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ASSESSMENT OF EFFECTIVE IMPLEMENTATION OF PUBLIC PROCUREMENT POLICIES ON THE PERFORMANCE OF 4-STAR HOTELS IN GABORONE (A CASE OF PEERMONT MONDIOR HOTEL)

Thomas Tirimba Getenga and Dr. David Kiarie Mburu



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Thomas Tirimba Getenga
Mt. Kenya University

Dr. David Kiarie Mburu
Dedan Kimathi University of Technology,
Kenya
dkmburu2@gmail.com

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Abstract

Purpose: Procurement policies implementation has been recognized as the most difficult challenge affecting the government funded four-star hotel hotels in Gaborone, Botswana, and their attempts to attain economic growth of the country. Thus, this study was conducted to assess the effective implementation of public procurement legislation as well as the performances of Gaborone's four-star hotel. A case of Peermont Mondior Hotel.

Methodology: The study used descriptive research design, and applied a census design since the target population of 43 respondents was a manageable number.

Findings: According to the analysis, payment policies, access to information policies and tendering policies had a positive and significant relation with on the performance of Peermont Mondior Hotel, with a P-value of less than 0.05. However, procurement of consultancy policies was not significant.

Unique contribution to theory, practice, and policy: The study recommends 4-star hotels to continually implement public procurement policies from the government in order to improve their performance. Further the government of Botswana should redefine payment policies, increase funding in the procurement of consultancy policies and enhance continuous technology innovation in support of the 4-star hotels performance.

Key words; *Public procurement, Implementation, Tendering, Consultancy, Policy, Performance.*

INTRODUCTION

Public procurement policies are important in the production and service delivery processes because public institutions must obtain resources from third parties in order to function. The effectiveness of Policies governing public procurement has a magnitude impact on the government's quality of services and the government's responsiveness to public needs (Daghfous & Belkhodja, 2019).

Procurement rules can be utilized to recompense a company's purchasing operations when it comes to acquiring products and services. Procurement rules, helps create a strong brand image, creativity, and societal goals such as racial equality and gender (Jones, 2017). The hotel sector in Botswana, has grown in complexity as the number of key stakeholders in the worldwide hotel industry has grown. This growth necessitated the creation of a strongly coordinated and integrated rules and operational structure to assist the hotel corporation integrate the flow of commodities, services, and income (Odeny, Kurauka & Kurauka, 2020).

Globally, the World Bank procurement policies are encapsulated in two documents: Non-discrimination, equity, and openness are three essential ideas that have guided the development of these guidelines. Standard bidding documents are a set of legally binding template documents that include standard model contract terms. Procurement processes are monitored by the World Bank's procurement department, which is also dedicated to improving the borrowing state's procurement process (Jones, 2017).

Since the 1970s, The EU has had policies in place to ensure a competitive and open public procurement market in the EU. The procurement policies address procedures for analyzing the company's qualifications, as well as contract advertising, awarding, and enforcing compliance with these regulations. The European Union's procurement policies are outlined in a series of directives that are updated regularly. Member states must establish national legislation (regulations) within specified timeframes to implement the EU procurement policies under domestic law. The directives governing the EU procurement strategy were last modified in 2015.

In Africa, a range of public procurement reforms are being implemented, some of which are still in the early stages, to inject innovation into public procurement, among other things. Kenya's (PPDA 2015), Ghana's PPC 2003, and Tanzania's TPPP 2012, as well as in Uganda (PPDPAA 2003), emphasize public procurement that led to the public gaining value of their money (Abdul-Karim, 2020). For instance, in the case of South Africa, studies have shown that with the establishment of affirmative procurement, progress has been made. However, still, there is an inadequate application of procurement policies leading to increased corruption activities that reduce revenue within the government parastatals. The findings of Hussein and Wanyoike (2015) reveal that the financial costs borne by the state in adopting affirmative and effective procurement policies, particularly in the public hotel, have shown to be insignificant compared to the initially expected outcomes and full advantages. Jones, (2017) also mentions "significant improvements" that have occurred in South Africa since affirmative procurement policies were implemented.

PPADB of 2001 laws and guidelines control Botswana's public procurement. The PPADB issues these regularly and expects all public organizations and suppliers to adhere to them (Loosemore, Alkilani & Murphy, 2021). There are various arguments in favor of using the

PPADB in the implementation of procurement as a policies tool. When correctly implemented, PPADB procurement may turn out to be a helpful and effective instrument (Loosemore, Alkilani & Murphy, 2021). Procurement may help significantly to the growth of firms that are able to participate equitably in the global economy if it is utilized as a policies tool with quantifiable aims, verifiable, auditable, and transparent processes, and it is employed in a competitive environment. It is thus appropriate to control procurement as a tool for policies making, but such usage should not be deemed to be "presumptively unlawful." According to the authors, contracts formed by governmental organs should "not be seen exclusively as business deals."

However, procurement policies execution has been found to be the most significant problem facing the public-funded four-star hotels in Botswana and its objectives for national expansion. As much as the Botswana government is trying to develop better PPADB, there is still a trend of poor performance of the four-star hotels and inadequate application of procurement policies leading to increased corrupt activities. Numerous policies die due to the implementation process. Procurement procedures are applied with minimal thought (Tichaawa & Kimbu 2019). When publicly sponsored four-star hotels implement policies, it's normally anticipated that they'll be observed and that the intended results will be reached. However, poor implementation of public procurement policies has led to a reduction in the revenue of the hotels and eventually had a negative ripple effect on the overall revenue of the government-funded 4-star hotels. It is crucial to underline that, despite having vast available resources, the government-funded hotel industry in Botswana is plagued by an inability to properly execute procurement plans (Makanyeza, Sivotwa & Jaiyeoba, 2021).

Effective Implementation of Procurement Public Policies

Procurement policies are particular laws and rules that regulate how a firm acquires the items and services it requires to operate effectively. According to Tichaawa and Kimbu, (2029) the exact method aims to lower the prices of purchasing these products and services, allowing four-star hotels to get a better value for their money. Bulk buying, the preservation of a predefined vendor roster, and methods that assist keep low inventory levels without jeopardizing operating capacity are all covered by these procurement regulations (Jones, 2017). As a result, government-funded four-star hotels develop effective procurement policies that serve as particular guidelines that control various purchase methods at all stages. As a result, effective procurement policies are approaches for obtaining goods or services from private or public agencies for diverse objectives such as transportation, housing, and infrastructures (Al-Aomar & Hussain, 2018). Appropriate acquisitions policies will aid government-funded four-star hotels in meeting their policy objectives, such as long-term viability. As a result, effective procurement methods are established in every purchasing cycle while making corporate purchasing decisions.

According to Botlhale (2017), suitable procurement policies considerably enhance the effectiveness of buying decision. As a result, efficient public hotel procurement policies contain measures that enable government-funded four-star hotels to achieve their services and work requirements. Additionally, the efficiency with which procurement policies are implemented allows purchases to be deployed in such a manner that long-term return on investment is maximized by benefiting groups other than the firm. They are also beneficial to economy and society, as well as the ecology (Al-Aomar & Hussain, 2018).

Four-Star Hotels in Gaborone

With the fourth industrial revolution having an impact on every part of the globe, more competitive goods and services, as well as commercial expansion, are in high demand. And the hotel sector is not immune to the effects of the fourth industrial revolution. The hotel industry of Botswana grows every year, expanding in variety and choice for both clients (Aitken, 2019).

This industry satisfies client needs by providing local dishes, leisure, and guest rooms, all of which are infused with unique flavors and worldwide tastes. The demand for hotels and accommodation is inevitable in Botswana's booming and dynamic tourism sector. It is growing and flourishing in order to keep the hotel business afloat. Local cuisine is common in most homes, but it is also gaining popularity in fast food places and other outside operations, especially in tourist resorts, to appeal to a diverse spectrum of clientele. In the same way, the entertainment business has so far been able to combine homegrown talent with world class talent from all over the globe (Mokgadi & Biza-Khupe, 2018). The hospitality sector in Botswana has a long history and makes a major contribution to the nation's economy. Restaurants, motels, guest houses, beds & breakfasts, and campsites are among the lodging possibilities. All of them are different in terms of elegance, status, uniqueness, and excellence (Mmutle & Shonhe, 2017).

Peermont Mondior Gaborone, Botswana, is a four-star business hotel in Gaborone that provides good value. The Mondior Hotel Botswana is an excellent choice for visitors to Gaborone because it offers comfortable rooms at a reasonable price. The Mondior Hotel offers a free shuttle service to and from Gaborone International Airport, as well as free wireless Internet access throughout the facility. Guests can relax by the pool, unwind in the lounge, or explore the city. This hotel's conference and boardroom facilities can accommodate up to 61 business delegates. The Mondior has 67 well-appointed suites and flats to offer its visitors. There are 36 studio rooms, 31 one-bedroom suites, and 7 two-bedroom suites in the hotel. Every studio and suite have a self-catering kitchen. The hotel is decorated in an African "traditional" style that combines a sense of timelessness with a warm, earthy environment. The hotel's famed News Cafe, located next door, serves delicious breakfasts, light lunches, and gourmet dinners and beverages.

Statement of the Problem

The government-funded four-star hotels in Gaborone, just like other enterprises in the contemporary economy that purchase goods and services, encounter typical public procurement policies challenges and demand trustworthy thus, the need for cost-effective answers (Kristensen, et al. 2021). Procurement policies implementation has been recognized as the most difficult challenge affecting the government funded four-star hotel hotels in Gaborone, Botswana, and their attempts to attain economic growth of the country. The ineffective public procurement policies have been the main challenge that has led most government-funded four-star hotels. There is a trend of poor performance of the 4-star hotels and inadequate application of procurement policies leading to increased corruption activities that reduce the hotels' revenue and eventually have a negative ripple effect on the hotel's overall revenue. According to Olusegun, (2020) these public procurement policies have been harmed in the execution process and are not serving the objectives they were meant for. This

has led to creating loopholes in corruption activities hence making the government-funded four star-hotels lose a lot of revenue annually (Eyo, 2020).

Many academies have come up with important criteria to embrace when analyzing public procurement policies implementation. Wontner, et al. (2020) stressing the importance of implementation such implementer propensity, implementing agency features, and resources in the policy implementation process the degree of determination, interest, and support supplied by key players has a substantial impact on the likelihood of success (Eyo, 2020). Similarly, Olusegun, (2020) noted that numerous public hotels lose a lot of money every year as a result of poor public procurement implementation that do not fulfill the public and disposal demands. Ineffective compliance with procurement regulations and rules as well as a lack of accountability and transparency for procurement resources, diminish the effectiveness of procurement practices in public hotels (Rasetshwane, 2021). This study therefore intends to mitigate this gaps and enhance implementation of procurement policies in government-funded four star-hotels.

Objectives of the study

- a) To analyze how access to information policies affects the performance of Peermont Mondior Hotel.
- b) To examine how payment policies affects the performance of Peermont Mondior Hotel.
- c) To determine how procurement of consultancy policies affects the performance of Peermont Mondior Hotel.
- d) To assess how tendering policies affects the performance of Peermont Mondior Hotel.

Access to Information Policies and Performance of 4-Star Hotels

The information policies determine the type of information that can be gathered and how it can be used and repurposed. It states who is authorized to use the information and whether it is freely available. It indicates the location and method of retrieving such information (Makanyeza, Svtwa & Jaiyeoba, 2021). The information policies of a government-funded 4-Star hotel are concerned with finding, distributing, and managing internal and external information resources necessary for workers at all levels to execute their tasks professionally and efficiently in order to accomplish business objectives. Additionally, an information policies enables management to prioritize spending and resources to ensure that business-critical data is delivered to the government-funded 4-Star hotel as efficiently as possible (Harland, et al. 2019).

Understanding the rationales and consequences of policies decisions broadens our base of knowledge. This is why it is critical for both the country and the government-funded 4-Star hotels to have an information policies. Learning about the information practices of government-funded 4-Star hotels and government-run public institutions (Botlhale,2017). In case of an emergency. It would be extremely impossible to get the government-funded 4-Star hotels back on its feet if no policies were in place to manage information. As part of their onboarding process, new employees at 4-Star hotels that receive government funding will receive extensive training on essential aspects of the information management policies. Beginning with the onboarding of a new employee, an information management policies will ensure consistency in handling information and records.

The lack of an information policies has caused mayhem within the administration and among government-funded 4-Star hotels. For consistency and openness, government-funded 4-Star hotels must support the implementation of information rules. Because there are clear criteria to follow, the information policies simplify work. It should be highlighted, however, that information rules should be revised on a regular basis to keep up with changes in the internal and external environments (Makanyeza, Sivotwa & Jaiyeoba, 2021).

Payment Policies and Performance of 4-Star Hotels

Payment system rules are often divided into two categories: improving efficiency and reducing risk. This distinction will be used in this chapter to help focus attention on specific efficiency and risk policies within government-funded 4-Star hotels. However, this can be an arbitrary difference from the standpoint of both payment system designers and users, preventing a complete assessment of the trade-offs and choices that influence the design, selection, and use of various instruments and systems. As a result, risk concerns and other influences on choices, as well as the overall efficiency of payment systems, are taken into account simultaneously (Bothale, 2017).

Payment policies comparable to the government-sponsored PPADB 4-Star Hotels should customize their payment policies to your business, taking into account the following factors: When will payments be made, who will be liable for them, how will co-pays and deductibles be handled, and what types of payments will be supported by the government? Acceptance is standard practice at 4-star hotels. It is vital for a business that offers credit terms for its goods or services to have an explicit credit policies. Because credit policies enable individuals to obtain things or services, they may not be able to buy immediately, they may have an effect on a business's sales volume. Credit policies establishes the company's credit extension and collection policies. Credit policies are composed of four components: payment terms or credit periods, criteria, collection procedures, and discounts.

Government-funded four-star hotels and other financial institutions are expected to provide a wide selection of payment options for their customer's desire and are willing to pay for at prices that cover the costs of providing these services in a competitive payment services market. The benefits of utilizing a given payment instrument to transfer money will outweigh the expenses, at least on average, from both the user's and the supplier's perspectives (Konso Ali & Ismail, 2018). Nonetheless, history has demonstrated that public policies is crucial in creating the institutional framework within which payment services are provided, acting as a stimulant to payment system efficiency, and assisting in mitigating risks, particularly systemic risks.

Procurement of Consultancy Policies and Performance of 4-Star Hotels

A procurement consultancy policies is a long-term procurement roadmap that outlines how government-funded 4-Star Hotels will buy and provide necessary items and services. A solid procurement plan should take into account the government-supported 4-Star Hotels' overall objectives, timeframe, and budget, and any additional procurement process expenses or associated risks that may be present (Namukasa, 2017). The procurement policies for government-funded 4-Star Hotels should aim to minimize costs, improve operational efficiency, and contribute positively to business growth.

Botswana's PPADB operates effectively alongside government-funded four-star hotels by adhering to three basic ideas. A process approach to advising emphasizes the importance of

listening to government-funded 4-Star Hotels to build solutions that move them ahead and the learning required to make change sustainable for government-funded 4-Star hotels (Namukasa, 2017). Although these shared values may operate in sequential order, they are frequently iterative and collaborative throughout our connection (Adusei & Awunyo-Vitor, 2015). The board of PPADB, with the correct purpose and a co-created methodology, works alongside government-funded 4-Star Hotels to carry out planned activities that help them achieve their goals and objectives. The board of PPADB shifts and pivots along the road to obtain the desired results for government-funded 4-Star Hotels.

Tendering Policies and Performance of 4-Star Hotels

When acquiring products or services, the PPADB stipulates that state organs or state-funded entities, such as government-funded 4-Star Hotels, must adhere to five principles: Procurement processes must be transparent, fair, equal, competitive, and cost-effective (Mapulanga, 2015). In a nutshell, this means that government agencies should use competition to procure products and services. They should shop to find as many contractors as possible to participate in the competition. The goal should be to achieve value for money, which means that public funds should be utilized effectively and efficiently. Participants in competitions should be treated equally and without prejudice. In principle, different contractors should not be given preferential treatment; all contracting parties should have equal access to competition; some contractors should not be given more time to prepare and submit quotes or tenders than others, and all contracting parties should have access to the same information. Government procurement methods should also be transparent, open to the public (Mutangili, 2019).

An Invitation to Tender (ITT) must be publicized as part of the public procurement process so as to create competitive offers for the particular enterprise that the public sector organization wish to have. These requests for proposals come in various organized forms, such as open tenders and restricted tenders, but they will fundamentally outline what the public sector entity requires (Molino, 2019). The tendering policies says that while anybody may request to participate in competitive negotiated tendering activities, only those pre-selected will be invited to submit initial proposals and negotiate. This technique is only applicable when negotiations are necessary due to the unique or sophisticated nature of the acquisition; nevertheless, procuring entities in the defense and security, water, energy, transportation, and postal services sectors can employ it on a routine basis (Mutangili, 2019).

In addition, depending on the circumstances and needs, a contracting authority may sign a framework agreement with one or more government-funded 4-Star hotels for tenders requiring recurring purchases when using the restricted procedure; or sign a framework agreement with one or more government-funded 4-Star hotels for tenders requiring recurring purchases when using the restricted procedure (Loosemore, Alkilani & Murphy, 2021).

The Conceptual Framework

The purpose of the conceptual framework is to provide a clear picture of the relationship among variables. It illustrates how dependent and independent variables are related. Procurement of consultancy policies, payment policies, tendering policies and access to information policies, were the independent factors, whereas four-star hotel performance was the dependent variable.

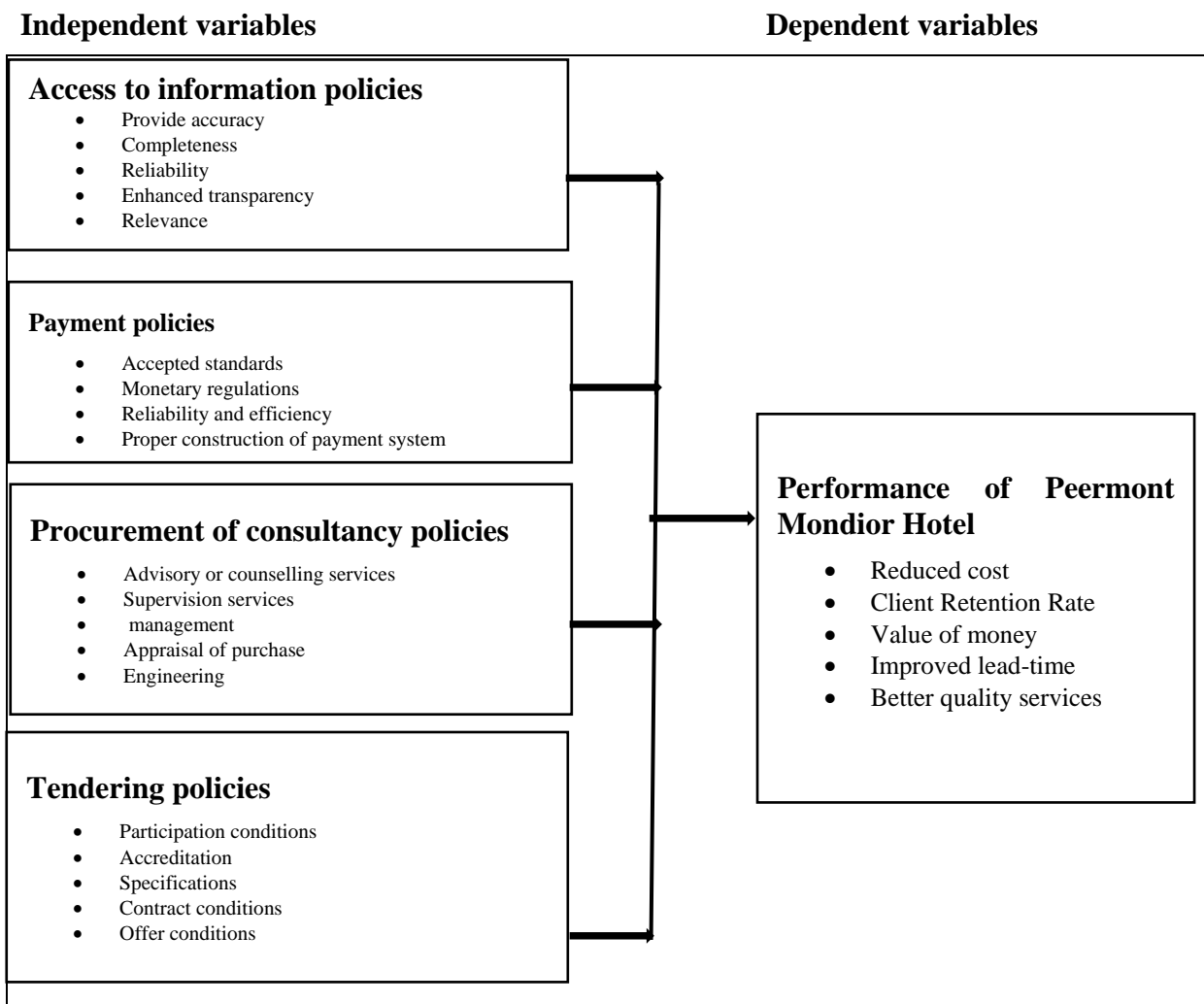


Figure 1: Conceptual framework

RESEARCH DESIGN AND METHODOLOGY

The study adopted a descriptive survey methodology to examine how the independent variables, such as payment policies, information access rules, procurement of consulting policies, and tendering regulations, influence the operation of four-star hotels. The research design collects data from a large group of people known as a population (Niknejad & Amiri 2019). The target population of this study came from Gaborone's four-star hotels' purchasing, finance, warehousing, and procurement, departments, as well as managing directors (Peermont Mondior hotel Gaborone). Peermont Mondior further indicates that, hotel Gaborone's human resources records from 2021, the hotel employed 43 people from purchasing, finance, warehousing, procurement, and top management.

Table 1: Target population

Sample sections	Total population	Percentages
Finance officers	9	20.9 %
Procurement	14	32.6 %
Warehousing officers	16	37.2 %
Senior management offices	4	9.3 %
Total	43	100

Source: (Human resources databases 2021 Peermont Mondior Hotel Gaborone)

A census was adopted where all 43 personnel in the finance, purchasing, and warehouse departments of Peermont Mondior Hotel Gaborone, as well as senior official management were used as sample size for the data collection and analysis through the use of questionnaires. The researcher conducted the pilot test to check that the instrument was accurate and consistent. Both reliability and validity of data collection instruments were tested.

The data was examined using SPSS version 20.0 programming. The results were given in terms of mean and standard deviation tables and diagrams, in relation to study's specific objectives. The relationship between the dependent variable and the independent components was investigated using correlation analysis. On the other hand, regression analysis was used to determine the size of the association between the variables. The regression model that was employed was as follows:

$$y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$$

Where:

Y = Performance of Peermont Mondior Hotel

β_0 = Constant Term

β_1 = Beta coefficients

X1 = Access to information policies

X2 = Payment policies

X3 = Procurement of consultancy policies

X4 = Tendering policies

RESEARCH FINDINGS

Out of a total of 43 questionnaires, 35 were fully filled and returned. This represents 81.4 percent response rate. Niknejad and Amiri (2019) argues that between 50 percentages to 80 percentages rate of the response of the total sample size are sufficient to make conclusions for a study.

Access to Information Policies and Performance of 4-Star Hotels

The first objective of the study to assess how access to information policies affects effective implementation of the performance of four-star hotels in Gaborone. The findings were provided in the table below with the mean and standard deviation.

Table 2: Access to Information Policies and Performance of 4-Star Hotels

Descriptive Statistics		
Access to Information Policies statements	Mean	Std. Deviation
The access to information policy is correct in every detail	4.2571	1.01003
Access to information policy has all of the information government-funded four star-hotels need is available	4.0000	1.13759
Access to information policy does not contradict other trusted resources	3.9429	1.13611
Government-funded four star-hotels need this access to information policy.	4.0286	1.20014
Access to information policy led to enhanced transparency.	4.1143	1.23125
Access to information policy is up-to-date is and can be used for real-time reporting.	4.0857	1.22165

According to the findings in table 2 above, access to information policies has an impact on the performance of Peermont Mondior Hotel. According to the findings, a great number of those polled agreed that the factors listed above had a significant with Peermont Mondior Hotel, with a mean score of above 4.0. The findings conform to Harland, et al. (2019) that argued that information policy enables management to prioritize spending and resources to ensure that business-critical data is delivered to the government-funded 4-Star hotel as efficiently as possible.

Payment Policies and Performance of 4-Star Hotels

The second objective of the study sought to find out how the payment policies affects effective implementation of the performance of four-star hotels in Gaborone. Results are provided in the table below with the mean and standard deviation.

Table 3: Payment Policies and Performance of 4-Star Hotels

Descriptive Statistics		
Payment Policies statements	Mean	Std. Deviation
The payment policy used meets the accepted standards from the government procurement act.	3.4000	1.35473
The payment policy used meets monetary regulations governed by the government procurement act.	3.4000	1.37627
The payment policy takes into consideration of credit, liquidity, and systemic financial risks	3.8286	1.31699
Payment system policy aims to foster reliable, efficient, and low-risk money transfers.	3.7714	1.37382
Payment instruments that suit the needs of end-users of payment systems at prices for users are prepared and made available.	3.9143	1.19734
The right design of payment system risk rules is critical for the payment system's that led to long-term stability and confidence in financial markets.	4.0857	1.09468

According to the results in this study a great number of those polled agreed were found to have a significant impact on Peermont Mondior Hotel, with a mean score of above average of 3.0. This The findings conforms to Konso Ali and Ismail (2018) study that recommended benefits of utilizing a given payment instrument to transfer money will outweigh the expenses, at least on average, from both the user's and the supplier's perspectives

Procurement of Consultancy Policies and Performance of 4-Star Hotels

The third objective to study was to assess how procurement of consultancy policies affects effective implementation of the performance of four-star hotels in Gaborone. The mean and standard deviations of the results are shown in the table below.

Table 4: Procurement of Consultancy Policies and Performance of 4-Star Hotels

Descriptive Statistics		
Procurement of Consultancy Policies statements	Mean	Std. Deviation
Staffing, training, institution development, and particular assistance on goods and services issues are all examples of advisory or counseling services.	4.1143	1.07844
Oversight services to verify that the purchase of goods and services of government-funded four-star hotels is completed in accordance with the contract's terms and conditions.	4.2571	1.03875
The recipient hires a procurement management consultant to handle all aspects of the planning, design, and procurement process polices	4.2286	1.05957
Preparation and evaluation of acquisition offer and supervision and evaluation of ongoing projects or technical assistance.	4.1143	1.20712
Engineering and design studies are being conducted to establish the scope and design of purchasing products and services in four-star hotels supported by the government.	3.4857	1.42192
The government supported Four-star hotels to facilitate technology transfer to poorer countries.	3.3429	1.43369

Respondents were required to respond to set questions related to establish how procurement of consultancy policies affects effective implementation of the performance of four-star hotels. This shows that their negotiation skill base improved the four-Star Hotels bottom line through increased purchasing performance and getting the best deal possible. The findings conform to Namukasa, (2017) that recommended that a solid procurement plan should take into account the government-supported 4-Star Hotels' overall objectives, timeframe, and budget, and any additional procurement process expenses or associated risks that may be present.

Tendering Policies and Performance of 4-Star Hotels

The fourth objective was sought to find out how tendering policies affects effective implementation of the performance of four-star hotels in Gaborone. The mean and standard deviations of the results are shown in the table below.

Table 5: Tendering Policies and Performance of 4-Star Hotels

Descriptive Statistics		
Tendering policies statements	Mean	Std. Deviation
Tendering policies provides a list of the most basic and important criteria that a seller must meet.	4.1429	1.19171
The provider must show that he can fulfill all of the buyer's demands.	3.9143	1.12122
The vendor is required to offer specific details about the goods and services in question.	3.8571	1.11521
An offer must include all terms and conditions and information about the buyer and seller's responsibilities to be considered valid and legally binding.	3.9429	1.30481
A vendor must sign a written agreement to the specified terms and conditions.	4.2286	1.03144
Tenders or bids are judged on a set of criteria, such as price, quality, and value for money.	4.1429	1.21614

This showed that tendering policies was adapted to a greater extent meaning that Peermont Mondior Hotel had embraced the use of tendering policies in trying to streamline their performance. The findings conform to Loosemore, Alkilani and Murphy, (2021) that recommended that depending on the circumstances and needs, a contracting authority may: sign a framework agreement with one or more government-funded 4-Star hotels for tenders requiring recurring purchases when using the restricted procedure; or sign a framework agreement with one or more government-funded 4-Star hotels for tenders requiring recurring purchases when using the restricted procedure.

Inferential Statistics;

This showed statistically the Relationship between effective implementation of public procurement policies and the performance of Peermont Mondior Hotel

Model Summary

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.878a	.770	.740	.23165	.770	25.133	4	30	.000

The model explains 0.770 of the variances (Adjusted R Square= 0.740) on the performance of Peermont Mondior Hotel. Clearly, there are factors other than the four proposed in this model which can be used to the performance of Peermont Mondior Hotel. However, this is still a good model according to Terrell, (2021) pointed out that as much as lower value R square 0.10-0.20 is acceptable in social science research. This means that 77.0 % of the relationship is explained by the identified four factors namely access to information policies, payment policies, procurement of consultancy regulations, and tendering policies. The rest 23% is explained by other factors in the effective implementation of the performance of four-star hotels not studied in this study.

ANOVA table

Table 7: ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.395	4	1.349	25.133	.000b
	Residual	1.610	30	.054		
	Total	7.005	34			

This table indicates that the regression model predicts the dependent variable significantly well, ANOVA results indicate that the P-Value is $0.000 < 0.05$, is statistically significant. The ANOVA indicates that, overall, the regression model statistically significantly predicts the outcome variable is a good fit for the data (Terrell, 2021). The study used F-Test in testing the significant of the dependent variable. From F test statistic of $\alpha = 0.05$ with degree of freedom in the $df = K - 1$ in the numerator, thus $5 - 1 = 4$, and $df = n - k$ in the denominator, thus $35 -$

$F=30$ is 2.14. Therefore, since $25.133 > 2.14$, it is clear that the regression model is significant. Therefore, the model is fairly accurate and can be used in the estimation of effective implementation of procurement policies in government-funded four star-hotels.

Coefficient of Regression

According to Terrell, (2021) the coefficients table provides the necessary information to predict significant between the dependents and independent variables. In this case the performance of Peermont Mondior Hotel from independent variables, (access to information policies, payment policies, procurement of consultancy regulations, and tendering policies) as well as determine these variables contribute statistically significantly to the mode, using the values in the " Beta " as shown below:

Table 8: Coefficient of regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	1.828	.344		5.318	.000
Access to information policies (β_1)	.128	.076	.337	2.003	.034
Payment policies(β_2)	.171	.081	.223	2.124	.042
Procurement of consultancy policies (β_3)	.095	.101	.113	.935	.357
Tendering policies (β_4)	.492	.065	1.037	7.555	.000

a. Dependent Variable: Performance of Peermont Mondior Hotel

Final Optimal model; $Y = 1.828 - 0.228x_1 + 0.171x_2 + .095x_3 + 0.492x_4$

$\beta_1 = 0.128$ access to information policies have a positive significant thus it was affecting implementation of the performance of Peermont Mondior Hotel, and with a P-value of 0.005 which is statistically significant as a measure of performance of Peermont Mondior Hotel.

$\beta_2 = 0.171$ payment policies have a positive significant thus it was affecting implementation of the performance of Peermont Mondior Hotel, and with a P-value of 0.042 which is statistically significant as a measure of performance of Peermont Mondior Hotel.

$\beta_3 = 0.095$ A positive and significant relation with procurement of consultancy policies with the performance of Peermont Mondior Hotel, and P-value of 0.357, which is greater than $\alpha = 0.05$.

$\beta_4 = 0.492$ indicates a positive significant between tendering policies and the performance of Peermont Mondior Hotel with a P-value of 0.000.

As a result, X_1 , X_2 , and X_4 are good predictors and can be used to assess Peermont Mondior Hotel's performance.

These results indicates that the model depicted a positive and significant relationship between implementation of public procurement policies and performance of Peermont Mondior Hotel.

SUMMARY OF THE FINDINGS

The study was testing effective implementation of access to information policies and how affects the performance of 4-Star hotels. The study, found out that access to information policy was being implemented by Peermont Mondior Hotel. This was due to the fact that access to information policy was supposed to be up-to-date so as to assist Peermont Mondior Hotel in real-time reporting and to make daily decisions within the working environment. The study noted that access to information policy was enhanced transparency within the procurement policies. Thus, the study concludes that access to information policies impacted Peermont Mondior Hotel's performance since they had a significant positive impact on Peermont Mondior Hotel.

Recommendations of the Study

The study recommends 4-star hotels to continue adhering to established public procurement policies from the government in order to improve performance. In addition, the government should continue providing access to information polices, payment policies, tendering polices and procurement of consultancy policies to all the four-star government funded hotels. The study further recommends that the government of Botswana should increase funding in the procurement of consultancy policies to facilitate the effective implementation of public procurement policy in 4-star hotels since procurement of consultancy policies will enable the expert of 4-star hotels to alien themselves dynamic change nature of the market that will require them to keep on adjusting public procurement policy.

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