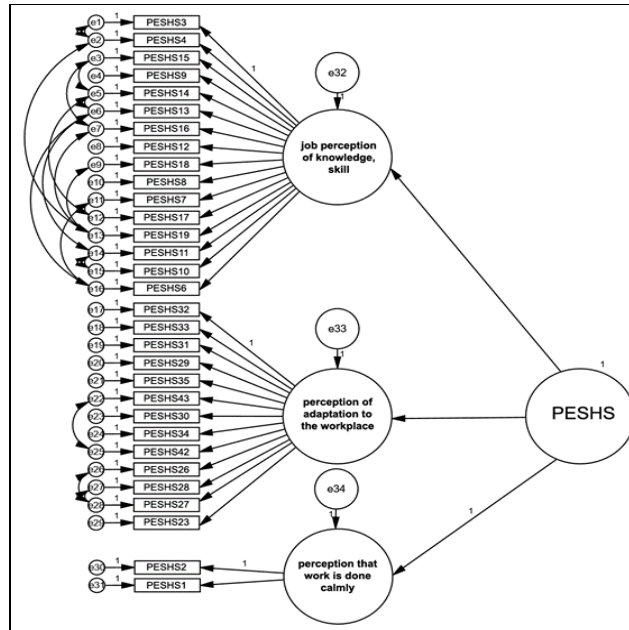

Fig 3: Second Level Factor Analysis Theoretical Model

After running the feed model analysis, the second level DFA coefficients of coherence χ2 (416) = 1203,381, p <.001, χ2 / df = 2.893, SRMR =.0807, GFI =.849, AGFI =.821, NFI =.892, IFI =.935 showed a generally good agreement with RMSEA =.066 values. (Hooper, Coughlan and Mullen, 2008 [20]; Miles and Shevlin, 2007 [27]; Steiger, 2007 [35]; Tabachnick and Fidell, 2007 [37]; Diamantopoulos and Siguaw, 2000; Hu and Bentler, 1999) [21]. In this case, a valid result was obtained in the second level confirmatory factor analysis (Figure 4).
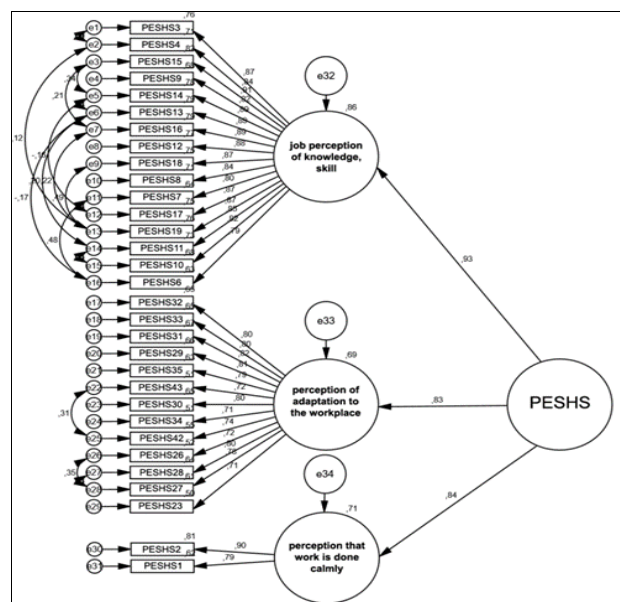

Fig 4: Second Level Factor Analysis Estimated Calculated Model

As a result, the scale consists of three sub-factors and 31 expressions in total. With this form, it is both a valid and reliable measurement tool. This situation was calculated by using the data imputation tool in the IBM-SPSS-AMOS program, taking into account the average scores of the whole scale and its sub-factors, and the factor loads of the items that make up the sub-factors.

Discussion

In this part of the study, the findings regarding whether the Performance Evaluation Scale for the Home Administration Staff is valid and reliable is interpreted.

One of the problems encountered in the scale development process is that the scale items can be fully understood by the housekeeping staff in a conceptual dimension. Although the Turkish was controlled with the participants in the development process of the scale, in the factor analysis made at the end of the main application, a differentiation was observed between the theoretical factor numbers created by the researcher and the factor numbers observed. It is thought that this may have been due to the low level of education of the participants. In future research, it will be useful to concentrate on understanding the conceptual dimension.

This scale was developed in the self-efficacy dimension. Bandura (2003) [5] defines self-efficacy as "the individual's own judgment about the capacity of the individual to organize and succeed in organizing activities necessary to perform a certain performance". In self-efficacy assessment, the self-assessment of the individual is at the forefront. (Bandura, 2003) [5]. In the 360 degree evaluation system, the first step of the process is self-evaluation. Therefore, the use of this scale developed by all stakeholders at all levels of the 360 degree evaluation system and examining the validity reliability will help the scale to realize a complete performance evaluation system.

It is seen that among the many studies conducted in the field of performance evaluation, there are few studies to develop measurement tools for measuring individual performance. Examples that can be shown as examples are as follows;

A measurement tool was developed by Akalın (2005) [1] to evaluate the performance of sales personnel. As a result of interviews and literature review with 61 staff and managers working in 35 stores for the study, a 4-dimensional and 33-item scale was developed in the type of graphic evaluation scale. In the first application, a draft scale was applied to 200 employees, and a validity and reliability analysis was carried out, and a 31-item scale was collected under 2 factors, namely "sales-oriented information skills and personal characteristics" and "workplace compliance features", and the Cronbach's Alpha value of the scale was calculated as 0.96.

The psychometric properties of the "performance evaluation scale" developed by Yelboğa (2003) [46] in the form of "graphic evaluation scale" in an institution operating in the service sector were investigated. The scale is designed to measure job performance and consists of 4 factors and 32 expressions called "managerial competencies", "job-related knowledge / skills competencies", "behavioral competencies" and "self-development competence". Responses regarding the competencies in the scale are given on the five-scale scale. The calculated internal consistency coefficient of the scale is 0.94.

A study was carried out by Yılmaz (2006) [48] to develop a measurement tool to be used in evaluating teachers' performances. n this study, first of all, a group of 250 people, consisting of students, teachers and administrators, was asked to write a composition related to the qualification criteria of the teachers, and then the items were created by taking into account the performance criteria included in the "General Qualifications Draft of the Teacher Profession of the Ministry of Education". A draft scale of 42 items consisting of 3 dimensions with the items presented to the expert opinion was prepared and applied to 180 teachers and administrators working in 5 high schools in Ankara, Yenimahalle. As a result of the validity and reliability analysis, a scale of 6 items with a 6-factor scale was developed under the sub-dimensions of "Teaching processes" "Research and development effort" "Professional characteristics" "Personal characteristics" "Being a guide" and "Communication skill". The Cronbach's Alpha coefficient for the scale was calculated as 0.95.

Apart from these, although it is not a full scale, a decision support system has been developed with the flexibility to be used in different sectors in order to be used to evaluate the performance of the personnel working in a business with the study conducted by Yıldız, Dağdeviren and Çetinyokuş (2008) [47]. This system determines and scores the performance of the personnel based on the subject of the production and the evaluation factors to be determined according to the other work done through a computer program.

A "fuzzy expert system" was developed by Ballı, Uğur and Korukoğlu (2009) [14] in order to evaluate the performance of employees, and a study was conducted with 5 people working in the same department in a company. For this, criteria such as self-confidence, compliance, perseverance, skill and responsibility were determined with an expert and employees were evaluated based on these criteria. The mentioned data can be stored in the knowledge base and used in later operations.

Conclusion and Suggestions

The study was planned and carried out in order to develop a valid and reliable measurement tool for housekeeping personnel working in the housekeeping department, which is one of the most important income groups of accommodation enterprises. Within the scope of the study, firstly, the performance evaluation literature, then the relationship between housekeeping management and performance evaluation in the accommodation establishments were examined. Finally, for the scale development study, the performance evaluation scale for the home administration personnel was developed by passing the application phase, and the validity and reliability analyzes of the scale were performed.

In the first stage, the scale was composed of 97 statements classified as personal criteria, physical criteria, professional competence criteria, behavioral competence criteria, teamwork, cooperation and solidarity, desire for continuous learning and development, communication and technical competence criteria, and reduced to 45 items in line with expert opinions, 424 As a result of the analyzes made after applying to housekeeping personnel, it has become a scale consisting of 3 sub-dimensions and 31 items.

When the application stages of the study are considered as a whole, it is possible to list the results reached as follows:

▪ The scale developed as a result of the study is a valid and reliable scale that can be used to measure the performance of housekeeping staff. As a result of the analysis; Cronbach's Alpha value of "Performance Evaluation Scale for Housekeeping Staff" was calculated as 0.970. Cronbach's Alpha values of the sub-dimensions

of the scale were 0.972, 0.941 and 0.758, respectively.

- The average scores of the developed scale and sub-dimensions and gender, age, education level, income status, professional experience, working hours, work load perception, regular performance assessment at the workplace, the status of whether the manager conducting the assessment is objective or not. Analyzes were made as to whether there is a relationship between the idea of whether it reflects the performance and the disturbance from the evaluation of the performance. It is found out that there is a significant and low level of relationship between educational status and job perception, skill perception factor. (r =, 107, p <.05). It was determined that while the education levels of the participants increased, the perception of knowledge and skills towards work also increased. In addition, negative and moderately significant relationships were found between the scale and all its sub-dimensions and the variable of "regular performance assessment at work". In the absence of regular performance evaluations in the workplace, both the total performance perception scores of the employees and the scores of all its sub-components that constitute the perception of total performance decrease.

When the results of the research are examined; Some suggestions can be made to researchers working in the field of housekeeping, businesses and managers operating in the sector:

- The research findings revealed that the validity and reliability of the scale are high. However, examining the validity and reliability of the scale in applications to be carried out with more people at different times,
- In this study, only 0 degree (self-evaluation) phase of the assessors of 360 degree performance evaluation system could be realized. In subsequent studies, conducting researches by collecting data from all sources (self-evaluation, evaluation by colleagues, supervisors and customers) that can evaluate the performance of the employee,
- As a result of the literature review, the scarcity of the studies on performance evaluation in the housekeeping department in the accommodation establishments attracts attention. Taking into consideration this situation, more studies on the subject,
- In order to measure the performance more effectively in the accommodation establishments, it is thought that a system that can provide the measurement to be performed correctly and effectively should be established. The scale developed as a result of this research will enable a valid and reliable measurement. To do this, doing business analysis of each unit in the enterprise, determining the criteria specific to the unit and making the measurement on a unit basis considering these criteria,
- With the help of the scale developed in this research, it will be possible to reach all stakeholders. While regular and unit specific performance evaluations are applied in the enterprises, it is recommended that managers, colleagues, customers and individuals evaluate themselves.

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