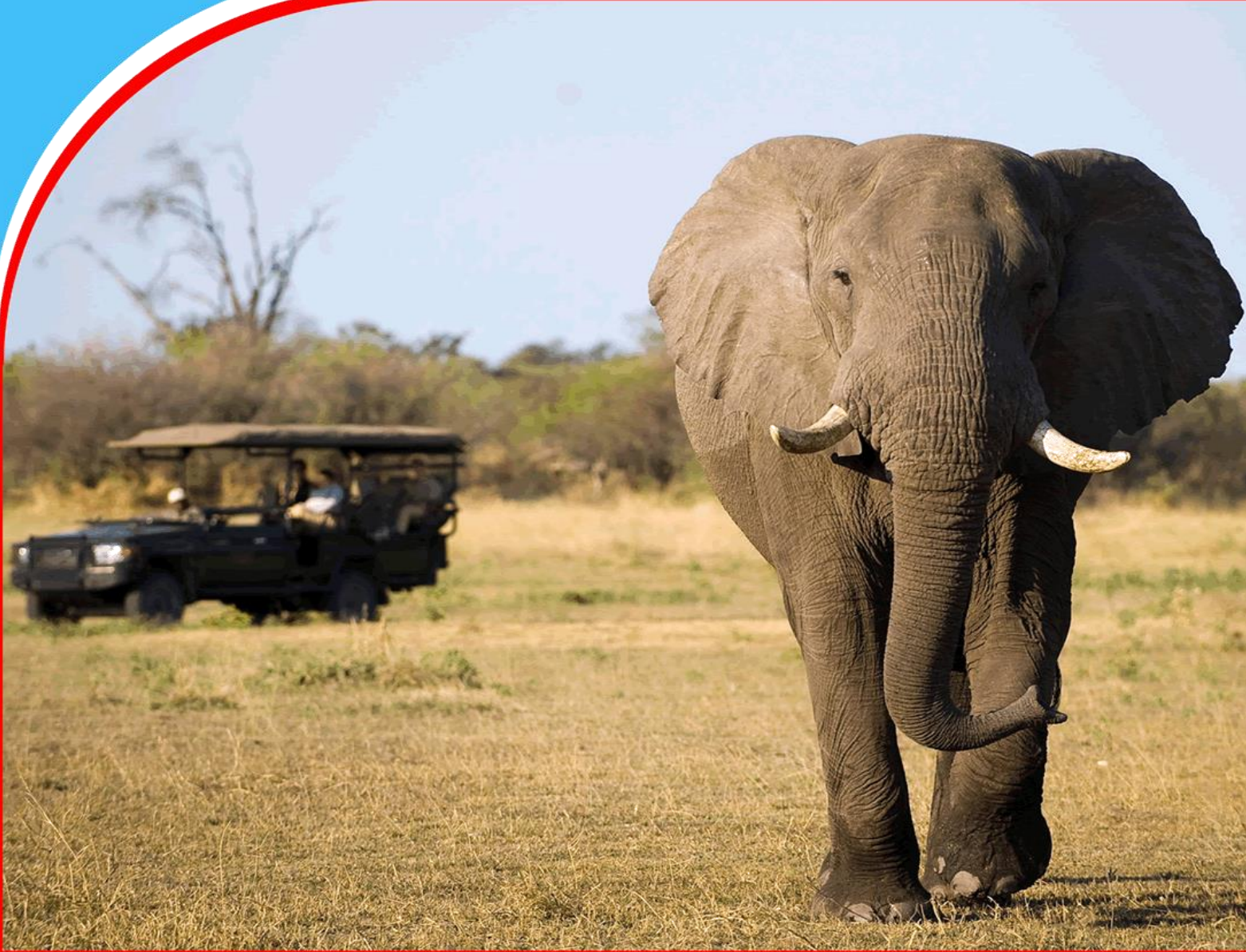


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**Linen Quality and Guest Satisfaction in Star-rated
Hotels in Upper East Region of Ghana**

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Linen Quality and Guest Satisfaction in Star-rated Hotels in Upper East Region of Ghana

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Abstract

Purpose: Linen as launderable textiles is indispensable in the hotel business. Guests pay for hotel services rendered and deserve quality linen. Linen (bed linen, bath linen, guest room curtains) is expected to be clean, crisp, spotless, attractive and comfortable. Linen quality can be attributable to the fibre of fabric, care and maintenance. Thus, the study investigated linen quality and guest satisfaction in star-rated hotels in Upper East Region of Ghana. The reference was on the relationship that exists between linen quality and guest satisfaction and to test if any association existed between them.

Methodology: The study employed a descriptive survey research design. A sample of 327 guests was sampled using a random sampling technique. Data were collected using a questionnaire. Analysis of data was done by the use of SPSS version 26. Data were presented using both descriptive and inferential statistics. The descriptive statistics were frequencies, percentages, means and standard deviations. For the inferential statistics, Spearman's Rank-Order correlation was used to determine the relationships, directions, and magnitude among the study variables. The regression model was used for testing the hypotheses. The hypothesis was tested at a 5% level of significance.

Findings: The findings revealed an association existed between linen quality and guest satisfaction with a moderate positive correlation

($r = .04$ to $.52$) and statistically significant ($R^2 = .197$, $F(2, 324) = 39.80$, $\beta = .522$, $p = .000$). The hypothesis there is no association between linen quality and guest satisfaction was rejected at 95% confidence level. The study concluded linen quality significantly influences guest satisfaction. However, the predictor variable (linen quality) explained approximately 19.2% of the variations in guests' satisfaction.

Unique Contribution to Theory, Practice and Policy:

The study employed Expectancy-Disconfirmation Paradigm (EDP) model. The expected clean, comfortable and adequate linen met the expectation of the guests for satisfaction to occur. The study recommended stakeholders in the hotel industry should continuously ensure standards on linen quality to improve guest satisfaction. It is suggested the hotel management should purpose to provide quality linen and ensure proper care and maintenance of linen through effective supervision. The study as well calls for the Ghana Tourism Authority, the regulatory body for hotel activities to set standards and intensify monitoring activities regarding the quality of linen presented to guests. As an avenue for the hotels to acquire more knowledge, skills and a better attitude towards the handling of linen, the government of Ghana can institute policies on training on linen management.

Keywords: *Linen, Linen Quality, Guest Satisfaction, Star-Rated Hotels*

1.0 INTRODUCTION

The hospitality industry is a service industry founded on the ethos of serving guests with care and warmth and hotels are part (United Nations World Tourism Organization [UNWTO], 2015). Hotels aim at the provision of services that contributes to customers' privacy, security and comfort with enabling environment based on ambience (Zümrüt, Esra, Eda, & Okşan, 2017). A hotel is defined by the Hotel Proprietor Act of 1956 as an establishment that offers sleeping accommodation, food and drink which is required by any traveller and is ready to pay for the facilities and the services rendered (Discover Hospitality, 2015; Ghana Tourism Authority [GTA], 2016). Linen is indispensable to the services rendered at the hotel (Robbins, Grandner, Knowlden & Severt, 2021). According to Zümrüt et al. (2017), hotel linen is all launderable textiles which include bed linen, bath linen, table linen, curtains, staff uniforms, guest clothes and cleaning cloths. For this article, linen is restricted to bed linen, bath linen and guest room curtains.

Room linen plays a significant part in the micro-environment of guests (He, Lian & Chen, 2017). He et al. stressed the bed for guests is the first thing that catches attention and gives the initial impression about the hotel. To Crown Linen (2017), linen complements hotel efforts worldwide and no hotel can do without these textiles. Robbins et al. (2021) in their study at Harvard University in the United States of America revealed that hotel guest's sleep and overall hotel satisfaction among others are dependent on room linen.

For guests to derive the needed satisfaction from linen, Azhar (2019) pointed out the quality of the fabric is essential. He reiterated that the strength of the fibre, absorbency, comfort laundering qualities, colour fastness, shrinkage, flame retardancy, thermal insulation, fabric patterns and texture qualities are important. Haworth (2019) revealed that absorbent fabrics are comfortable for the body when linen gets in touch with the body. The Hotel Association of Canada [HAC], (2014) indicated cleanliness of linen is an attribute of linen quality. No wonder Community IPC policy (2020) explained that every single reusable textile item requires cleaning or disinfestation through the laundry process with emphasis on bedsheets, pillowcases, blankets, duvets, duvet covers, and counterpanes (bed linen), bath towels, hand towels, face towels (bath linen) and curtains.

Linen is anticipated to be clean, spotless, crisp, fresh, neat, attractive and comfortable (Textiles Services Association [TSA], 2014). A national consumer survey was conducted by the Association for Linen, Uniform and Facility Services Industry (TRSA) in America across 700 respondents in 2015 on consumer perception of the quality and sustainability of bed linen. The survey revealed that 72 per cent of respondents indicated they expected the quality of linen (sheets) to match with hotel type. This agrees with the convention that better-grade linen goes with a higher-priced property. The provision of the right quality linen is enough for the services of a hotel. Thus, effective and efficient linen improves customer satisfaction and experience in a hotel setting (Johansson & Carlson, 2015).

The hotels in Ghana just like other countries follow standards set by their regulator Ghana Tourism Authority (GTA) for the provision of clean linen. Also, linen must be changed for every new occupant to the facility (GTA, 2011). Guests generally are unlikely to appreciate unhygienic, torn or worn-out and yellowish linen. These unacceptable conditions could invariably make the guestroom unpresentable and uncomfortable in use (Crown Linen, 2017). Consequently,

effective and efficient linen improves customer satisfaction and experience in a hotel setting (Johansson & Carlson, 2015).

1.1 Statement of the Problem

Low-quality linen can result from fibre density (GSM (g/m^2)) in the formation of fabric, thread count (fineness and coarseness) of fabric and poor par stock among others. The deficit in the stock level of linen in the operations of hotels hastens linen processing as linen is not allowed to rest for 24 hours in storage especially when hotel rooms are fully occupied (Mahardika, Heryanda, & Parma, 2020). Linen not allowed to relax for at least a day renders usage less comfortable and guests dissatisfied (Aucamp, 2016). Poor washing process might not enable stains if any to be properly removed in so doing making linen presentation not pleasant. Low-quality linen might cause guests irritated for paying for a room. It is against this backdrop that the study sought to investigate linen quality and guest satisfaction in star-rated hotels in the Upper East of Ghana.

1.2 Purpose of the Study

The purpose of the study was to investigate linen quality and guest satisfaction in hotels in star-rated hotels in Upper East Region of Ghana. The specific research objective and hypothesis were as follows:

- To assess linen quality in star-rated hotels in Upper East Region of Ghana and their relationship with guest satisfaction.

H_{01} : There is no association between quality of linen used and guest satisfaction in star-rated hotels in Upper East Region of Ghana.

1.3 Significance of the Study

The findings of the study are anticipated to be useful to various stakeholders in many ways. First, the study could alert the division of the Ministry of Tourism, Culture and Creative Arts in Upper East Region of Ghana on standard formation to guide the activities of the hotel in linen management in star-rated hotels. The enforcement of standards could bring out other policies and programmes to educate stakeholders in the hotel industry to ensure the provision of quality linen. Second, the study could be beneficial to all star-rated hotels in the study area, the findings could expose how various hotels manage their linen to ensure quality for others to adopt and improve upon. The study could embolden guests to ensure their rights to quality linen as they pay for services rendered by the hotels.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

Expectancy-Disconfirmation Paradigm Theory

The study was grounded on the Expectancy-Disconfirmation Paradigm theory by Oliver (1980), cited by Zehrer, Crotts and Magnini (2011). Expectancy-Disconfirmation Paradigm (EDP) model looked at how consumers obtain goods and services with an already-formed expectation of how the product performs. After a service or a good is used, the outcome is likened to the expectations of the product; confirmation occurs if the results of the product match its expectation; the consumer becomes satisfied with the product. Disconfirmation occurs if the expectations of the product and its results are at variance with what is expected; resulting in consumer dissatisfaction

with the product. Hotel guest expects clean, comfortable and adequate linen. If the linen provided meets the expectations of guests, satisfaction could occur. A guest could become dissatisfied if hotel linen does not perform as perceived to be.

2.2 Linen Quality in Hotels and Customer Satisfaction

According to Gupte (2018), fibre density and fibre construction play a role in the quality of fabric. The spatial density of the fabric is measured in GSM (g/m^2). That is grams per square metre measurement which stands for fabric weight woven into per metre of quilts. Gupte stressed bedsheets with higher GSM are plusher and more comfortable. Meaning the fabric structure determines the breathability of the fabric which influences the transfer of heat and moisture from within the fabric for thermal comfort.

A comfortable bedsheet provides a nice touch, is easy to care and is durable (Chanda, Ahirwar, & Behera, 2020; Sundaresan, Ramesh, Sabitha, Ramesh, & Ramesh, 2016). They stressed that for bed linen to possess such qualities; the fibre type plays a significant role. Thus, the durability and softness of bed linen are depended on the quality of the fibre itself. Bed linen is mostly made of cotton fibre or cotton blends to enable them to achieve the stated qualities. However, in contemporary times, fibre choices could be made from any of the following: natural fibres, regenerated cellulosic fibres and synthetic fibres with their auxiliary blends to achieve functional and structural properties as well as a reduction in the cost of linen. Kumar (2020) pointed out that bed linen made from polyester and other blends is of good quality. They have a slight lustre and are soft, smooth, absorbent and comfortable as well as the ability to retain appearance. Jeppesen (2015) advocated for cotton polyester in contemporary times for hoteliers due to its feel and expensive look.

The thread count of fabric contributes to linen quality. Thread count refers to the number of vertical and horizontal threads per square of an inch. It is the unit of measure for the fineness and coarseness of a piece of fabric (Gupte, 2018). As a rule of thumb, the higher the thread count, the softer, the more durable and the higher the cost of linen. Thread counts can range from 80 to 700 and for most common sheets the range is between 180-320. However, for commercial businesses the standard hovers around 150 (Gupte, 2018; Sundaresan et al., 2016).

The cleanliness of the bedsheet, the crispness of the sheet, the fluffy nature of the duvet and the supportive nature of the pillows make the bed appealing and irresistible to influence the quality of guest stay (Chanda et al., 2020; Stalbridge, 2016). Stalbridge reiterated good sleep in the night can be boosted with a quality bedsheet that is clean, fresh and comfortable. These qualities are confirmed by a study carried out by the National Sleep Foundation in America. A survey was carried out on 1,500 Americans to share experiences on bedroom environment and quality of sleep. The findings showed three-quarters of people slept better with sheets that are comfortable, clean, fresh and crisp (Stalbridge, 2016).

Duvet covers made up of cotton or cotton blend can be soft and comfortable in use (Hemmes, 2017). Hemmes advised that for aesthetic reasons, chosen colour for bedspreads should match the room theme. Also, the fabric for bedspreads should be durable, easy to launder and must have the ability to drape well with resistance to easy creasing. A study was also carried out by Chanda et al. (2020) to appraise the performance of bed linen concerning sleep quality in India on 41 adults who were randomly sampled. An equation on bed linen sleep quality index was applied to calculate sleep quality for properties of bed linen through a designed questionnaire and a follow-

up of a subjective evaluation method. For the subjective rating of bed linen properties, their weightage, ranking and fabrics, a panel of experts did the bed linen assessment. To determine the level of agreement among panel members and the variation of individual rating coefficient of concordance statistical tools and discriminant analysis were applied respectively. The findings were that a high correlation existed between the subjective index and the objective index for the sampled bed linen fabric. The conclusion drawn was that the quality of sleep is directly proportional to bed linen quality.

Neelam (2017) suggested for quality and longevity, curtains should be beautiful in colour and should possess high-quality drapery. Furthermore, curtains should be easy to wash and not simply get soiled or accumulate dirt. Curtains should be abrasion-resistant, flame-retardant and resistant to sunlight. Towel Super Center (2019) concur that towels are indispensable in human life. Towels should be comfortable to use and not react with the skin. The use of towelling fabric in the production of towels contributes immensely to the absorbency, durability and softness of towels.

3.0 METHODOLOGY

According to Asenahabi (2019), the research design is the general plan chosen by a researcher to bring the different components of a study together logically and coherently, thereby ensuring the research problem is effectively addressed. The research design was a descriptive survey design which employed a quantitative method of data collection. The research design provided a numeric description of trends, attitudes and opinions on linen quality and customer satisfaction in star-rated hotels in Upper East Region of Ghana.

The target population was all-star-rated hotels and their guests in the Upper East Region of Ghana. Star-rated hotels were chosen because they were categorised hotels and presumably could safeguard some standards and adopt some linen management practices to ensure linen quality. All guests who were in residence in the facilities were considered because they were in a position to contribute to the nature of linen provided regarding quality and the degree of satisfaction. The population of star-rated hotels in the study area were 26 out of which two were used to pretest the instrument leaving 24 for the main study.

Purposive sampling was used in the selection of the 24 hotels because they were the star-rated hotels in the region and the population was equally small. The choice is supported by Cohen Manion, and Morrison (2018) who aver that a population of up to 100 will call for an 80 per cent to 100 per cent of the figure. The simple random sampling technique through the lottery method was used to select the guests. The technique gave each guest an equal chance of selection for the study (Cohen et al., 2018; Hamed, 2016). A total of 385 guests were sampled for the study by the use of the Cochran formula for the determination of sample size. Out of the estimated, the actual respondents obtained for the study were 327 guests indicating 84.9% response rate.

A structured questionnaire in the form of a Likert scale was used to seek opinions from guests regarding linen quality and guest satisfaction. The choice of Likert scale questions was to elicit responses that indicated the extent to which respondents agreed or disagreed with the stated statements. The internal consistency of the research instrument was checked using Cronbach Alpha to calculate the correlation coefficient. According to Gay, Mills, and Airasian (2011), Cronbach Alpha test statistics were used to scrutinise the constructs used in questionnaires to ascertain their reliability. The reliability co-efficient on linen quality was .952. It can be

inferred that the Cronbach Alpha statistics were above the border point of 0.70 (Taber, 2018), indicating the instrument was reliable. To validate the results of the study empirically, the appropriate validity checks were also conducted. The Statistical Package for Social Sciences (SPSS) version 26 was used for both descriptive and inferential data analysis. Spearman's rank order correlation was used to test the association between the quality of the linen used and guest satisfaction. Simple linear regression analysis was employed to test the hypothesis.

4.0 RESULTS AND DISCUSSION

4.1 Linen Quality and Guest Satisfaction

To measure the quality of the linen used at the hotels, the views of guests were sought. The views of guests are illustrated in Table 1 on a six-item statement.

Table 1: Quality of Linen Used in Hotels by Guests

Linen Quality (N=327)	1	2	3	4	5	Mean	SD
Linen looks strong in appearance		13(4.0)	36(11.0)	129(39.4)	149(45.6)	4.26	.809
Bed linen is comfortable and gives restful sleep		13(4.0)	34(10.4)	140(42.8)	140(42.8)	4.24	.795
Bath towels are soft and absorbent to use	3(0.9)	24(7.3)	53(16.2)	98(30.0)	149(45.6)	4.11	.991
Visible stains on the linen	34(10.4)	66(20.2)	88(26.9)	69(21.1)	70(21.4)	3.22	1.279
Linen reacts with my skin	52(15.9)	44(13.5)	88(26.9)	88(26.9)	55(16.8)	3.15	1.301
Curtains rich in colour and no sign of fading	2(0.6)	26(8.0)	42(12.8)	96(29.4)	161(49.2)	4.18	.980

Note: 1 = Strongly Disagree. 2 = Disagree. 3 = Undecided. 4 = Agree. 5 = Strongly Agree. SD = Standard Deviation. Figures in brackets are percentages.

As much as 85% of guests agreed with the statement on linen looks strong in appearance with a mean of 4.26 (SD = .809). It could be that the feel of the linen by touch denoted the fibre was predominately cotton. The findings supported the views of Sundaresan et al. (2016) that the durability and softness of bed linen are depended on the quality of the fibre. Cotton fibres are mostly durable. In connection with the statement 'bed linen is comfortable and gives a restful sleep'. As much as 85.6% of guests with a mean of 4.24 (SD = .795) concurred with the statement. The hotel guests (business or leisure) need good sleep for work or relaxation. The data

support the view of Chanda et al. (2020) that bedsheet is expected to be comfortable, nice to touch, easy to care and durable. National Sleep Foundation in America supported the idea of a good night's sleep being boosted by a quality sheet that is clean, fresh and comfortable (Stalbridge, 2016).

About 75.6% (mean = 4.11, SD =.991) of guests were in accord with the statement that bath towels provided by hotels were soft and absorbent. It could be that the towels were smooth to the touch and could easily wipe away moisture from the body to make it dry and comfortable. The data supported the views of Towel Super Centre (2019) that bath linen (bath towels, bathmats) should be made of towelling materials because of their absorbency, durability and softness.

In connection with the statement 'visible stains are found on linen (bedsheets, towels)', less than 50% (42.5%) with a mean of 3.22 (SD =1.279) agreed with the statement. It could mean some guests saw stains on the linen. The stains could be obvious on white-coloured linen hence the degree of variability. To reduce stains, soils should be cleaned early enough before it develops into the stain. Additionally, appropriate stain removers have to be used. The finding conforms to views shared by Kumar (2020) that light-coloured fabrics show dirt with conspicuous stains conversely darker-coloured fabrics show dust and lighter marks easily.

About 78.6% (mean = 4.18, SD =.980) agreed with the statement 'curtains are beautiful as colour is rich and no sign of fading'. Clients to hotels pay for goods and services and therefore if the hotel is a place away from home, then beautiful curtains were paramount for a pleasing environment. The finding is consistent with Neelam (2017) that curtains should be beautiful and should be of high-quality drapery that can easily be washed and not simply get soiled or accumulate dirt. To pattern the association within linen quality; the Spearman correlation was employed.

Spearman Correlation to Provision of Linen Quality by Guests

Spearman's rank-order correlation was computed to assess the relationship between linen quality provided and guest satisfaction. There was a positive correlation between the two variables as shown in Table 2.

Table 2: Spearman Correlation to Provision of Linen Quality by Guests

Linen Quality (N=327)	Linen strong in appearance	Comfortable bed linen	Soft and absorbent towels	Stains on linen	Linen reacts to my skin	Beautiful curtains
Linen Strong in Appearance	1.00 (.001)	.52** (.001)	.26** (.001)	.04 (.533)	.08 (.175)	.25** (.001)
Comfortable bed linen	.52** (.001)	1.00 (.001)	.38** (.001)	.12* (.031)	.17** (.002)	.15** (.007)
Soft and absorbent towels	.26** (.001)	.38** (.001)	1.00 (.001)	.20** (.001)	.06 (.299)	.36** (.001)
Stains on linen	.04 (.533)	.12* (.031)	.20** (.001)	1.00 (.001)	.35** (.001)	.14* (.012)
Linen reacts to my skin	.08 (.175)	.17** (.002)	.06 (.299)	.35** (.001)	1.00 (.001)	.06 (.293)
Beautiful curtains	.25** (.001)	.15** (.007)	.36** (.001)	.14* (.012)	.06 (.293)	1.00 (.001)

** . Correlation is significant at the 0.01 level (2-tailed), *p*-values are in parentheses.

* . Correlation is significant at the 0.05 level (2-tailed).

Concerning the quality of linen provided in hotels for guest use and its satisfaction, Table 2 shows there is a relationship between the variables of linen quality and guest satisfaction. Some of the variables were positively correlated and statistically significant. For instance, linen looked strong in appearance and comfortable bed linen ($r=.52, p<.001$), comfortable bed linen with bath towels soft and absorbent to use ($r=.38, p<.001$) and the reaction of linen to skin and stains on linen ($r=.35, p<.001$) were all correlated positively and significantly. While other variables though positively correlated were not statistically significant. An example was linen found to be strong in appearance and stains found on linen ($r=.04, p=.533$). Also, beautiful curtains in the guest room and the reaction of linen to guest's skin ($r=.06, p=.293$) and the reaction of linen to guest's skin and linen strong in appearance ($r=.08, p=.175$).

The magnitude of the correlation coefficient ($r=.04$ to $.52$) shows the strength of the association was weak to moderate and positive. It could be that guests to some extent appreciated the quality of linen due to its appearance, comfort, texture, durability, absorbency and good reaction to the skin. Stalbridge (2016) shares in his study that linen shows cleanliness, freshness, comfort and durability. The analysed data suggest there was an association between the quality of linen provided at the hotels for guests' use. Nonetheless, a null hypothesis was formulated to test the significance of the association.

H₀₂: There is no association between quality of linen used and guest satisfaction in star-rated hotels in Upper East Region of Ghana.

The null hypothesis was tested with a simple linear regression model to attest to whether linen quality predicted guest satisfaction significantly (Table 3).

Table 3: Linear Regression Model Summary on Linen Quality and Guest Satisfaction

Model	Coefficient	Standard Error	T	Sig.	95% Confidence CI
1 (Constant)	0.5227	0.0594	8.80	.000	0.4058 – 0.6396
Linen Quality					
R-Squared	0.1972				
Adjusted R-Squared	0.1923				
F(2, 324)	39.80				
No. of Observations	327				

a. Dependent variable: Guest satisfaction

Testing of the null hypothesis was at 5% significant level. The overall regression model was statistically significant ($R^2 = .197$, $F(2, 324) = 39.80$, $p = .000$). Consequently, linen quality predicted guest satisfaction ($\beta = .522$, $p = .000$). However, this predictor variable (linen quality) explained approximately 19.2% of the variations in guests' satisfaction. The finding supported the theory of the Expectancy-Disconfirmation Paradigm by Oliver (1980), cited in Zehrer et al. (2011). Every guest expects quality linen before a hotel visit. A met expectation resulted in satisfaction. The hypothesis there is no association between quality of linen used and guest satisfaction in star-rated hotels in Upper East Region of Ghana is therefore rejected.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The study presents the summary based on the objective and the hypothesis set.

To Assess the Quality of Linen Used in Star-Rated Hotels in Upper East Region of Ghana and their Relationship with Guest Satisfaction

The study assessed bedsheet looked strong in appearance and was comfortable to give guests restful sleep. The bath towels were soft and absorbent to use and did not react to skin. Guestroom curtains were beautiful, rich in colour and showed no sign of fading. However, there were visible stains found on some linen (bedsheets, pillowcases, bath towels). The association of the coefficient between linen quality and guests' satisfaction ranged from weak to moderate and was positive ($r = .06$ to $r = .52$). Linen quality predicted guest satisfaction significantly ($\beta = .522$, $p = .000$). The study showed that the quality of linen provided at the hotels for guests use had a significant relationship to guests' satisfaction ($p < 0.05$).

5.2 Conclusions

Hotels used linen that is strong in appearance. The bedsheets are comfortable and give restful sleep to guests. Bath towels are soft and absorbent and did not react to skin. The curtains are beautiful and have their colours maintained. Visible stains are found on some linen (bedsheets, pillowcases, bath towels). A conclusion can be drawn from the study that the quality of linen has an association with guests' satisfaction. Linen quality therefore can significantly influence the satisfaction of the guest. Therefore, the hypothesis that there is no association between the quality of the linen used and guest satisfaction in the study area is rejected at a 95% confidence level.

5.3 Policy Implications

The hotel industry is one of the channels the government of Ghana gets revenue in the form of taxation. There is a need for the Ministry of Tourism, Culture and Creative Arts and GTA to come out with policies to help with the continuous improvement of the hotels. The government can come out with policies on training to equip hotel staff with the necessary skills and knowledge in the acquisition and maintenance of quality linen. By so doing, the hotels could be more equipped to provide quality linen to meet guests' satisfaction.

5.4 Recommendations

The results of the study showed there is a relationship between linen quality and guest satisfaction and the level of satisfaction was statistically significant. Based on the findings, the following are recommended to various stakeholders:

Recommendation to Ghana Tourism Authority

GTA are the immediate regulator of hotel activities. As part of their regulatory activities' standards should be set for the hotels regarding linen quality. Lay down policies in terms of linen, quality in the area of fibre type, fabric, texture and colour should be clear with the categories of the hotel in mind. Monitoring activities should be intensified. Hotels that comply with the rules and regulations should be rewarded from time to time while sanctions be meted out to those who violate the rules to enforce standards.

Recommendations for Hotel Management

The management of the hotels is to acknowledge their continuous existence in the business is the result of their guests. The Expectancy Disconfirmation model indicates that hotel customers have perceived expectations about the hotels. If the expectations meet and even exceed what they expect satisfaction occurs and customers become loyal. Guests when satisfied can exhibit positive word of mouth publicly for others (family members, friends and colleagues) to enjoy the products and services. Based on these ideas, hotel management should give off their best in terms of provision and maintenance of quality linen. Hotels should ensure they maintain the minimum par level for the smooth functioning of the facility. Linen should be of quality in terms of fibre properties and characteristics to meet climatic conditions.

Recommendations to Hotel Guests

The guests go for accommodation for business and/or leisure so the maximum benefit should be derived from quality linen for quality sleep. Guests should therefore know their rights and responsibilities while they use the hotels. Complaints can be lodged at appropriate places for

instance with the manager or at the front desk if they are dissatisfied with linen. Where suggestion boxes are available, guests are encouraged to use them to channel their complaints on linen to be addressed.

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