BINDURA UNIVERSITY OF SCIENCE EDUCATION FACAULTY OF COMMERCE

AN EVALUATION ON THE IMPACT OF INFORMATION AND COMMUNICATION TECHNOLOGY ON ZIMBABWE'S STAR-RATED HOTELS' PROCUREMENT PERFORMANCE.

A DESSERTATION

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DEDICATION

I dedicate this dissertation to my ever supporting father Mr. Osward Koki, to my mother Tambudzai Koki and family for the unconditional love she always showed me during the time of writing my dissertation

ABSTRACT

Managers are turning to ICT to improve services for customers, enterprises, and visitors as well as increase internal efficiencies by reducing costs and raising productivity in order to face today's operational difficulties. A Pearson's product moment correlation analysis was used in the study to determine the correlation between the variables. To demonstrate how ICT affects procurement performance in Zimbabwe's star-rated hotels, regression analysis was also done. Supplier selection and development plans, participation in the early stages of brand building, information flow (documentation, reporting, and communication), supplier performance tracking and assessment, and supplier development all have an impact on the procurement performance in the star-rated hotels in Zimbabwe.

The study makes the suggestion that the firms should be cognizant of the dynamic business environment that determines the level of competition they face. The use of contemporary technology in procurement processes must be accepted if star-rated hotels are to achieve the best performance in the process. The study suggests that hotels with star ratings should hire procurement workers who have earned professional qualifications. The study had to overcome a number of obstacles.

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CHAPTER 1

1.1 Introduction

This chapter covers story background of the study, statement of the problem, research objectives, research questions, research proposals, the importance of research assumptions, limitations of research descriptions, and research summaries. This study assesses the impact of ICT on the procurement process of Zimbabwe's star hotels such as Meikles Hotel and Holiday Inn, Cresta and Rainbow Towers. Innovation is fundamental to business improvement, and supply chain management is no exception.

1.2 Background of the study

An effective ICT system aids businesses in gaining a lasting competitive edge. It enables businesses to cut expenses while enhancing product and service quality. ICT is widely believed to have a positive impact on a nation, region, or community's social, economic, and political landscape. (Social issues: TPRC Call for Papers) and for a business to be successful, it must improve its capacity to acquire and apply the most recent information, which is updated, in order to support its management and marketing processes, which will be carried out via advertisements on websites like YouTube, Facebook, and Instagram.

As a result, ICT has an impact on an enterprise's ability to compete by assisting companies in managing information dynamically and assisting decision-makers in making good investments and judgments. ICT enables the hotel to achieve deadlines, customer expectations, and to produce accurate and timely information.Where appropriate in the day-to-day examining and managing of contracts, it also involves processes for risk assessment, seeking and analyzing alternative options, engaging into contracts, providing and paying for products and services. The final disposition of end-of-life assets is also handled through procurement (Waters, 2004).

The pre-supplier section, qualification, the product specification, product qualification, and granting of bids are some of the numerous types of procurement functions. This needs to be handled properly in order to guarantee that the function meets the objectives that have been

established (Mendoza, 2008). With the help of this system, managers may examine price and take advantage of existing contracts to make new pricing proposals more appealing than they were previously. Managers must reconsider their competitive priorities and value their chain if they want to survive. Organizations are becoming more and more aware of the potential of contemporary technology to increase their competitiveness.

1.3 Statement of the Problem

Star rated hotels in Zimbabwe used manual methods to procure its requirements for making cuisines and this delayed the hotel staff members to set up the menus in time because of the manual procurements methods that required a lot of paperwork which consumes time because of a lot procedures that are done manually and also there were errors which included wrong specifications that needed to be rectified before making a procurement which may have been caused by a failure to follow adequate procurement processes, manual procurement methods have attracted the attention of procurement practitioners and academics. Due to increased rivalry in the hotel industry and a reorientation of tactics to promote customer happiness and loyalty through improved service, Zimbabwe's hotels have adopted modern information and communication technology.

However, not all Zimbabwean clients are ICT-savvy, so Swipe is unable to completely comprehend the issue with the network failure on his device. Customers' aversion to technological change will grow. Zimbabwe is the inspiration for the hotel. Due to these issues, this study looks at performance to determine how ICT has affected the highly ranked hotels' procurement procedures.

1.4Aim of the Research

To assess how ICT affects the performance of procurement in star-rated hotels with the goal of enhancing service delivery.

1.5 Research Objectives

i. To assess the level of ICT use in Zimbabwean star-rated hotels' procurement performance.
ii. To ascertain the connection between ICT and the success of Zimbabwe's starred hotels in terms of procurement.
iii. To identify the difficulties encountered in implementing ICT in Zimbabwe's star-rated hotels' procurement operations.
iv. Evaluate Strategies for controlling the contribution of ICT to enhance the supply chain in star-rated hotels in Zimbabwe.

1.6 Research Questions

i. How much ICT is employed in Zimbabwe's star-rated hotels for procurement performance?
ii. What is the connection between ICT performance and procurement performance in Zimbabwe's starred hotels?
iii. What obstacles impede Zimbabwe's star-rated hotels in their implementation of ICT for procurement performance?
iv. Which strategies are suggested for managing ICT use to enhance procurement performance in Zimbabwe's luxury hotels?

1.7 Research proposition

To ensure that the research is effective the following factors is going to be assumed;

i. Is what's going on at Meikles also happening at all the star ranked hotels in Zimbabwe?
ii. Are the instruments valid and trustworthy, and is the study technique morally acceptable?
iii. Are the study's findings representative of all the star-rated hotels in Zimbabwe?

1.8 .0 Significance of the study

1.8.1 Firms in the industry

This research will develop recommendations that will benefit the upcoming hotels which are not star rated so that they develop ideas for hotel expansion that will boost the business's earnings.

1.8.2Hotel Industry

The researcher hopes that the research will help the sector of hotels if the strategies mentioned are implemented and recommended strategies identified by the researcher will benefit Hotels in Zimbabwe.

1.8.3 Government

This research may be useful to the government, if there is an increase on the revenue for the firms revenue will improve the medical facilities in the nation as a whole, they will also be flexibility in the operations of the star rated hotels in Zimbabwe. This s creates employment since the firms will be financially fit and expand their networks thereby resulting in increased tax revenue for the government from pay as you earn, corporate taxes, and value-added taxes.

1.8.4 To the student

This would enable the student to complete the Bachelor in Commerce Special Honors in Purchasing and Supply and to contribute to the body of existing knowledge on evaluating the impact of ICT in procurement operations performance in the five star hotels in Zimbabwe.

1.8.5To Bindura University of Science Education

This research can be put to use by other students when carrying out their researches on similar topics as well. It can also be used in their preparations for the examinations of the impact ICT on procurement performances in high rated hotels in Zimbabwe.

1.8.6 To the Researcher

It gives the researcher adequate knowledge of using ICT in the procurement process as the thoroughly researches about the topic she will know how it benefits the hotel sector how best it can be implemented, and the threats associated to the use of modern technology to procure internationally and the hypothesis to carry out through the research process.

1.9 Assumptions about the Study

The research's underlying presumption is that all of its participants are knowledgeable about using ICT when carrying out the procurement operations in highly rated hotels ICT in the supply chain management is assumed to help in order tracking ,online procurement of goods and services, online payments and documentation of files to be done in computers or servers on the internet to be very easy because through using ICT there is storage of information and smooth continuation of accounting records and this enables easy tracking of risks because information will be available in company servers an documents in the computer storage systems

1.9 Delimitations

This research was conducted at Meikles hotel in Harare in particular, the impact of electronic procurement, documentation of transactions in computers or in servers on the international supply chain success was addressed. In addition, it determined the effectiveness of computerized order processing on procurement success.

1.10.0 Study limitations

1.10.1 Financial Constraints

To carry out this researcher the researcher needed to use the internet which requires the buying of bundles this also strained her budget. To do the research the researcher needed bond papers to give print out of questioners this also sabotaged the finance of the researcher, also airtime was needed for communication with the staff of the hotel and this also increased the expenses and another issue is that the researcher had to travel from Harare to Bindura and bus fare was very expensive so it reduced some time of the research because the researcher failed to meet up at the hotels.

The researcher utilized the school Wi-Fi to make up for the bundles and airtime and most of the communication was done through Whats App messages, video calls, voice calls and zoom meetings with the hotel staff and this saved airtime and bundles which was straining the budget of the researcher. For bond papers that were needed the researcher made use of the online

platforms, she sent the questionnaires through what's app platforms this save the printing expenses.

1.10.2 Time

There was no sufficient time to distribute physically the questionnaires and interviews. The researcher was doing the research during the course of the semester so time is limited since she expected to be at school doing school work this gives limited time to do the research. Since the lectures are being conducted using the blended model, use of online teaching and physical attendance of lectures, the researcher used time when not in lecture attendance at the university and visited the hotel group.

1.10.3 Confidentiality of information

Companies do not publish or dispose their company information to third parties. The employees were not willing to give out all the information despite the assurances that it was of academic use. Since Top management are the drivers of the impact of ICT in star rated hotels Assurance was given on anonymity of the respondents so that there would be no victimization for those who would have participated.

1.11.0 Definition of key terms

1.11.1 Supply chain management

Supply chain management is the movement of products from the sourcing of raw materials through production, logistics, and delivery to the customer. It also includes the activities that turn raw materials into finished commodities.

1.11.2 Information and Communication Technology

It is defined as set of technological tools and resources that are used to transmit, store, create exchange information. These technological tools are computers, internet, live broadcasting technologies like TV broadcasting and radio broadcasting

1.11.3 Value Chain

The numerous commercial processes and operations involved in creating a good or providing a service are referred to as the "value chain" in business terminology. The lifecycle of a product may go through various stages, from research and development to sales and everything in between.

1.11.4 E-Procurement

When an organization uses the internet or occasionally the intranet to source the products and services it needs to function, this is referred to as electronic procurement.

1.11.5 Procurement process

It has many components, including determining the requirements, including determining the requirements' supply chain, initiating the purchase, analyzing the value of the purchase, administering the reviewable phase of the contract, converting the purchase request into a purchase order, assessing the received order, three-way matching, processing payments, and maintaining records.

1.12.0 Summary

This chapter included the study's introduction and background information, the problem description, the study's goals, its research questions and objectives, its justification, its research methods, its ethical considerations, its limits, and it’s summary.

The next chapter will cover the theoretical framework and empirical review on the research subject matter as well as its relevance, applicability and effectiveness of the impact of ICT in star rated hotels in Zimbabwe

CHAPTER TWO

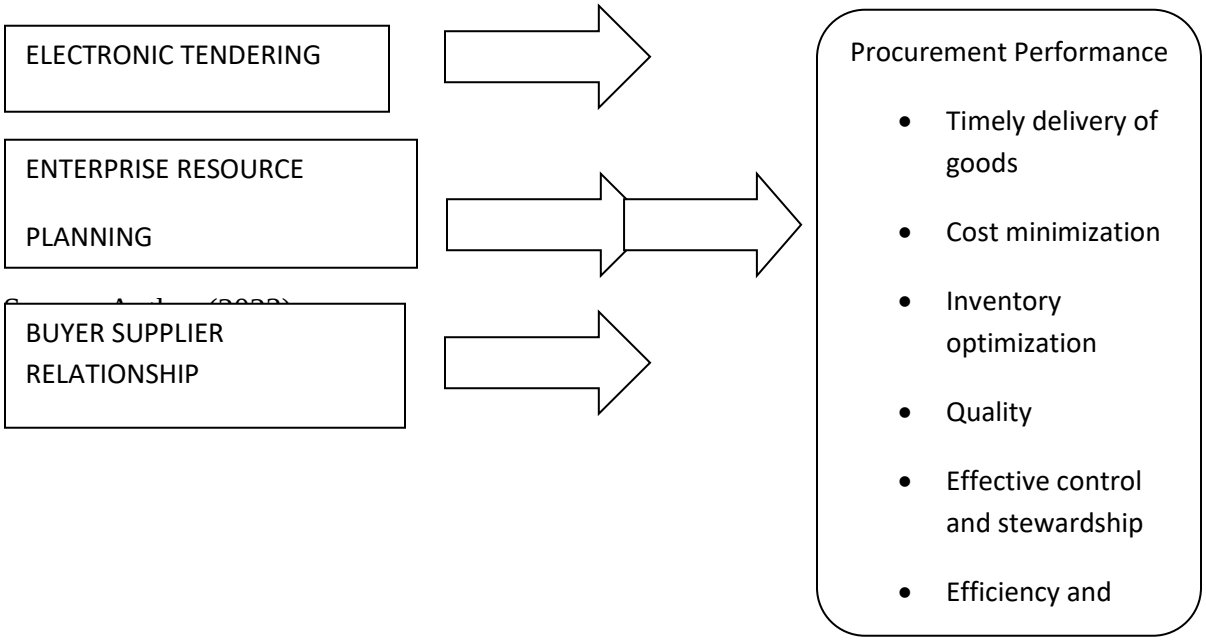
LITERATURE REVIEW

2.1 Introduction

This chapter focuses on literature related to ICT and procurement performance in the hotel business is examined. The research written by various academics that pertains to ICT. This chapter discussion would be based on the theoretical, empirical foundations and the conceptual framework of the relationship between ICT and procurement performance. The sources of the literature reviewed included journals, academic projects and dissertations by undergraduates and postgraduates and the internet journals on the specific research focus.

2.2 Conceptual Framework

Figure 1.1; ICT and procurement performance in star rated hotels



In order to establish and identify existing variables, a conceptual framework must take into account the theoretical and conceptual concerns surrounding the study project (Atkinson, 2006).a

conceptual framework is defined as the effort that is put so that the purpose of the study can be defined this study aims to determine the connection between ICT and procurement performance. Electronic tendering, ERP, and the relationship between the buyer and the supplier are the independent variables in this study.

2.3.0 THEORATICAL FRAMEWORK

2.3.1 ICT Adoption and Use

Managers are turning to ICT to better serve their clients, clients' businesses, clients' visitors, and to improve internal efficiency through cost savings and higher productivity in order to face today's operational difficulties. Scalable communications infrastructures are put in place by executives to boost business growth, draw in new clients, and most importantly, give customers better service (Abouzeedan & Busler, 2002). According to Kirungu (2011), manual processes significantly inefficiently regulate and carry out operations.

In order for the procurement system to function properly, ICT must be introduced. This includes not only the computerization of systems, but also the scaling of communication technology. Globalization and internet connectivity will have to expand Zimbabwe's capabilities. The old way of doing business is for buyers to by phone, fax, or email, you may manage predictions and communicate requirements to suppliers. According to Thomson & Jackson (2007), spend a lot of time 'putting the fire out' and resolving common issues. They don't seem to have the time to establish strategic partnerships with suppliers or put better business practices in place that remove bottlenecks.

ICT-based procurement of commodities, labor, and services is developing globally in ways that could alter transformation processes, enhance market access, and support the integrity of public procurement. Kramer, Jenkins, and Katz (2007), for instance, demonstrate how the Chilean government uses ICT to assist hotels procurement utilizing innovative business models, which has a favorable effect on how well procurement processes perform Information access has significantly enhanced as a result. Zimbabwe's system. Procurement can take many different

forms, ranging from very detailed systems that cover the full procurement process to the uploading of selected information, such bid notifications, to a website. No matter how complicated an ICT system is, using it immediately makes it possible for information to be published and made broadly accessible, boosting transparency.

2.3.2 Procurement Performance

Performance measurement which establishes criteria of determining results of the quality of its activities, a result of strategically planning objectives. This includes creating simple and effective systems for determining whether procurement is meeting its goals. Effective procurement procedures guarantee that the demanded goods are given in the actual quantities, at the deliveries to be done on time, to the customers that demanded the services, at an affordable price, and in accordance with a recognizable standard of quality (WHO, 2007). These days, people think of procurement as a strategic company function.

Goals for procurement must be in line with those of the organization having the right metrics to measure it is essential to improving the efficiency of any process. Procurement measurement should be part of the improvement process. Measurements should be taken not for the sake of measurement, but to identify gaps that can be filled in time to prevent savings of any kind. The key to successful procurement for measuring and managing performance is the effective use of technology that delivers accurate savings in less time while providing transparency and maintaining a single version of the truth..

Performance reviews to share KPIs to identify areas of success and improvement, quality management tools, benchmarks, KPIs and progress, and regular staff meetings to share key performance indicators and performance targets. The methods used to evaluate performance ought to be created to inspire workers at all levels to support organizational growth.

2.3.3 Balanced Scorecard

It is a management method that links the strategic goals of a business to performance indicators from four viewpoints: financial, internal, customer, learning, and growth. Organizations should define the following within each perspective: Strategic Objectives - What the strategy aims to accomplish in this situation How to track your actions in relation to that particular goal, Goals are the desired endpoints for each action. Initiatives that will propel the completion of the goal? Robert Kaplan and David Norton wrote the book in 1992. A scorecard is a quantifiable key performance indicator.

The BSC method has several advantages, including the ability to integrate individual goals with the strategic goals of the firm and communicate strategy to all employees. Measurement system, The BSC has evolved into a framework for executing strategy that not only tracks performance but also organizes and describes strategy throughout the entire organization. For this study, the BSC was chosen as the performance indicator. It then becomes applicable for utilization.

2.3.4 Resources Based View Theory.

The resource-based perspective idea places a strong emphasis on a firm's assets and capabilities as drivers of performance and competitive advantage. Wernerfelt (1984) introduced this theory. According to the study's findings, a company's ability to use its resources effectively gives it a competitive advantage. They also illustrate how the business procedures of the corporation incorporate these resources (Ray et al., 2004). Information and organizational processes are examples of assets and strengths that are included in a company's resources and, when effectively managed, can result in a competitive advantage (Barney, 1991).

Both actual (physical) and intangible assets, like as intellectual property and brand reputation, can be considered assets. This hypothesis presupposes that these resources are and heterogeneous. According to this notion, a company's internal resources can be used effectively and efficiently to create a long-lasting competitive advantage (Kraaijenbrink, Spender, & Groen, 2010).

ICT integration into specific organizational activities, such procurement, has advantages like cost savings, paper reduction, and delays reduction. Online transaction processing using ICT can increase openness, but it also exposes businesses to attacks from rival businesses (Loh & Venkatraman, 1992).An organization's procurement performance may not be improved by proper

management of the technical support staff for e-procurement alone. It could have to be integrated with other elements, such information technology, suitable e-procurement guidelines, and other elements.

2.3. 5 Public interest Theory

The public interest research of Arthur Cecil Pigou claims that, which was initially formulated in 1932, regulation develops in reaction to public demand for the correction of improper or unfair market activities. According to Den Hertog (2012), regulation should benefit society as a whole as opposed to specific interest groups. This theory contends that regulation serves the interests of the society it affects, not the regulator personally (Richard, 1974). In order to direct and oversee economic markets, government intervention is consequently required. Governments, for instance, regulate banks so that they serve society (Pigou & Aslanbeigui, 2017). Theoretically, it is even possible to demonstrate that, under certain situations, resource allocation through market mechanisms is ideal (Becker, 2016).

The use of ICT in the procurement process will continue as long as there are proper procurement policies governing the use of the Internet and e-mail, which will assist firms achieve procurement excellence (Oliveira & Martins, 2010). Implementing carefully thought-out procedures to manage information access and protect confidentiality can enhance the use of ICT in the procurement process, resulting in improved performance.

According to the notion, ICT laws and policies are fundamentally intended to increase social welfare in the procurement industry because it links shifting e-procurement policies to the procurement success of Zimbabwe's star rated hotels enterprises, this theory is ideally adapted to support present objectives. This is because defending the broad interests of star rated hotels from their procurement performance is tied to the establishment and implementation of ICT policies. But it might not work if there aren't proper e-procurement rules in place.

Empirical Review

2.4.1 ICT and Procurement Performance

Information technology's potential is fulfilled through the organization's numerous core and auxiliary tasks as well as through the integrated usage of external business partners. Kearney (2004) alluded that ICT in purchasing has a significant effect on commercial success. ICT is mostly used to facilitate process efficiency, cost/expenditure transparency, and decrease buying costs. ICT has a significant role in the procurement function's success. ICT and procurement work together to improve the quality of the services provided, but a lack of ICT or the use of ineffective tools can make change difficult and even worsen the purchasing function.

2.4.2 Electronic-Tendering (e-Tendering)

Using many information systems created by various providers, major enterprises of today often have to address multiple procurement requirements. Such a process can be time-consuming and cumbersome in traditional e-bidding systems if product categories are not properly classified. Replacing manual, paper-based bidding processes with electronically supported systems to achieve greater cost savings and efficiency gains has become a key component of process transformation (Croom & Brandon-Jones 2007). Automated electronic bidding allows convenient creation of bid texts, bids, bid summaries, evaluations and awards. According to Theo et al. (2009) is an electronic procurement system (or electronic procurement system) it enables a complete bidding process from bidding on requirements to awarding contracts.

Data from electronic bidding documents can be copied and pasted into spreadsheets for quick comparison by buyers. Reduced turnaround times for tenders, quick and accurate prequalification and evaluation that allows suppliers who don't fulfill the specifications to be rejected, and quick responses to inquiries and clarifications during the tender period are all advantages for business, reducing paper trails in the bid process, reducing costs for local government and suppliers, improving audit trails bid processes increase the accuracy and transparency of supplier responses and contract specifications and offer information on quality control (Vaidhianathan and Devaraj, 2008).

2.4.3 Enterprise Resource Planning

In a sourcing strategy, a buyer looks into the local and foreign hotel possibilities that are available in the supplier market. It is important to do a thorough evaluation of the various supplier possibilities, taking into account a number of factors including, but not limited to, cost, lead time, caliber, on-site help, and long-term circumstances. Personnel in charge of procurement should use ingenuity when looking into alternate supplier sources. Additionally, a pre-qualification procedure for suppliers is required to make sure they adhere to standards in line with procurement strategy and rules (Beer, 2011).

Hotels have been pushed to form cooperative partnerships with suppliers and clients in order to remain competitive, adaptable, and efficient (Hines et al., 2000; Carr & Smeltzer, 2010). This has been made necessary by the competitive environments of today, Liker and Choi (2012) assert that it's crucial to actively cultivate supplier relationships. According to Veludo, Macbeth, and Purchase (2011), a firm is only as strong as its weakest supply chain partner as these competitive fights are fought along supply networks and relationships. The purchasing organization should be determined in its information-sharing with chosen suppliers. The first step in establishing a relationship with your suppliers is to comprehend their behaviors and working methods

It illustrates how rival hotels in the market compete against one another. It is possible to pinpoint the elements that influence competitive advantage with the aid of a thorough grasp of the supply market. Establishing supplier connections is aided by determining the whole cost structure and the supplier processes' level of expertise (Liker and Choi, 2012). This demonstrates the organization's ability to assess and contrast suppliers, forcing them to increase their effectiveness and efficiency Liker and Choi (2012). Giving the supplier precise instructions on what is anticipated and needed of them both now and in the future is the best strategy to boost their performance. A tool for the supplier to develop its actions in the direction it prefers would be provided by conducting a wide-ranging examination of the supplier's performance.

2.4.5 Challenges Facing the Adoption of ICT in Procurement

As firms embrace a more strategic approach to e-procurement and adoption, there are increasing challenges in successfully integrating diverse systems and applications across the entire business (Mendoza et al. 2006). The various e-Procurement platforms used by clients must be compatible

with by suppliers (Bedell, 2002). According to Moore (2003), the bulk of industrial facilities continue to employ antiquated, paper-based parts and equipment that cannot be translated into the digital format required by e-Procurement systems.Original equipment manufacturers frequently choose to purchase new equipment over spending money on the required changes to digital formats. Businesses must forgo opportunities to use ICT if they are unable to upgrade their antiquated equipment.

Even though search technology has progressed to address nomenclature issues, inconsistent part nomenclature within organizations, and even between different departments or sites of the same company, frequently causes costly delays and errors (Moore, 2003). Like any new technology introduced into the workplace, the usefulness of ICT systems ultimately depends on how broadly and regularly they are used by employees. Since employees reportedly only follow the purchase of contractual items 65% of the time, businesses miss out on the 22% in cost reductions that can be achieved by compliance with contract obligations (Aberdeen, 2006). They may not have the IT infrastructure or resources necessary to offer e-Procurement, and they may be concerned that doing so will allow buyers to take advantage of price cuts.

2.5 Chapter Summary

In this chapter the literature review was guided by the research objectives, the research questions, the review in this research was important as it gave the scholar a deep understanding of the subject of study. The researcher was able to learn from the review about the effect of information and communication technologies on Zimbabwe's star-rated hotels' performance in procurement .The next chapter covers the research methodology which is how the research was carried out which is through questionnaires, interviews, looking at the target population.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the description of tools needed to obtain, gather, evaluate, and interpret research data along with the research instruments that are required to comprehend and give a proper justification the process of the research. As a result, this chapter has aided researchers in better understanding and defining various research methodologies and instruments and the most effective methodology was selected for attainment of study aims and objectives.

3.1 Research Design

A descriptive survey and a correlation research designs were employed for the study. These designs were chosen because they were well thought out, accurately depicted the event, and was. (Bubby, 2002). According to Chandran (2004) and Mugenda and Mugenda (2003), this study design also accurately reflects population characteristics as well as the correlation research. Descriptive and correlation researches also establishes and documents the reality of the situation. The aim of the quantitative and qualitative study design was to make clear how performance inthe procurement process relates to ICT characteristics (independent variable) (dependent variable).

3.2Target Population

This target groups was selected due to their ability to purchase the ICT systems needed to measure procurement performance. The study employed a census method to gather information from Zimbabwe's five-star hotels. Due to the small number of starred hotels in Zimbabwe, a census was conducted to gather information on the relationship between ICT and procurement performance of star rated hotels in Zimbabwe. The population included all of these star hotels in

Zimbabwe. So as to get an insight of the impact of ICT on the procurement performance of a star hotels.

3.3 Population and Sample size

The population of the research was within the star rated hotels in Zimbabwe in the procurement departments. Different parts of hotels have their own developments, and the researcher considered choosing this all-star rated hotels in Zimbabwe .The participants were the hotel staff members including the management. The sample was 100 members of staff on different star hotels which uses ICT and to select the population the researcher was looking at the procurement departments and those other departments which they work hand in hand with.

The number of participants that were randomly chosen by the researchers to provide a representative sample of the target population is known as the sample size. The researchers selected a modest enough sample size because the study is qualitative in nature in order to meet the goals and objectives of the study. Therefore, participants (current employees) from starred hotels in Zimbabwe made up the sample size for this qualitative study. The researchers chose these people based on their connections they had at the hotels.

Researchers selected participants according to criteria for male and female employment in hotels and experience of her procurement performance with ICT at the star rated hotels. The position of the participant is the sales manager of the hotel. Hotel Assistant Manager, Hotel Supply Chain Director, Manager Procurement Solutions Manager. The position of the participants is also the most appropriate, as the participants are existing staff engaged in sourcing operations for star hotels in Zimbabwe. Insights into the impact of ICT on the procurement performance of star hotels.

3.4. Data Collection

To fulfill the data requirements of the research process, this phase is crucial. Primary and secondary procedures are the main ways to obtain data. Cost and time considerations affect the

selection of various approaches at the elementary or secondary level of education (Bell, 2014). Primary and secondary data were used by the researcher in the collection of data.

The major tool for gathering data was a questionnaire, according to the researcher. Kothari (2004) asserts that the only way to elicit self-report on people's opinions, attitudes, beliefs, and values is through a self-administered questionnaire. The Sections of the questionnaire were divided up to represent the different variables used in the study. Each component of the chosen study comprised both closed-ended and open-ended questions that aimed to elicit responses from the respondents' ideas, opinions, and attitudes that the researcher might not have been able to record. The objectives of the questions were to gather both qualitative and quantitative information. The supply chain managers and procurement managers of the star-rated hotels in were given the questionnaire using the "drop and pick" method.

3.4.1 Data collection instruments

These are tools used by experts to gather information from respondents, as described on www.edu.cm, and information gathering tools also record the structure in which information is gathered manifested.

3.4.2 Interview

The online survey was designed with a total of 9 questions. Open-ended interview questions were used to elicit in-depth responses. ICT use, variables influencing ICT in hotel procurement performance, the role and benefits of ICT in hotel procurement, problems and solutions for problems with ICT use, and use of ICT in procurement performance were the subjects of the questions.

3.4.3 Questionnaires

The researcher created questionnaires that she put to use in the fieldwork to collect data .the questionnaires consisted of questions that were structured in a way that would assist in answering the research questions. It had open ended questions and close ended questions which required

straight answers like Yes or No. The advantage of questionnaires is that respondents are free to express their opinions on paper, making the results more flexible

I sent the questionnaires through the Whats app platform and also through emails and I left the questionnaires most of them responded to the questionnaires and I got different answers from the respondents .A few of them maybe close to 25% did not respond to the questionnaires. However, some respondents took longer to complete the questionnaire, delaying data analysis. Questionnaire response rates were unsatisfactory as some respondents were busy and returned incomplete questionnaires and some did not return questionnaires. It was easy for me to interpret and measure both quantitative and qualitative data, especially when analyzing data from different respondents. The researcher evaluated the data from the questionnaires that had responses so that I ensure the reliability of the research.

3.4.4 The Reliability of the Instruments (Questionnaire)

The most popular instrument used by researcher was the questionnaires and interviews. Looking through the respondent's responses demonstrates your ability to manage a variety of test items. The instruments were valid since they were answering the objectives of the research and the respondents were very literate and educated enough to give valid reasons on the questionnaires because the questionnaires were given to literate members who responded correctly Validity shows that the instrument is being tested, while reliability is the uniformity of a set of measurements. It's crucial to keep in mind that reliability is estimated rather than measured.

3.4.5. Validity of Instrument (Questionnaire)

A questionnaire's effectiveness was used to determine if it captured the data it is meant to capture (Bryman & Cramer, 1997). The reliability of our assertion, conclusion, or statement is its validity. The best approximation of the truth or falsity of a given conclusion, statement, or conclusion is how Patton (2002) characterizes it more precisely. The efficiency of the questionnaire was assessed in this study using the content effectiveness approach. According to Wallen and Fraenkel (2001), content validity is the extent to which the instrument accurately assesses or

measures the relevant constituents. In this approach, a group of specialists who are familiar with questionnaire structures look over the questions to ascertain specifics.

3.5 Research Ethics

Ethics are a crucial component of the process of the research so the researcher gave the research ethics. In order to retain the beneficial impacts of their research, ethical concerns have assisted researchers in conducting research effectively with low danger of misunderstanding or error. By employing, we put ethical principles into practice consent, anonymity. I went to seek permission from the hotels responsible authorities so that I would not be an intruder in their territory. Transparency was there because they were aware of my aim of an educational research. The researcher observed ethical conducts which are transparency, honesty and openness.

3.6 Research Limitations

The researcher felt that the study methodology had a few minor shortcomings such as lack of compliance from the respondents, negligence because it was not benefitting the respondents so that were not carefully handling questionnaires .Some respondents did not make it because of lack of data to respond to the emails sent or some failed to even open the questionnaires because of lack of data bundles which I could not cater for. Another limitation was time. These hotels was taken into consideration in order to pinpoint another study drawback. Our research is constrained to hotels in Zimbabwe as a result.

3.7 Data Collection Procedures

After collection data from the respondents through open and closed questions and through the use of questionnaires the data was captured and evaluated and it was now shown in tables, pie charts and bar graphs and histograms .These graphs were formed from the information from the respondents that was captured by the researcher and also use the regression and correlation method and tabulate the Nova.

3.8 Chapter Summary

The chapter looked at the research design, sample choice, and strategies for data collecting and analysis. Due to the quantitative methodology used in this study. Questionnaires are seen to be a good way to get quantitative data. The next chapter will look at data analysis and presentation.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the data analysis, presentation, and interpretation of the study's findings according to the research methodology which was in chapter three. This research aims to discover the connection between ICT and procurement efficiency in Zimbabwe's star-rated hotels. Questionnaires and interviews designed with the research's objectives in mind were the research instruments used for data collection by the researcher.

4.2 Background Information

The study includes management workers who are currently engaged in these establishments and are directly involved in the day-to-day management of the hotels because they are the ones who are familiar with the relationship between ICT and procurement performance in star-rated hotels in Zimbabwe. In order to gather context for the relationship between ICT and procurement performance in star-rated hotels in Zimbabwe, the first section of the questionnaire examined the demographic traits of the respondents. They are listed in this section under the respondents' age, gender, and employment history.

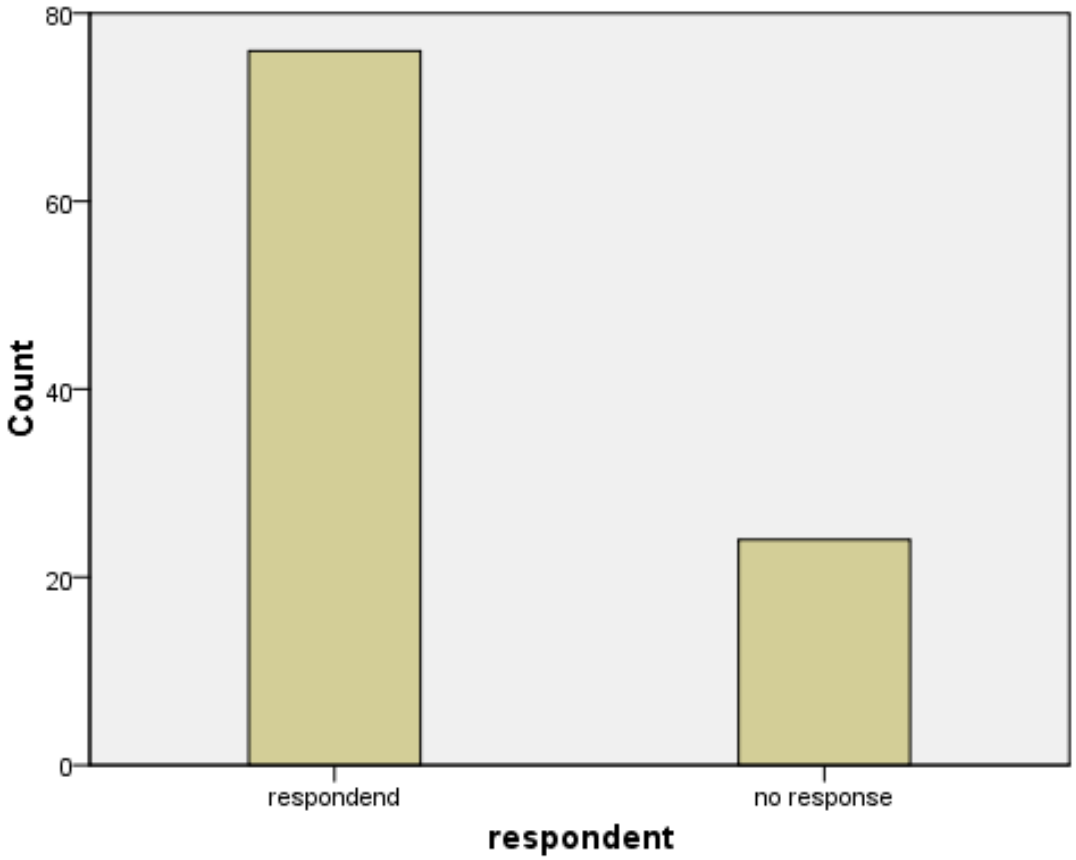
4.2.1 Response Rate

The study focused on star rated hotels in Zimbabwe and was looking at all the staff members and the board of directors in the procurement department and the ICT 100 managers and employees of these businesses to learn more about the relationship between ICT and procurement performance in star-rated hotels. The results are displayed in Table 4.1

Table 4.1: Response Rate

Response	Frequency	Percentage
Respondents	76	76.0
Not responded	24	24.0
Total	100	100

Figure 4.1 Rate of response



A response rate of 76.0 % was obtained from the study, with 76 of the 100 sample respondents completing and returning the questionnaires. According to Mugenda & Mugenda (2003), a response rate of 50 % is sufficient for analysis and reporting; a rate of 60 % is good; and a rate of 70 % or higher is great. This response rate is good and representative and complies with their guidelines.

4.2.2 Gender Distribution of the Respondents

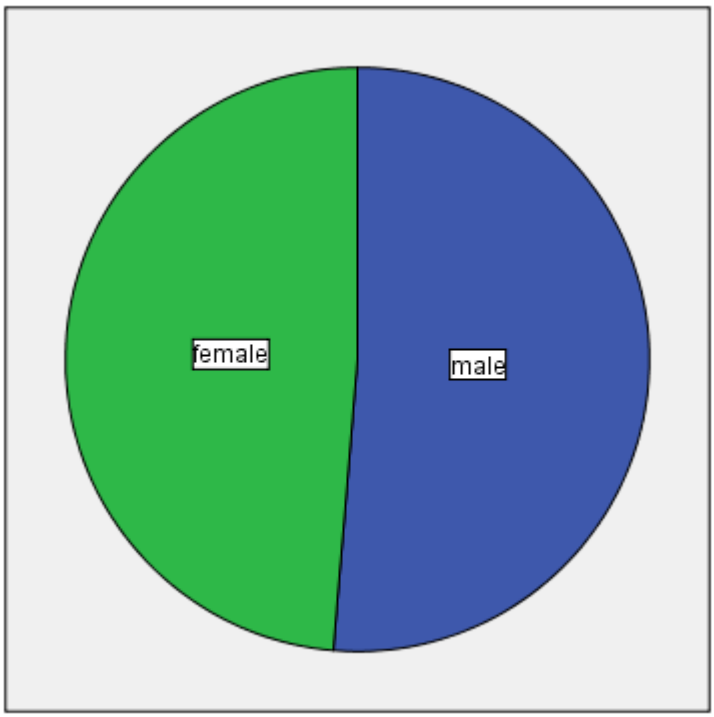
The gender of the interviewees was a question that the study aimed to answer. The distribution of responders by gender is seen in Table 4.2.

Table 4.2: Gender of the Respondents

Gender	**Frequency**	**Percentage**
Male	39	51.3
Female	37	48.7
Total	**76**	**100**

Table 4.2 and Figure 4.1 show that 51.3 % of the respondents were men and 48.7 % were women. The results suggest that the perspectives represented in these conclusions are gender sensitive and may be regarded as typical of the views of both genders with regard to the relationship between ICT and procurement performance in star-rated hotels in Zimbabwe.

Figure 4.2 Gender of the Respondents



4.2.3 Age of the Respondents

Further investigation into the respondents' age distribution was a goal of this study. The data about the respondents' age ranges are displayed in Table 4.3 .

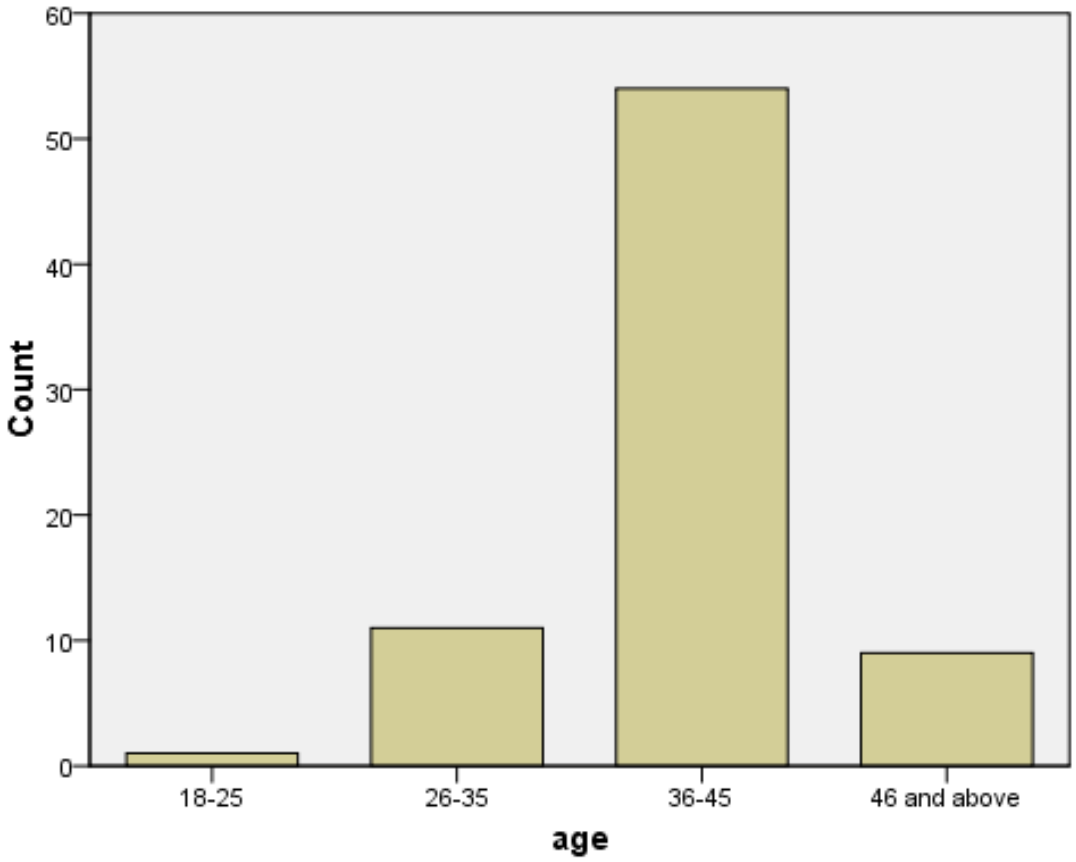
Table 4.3 Age Bracket

Age brackets	**Frequency**	**Percentage**
18-25	0	0
26-35	11	14
35-45	54	71
45 and above	9	12
Total	**76**	**100**

71 % of respondents were inbetween the ages of 36 to 45 , 14 % said they were between the ages of 26 and 35 , and 12 % said they were between the ages of 46 and above, according to

the results shown in table 4.3 and figure 4.2 . These findings demonstrate that the respondents' ages were evenly dispersed.

Figure 4.3 Respondent Distribution by Age Bracket



4.2.4 Working Experience

The goal of this research was to show the period of time in which the respondents have been working at the hotel. Table 4.4 contains answers of the question of the time period at the workplace.

Table 4.4 Duration Worked in the Star Rated Hotels in Zimbabwe.

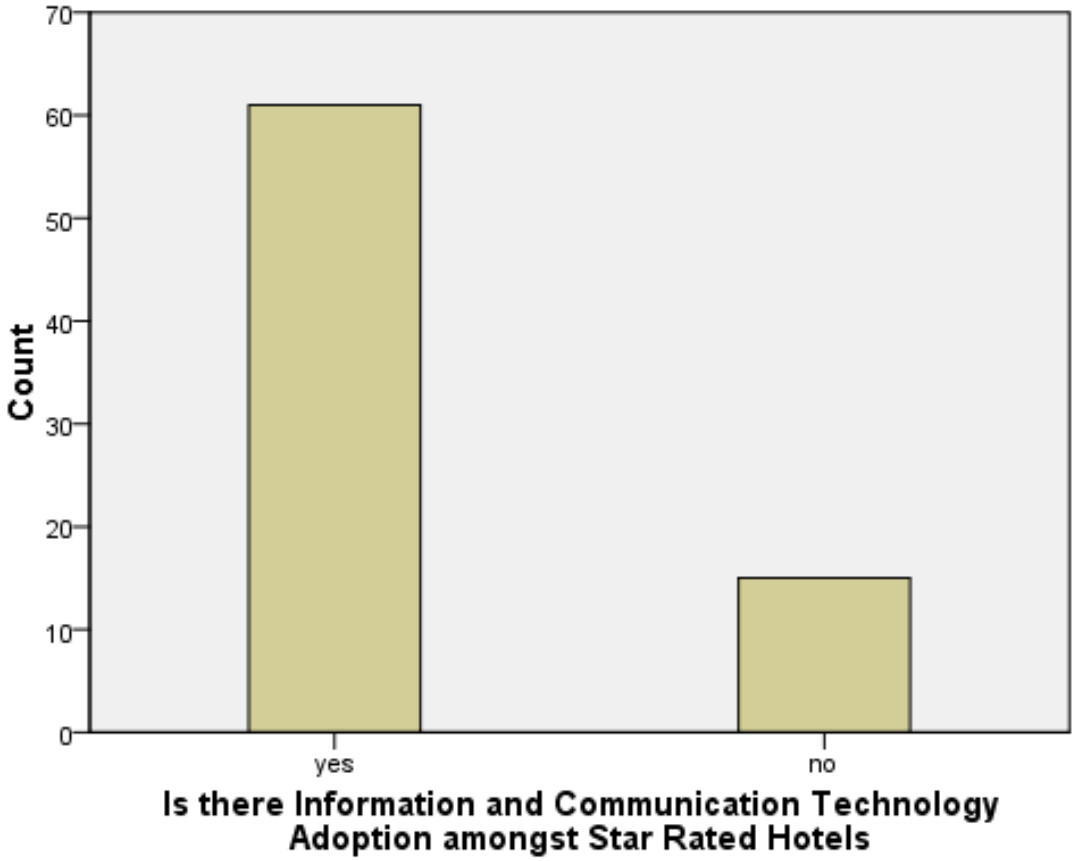
Duration in Years	Frequency	Percentage
Below 1 year	11	15
2-3 yrs	44	58
4-5 yrs	16	21
6 yrs. and above	5	6
Total	76	100

Table 4.4shows that , 58 % of the employees who responded had experience working in hotels for two to three years, 21 % had spent four to five years in star-rated hotels, 15 % had worked in hotels for one year or less, and 6 % said they had experience working in hotels for above six years. This shows that most of the employees had a lot of working experience at the hotel and were therefore aware of the relationship between ICT and procurement success in those hotels.

Figure 4.4: Duration Worked in Star Rated Hotels in Zimbabwe.

4.3 Information and Communication Technology Adoption amongst Star Rated Hotels.

Figure 4.3 shows if there was adoption of ICT at the star rated hotels in Zimbabwe



The respondents had to say how much they used various ICTs in their hotels.

Table 4.5 : Extent to which the Star Rates Hotels adopted various ICTs

ICT Applications	**Mean**	**Standard deviation (std dev.)**
Computers	4,0857	3.707
fInternet	3.5423	1.1772

The majority of respondents reaffirmed that star-rated hotels use computers and the internet extensively for procurement performance, as seen by the average scores of 4.0857 and 3.5423 ,

respectively. These findings make it evident that, in comparison to internet use, computers are used far more frequently in the procurement departments of star-rated hotels. The study also aimed to determine the degree of ICT adoption by star-rated hotels during different phases on the procurement cycle. The outcome are in Table 4.6 .

Table 4.6 : Extent to which Star Rated Hotel started using ICT in Procurement Cycle

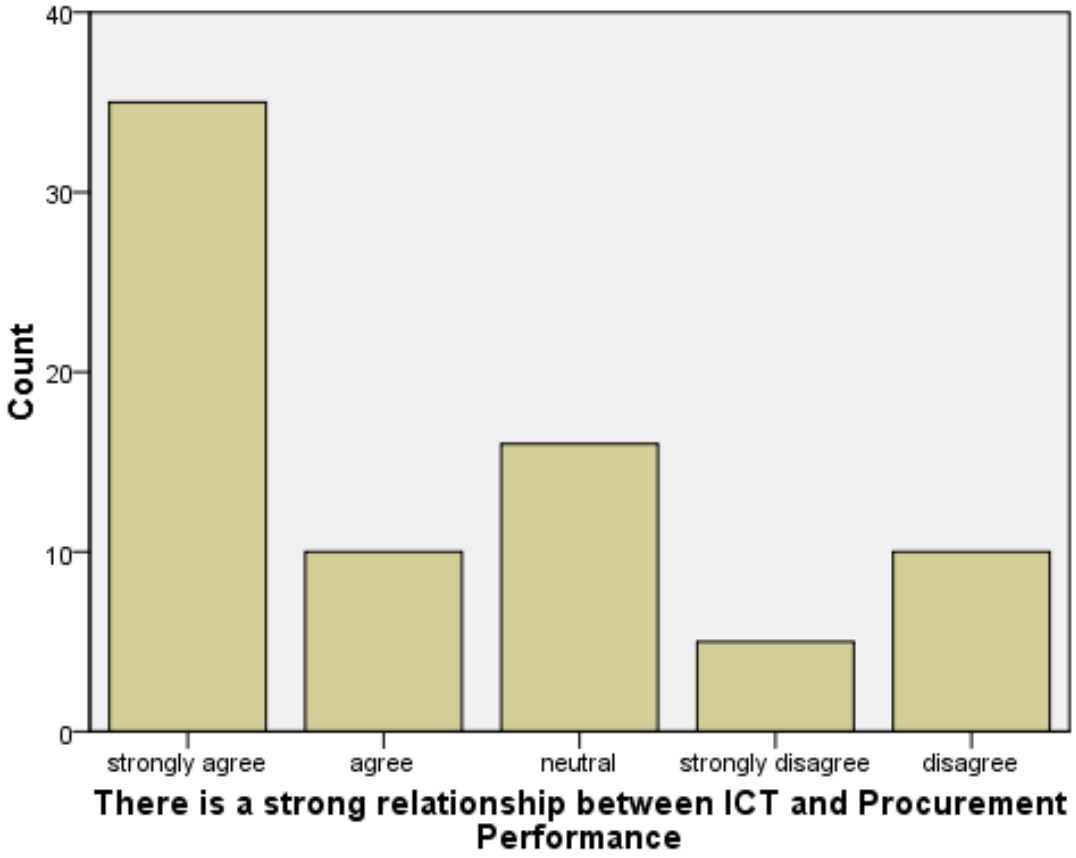
Phases of Procurement Cycle	**Mean**	**Std dev**
Publication of the notice after its announcement	3.5845	0.7725
Administration of the contract	3.5643	1.4527
Preparations of the Tender Dossier	3.5542	1.1833
Procurement Planning	3.5428	1.5152
Calculating the value and classification of the contract	3.3714	0.8370
Evaluating and Opening tenders	3.3322	1.4923
Determining the procedure of procurement	3.0000	0.8401
Issuing and validation of contracts through signing	3.0000	0.8401

The majority of respondents, as indicated by a mean score of 3.5643 , the preparation of tender dossiers, and the planning of the procurement process, which were each shown to have average scores of 3.554 and 3.5845 respectively, indicated that the star-rated hotel had adopted ICT to a significant extent in contract administration. The hotels employed ICT to a regulate the extent of calculating the value of the contract, evaluating bidders, defining the procurement procedure, and providing and signing the contract, as shown by average scores of 3.3714 , 3.3322 ,

3.0000 , and 3.0000 respectively. The operational benefits relate to improving the efficiency of the procurement procedure and, as a result, reducing overall procurement costs.

4.4 Relationship between ICT and Procurement Performance

Figure 4.4 shows if there is a good relationship between ICT and Procurement performance in the hotels



The study's second goal was to determine how much different ICT usage factors in Zimbabwe affect how well star-rated hotels succeed in their procurement efforts.

Table 4.7: Effects of e-Tendering on Procurement Performance of Hotels

Aspects of E-Tendering	Mean	Std. Dev
Placing of the contract	3.6828	1.250
Advertising	3.5528	1.1843
Tender evaluation	3.54238	1.1772
Tender aggregation	3.3322	1.4923
Tender specification	3.1000	1.634

The majority of respondents reiterated that contract placement has a significant impact on how well star-rated hotels in Zimbabwe perform in procuring goods and services, as evidenced by a mean score of 3.6828 , and that advertising has a significant impact on how well the hotels perform in procuring goods and services, as evidenced by a mean score of 3.5528 . On the other hand, as evidenced by a mean score of 3.5423 , 3.3322 , and 3.1000 in that order, tender evaluation, tender aggregation, and tender specification have a moderate impact on the procurement performance of these hotels. Agreement on the Impacts of e-Tendering on Procurement Performance, Table 4.8, present the study's conclusions.

Aspects of e-Tendering	Mean	Std. Dev
Enterprise resource planning on the web enhances customer service	3.7222	1.1785
By fusing a number of business operations, the ERP system improves business performance.	3.6943	1.218
Greater data accuracy is provided via electronic tendering.	3.6828	1.2501

Electronic tendering leads to a reduced tender cycle-time	3.5845	0.7725
Implementing e-procurement enables thorough information management, eliminating the need for intensive data mining.	3.5423	1.1771
Electronic tendering allows for huge time savings	3.2972	1.6102
The increased audit trail in electronic tendering raises the process' integrity and openness.	3.2972	1.6102
A procurement process that uses electronic processing is more effective.	3.1422	3.7743
Standardized data formats provided by ERP software help businesses.	3.0000	0.8401

According to the findings in Table 4.87, the majority of respondents believed that web-based enterprise resource planning improves customer service, as evidenced by a mean score of; 3.7222 "ERP system enhances business performance by integrating a variety of business processes," 3.6943 ; electronic tendering provides greater data accuracy, as indicated by a mean score of 3.6828 ; and electronic tendering results in a shorter tender cycle time, as indicated by a mean score of 3.6828 .

The respondents were unmoved by the fact that electronic tendering offers significant time savings, as indicated by a mean score of 3.2972 ; electronic processing leads to a more effective procurement process; that an improved audit trail promotes the integrity and openness of the tendering process; and that ERP software benefits organizations with standardized data formats,

as shown by a mean score of 3.1422 . These results highlight the need for an extensive business information system to facilitate information sharing on a range of value-adding procurement performance initiatives.

Table 4.9: Effects of Buyer-Supplier Relationship on Procurement Performance

Aspects of buyer-supplier relationship	**Mean**	**Std. Dev**
Supplier appraisal	3.6250	1.4083
Supplier network	3.5428	1.5152
Integrating brand and procurement management processes	3.5432	1.177
Supplier selection and development plan	3.4612	1.2633
Involvement in the early stages of brand building	3.3889	0.84984
Information flow (documentation, reporting and communication)	3.2972	1.6102
Supplier performance tracking and assessment	3.0769	7.5955
Developing the suppliers	2.8462	5.5470

Supplier evaluation has a significant impact on procurement performance in Zimbabwe's star-rated hotels, as indicated by an average score of 3.6250 , a mean score of demonstrates the enormous impact of the supplier network. 3.5428 , and a mean score 3.5423 of indicates that there is a considerable impact on the integration of brand and procurement management processes. Moderate involvement in the early stages of brand formation, as seen by a mean score of 3.3889 . An effective supplier selection and development plan is indicated by a mean score of

3.4612 . A mean score of 3.2972 demonstrates a moderate information flow. An average score of 3.0769 signifies a light degree of supplier performance monitoring and evaluation. 2.8462 indicates a moderate amount of supplier development. The study wanted to know how different aspects of procurement performance were changing over time in these hotels. Table 4.10 displays the outcomes.

Table 4.10 Trends of Factors of Procurement Performance

Factors of procurement performance	**Mean**	**Std. Dev**
Effective control and stewardship of resources	3.7533	1.1823
Audit and Compliance	3.6828	1.250
Efficiency and effectiveness in procurement	3.5845	0.77251
Timely delivery of goods and services	3.5528	1.1843
Inventory Optimization	3.5423	1.1772
Quality	3.3725	1.2021
Organized procedures and systems	3.3322	1.4923
Cost minimization	3.3322	1.4923

A mean score of 3.7533 showed that the majority of respondents believed that effective control and stewardship of resources had improved., to audit and compliance, as seen by a typical score of 3.6828 , A mean score 3.5845 of indicated procurement efficiency and effectiveness, a mean score of, 3.5528 showed that timely delivery of goods and services was important, and

inventory optimization, which was indicated by a mean score of 3.5423 , while quality, well-organized

4.5 Pearson's product moment correlation

To determine how strongly the variables were associated, the researcher used Pearson's product moment correlation. The Pearson's product moment correlation (r) was used to look at the correlation between the study variables and study variables, and the results are displayed in the table below.

Table 4.11 : Correlation coefficient

	Procurement Performance	**Electronic Tendering**	**Enterprise Resource Planning**	**Buyer Supplier Relationship**
Procurement Performance	1	.119	.103	.242
Sig. (p-Values)		.365	.435	.063
Electronic-Tendering	.119	1	.097	.362
Sig. (p-Values)	.365		.461	.004
Enterprise Resource Planning	.103	.097	1	.

Sig. (p-Values)	.435	.461		.102
Buyer Supplier Relationship	.242	.362	.213	1
Sig. (p-Values)	.063	.004	.102	

According to the findings 0.242 , a correlation value of indicates a favorable association between the effectiveness of the procurement process and the bond between the buyer and the supplier.; The procurement procedure and enterprise resource planning have a favorable link, as shown by a correlation value of 0.103 ; and the procurement procedure and electronic tendering have a positive link, as shown by a correlation value of 0.119 . This indicates the positive correlation between corporate resource planning, buyer-supplier relationships, and electronic tendering and procurement performance.

4.6 Multiple Regression Analysis

A multiple regression analysis was also carried out by the researcher to determine the correlation between important ICT elements and procurement performance. It explains how much of the variation in the dependent variable (procurement performance) can be explained by all of the independent variables (electronic-tendering, and buyer-supplier relationship), or how much of a change in the dependent variable can be explained by a change in the independent variables. Multiple regressions are primarily used to shed light on the relationship between a number of independent and predictor factors and a dependent or criterion variable.

Table 4.12: Multiple Regression Analysis

	Unstandardized Coefficients		**Standardized Coefficients**	**T**	**Sig.**
	B	Std. Error	Beta		

(Constant)	**1.224**	**.312**		**4.358**	**0.000**
Electronic-Tendering	**0.217**	**0.1440**	**0.185**	**0.776**	**0.038**
Enterprise Resource Planning	**0.118**	**0.0847**	**0.023**	**0.406**	**0.046**
Buyer Supplier Relationship	**0.299**	**0.0715**	**0.235**	**2.793**	**0.044**

The success of star-rated hotels in terms of procurement is a dependent variable. The associations between the three independent variables and various aspects of ICT and procurement performance were investigated using a multiple regression analysis by the researcher. The form of the regression equation is

Y = 1.224 + 0.2176 X1 + 0.1187 X2 + 0.2994 X3

Instead of Y = 0 + 1X1 + 2X2 + 3X3 + 4X4 + 5X5.

Whereby Y = the effectiveness of Zimbabwe's star-rated hotels' procurement

Electronic-Tendering (X1)

Additionally covered are buyer-supplier relations (BSR) and enterprise resource planning (ERP). The procurement performance of the star-rated hotels in Zimbabwe would be 1.224 , Holding all variables (electronic tendering, enterprise resource planning, and buyer supplier relationship) equal at zero, the established regression equation will be applied. When all other independent variables are set to zero, the data analysis results likewise show that an increase in electronic tendering results in a 0.2178 improvement in procurement performance.

While a unit increase in buyer supplier relationships will result in a 0.299 improvement in procurement performance, a unit increase in enterprise resource planning will result in a 0.118

increase. These findings suggest that, among the star-rated hotels in Zimbabwe, the buyer-supplier relationship has a greater impact on procurement success than electronic tendering, which is followed by enterprise resource planning.

Table 4.13: Coefficient of Determination

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.792 (a)	.627	.303	.125

Predictors include corporate resource planning, electronic tendering, and buyer-supplier relationships (all constant). The three independent variables in the model, as represented by the R2 , account for 62.7 % of the procurement performance of these hotels. The three independent variables therefore account for roughly 62.7 % but other factors outside the model account for varying percentages of their procurement performance is 37.3 %. As a result, research should be done to look into the other elements (37.3 %), which have an impact on how well star-rated hotels do in terms of procurement.

Table 4.14: ANOVA

	Sum of squares	**Df**	**Mean Square**	**F**	**Sig or P-value**
Regression	225.366	1	225.366	7.639	000 (a)
Residual	2212.745	75	29.503		
Total	2438.111	76			

The regression model significantly and accurately predicts the procurement performance, according to ANOVA results in Table 4.14 . This shows how statistically significant the used regression model was. The model was statistically significant, as shown by an F value of 7.639 . The 0.000a p-value provided evidence in favor of this. It suggests that the overall model used can statistically predict the effectiveness of the procurement process.

4.7 Challenges Facing the Adoption of ICT

The study attempted to determine the extent to which the star-rated hotels in Zimbabwe suffer various obstacles in the use of ICT in order to establish the challenges facing the adoption and use of ICT in procurement performance.

Table 4.15 : Challenges Experiences in Adoption of ICT

Challenges Experiences in Adoption of ICT	**Mean**	**Std. Dev**
Costly delays and errors	3.6828	1.2501
High maintenance costs	3.5845	0.7725
Lack of the necessary IT infrastructure	3.5845	0.77251
Inadequate capital necessary to provide procurement	3.3322	1.4923
Use of multiple ERPs which may not be compatible	3.2972	1.6102
Lack of the digital format necessary for e-procurement systems	3.1422	3.7743

The majority of respondents concluded from the study that expensive delays and errors were frequently experienced by star-rated hotels, as evidenced by a mean score of 3.6828 , a mean

score of 3.5845 demonstrates extremely high maintenance costs, and lack of the necessary IT infrastructure to a great extent as demonstrated by a mean score of 3.5845 , While they stated that the hotels had difficulties because of the usage of various vendors, lack of sufficient money to support e-procurement.

4.8 Approaches recommended in managing ICT contributions to improve the procurement performance in star rated hotels in Zimbabwe.

The ways that were suggested said that procurement demands extraordinary analytical skills due to program planning, assessing suppliers and bidders, and generating the best deals. Investments can be kept on track with the help of a thorough understanding of the entire process. The majority of contemporary contract management tools feature in-depth analytics.

Another strategy suggested was that digitizing processes is one of the quickest methods to boost procurement process efficiency. To speed up processes and establish an innovative organization, contracts and papers must be moved to the cloud. It will be easier to create contracts, engage in real-time negotiations, obtain quicker signings, and receive automated compliance reminders if you have a computer-controlled contract product lifecycle system in place thorough analysis.

Approach suggested the following in accordance with the foregoing: Stock control and item level monitoring are made easier with the help of the widely used RFID technology. Each item that is introduced to the inventory is marked with an intriguing barcode that the RFID system subsequently tracks. The use of new ICT technologies requires a significant financial investment as well as training expenses, which presents difficulties for hotels using ICT, according to manager procurement solutions. As a result, the bulk of the answers to this question indicate that problems with the star-rated hotel's usage of ICT include a lack of expertise or awareness, shifting responsibilities, security concerns, and financial constraints.

Another approach is the enhancement of customer relations and the creation of long-term relationships with suppliers, vendors, and clients in order to foster client loyalty and ICT systems can improve the hotel competitiveness in the hotel industry. However, the approach pointed to ways to boost supply chain efficiency and corporate revenues by lowering expenses associated

with inventory management, processing delays, and tracking. ICT contributes in restructuring the supply chain activities to improve the performance and efficiency of procurement performance. The scope of ICT assists in establishing sustainable procurement performance in the future the scope of ICT in supply chain contributes in integration of ICT knowledge to function more adequately by creation of knowledge and real time information sharing for effective decision making.

Another approach is to use of ICT solutions in procurement performance, the procurement performance felt that improving the partnership between the organization and technical solution firms is necessary. The study by Llach and Alonso Almeida (2015), which also emphasizes the need for staff skill development to embrace ICT in order to increase procurement performance efficiency, supports this conclusion. It can be seen that emphasis is placed on employee skill development because doing so will assist employees adjust to new and developing ICT technologies and ease the transition from using old to new technology therefore, from the.

4.9 Chapter summary

This chapter serves as the study's foundation because it focuses mostly on how the data was evaluated and presented. As a result, it addressed crucial issues including achieving the study aims by responding to the research questions. The conclusion, summary, and recommendations will be the main topics of the following chapter.

CHAPTER 5

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter looks at the summary of the results of this research, the discussion about the research, the conclusions and the recommendations about the research based on the objectives of the study and what suggestions are there for further results because this chapter is the last and the final chapter of this research.

5.2. Discussions and Summary Findings

Star rated hotels use the internet and computers extensively this was found in this. The results show that the starred hotels made extensive use of ICT at various stages of the procurement cycle, from tender announcement and publication, contract management, bid document preparation and procurement planning. Calculations used to a reasonable extent Value and classify contracts, initiate and evaluate offers, determine award procedures, and award and sign contracts.

Weele (2010), alluded that sourcing there are requirements of the internet for the companies, in this case companies needs to be sharing information within their partners in the business. Sharing information within the organizations is very important because procurement upgraded to streamline and automate the processes of procurement and creating orders and request of quotations was made available throughout the supply chain. Kearney (2004) said that the use of ICT in procurement has a significant effect on the success of the company and that ICT should be prioritized for its support in fostering an efficient process and attaining cost transparency in

order to achieve purchasing price reductions. By reducing knowledge asymmetry, information sharing helps to prevent opportunistic actions.

It was discovered that the many ICT-related factors can have an impact on the effectiveness of the procurement process in Zimbabwe's star-rated hotels. For example putting of the contracts and advertising will affect the procurement performance of the first class hotels in Zimbabwe to large extents and while the evaluation of tenders, aggregation of tenders and specifications of tenders will affect the procurement performance.in this study it was established Web-based Enterprise Resource Planning upgrades the customer service, Enterprise resource planning system advances the performance of the business through integrating a variety of business processes, the electronic tendering gives a huge accuracy level of data capturing, Electronic tendering will shorten the tender cycle time, and the introduction of E-procurement may now provide complete information management, negating the need for extensive data mining. Results are consistent according to Javier et al. (2010) agrees with the attempts were being made to reshape procurement through different technologies of information. A chance to achieve this evolution of the goal may be in the use of ICT.

Procurement professionals must constantly find ways of reducing costs, increasing efficiency and shorten lead times because of the increasing pressure. In this research, the researcher found out that supplier appraisal, the supplier network and supplier integration of the brand and management of the procurement process will affect the procurement performance significantly. By providing a comprehensive view of stock (demands trends, transportation costs), logistics (customer location, shipment sizes), and using designs for recycling and reusing, ICT tools support supply chain activities, kick-start proper planning, and manage strategic decisions to reduce waste and breakages.

This research put forward that an effective resource management and oversight has greatly improved and enhanced auditing and compliance, procurement efficiency and effectiveness, on time delivery of goods and services in the required condition, and the correct amounts or quantities of the required goods that will be optimized the organized steps or procedures and systems and expenses reduction must not change. On the other hand, there are challenges such as

lack of funds to deploy e-procurement, multiple incompatible ERPs, and a somewhat lacking digital format required for e-procurement systems.

Determination of the coefficient showed the three independent variables examined could only explain his 62.7 % of Zimbabwe's star hotel procurement performance represented by R2. Regression analysis shows that keeping all three examined factors constant, the procurement performance of Star Hotels in Zimbabwe is 1.224 . Furthermore, although the relationships between the buyer and the seller contributed significantly with sourcing, which is followed by bidding electronically, ERP contributed the less to Zimbabwe star hotel sourcing performance.

5.3 Conclusions.

This research concludes the use of the internet and computers is done mostly in the star rated hotels. Accordingly, the five star hotel (Meikles) in Zimbabwe have put in practice ICT in different stages of the procurement cycle which includes ICT announcing the notice – publication, administration of the contract giving and signing of the contact, determining the procurement procedure, evaluating and opening of the tenders, calculation of the value of classification of the contact preparation of tender and procurement planning to great extents. The research concludes the different aspects using ICT and that it has an impact on the performance of the procurement systems of the hotel of star rated hotels in Zimbabwe including placing the contracts, advertising and tender evaluation, aggregation of tenders and the tender specifications.

This shows that ICT tools has a competitive power for performance in the procurement processes mostly for service industries like the star rated hotels in which they now use widely as a result ICT in procurement have gained an important role in business organizations. The ICT tools that have been used in making sure that there is effective and efficient performance in the supply chain management performances ICT improvements which includes electronic tendering, ERP and the relationships of buyers and suppliers has made organizations to attain a competitive advantage in the management of materials and a lot of organizations are now embracing the improvements in the technology which makes them advanced advancements.

This research further concludes that supplier network, supplier appraisal, and integrating the name of the hotel and procurement processes affects procurement performances in the hotels in Zimbabwe and also supplier selection and supplier development plans, supplier involvement in early stages of business building, flow of information which includes documentation, reporting and communication, tracking and assessing the performance of the supplier

Use of technology in the procurement process affected the sellers in the requirements of when they do their procurement in cases like when they request for quotations, delivery periods and getting it correct the responses to their requirements may be delayed. Time and ability to receive information in a timely manner is very important in the management of the supply chain. Accurate and information to be given on time enables organizations to work on and improve on their services, thereby reducing lead time and costs.

This study ultimately found that high-star rated hotels suffer from delays which actually cost them and errors, also increased costs of maintenance, lack of the required ICT installation equipments, lack of funds so that the hotel is able to deploy electronic procurement, all around the hotel incompatible Digital formats required for ERP use and electronic procurement systems. These challenges relate to inventory, transportation, recycling and reuse facilities and use design, waste and defect limits throughout the supply chain, and procurement capabilities. The results show that ICT tools contribute significantly to sourcing performance in buyer-supplier relationships, followed by electronic bidding. On the other hand, Enterprise Resource Planning contributed the least to Zimbabwe star hotel sourcing in procurement performance.

5.4 Recommendations

In this research, the researcher found the results and made conclusions and the results and conclusions show that ICT plays has an important role to play in the procurement performance in the departments of star rated hotels. The research therefore suggest and recommends that the hotels needs to able to adopt to new technologies because of the irregular business environment which ever and always changing business environment that is governing the competitive environments in which they are working and doing business.

Remaining the top tier and the leader competition by adopting ICT quickly therefore ensures an organization's survival in a competitive environment. The advent of information and communication technology (ICT) enables supply chains to balance the needs of meeting customer needs, controlling costs and generating profits.The study found that various aspects of ICT use that impact Zimbabwe's Star Hotels procurement performance included contracts and promotions, bid evaluation, bid aggregation, and bid specifications. . The study therefore recommends that Star Hotels use the latest technology in their procurement process to achieve the best possible performance in their purchases.

This reduces lead times, increases efficiency, and delivers benefits such as service and customer satisfaction. To meet this challenge, the study recommends that Star Hotels hire professionally qualified purchasing staff. Workshops, seminars should be given to the procurement practitioners so that they enhance their skills and knowledge. This often improves procurement efficiency. Organizations should conduct regular training to update the skills and knowledge of procurement staff. Adequate infrastructure and resources must be provided to perform the duties expected of them.

5.5 Limitations of the Study and Suggestions for Further Research

This study faced several challenges that may have prevented its completion. Respondents contacted may have been reluctant to provide information out of fear that the requested information could be used to blackmail or portray themselves or their company in a negative light. There are respondents even refuse to be asked to complete a questionnaire. The study addressed this issue by carrying a letter of introduction from the university, and the information provided was kept confidential and guaranteed to be used for academic purposes only.

The sole goal of the researchers was to personally administer the questionnaires in order to increase the respondent's response rate. While the survey focused on administrative staff at various star hotels in Zimbabwe, the researchers found it challenging to secure respondents' valuable time given their busy schedules.

Researchers had to make reasonable arrangements with respondents to take advantage of the non-study time and to motivate them about the value of the study. Researchers must also exercise

the utmost patience and diligence, and with this in mind, researchers must make every effort to obtain sufficient data from respondents. The data were not sufficiently formal or specific to support this study due to the different aims and methods of previous studies. To combat this limitation, research was not only limited to the scope of Zimbabwe's ICT and procurement performance, but was also conducted in other countries to improve the research process.

In fact, this limitation has become a key occasion for this research need. As an example let’s take the fact that ICT tools have a transformative effect in the procurement process and how it has an impact on the procurement performance, Zimbabwe's star hotel should adopt a more positive attitude towards his ICT tools. Viewing ICT tools as they have increased improvements and increased upgrading systems for the better in the procurement performance may prove to be the outstanding for all logistics and hotels industries. Future research should continue to develop sound theoretical models and tools. It is imperative to understand the advantages and costs which are the disadvantages of implementing ERP challenges in managing the system once it is installed and operational.

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APPENDIX

INSTRUCTIONS

- Evaluate your level of agreement with the statements presented.
- Use the given scales to tick/ circle your answer.
- Completing on the space provided

SECTION A: PERSONAL DATA

This section focuses on the respondents demographic data.

Section A: Demographic Information

1) What is your gender?

Male	Female

2) How old are the respondents at the star rated hotels Hotel?

18-25	
26-35	
36-45	
46 and above	

3) Highest Level of Education

Degree	
Masters	
PhD	

4) Marital status

Single	married	Widowed	divorced

5) Work experience at the star rated hotels

Below 1 year	
2-3 years	
4-5 years	
6 years and above	

Impact of ICT on the Procurement Performance in star rated hotels.

Section B: Functional ICT in procurement

6) Is there Information and Communication Technology Adoption amongst Star Rated Hotels?

Yes	No

7) If the answer is NO where is the department being managed in Hotel?

……

8) Star Rated Hotel started using ICT in Procurement Cycle

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

9) There is a strong relationship between ICT and Procurement Performance

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

10) There are effects of e-Tendering on Procurement Performance of Hotels

Strongly agree	agree	neutral	disagree	Strongly disagree

11) Agreement on the Impacts of e-Tendering on Procurement Performance,

Strongly agree	agree	neutral	disagree		Strongly disagree

Section C: Management Status

12) Is buyer supplier relationship effective on the procurement performance?

Yes	**No**

12 b) If the answer is NO, where does that post holder report to?

…….....

13) are there Trends of Factors of Procurement Performance

Strongly agree	**agree**	**neutral**	**disagree**	**Strongly disagree**

Section D: ICT Activities

14) Use of ICT awareness training is across all the Hotel staff

Strongly agree	agree	neutral	disagree	Strongly disagree

15) ICT profiling is carried out automatically across all departments under facilitation by the ICT professionals

always	Very often	sometimes	never	Rarely

16) ICT registers are updated automatically

Strongly agree	agree	neutral	disagree	Strongly disagree

17) There were some failures on businesses that were initiated by the hotel ICT management.

Strongly agree	agree	neutral	disagree	Strongly disagree

18) Explain briefly what you think is the relationship if any between the ICT and the procurement performance?

……
……
……
……

19) Propose how ICT can be imbedded in the Hotel procurement management unit.

……
……
……
……
……
……

Section E: Hotel ICT management Oversight

20). Does the have hotel have an Independent ICT and Procurement officers Committee?

Yes	No

21) The star rated hotel members were trained in in the use of ICT in the procurement of goods and services framework

always	Very often	sometimes	rarely	never

22) Hotel management have oversight over ICT treatment

Strongly agree	agree	neutral	disagree	Strongly disagree

23) There was a change for the better in the performance of the business after the implementation of ICT

Strongly agree	agree	neutral	disagree	Strongly disagree

final An evaluation on the impact of ICT on the procurement perfomance of star rated hotels in zimbabwe

by Serene Koki

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AN EVALUATION ON THE IMPACT OF INFORMATION AND COMMUNICATION TECHNOLOGY ON ZIMBABWE'S STAR-RATED HOTELS' PROCUREMENT PERFORMANCE.

A DESSERTATION

BY SERENE KOKI (B193268B)

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE BARCHELOR OF COMMERCE HONORS DEGREE IN PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE EDUCATION. FACULTY OF COMMERCE.

MAY 2023

RELEASE FORM

STUDENT REG NUMBER: B193268B

RESEARCH TITLE: An evaluation of the impact of information and communication technology in star rated hotels in Zimbabwe.

DEGREE TITLE : Bachelor of Commerce Honours Degree in Purchasing and supply

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APPROVAL FORM

The undersigned approves that they have read and recommended to the Bindura University of Science Education (BUSE) to accept the dissertation which is entitled "An evaluation of information and communication technology on the procurement performance of star rated hotels in Zimbabwe. Submitted by Serene (Koki) in partial fulfilment of the requirements of the Bachelor of Commerce Honors Degree in Purchasing and Supply.

……/……/……

Student Date Signature

……/……/……

Supervisor Date Signature

……../……/……..

Chair Person Date Signature

……/……/……..

External Examiner Date Signature

DEDICATION

I dedicate this dissertation to my ever supporting father Mr. Osward Koki, to my mother Tambudzai Koki and family for the unconditional love she always showed me during the time of writing my dissertation

ABSTRACT

Managers are turning to ICT to improve services for customers, enterprises, and visitors as well as increase internal efficiencies by reducing costs and raising productivity in order to face today's operational difficulties. A Pearson's product moment correlation analysis was used in the study to determine the correlation between the variables. To demonstrate how ICT affects procurement performance in Zimbabwe's star-rated hotels, regression analysis was also done. Supplier selection and development plans, participation in the early stages of brand building, information flow (documentation, reporting, and communication), supplier performance tracking and assessment, and supplier development all have an impact on the procurement performance in the star-rated hotels in Zimbabwe.

The study makes the suggestion that the firms should be cognizant of the dynamic business environment that determines the level of competition they face. The use of contemporary technology in procurement processes must be accepted if star-rated hotels are to achieve the best performance in the process. The study suggests that hotels with star ratings should hire procurement workers who have earned professional qualifications. The study had to overcome a number of obstacles.

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CHAPTER 1

1.1 Introduction

This chapter covers story background of the study, statement of the problem, research objectives, research questions, research proposals, the importance of research assumptions, limitations of research descriptions, and research summaries. This study assesses the impact of ICT on the procurement process of Zimbabwe's star hotels such as Meikles Hotel and Holiday Inn, Cresta and Rainbow Towers. Innovation is fundamental to business improvement, and supply chain management is no exception.

1.2 Background of the study

An effective ICT system aids businesses in gaining a lasting competitive edge. It enables businesses to cut expenses while enhancing product and service quality. ICT is widely believed to have a positive impact on a nation, region, or community's social, economic, and political landscape. (Social issues: TPRC Call for Papers) and for a business to be successful, it must improve its capacity to acquire and apply the most recent information, which is updated, in order to support its management and marketing processes, which will be carried out via advertisements on websites like YouTube, Facebook, and Instagram.

As a result, ICT has an impact on an enterprise's ability to compete by assisting companies in managing information dynamically and assisting decision-makers in making good investments and judgments. ICT enables the hotel to achieve deadlines, customer expectations, and to produce accurate and timely information.Where appropriate in the day-to-day examining and managing of contracts, it also involves processes for risk assessment, seeking and analyzing alternative options, engaging into contracts, providing and paying for products and services. The final disposition of end-of-life assets is also handled through procurement (Waters, 2004).

The pre-supplier section, qualification, the product specification, product qualification, and granting of bids are some of the numerous types of procurement functions. This needs to be handled properly in order to guarantee that the function meets the objectives that have been

established (Mendoza, 2008). With the help of this system, managers may examine price and take advantage of existing contracts to make new pricing proposals more appealing than they were previously. Managers must reconsider their competitive priorities and value their chain if they want to survive. Organizations are becoming more and more aware of the potential of contemporary technology to increase their competitiveness.

1.3 Statement of the Problem

Star rated hotels in Zimbabwe used manual methods to procure its requirements for making cuisines and this delayed the hotel staff members to set up the menus in time because of the manual procurements methods that required a lot of paperwork which consumes time because of a lot procedures that are done manually and also there were errors which included wrong specifications that needed to be rectified before making a procurement which may have been caused by a failure to follow adequate procurement processes, manual procurement methods have attracted the attention of procurement practitioners and academics. Due to increased rivalry in the hotel industry and a reorientation of tactics to promote customer happiness and loyalty through improved service, Zimbabwe's hotels have adopted modern information and communication technology.

However, not all Zimbabwean clients are ICT-savvy, so Swipe is unable to completely comprehend the issue with the network failure on his device. Customers' aversion to technological change will grow. Zimbabwe is the inspiration for the hotel. Due to these issues, this study looks at performance to determine how ICT has affected the highly ranked hotels' procurement procedures.

1.4Aim of the Research

To assess how ICT affects the performance of procurement in star-rated hotels with the goal of enhancing service delivery.

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1.5 Research Objectives

i. To assess the level of ICT use in Zimbabwean star-rated hotels' procurement performance.
ii. To ascertain the connection between ICT and the success of Zimbabwe's starred hotels in terms of procurement.
iii. To identify the difficulties encountered in implementing ICT in Zimbabwe's star-rated hotels' procurement operations.
iv. Evaluate Strategies for controlling the contribution of ICT to enhance the supply chain in star-rated hotels in Zimbabwe.

1.6 Research Questions

i. How much ICT is employed in Zimbabwe's star-rated hotels for procurement performance?
ii. What is the connection between ICT performance and procurement performance in Zimbabwe's starred hotels?
iii. What obstacles impede Zimbabwe's star-rated hotels in their implementation of ICT for procurement performance?
iv. Which strategies are suggested for managing ICT use to enhance procurement performance in Zimbabwe's luxury hotels?

1.7 Research proposition

To ensure that the research is effective the following factors is going to be assumed;

i. Is what's going on at Meikles also happening at all the star ranked hotels in Zimbabwe?
ii. Are the instruments valid and trustworthy, and is the study technique morally acceptable?
iii. Are the study's findings representative of all the star-rated hotels in Zimbabwe?

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1.8 .0 Significance of the study

1.8.1 Firms in the industry

This research will develop recommendations that will benefit the upcoming hotels which are not star rated so that they develop ideas for hotel expansion that will boost the business's earnings.

1.8.2Hotel Industry

The researcher hopes that the research will help the sector of hotels if the strategies mentioned are implemented and recommended strategies identified by the researcher will benefit Hotels in Zimbabwe.

1.8.3 Government

This research may be useful to the government, if there is an increase on the revenue for the firms revenue will improve the medical facilities in the nation as a whole, they will also be flexibility in the operations of the star rated hotels in Zimbabwe. This s creates employment since the firms will be financially fit and expand their networks thereby resulting in increased tax revenue for the government from pay as you earn, corporate taxes, and value-added taxes.

1.8.4 To the student

This would enable the student to complete the Bachelor in Commerce Special Honors in Purchasing and Supply and to contribute to the body of existing knowledge on evaluating the impact of ICT in procurement operations performance in the five star hotels in Zimbabwe.

1.8.5To Bindura University of Science Education

This research can be put to use by other students when carrying out their researches on similar topics as well. It can also be used in their preparations for the examinations of the impact ICT on procurement performances in high rated hotels in Zimbabwe.

1.8.6 To the Researcher

It gives the researcher adequate knowledge of using ICT in the procurement process as the thoroughly researches about the topic she will know how it benefits the hotel sector how best it can be implemented, and the threats associated to the use of modern technology to procure internationally and the hypothesis to carry out through the research process.

1.9 Assumptions about the Study

The research's underlying presumption is that all of its participants are knowledgeable about using ICT when carrying out the procurement operations in highly rated hotels ICT in the supply chain management is assumed to help in order tracking ,online procurement of goods and services, online payments and documentation of files to be done in computers or servers on the internet to be very easy because through using ICT there is storage of information and smooth continuation of accounting records and this enables easy tracking of risks because information will be available in company servers an documents in the computer storage systems

1.9 Delimitations

This research was conducted at Meikles hotel in Harare in particular, the impact of electronic procurement, documentation of transactions in computers or in servers on the international supply chain success was addressed. In addition, it determined the effectiveness of computerized order processing on procurement success.

1.10.0 Study limitations

1.10.1 Financial Constraints

To carry out this researcher the researcher needed to use the internet which requires the buying of bundles this also strained her budget. To do the research the researcher needed bond papers to give print out of questioners this also sabotaged the finance of the researcher, also airtime was needed for communication with the staff of the hotel and this also increased the expenses and another issue is that the researcher had to travel from Harare to Bindura and bus fare was very expensive so it reduced some time of the research because the researcher failed to meet up at the hotels.

The researcher utilized the school Wi-Fi to make up for the bundles and airtime and most of the communication was done through Whats App messages, video calls, voice calls and zoom meetings with the hotel staff and this saved airtime and bundles which was straining the budget of the researcher. For bond papers that were needed the researcher made use of the online

platforms, she sent the questionnaires through what's app platforms this save the printing expenses.

1.10.2 Time

There was no sufficient time to distribute physically the questionnaires and interviews. The researcher was doing the research during the course of the semester so time is limited since she expected to be at school doing school work this gives limited time to do the research. Since the lectures are being conducted using the blended model, use of online teaching and physical attendance of lectures, the researcher used time when not in lecture attendance at the university and visited the hotel group.

1.10.3 Confidentiality of information

Companies do not publish or dispose their company information to third parties. The employees were not willing to give out all the information despite the assurances that it was of academic use. Since Top management are the drivers of the impact of ICT in star rated hotels Assurance was given on anonymity of the respondents so that there would be no victimization for those who would have participated.

1.11.0 Definition of key terms

1.11.1 Supply chain management

Supply chain management is the movement of products from the sourcing of raw materials through production, logistics, and delivery to the customer. It also includes the activities that turn raw materials into finished commodities.

1.11.2 Information and Communication Technology

It is defined as set of technological tools and resources that are used to transmit, store, create exchange information. These technological tools are computers, internet, live broadcasting technologies like TV broadcasting and radio broadcasting

1.11.3 Value Chain

The numerous commercial processes and operations involved in creating a good or providing a service are referred to as the "value chain" in business terminology. The lifecycle of a product may go through various stages, from research and development to sales and everything in between.

1.11.4 E-Procurement

When an organization uses the internet or occasionally the intranet to source the products and services it needs to function, this is referred to as electronic procurement.

1.11.5 Procurement process

It has many components, including determining the requirements, including determining the requirements' supply chain, initiating the purchase, analyzing the value of the purchase, administering the reviewable phase of the contract, converting the purchase request into a purchase order, assessing the received order, three-way matching, processing payments, and maintaining records.

1.12.0 Summary

This chapter included the study's introduction and background information, the problem description, the study's goals, its research questions and objectives, its justification, its research methods, its ethical considerations, its limits, and it's summary.

The next chapter will cover the theoretical framework and empirical review on the research subject matter as well as its relevance, applicability and effectiveness of the impact of ICT in star rated hotels in Zimbabwe

CHAPTER TWO

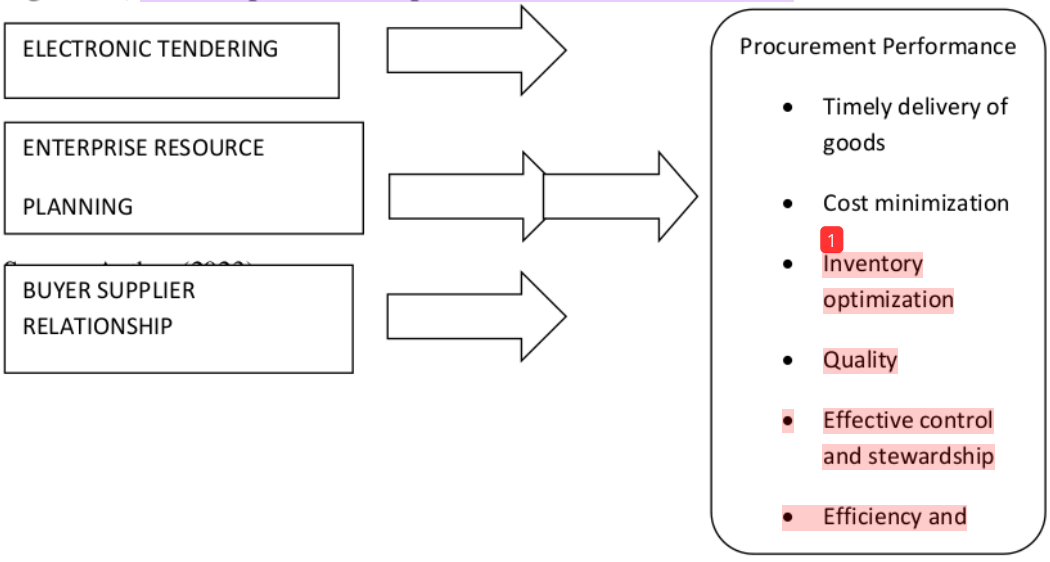
LITERATURE REVIEW

2.1 Introduction

This chapter focuses on literature related to ICT and procurement performance in the hotel business is examined. The research written by various academics that pertains to ICT. This chapter discussion would be based on the theoretical, empirical foundations and the conceptual framework of the relationship between ICT and procurement performance. The sources of the literature reviewed included journals, academic projects and dissertations by undergraduates and postgraduates and the internet journals on the specific research focus.

2.2 Conceptual Framework

Figure 1.1; ICT and procurement performance in star rated hotels



In order to establish and identify existing variables, a conceptual framework must take into account the theoretical and conceptual concerns surrounding the study project (Atkinson, 2006).a conceptual framework is defined as the effort that is put so that the purpose of the study can be defined this study aims to determine the connection between ICT and procurement performance. Electronic tendering, ERP, and the relationship between the buyer and the supplier are the independent variables in this study.

2.3.0 THEORATICAL FRAMEWORK

2.3.1 ICT Adoption and Use

Managers are turning to ICT to better serve their clients, clients' businesses, clients' visitors, and to improve internal efficiency through cost savings and higher productivity in order to face today's operational difficulties. Scalable communications infrastructures are put in place by executives to boost business growth, draw in new clients, and most importantly, give customers better service (Abouzeedan & Busler, 2002). According to Kirungu (2011), manual processes significantly inefficiently regulate and carry out operations.

In order for the procurement system to function properly, ICT must be introduced. This includes not only the computerization of systems, but also the scaling of communication technology. Globalization and internet connectivity will have to expand Zimbabwe's capabilities. The old way of doing business is for buyers to by phone, fax, or email, you may manage predictions and communicate requirements to suppliers. According to Thomson & Jackson (2007), spend a lot of time 'putting the fire out' and resolving common issues. They don't seem to have the time to establish strategic partnerships with suppliers or put better business practices in place that remove bottlenecks.

ICT-based procurement of commodities, labor, and services is developing globally in ways that could alter transformation processes, enhance market access, and support the integrity of public

procurement. Kramer, Jenkins, and Katz (2007), for instance, demonstrate how the Chilean government uses ICT to assist hotels procurement utilizing innovative business models, which has a favorable effect on how well procurement processes perform Information access has significantly enhanced as a result. Zimbabwe's system. Procurement can take many different forms, ranging from very detailed systems that cover the full procurement process to the uploading of selected information, such bid notifications, to a website. No matter how complicated an ICT system is, using it immediately makes it possible for information to be published and made broadly accessible, boosting transparency.

2.3.2 Procurement Performance

Performance measurement which establishes criteria of determining results of the quality of its activities, a result of strategically planning objectives. This includes creating simple and effective systems for determining whether procurement is meeting its goals. Effective procurement procedures guarantee that the demanded goods are given in the actual quantities, at the deliveries to be done on time, to the customers that demanded the services, at an affordable price, and in accordance with a recognizable standard of quality (WHO, 2007). These days, people think of procurement as a strategic company function.

Goals for procurement must be in line with those of the organization having the right metrics to measure it is essential to improving the efficiency of any process. Procurement measurement should be part of the improvement process. Measurements should be taken not for the sake of measurement, but to identify gaps that can be filled in time to prevent savings of any kind. The key to successful procurement for measuring and managing performance is the effective use of technology that delivers accurate savings in less time while providing transparency and maintaining a single version of the truth..

Performance reviews to share KPIs to identify areas of success and improvement, quality management tools, benchmarks, KPIs and progress, and regular staff meetings to share key performance indicators and performance targets. The methods used to evaluate performance ought to be created to inspire workers at all levels to support organizational growth.

2.3.3 Balanced Scorecard

It is a management method that links the strategic goals of a business to performance indicators from four viewpoints: financial, internal, customer, learning, and growth. Organizations should define the following within each perspective: Strategic Objectives - What the strategy aims to accomplish in this situation How to track your actions in relation to that particular goal, Goals are the desired endpoints for each action. Initiatives that will propel the completion of the goal? Robert Kaplan and David Norton wrote the book in 1992. A scorecard is a quantifiable key performance indicator.

The BSC method has several advantages, including the ability to integrate individual goals with the strategic goals of the firm and communicate strategy to all employees. Measurement system, The BSC has evolved into a framework for executing strategy that not only tracks performance but also organizes and describes strategy throughout the entire organization. For this study, the BSC was chosen as the performance indicator. It then becomes applicable for utilization.

2.3.4 Resources Based View Theory.

The resource-based perspective idea places a strong emphasis on a firm's assets and capabilities as drivers of performance and competitive advantage. Wernerfelt (1984) introduced this theory. According to the study's findings, a company's ability to use its resources effectively gives it a competitive advantage. They also illustrate how the business procedures of the corporation incorporate these resources (Ray et al., 2004). Information and organizational processes are examples of assets and strengths that are included in a company's resources and, when effectively managed, can result in a competitive advantage (Barney, 1991).

Both actual (physical) and intangible assets, like as intellectual property and brand reputation, can be considered assets. This hypothesis presupposes that these resources are and heterogeneous. According to this notion, a company's internal resources can be used effectively and efficiently to create a long-lasting competitive advantage (Kraaijenbrink, Spender, & Groen, 2010).

ICT integration into specific organizational activities, such procurement, has advantages like cost savings, paper reduction, and delays reduction. Online transaction processing using ICT can

increase openness, but it also exposes businesses to attacks from rival businesses (Loh & Venkatraman, 1992).An organization's procurement performance may not be improved by proper management of the technical support staff for e-procurement alone. It could have to be integrated with other elements, such information technology, suitable e-procurement guidelines, and other elements.

2.3. 5 Public interest Theory

The public interest research of Arthur Cecil Pigou claims that, which was initially formulated in 1932, regulation develops in reaction to public demand for the correction of improper or unfair market activities. According to Den Hertog (2012), regulation should benefit society as a whole as opposed to specific interest groups. This theory contends that regulation serves the interests of the society it affects, not the regulator personally (Richard, 1974). In order to direct and oversee economic markets, government intervention is consequently required. Governments, for instance, regulate banks so that they serve society (Pigou & Aslanbeigui, 2017). Theoretically, it is even possible to demonstrate that, under certain situations, resource allocation through market mechanisms is ideal (Becker, 2016).

The use of ICT in the procurement process will continue as long as there are proper procurement policies governing the use of the Internet and e-mail, which will assist firms achieve procurement excellence (Oliveira & Martins, 2010). Implementing carefully thought-out procedures to manage information access and protect confidentiality can enhance the use of ICT in the procurement process, resulting in improved performance.

According to the notion, ICT laws and policies are fundamentally intended to increase social welfare in the procurement industry because it links shifting e-procurement policies to the procurement success of Zimbabwe's star rated hotels enterprises, this theory is ideally adapted to support present objectives. This is because defending the broad interests of star rated hotels from their procurement performance is tied to the establishment and implementation of ICT policies. But it might not work if there aren't proper e-procurement rules in place.

Empirical Review

2.4.1 ICT and Procurement Performance

Information technology's potential is fulfilled through the organization's numerous core and auxiliary tasks as well as through the integrated usage of external business partners. Kearney (2004) alluded that ICT in purchasing has a significant effect on commercial success. ICT is mostly used to facilitate process efficiency, cost/expenditure transparency, and decrease buying costs. ICT has a significant role in the procurement function's success. ICT and procurement work together to improve the quality of the services provided, but a lack of ICT or the use of ineffective tools can make change difficult and even worsen the purchasing function.

2.4.2 Electronic-Tendering (e-Tendering)

Using many information systems created by various providers, major enterprises of today often have to address multiple procurement requirements. Such a process can be time-consuming and cumbersome in traditional e-bidding systems if product categories are not properly classified. Replacing manual, paper-based bidding processes with electronically supported systems to achieve greater cost savings and efficiency gains has become a key component of process transformation (Croom & Brandon-Jones 2007). Automated electronic bidding allows convenient creation of bid texts, bids, bid summaries, evaluations and awards. According to Theo et al. (2009) is an electronic procurement system (or electronic procurement system) it enables a complete bidding process from bidding on requirements to awarding contracts.

Data from electronic bidding documents can be copied and pasted into spreadsheets for quick comparison by buyers. Reduced turnaround times for tenders, quick and accurate prequalification and evaluation that allows suppliers who don't fulfill the specifications to be rejected, and quick responses to inquiries and clarifications during the tender period are all advantages for business, reducing paper trails in the bid process, reducing costs for local government and suppliers, improving audit trails bid processes increase the accuracy and transparency of supplier responses and contract specifications and offer information on quality control (Vaidhianathan and Devaraj, 2008).

2.4.3 Enterprise Resource Planning

In a sourcing strategy, a buyer looks into the local and foreign hotel possibilities that are available in the supplier market. It is important to do a thorough evaluation of the various supplier possibilities, taking into account a number of factors including, but not limited to, cost, lead time, caliber, on-site help, and long-term circumstances. Personnel in charge of procurement should use ingenuity when looking into alternate supplier sources. Additionally, a pre-qualification procedure for suppliers is required to make sure they adhere to standards in line with procurement strategy and rules (Beer, 2011).

Hotels have been pushed to form cooperative partnerships with suppliers and clients in order to remain competitive, adaptable, and efficient (Hines et al., 2000; Carr & Smeltzer, 2010). This has been made necessary by the competitive environments of today, Liker and Choi (2012) assert that it's crucial to actively cultivate supplier relationships. According to Veludo, Macbeth, and Purchase (2011), a firm is only as strong as its weakest supply chain partner as these competitive fights are fought along supply networks and relationships. The purchasing organization should be determined in its information-sharing with chosen suppliers. The first step in establishing a relationship with your suppliers is to comprehend their behaviors and working methods

It illustrates how rival hotels in the market compete against one another. It is possible to pinpoint the elements that influence competitive advantage with the aid of a thorough grasp of the supply market. Establishing supplier connections is aided by determining the whole cost structure and the supplier processes' level of expertise (Liker and Choi, 2012). This demonstrates the organization's ability to assess and contrast suppliers, forcing them to increase their effectiveness and efficiency Liker and Choi (2012). Giving the supplier precise instructions on what is anticipated and needed of them both now and in the future is the best strategy to boost their performance. A tool for the supplier to develop its actions in the direction it prefers would be provided by conducting a wide-ranging examination of the supplier's performance.

2.4.5 Challenges Facing the Adoption of ICT in Procurement

As firms embrace a more strategic approach to e-procurement and adoption, there are increasing challenges in successfully integrating diverse systems and applications across the entire business (Mendoza et al. 2006). The various e-Procurement platforms used by clients must be compatible with by suppliers (Bedell, 2002). According to Moore (2003), the bulk of industrial facilities continue to employ antiquated, paper-based parts and equipment that cannot be translated into the digital format required by e-Procurement systems.Original equipment manufacturers frequently choose to purchase new equipment over spending money on the required changes to digital formats. Businesses must forgo opportunities to use ICT if they are unable to upgrade their antiquated equipment.

Even though search technology has progressed to address nomenclature issues, inconsistent part nomenclature within organizations, and even between different departments or sites of the same company, frequently causes costly delays and errors (Moore, 2003). Like any new technology introduced into the workplace, the usefulness of ICT systems ultimately depends on how broadly and regularly they are used by employees. Since employees reportedly only follow the purchase of contractual items 65% of the time, businesses miss out on the 22% in cost reductions that can be achieved by compliance with contract obligations (Aberdeen, 2006). They may not have the IT infrastructure or resources necessary to offer e-Procurement, and they may be concerned that doing so will allow buyers to take advantage of price cuts.

2.5 Chapter Summary

In this chapter the literature review was guided by the research objectives, the research questions, the review in this research was important as it gave the scholar a deep understanding of the subject of study. The researcher was able to learn from the review about the effect of information and communication technologies on Zimbabwe's star-rated hotels' performance in procurement .The next chapter covers the research methodology which is how the research was carried out which is through questionnaires, interviews, looking at the target population.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the description of tools needed to obtain, gather, evaluate, and interpret research data along with the research instruments that are required to comprehend and give a proper justification the process of the research. As a result, this chapter has aided researchers in better understanding and defining various research methodologies and instruments and the most effective methodology was selected for attainment of study aims and objectives.

3.1 Research Design

A descriptive survey and a correlation research designs were employed for the study. These designs were chosen because they were well thought out, accurately depicted the event, and was. (Bubby, 2002). According to Chandran (2004) and Mugenda and Mugenda (2003), this study design also accurately reflects population characteristics as well as the correlation research. Descriptive and correlation researches also establishes and documents the reality of the situation. The aim of the quantitative and qualitative study design was to make clear how performance inthe procurement process relates to ICT characteristics (independent variable) (dependent variable).

3.2Target Population

This target groups was selected due to their ability to purchase the ICT systems needed to measure procurement performance. The study employed a census method to gather information from Zimbabwe's five-star hotels. Due to the small number of starred hotels in Zimbabwe, a census was conducted to gather information on the relationship between ICT and procurement performance of star rated hotels in Zimbabwe. The population included all of these star hotels in

Zimbabwe. So as to get an insight of the impact of ICT on the procurement performance of a star hotels.

3.3 Population and Sample size

The population of the research was within the star rated hotels in Zimbabwe in the procurement departments. Different parts of hotels have their own developments, and the researcher considered choosing this all-star rated hotels in Zimbabwe .The participants were the hotel staff members including the management. The sample was 100 members of staff on different star hotels which uses ICT and to select the population the researcher was looking at the procurement departments and those other departments which they work hand in hand with.

The number of participants that were randomly chosen by the researchers to provide a representative sample of the target population is known as the sample size. The researchers selected a modest enough sample size because the study is qualitative in nature in order to meet the goals and objectives of the study. Therefore, participants (current employees) from starred hotels in Zimbabwe made up the sample size for this qualitative study. The researchers chose these people based on their connections they had at the hotels.

Researchers selected participants according to criteria for male and female employment in hotels and experience of her procurement performance with ICT at the star rated hotels. The position of the participant is the sales manager of the hotel. Hotel Assistant Manager, Hotel Supply Chain Director, Manager Procurement Solutions Manager. The position of the participants is also the most appropriate, as the participants are existing staff engaged in sourcing operations for star hotels in Zimbabwe. Insights into the impact of ICT on the procurement performance of star hotels.

3.4. Data Collection

To fulfill the data requirements of the research process, this phase is crucial. Primary and secondary procedures are the main ways to obtain data. Cost and time considerations affect the

selection of various approaches at the elementary or secondary level of education (Bell, 2014). Primary and secondary data were used by the researcher in the collection of data.

The major tool for gathering data was a questionnaire, according to the researcher. Kothari (2004) asserts that the only way to elicit self-report on people's opinions, attitudes, beliefs, and values is through a self-administered questionnaire. The Sections of the questionnaire were divided up to represent the different variables used in the study. Each component of the chosen study comprised both closed-ended and open-ended questions that aimed to elicit responses from the respondents' ideas, opinions, and attitudes that the researcher might not have been able to record. The objectives of the questions were to gather both qualitative and quantitative information. The supply chain managers and procurement managers of the star-rated hotels in were given the questionnaire using the "drop and pick" method.

3.4.1 Data collection instruments

These are tools used by experts to gather information from respondents, as described on www.edu.cm, and information gathering tools also record the structure in which information is gathered manifested.

3.4.2 Interview

The online survey was designed with a total of 9 questions. Open-ended interview questions were used to elicit in-depth responses. ICT use, variables influencing ICT in hotel procurement performance, the role and benefits of ICT in hotel procurement, problems and solutions for problems with ICT use, and use of ICT in procurement performance were the subjects of the questions.

3.4.3 Questionnaires

The researcher created questionnaires that she put to use in the fieldwork to collect data .the questionnaires consisted of questions that were structured in a way that would assist in answering the research questions. It had open ended questions and close ended questions which required

straight answers like Yes or No. The advantage of questionnaires is that respondents are free to express their opinions on paper, making the results more flexible

I sent the questionnaires through the Whats app platform and also through emails and I left the questionnaires most of them responded to the questionnaires and I got different answers from the respondents .A few of them maybe close to 25% did not respond to the questionnaires. However, some respondents took longer to complete the questionnaire, delaying data analysis. Questionnaire response rates were unsatisfactory as some respondents were busy and returned incomplete questionnaires and some did not return questionnaires. It was easy for me to interpret and measure both quantitative and qualitative data, especially when analyzing data from different respondents. The researcher evaluated the data from the questionnaires that had responses so that I ensure the reliability of the research.

3.4.4 The Reliability of the Instruments (Questionnaire)

The most popular instrument used by researcher was the questionnaires and interviews. Looking through the respondent's responses demonstrates your ability to manage a variety of test items. The instruments were valid since they were answering the objectives of the research and the respondents were very literate and educated enough to give valid reasons on the questionnaires because the questionnaires were given to literate members who responded correctly Validity shows that the instrument is being tested, while reliability is the uniformity of a set of measurements. It's crucial to keep in mind that reliability is estimated rather than measured.

3.4.5. Validity of Instrument (Questionnaire)

A questionnaire's effectiveness was used to determine if it captured the data it is meant to capture (Bryman & Cramer, 1997). The reliability of our assertion, conclusion, or statement is its validity. The best approximation of the truth or falsity of a given conclusion, statement, or conclusion is how Patton (2002) characterizes it more precisely. The efficiency of the questionnaire was assessed in this study using the content effectiveness approach. According to Wallen and Fraenkel (2001), content validity is the extent to which the instrument accurately assesses or

measures the relevant constituents. In this approach, a group of specialists who are familiar with questionnaire structures look over the questions to ascertain specifics.

3.5 Research Ethics

Ethics are a crucial component of the process of the research so the researcher gave the research ethics. In order to retain the beneficial impacts of their research, ethical concerns have assisted researchers in conducting research effectively with low danger of misunderstanding or error. By employing, we put ethical principles into practice consent, anonymity. I went to seek permission from the hotels responsible authorities so that I would not be an intruder in their territory. Transparency was there because they were aware of my aim of an educational research. The researcher observed ethical conducts which are transparency, honesty and openness.

3.6 Research Limitations

The researcher felt that the study methodology had a few minor shortcomings such as lack of compliance from the respondents, negligence because it was not benefitting the respondents so that were not carefully handling questionnaires .Some respondents did not make it because of lack of data to respond to the emails sent or some failed to even open the questionnaires because of lack of data bundles which I could not cater for. Another limitation was time. These hotels was taken into consideration in order to pinpoint another study drawback. Our research is constrained to hotels in Zimbabwe as a result.

3.7 Data Collection Procedures

After collection data from the respondents through open and closed questions and through the use of questionnaires the data was captured and evaluated and it was now shown in tables, pie charts and bar graphs and histograms .These graphs were formed from the information from the respondents that was captured by the researcher and also use the regression and correlation method and tabulate the Nova.

3.8 Chapter Summary

The chapter looked at the research design, sample choice, and strategies for data collecting and analysis. Due to the quantitative methodology used in this study. Questionnaires are seen to be a good way to get quantitative data. The next chapter will look at data analysis and presentation.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the data analysis, presentation, and interpretation of the study's findings according to the research methodology which was in chapter three. This research aims to discover the connection between ICT and procurement efficiency in Zimbabwe's star-rated hotels. Questionnaires and interviews designed with the research's objectives in mind were the research instruments used for data collection by the researcher.

4.2 Background Information

The study includes management workers who are currently engaged in these establishments and are directly involved in the day-to-day management of the hotels because they are the ones who are familiar with the relationship between ICT and procurement performance in star-rated hotels in Zimbabwe. In order to gather context for the relationship between ICT and procurement performance in star-rated hotels in Zimbabwe, the first section of the questionnaire examined the demographic traits of the respondents. They are listed in this section under the respondents' age, gender, and employment history.

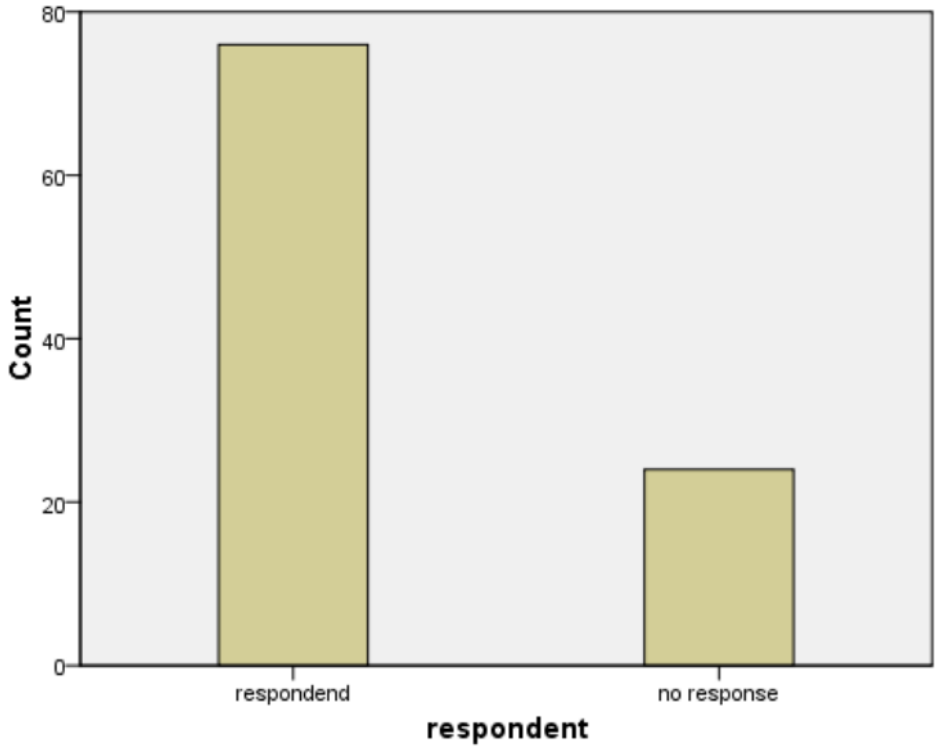
4.2.1 Response Rate

The study focused on star rated hotels in Zimbabwe and was looking at all the staff members and the board of directors in the procurement department and the ICT 100 managers and employees of these businesses to learn more about the relationship between ICT and procurement performance in star-rated hotels. The results are displayed in Table 4.1

Table 4.1: Response Rate

Response	Frequency	Percentage
Respondents	76	76.0
Not responded	24	24.0
Total	100	100

Figure 4.1 Rate of response



A response rate of 76.0 % was obtained from the study, with 76 of the 100 sample respondents completing and returning the questionnaires. According to Mugenda & Mugenda (2003), a response rate of 50 % is sufficient for analysis and reporting; a rate of 60 % is good; and a rate of 70 % or higher is great. This response rate is good and representative and complies with their guidelines.

4.2.2 Gender Distribution of the Respondents

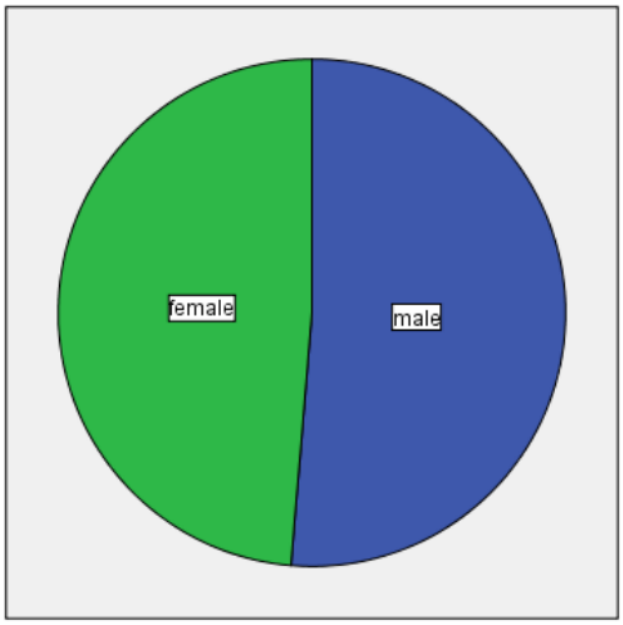
The gender of the interviewees was a question that the study aimed to answer. The distribution of responders by gender is seen in Table 4.2.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percentage
Male	39	51.3
Female	37	48.7
Total	**76**	**100**

Table 4.2 and Figure 4.1 show that 51.3 % of the respondents were men and 48.7 % were women. The results suggest that the perspectives represented in these conclusions are gender sensitive and may be regarded as typical of the views of both genders with regard to the relationship between ICT and procurement performance in star-rated hotels in Zimbabwe.

Figure 4.2 Gender of the Respondents



4.2.3 Age of the Respondents

Further investigation into the respondents' age distribution was a goal of this study. The data about the respondents' age ranges are displayed in Table 4.3 .

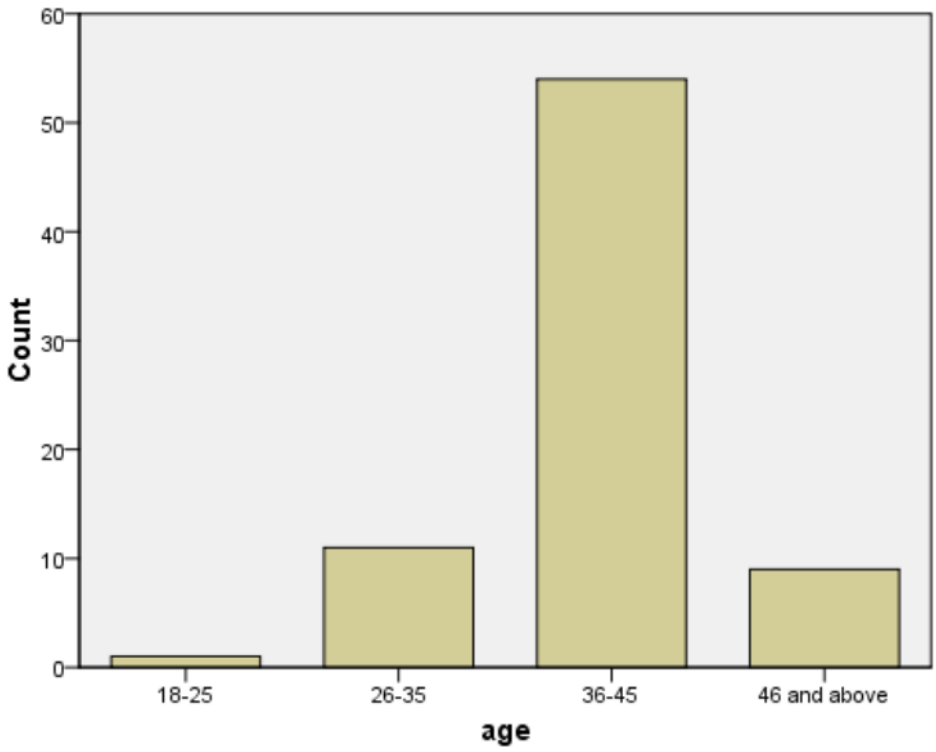
Table 4.3 Age Bracket

Age brackets	Frequency	Percentage
18-25	0	0
26-35	11	14
35-45	54	71
45 and above	9	12
Total	**76**	**100**

71 % of respondents were inbetween the ages of 36 to 45 , 14 % said they were between the ages of 26 and 35 , and 12 % said they were between the ages of 46 and above, according to

the results shown in table 4.3 and figure 4.2 . These findings demonstrate that the respondents' ages were evenly dispersed.

Figure 4.3 Respondent Distribution by Age Bracket



4.2.4 Working Experience

The goal of this research was to show the period of time in which the respondents have been working at the hotel. Table 4.4 contains answers of the question of the time period at the workplace.

Table 4.4 Duration Worked in the Star Rated Hotels in Zimbabwe.

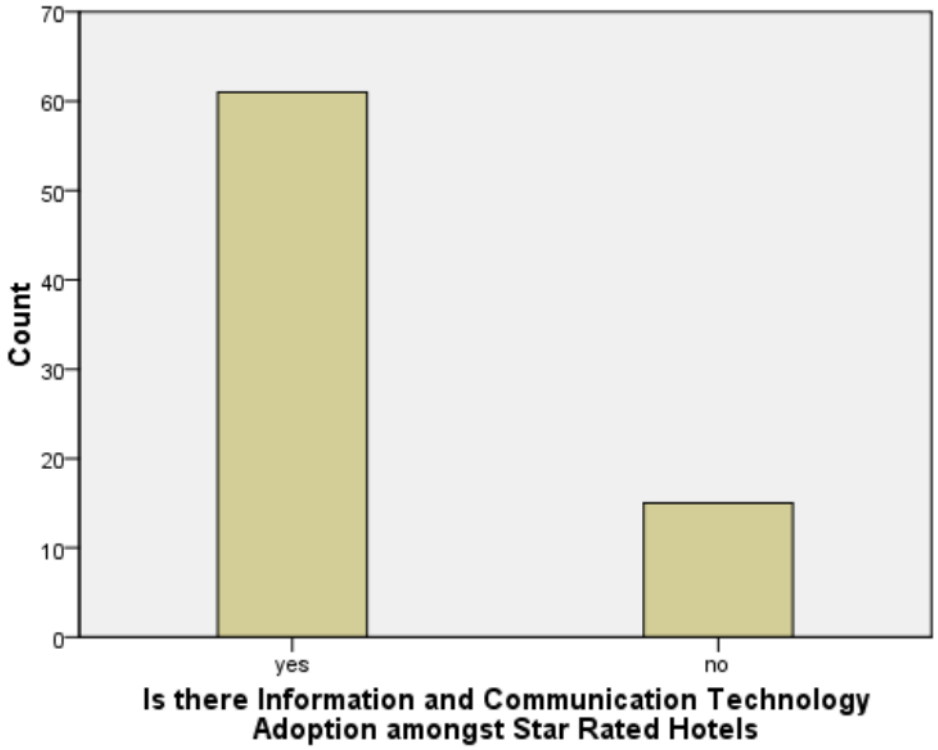
Duration in Years	Frequency	Percentage
Below 1 year	11	15
2-3 yrs	44	58
4-5 yrs	16	21
6 yrs. and above	5	6
Total	76	100

Table 4.4shows that , 58 % of the employees who responded had experience working in hotels for two to three years, 21 % had spent four to five years in star-rated hotels, 15 % had worked in hotels for one year or less, and 6 % said they had experience working in hotels for above six years. This shows that most of the employees had a lot of working experience at the hotel and were therefore aware of the relationship between ICT and procurement success in those hotels.

Figure 4.4: Duration Worked in Star Rated Hotels in Zimbabwe.

4.3 Information and Communication Technology Adoption amongst Star Rated Hotels.

Figure 4.3 shows if there was adoption of ICT at the star rated hotels in Zimbabwe



The respondents had to say how much they used various ICTs in their hotels.

Table 4.5 : Extent to which the Star Rates Hotels adopted various ICTs

ICT Applications	**Mean**	**Standard deviation (std dev.)**
Computers	4,0857	3.707
fInternet	3.5423	1.1772

The majority of respondents reaffirmed that star-rated hotels use computers and the internet extensively for procurement performance, as seen by the average scores of 4.0857 and 3.5423 ,

respectively. These findings make it evident that, in comparison to internet use, computers are used far more frequently in the procurement departments of star-rated hotels. The study also aimed to determine the degree of ICT adoption by star-rated hotels during different phases on the procurement cycle. The outcome are in Table 4.6 .

Table 4.6 : Extent to which Star Rated Hotel started using ICT in Procurement Cycle

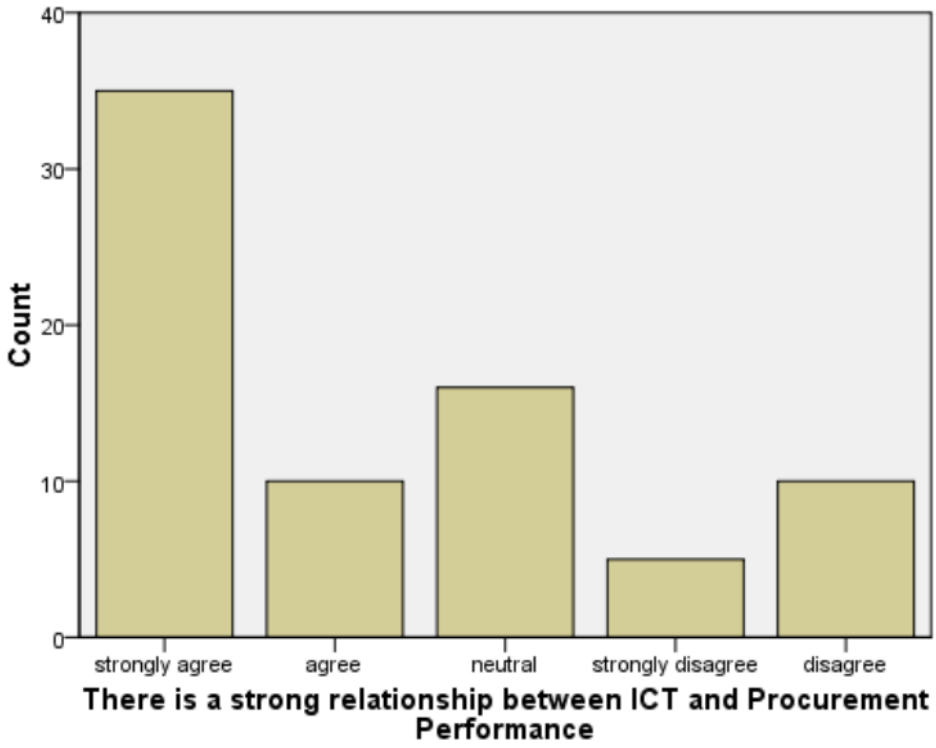
Phases of Procurement Cycle	Mean	Std dev
Publication of the notice after its announcement	3.5845	0.7725
Administration of the contract	3.5643	1.4527
Preparations of the Tender Dossier	3.5542	1.1833
Procurement Planning	3.5428	1.5152
Calculating the value and classification of the contract	3.3714	0.8370
Evaluating and Opening tenders	3.3322	1.4923
Determining the procedure of procurement	3.0000	0.8401
Issuing and validation of contracts through signing	3.0000	0.8401

The majority of respondents, as indicated by a mean score of 3.5643 , the preparation of tender dossiers, and the planning of the procurement process, which were each shown to have average scores of 3.554 and 3.5845 respectively, indicated that the star-rated hotel had adopted ICT to a significant extent in contract administration. The hotels employed ICT to a regulate the extent of calculating the value of the contract, evaluating bidders, defining the procurement procedure, and providing and signing the contract, as shown by average scores of 3.3714 , 3.3322 ,

3.0000 , and 3.0000 respectively. The operational benefits relate to improving the efficiency of the procurement procedure and, as a result, reducing overall procurement costs.

4.4 Relationship between ICT and Procurement Performance

Figure 4.4 shows if there is a good relationship between ICT and Procurement performance in the hotels



The study's second goal was to determine how much different ICT usage factors in Zimbabwe affect how well star-rated hotels succeed in their procurement efforts.

Table 4.7: Effects of e-Tendering on Procurement Performance of Hotels

Aspects of E-Tendering	Mean	Std. Dev
Placing of the contract	3.6828	1.250
Advertising	3.5528	1.1843
Tender evaluation	3.54238	1.1772
Tender aggregation	3.3322	1.4923
Tender specification	3.1000	1.634

The majority of respondents reiterated that contract placement has a significant impact on how well star-rated hotels in Zimbabwe perform in procuring goods and services, as evidenced by a mean score of 3.6828 , and that advertising has a significant impact on how well the hotels perform in procuring goods and services, as evidenced by a mean score of 3.5528 . On the other hand, as evidenced by a mean score of 3.5423 , 3.3322 , and 3.1000 in that order, tender evaluation, tender aggregation, and tender specification have a moderate impact on the procurement performance of these hotels. Agreement on the Impacts of e-Tendering on Procurement Performance, Table 4.8, present the study's conclusions.

Aspects of e-Tendering	Mean	Std. Dev
Enterprise resource planning on the web enhances customer service	3.7222	1.1785
By fusing a number of business operations, the ERP system improves business performance.	3.6943	1.218
Greater data accuracy is provided via electronic tendering.	3.6828	1.2501

Electronic tendering leads to a reduced tender cycle-time	3.5845	0.7725
Implementing e-procurement enables thorough information management, eliminating the need for intensive data mining.	3.5423	1.1771
Electronic tendering allows for huge time savings	3.2972	1.6102
The increased audit trail in electronic tendering raises the process' integrity and openness.	3.2972	1.6102
A procurement process that uses electronic processing is more effective.	3.1422	3.7743
Standardized data formats provided by ERP software help businesses.	3.0000	0.8401

According to the findings in Table 4.87, the majority of respondents believed that web-based enterprise resource planning improves customer service, as evidenced by a mean score of; 3.7222 "ERP system enhances business performance by integrating a variety of business processes," 3.6943 ; electronic tendering provides greater data accuracy, as indicated by a mean score of 3.6828 ; and electronic tendering results in a shorter tender cycle time, as indicated by a mean score of 3.6828 .

The respondents were unmoved by the fact that electronic tendering offers significant time savings, as indicated by a mean score of 3.2972 ; electronic processing leads to a more effective procurement process; that an improved audit trail promotes the integrity and openness of the tendering process; and that ERP software benefits organizations with standardized data formats,

as shown by a mean score of 3.1422 . These results highlight the need for an extensive business information system to facilitate information sharing on a range of value-adding procurement performance initiatives.

Table 4.9: Effects of Buyer-Supplier Relationship on Procurement Performance

Aspects of buyer-supplier relationship	**Mean**	**Std. Dev**
Supplier appraisal	3.6250	1.4083
Supplier network	3.5428	1.5152
Integrating brand and procurement management processes	3.5432	1.177
Supplier selection and development plan	3.4612	1.2633
Involvement in the early stages of brand building	3.3889	0.84984
Information flow (documentation, reporting and communication)	3.2972	1.6102
Supplier performance tracking and assessment	3.0769	7.5955
Developing the suppliers	2.8462	5.5470

Supplier evaluation has a significant impact on procurement performance in Zimbabwe's star-rated hotels, as indicated by an average score of 3.6250 , a mean score of demonstrates the enormous impact of the supplier network. 3.5428 , and a mean score 3.5423 of indicates that there is a considerable impact on the integration of brand and procurement management processes. Moderate involvement in the early stages of brand formation, as seen by a mean score of 3.3889 . An effective supplier selection and development plan is indicated by a mean score of

3.4612 . A mean score of 3.2972 demonstrates a moderate information flow. An average score of 3.0769 signifies a light degree of supplier performance monitoring and evaluation. 2.8462 indicates a moderate amount of supplier development. The study wanted to know how different aspects of procurement performance were changing over time in these hotels. Table 4.10 displays the outcomes.

Table 4.10 Trends of Factors of Procurement Performance

Factors of procurement performance	**Mean**	**Std. Dev**
Effective control and stewardship of resources	3.7533	1.1823
Audit and Compliance	3.6828	1.250
Efficiency and effectiveness in procurement	3.5845	0.77251
Timely delivery of goods and services	3.5528	1.1843
Inventory Optimization	3.5423	1.1772
Quality	3.3725	1.2021
Organized procedures and systems	3.3322	1.4923
Cost minimization	3.3322	1.4923

A mean score of 3.7533 showed that the majority of respondents believed that effective control and stewardship of resources had improved., to audit and compliance, as seen by a typical score of 3.6828 , A mean score 3.5845 of indicated procurement efficiency and effectiveness, a mean score of, 3.5528 showed that timely delivery of goods and services was important, and

inventory optimization, which was indicated by a mean score of 3.5423 , while quality, well-organized

4.5 Pearson's product moment correlation

To determine how strongly the variables were associated, the researcher used Pearson's product moment correlation. The Pearson's product moment correlation (r) was used to look at the correlation between the study variables and study variables, and the results are displayed in the table below.

Table 4.11 : Correlation coefficient

	Procurement Performance	Electronic Tendering	Enterprise Resource Planning	Buyer Supplier Relationship
Procurement Performance	1	.119	.103	.242
Sig. (p-Values)		.365	.435	.063
Electronic-Tendering	.119	1	.097	.362
Sig. (p-Values)	.365		.461	.004
Enterprise Resource Planning	.103	.097	1	.

Sig. (p-Values)	.435	.461		.102
Buyer Supplier Relationship	.242	.362	.213	1
Sig. (p-Values)	.063	.004	.102	

According to the findings 0.242 , a correlation value of indicates a favorable association between the effectiveness of the procurement process and the bond between the buyer and the supplier.; The procurement procedure and enterprise resource planning have a favorable link, as shown by a correlation value of 0.103 ; and the procurement procedure and electronic tendering have a positive link, as shown by a correlation value of 0.119 . This indicates the positive correlation between corporate resource planning, buyer-supplier relationships, and electronic tendering and procurement performance.

4.6 Multiple Regression Analysis

A multiple regression analysis was also carried out by the researcher to determine the correlation between important ICT elements and procurement performance. It explains how much of the variation in the dependent variable (procurement performance) can be explained by all of the independent variables (electronic-tendering, and buyer-supplier relationship), or how much of a change in the dependent variable can be explained by a change in the independent variables. Multiple regressions are primarily used to shed light on the relationship between a number of independent and predictor factors and a dependent or criterion variable.

Table 4.12: Multiple Regression Analysis

	Unstandardized Coefficients		**Standardized Coefficients**	**T**	**Sig.**
	B	Std. Error	Beta		

(Constant)	**1.224**	**.312**		**4.358**	**0.000**
Electronic-Tendering	**0.217**	**0.1440**	**0.185**	**0.776**	**0.038**
Enterprise Resource Planning	**0.118**	**0.0847**	**0.023**	**0.406**	**0.046**
Buyer Supplier Relationship	**0.299**	**0.0715**	**0.235**	**2.793**	**0.044**

The success of star-rated hotels in terms of procurement is a dependent variable. The associations between the three independent variables and various aspects of ICT and procurement performance were investigated using a multiple regression analysis by the researcher. The form of the regression equation is

Y = 1.224 + 0.2176 X1 + 0.1187 X2 + 0.2994 X3

Instead of Y = 0 + 1X1 + 2X2 + 3X3 + 4X4 + 5X5.

Whereby Y = the effectiveness of Zimbabwe's star-rated hotels' procurement

Electronic-Tendering (X1)

Additionally covered are buyer-supplier relations (BSR) and enterprise resource planning (ERP). The procurement performance of the star-rated hotels in Zimbabwe would be 1.224 , Holding all variables (electronic tendering, enterprise resource planning, and buyer supplier relationship) equal at zero, the established regression equation will be applied. When all other independent variables are set to zero, the data analysis results likewise show that an increase in electronic tendering results in a 0.2178 improvement in procurement performance.

While a unit increase in buyer supplier relationships will result in a 0.299 improvement in procurement performance, a unit increase in enterprise resource planning will result in a 0.118

increase. These findings suggest that, among the star-rated hotels in Zimbabwe, the buyer-supplier relationship has a greater impact on procurement success than electronic tendering, which is followed by enterprise resource planning.

Table 4.13: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 (a)	.627	.303	.125

Predictors include corporate resource planning, electronic tendering, and buyer-supplier relationships (all constant). The three independent variables in the model, as represented by the R2 , account for 62.7 % of the procurement performance of these hotels. The three independent variables therefore account for roughly 62.7 % but other factors outside the model account for varying percentages of their procurement performance is 37.3 %. As a result, research should be done to look into the other elements (37.3 %), which have an impact on how well star-rated hotels do in terms of procurement.

Table 4.14: ANOVA

	Sum of squares	Df	Mean Square	F	Sig or P-value
Regression	225.366	1	225.366	7.639	000 (a)
Residual	2212.745	75	29.503		
Total	2438.111	76			

The regression model significantly and accurately predicts the procurement performance, according to ANOVA results in Table 4.14 . This shows how statistically significant the used regression model was. The model was statistically significant, as shown by an F value of 7.639 . The 0.000a p-value provided evidence in favor of this. It suggests that the overall model used can statistically predict the effectiveness of the procurement process.

4.7 Challenges Facing the Adoption of ICT

The study attempted to determine the extent to which the star-rated hotels in Zimbabwe suffer various obstacles in the use of ICT in order to establish the challenges facing the adoption and use of ICT in procurement performance.

Table 4.15 : Challenges Experiences in Adoption of ICT

Challenges Experiences in Adoption of ICT	**Mean**	**Std. Dev**
Costly delays and errors	3.6828	1.2501
High maintenance costs	3.5845	0.7725
Lack of the necessary IT infrastructure	3.5845	0.77251
Inadequate capital necessary to provide procurement	3.3322	1.4923
Use of multiple ERPs which may not be compatible	3.2972	1.6102
Lack of the digital format necessary for e-procurement systems	3.1422	3.7743

The majority of respondents concluded from the study that expensive delays and errors were frequently experienced by star-rated hotels, as evidenced by a mean score of 3.6828 , a mean

score of 3.5845 demonstrates extremely high maintenance costs, and lack of the necessary IT infrastructure to a great extent as demonstrated by a mean score of 3.5845 , While they stated that the hotels had difficulties because of the usage of various vendors, lack of sufficient money to support e-procurement.

4.8 Approaches recommended in managing ICT contributions to improve the procurement performance in star rated hotels in Zimbabwe.

The ways that were suggested said that procurement demands extraordinary analytical skills due to program planning, assessing suppliers and bidders, and generating the best deals. Investments can be kept on track with the help of a thorough understanding of the entire process. The majority of contemporary contract management tools feature in-depth analytics.

Another strategy suggested was that digitizing processes is one of the quickest methods to boost procurement process efficiency. To speed up processes and establish an innovative organization, contracts and papers must be moved to the cloud. It will be easier to create contracts, engage in real-time negotiations, obtain quicker signings, and receive automated compliance reminders if you have a computer-controlled contract product lifecycle system in place thorough analysis.

Approach suggested the following in accordance with the foregoing: Stock control and item level monitoring are made easier with the help of the widely used RFID technology. Each item that is introduced to the inventory is marked with an intriguing barcode that the RFID system subsequently tracks. The use of new ICT technologies requires a significant financial investment as well as training expenses, which presents difficulties for hotels using ICT, according to manager procurement solutions. As a result, the bulk of the answers to this question indicate that problems with the star-rated hotel's usage of ICT include a lack of expertise or awareness, shifting responsibilities, security concerns, and financial constraints.

Another approach is the enhancement of customer relations and the creation of long-term relationships with suppliers, vendors, and clients in order to foster client loyalty and ICT systems can improve the hotel competitiveness in the hotel industry. However, the approach pointed to ways to boost supply chain efficiency and corporate revenues by lowering expenses associated

with inventory management, processing delays, and tracking. ICT contributes in restructuring the supply chain activities to improve the performance and efficiency of procurement performance. The scope of ICT assists in establishing sustainable procurement performance in the future the scope of ICT in supply chain contributes in integration of ICT knowledge to function more adequately by creation of knowledge and real time information sharing for effective decision making.

Another approach is to use of ICT solutions in procurement performance, the procurement performance felt that improving the partnership between the organization and technical solution firms is necessary. The study by Llach and Alonso Almeida (2015), which also emphasizes the need for staff skill development to embrace ICT in order to increase procurement performance efficiency, supports this conclusion. It can be seen that emphasis is placed on employee skill development because doing so will assist employees adjust to new and developing ICT technologies and ease the transition from using old to new technology therefore, from the.

4.9 Chapter summary

This chapter serves as the study's foundation because it focuses mostly on how the data was evaluated and presented. As a result, it addressed crucial issues including achieving the study aims by responding to the research questions. The conclusion, summary, and recommendations will be the main topics of the following chapter.

CHAPTER 5

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter looks at the summary of the results of this research, the discussion about the research, the conclusions and the recommendations about the research based on the objectives of the study and what suggestions are there for further results because this chapter is the last and the final chapter of this research.

5.2. Discussions and Summary Findings

Star rated hotels use the internet and computers extensively this was found in this. The results show that the starred hotels made extensive use of ICT at various stages of the procurement cycle, from tender announcement and publication, contract management, bid document preparation and procurement planning. Calculations used to a reasonable extent Value and classify contracts, initiate and evaluate offers, determine award procedures, and award and sign contracts.

Weele (2010), alluded that sourcing there are requirements of the internet for the companies, in this case companies needs to be sharing information within their partners in the business. Sharing information within the organizations is very important because procurement upgraded to streamline and automate the processes of procurement and creating orders and request of quotations was made available throughout the supply chain. Kearney (2004) said that the use of ICT in procurement has a significant effect on the success of the company and that ICT should be prioritized for its support in fostering an efficient process and attaining cost transparency in

order to achieve purchasing price reductions. By reducing knowledge asymmetry, information sharing helps to prevent opportunistic actions.

It was discovered that the many ICT-related factors can have an impact on the effectiveness of the procurement process in Zimbabwe's star-rated hotels. For example putting of the contracts and advertising will affect the procurement performance of the first class hotels in Zimbabwe to large extents and while the evaluation of tenders, aggregation of tenders and specifications of tenders will affect the procurement performance.in this study it was established Web-based Enterprise Resource Planning upgrades the customer service, Enterprise resource planning system advances the performance of the business through integrating a variety of business processes, the electronic tendering gives a huge accuracy level of data capturing, Electronic tendering will shorten the tender cycle time, and the introduction of E-procurement may now provide complete information management, negating the need for extensive data mining. Results are consistent according to Javier et al. (2010) agrees with the attempts were being made to reshape procurement through different technologies of information. A chance to achieve this evolution of the goal may be in the use of ICT.

Procurement professionals must constantly find ways of reducing costs, increasing efficiency and shorten lead times because of the increasing pressure. In this research, the researcher found out that supplier appraisal, the supplier network and supplier integration of the brand and management of the procurement process will affect the procurement performance significantly. By providing a comprehensive view of stock (demands trends, transportation costs), logistics (customer location, shipment sizes), and using designs for recycling and reusing, ICT tools support supply chain activities, kick-start proper planning, and manage strategic decisions to reduce waste and breakages.

This research put forward that an effective resource management and oversight has greatly improved and enhanced auditing and compliance, procurement efficiency and effectiveness, on time delivery of goods and services in the required condition, and the correct amounts or quantities of the required goods that will be optimized the organized steps or procedures and systems and expenses reduction must not change. On the other hand, there are challenges such as

lack of funds to deploy e-procurement, multiple incompatible ERPs, and a somewhat lacking digital format required for e-procurement systems.

Determination of the coefficient showed the three independent variables examined could only explain his 62.7 % of Zimbabwe's star hotel procurement performance represented by R2. Regression analysis shows that keeping all three examined factors constant, the procurement performance of Star Hotels in Zimbabwe is 1.224 . Furthermore, although the relationships between the buyer and the seller contributed significantly with sourcing, which is followed by bidding electronically, ERP contributed the less to Zimbabwe star hotel sourcing performance.

5.3 Conclusions.

This research concludes the use of the internet and computers is done mostly in the star rated hotels. Accordingly, the five star hotel (Meikles) in Zimbabwe have put in practice ICT in different stages of the procurement cycle which includes ICT announcing the notice – publication, administration of the contract giving and signing of the contact, determining the procurement procedure, evaluating and opening of the tenders, calculation of the value of classification of the contact preparation of tender and procurement planning to great extents. The research concludes the different aspects using ICT and that it has an impact on the performance of the procurement systems of the hotel of star rated hotels in Zimbabwe including placing the contracts, advertising and tender evaluation, aggregation of tenders and the tender specifications.

This shows that ICT tools has a competitive power for performance in the procurement processes mostly for service industries like the star rated hotels in which they now use widely as a result ICT in procurement have gained an important role in business organizations. The ICT tools that have been used in making sure that there is effective and efficient performance in the supply chain management performances ICT improvements which includes electronic tendering, ERP and the relationships of buyers and suppliers has made organizations to attain a competitive advantage in the management of materials and a lot of organizations are now embracing the improvements in the technology which makes them advanced advancements.

This research further concludes that supplier network, supplier appraisal, and integrating the name of the hotel and procurement processes affects procurement performances in the hotels in Zimbabwe and also supplier selection and supplier development plans, supplier involvement in early stages of business building, flow of information which includes documentation, reporting and communication, tracking and assessing the performance of the supplier

Use of technology in the procurement process affected the sellers in the requirements of when they do their procurement in cases like when they request for quotations, delivery periods and getting it correct the responses to their requirements may be delayed. Time and ability to receive information in a timely manner is very important in the management of the supply chain. Accurate and information to be given on time enables organizations to work on and improve on their services, thereby reducing lead time and costs.

This study ultimately found that high-star rated hotels suffer from delays which actually cost them and errors, also increased costs of maintenance, lack of the required ICT installation equipments, lack of funds so that the hotel is able to deploy electronic procurement, all around the hotel incompatible Digital formats required for ERP use and electronic procurement systems. These challenges relate to inventory, transportation, recycling and reuse facilities and use design, waste and defect limits throughout the supply chain, and procurement capabilities. The results show that ICT tools contribute significantly to sourcing performance in buyer-supplier relationships, followed by electronic bidding. On the other hand, Enterprise Resource Planning contributed the least to Zimbabwe star hotel sourcing in procurement performance.

5.4 Recommendations

In this research, the researcher found the results and made conclusions and the results and conclusions show that ICT plays has an important role to play in the procurement performance in the departments of star rated hotels. The research therefore suggest and recommends that the hotels needs to able to adopt to new technologies because of the irregular business environment which ever and always changing business environment that is governing the competitive environments in which they are working and doing business.

Remaining the top tier and the leader competition by adopting ICT quickly therefore ensures an organization's survival in a competitive environment. The advent of information and communication technology (ICT) enables supply chains to balance the needs of meeting customer needs, controlling costs and generating profits.The study found that various aspects of ICT use that impact Zimbabwe's Star Hotels procurement performance included contracts and promotions, bid evaluation, bid aggregation, and bid specifications. . The study therefore recommends that Star Hotels use the latest technology in their procurement process to achieve the best possible performance in their purchases.

This reduces lead times, increases efficiency, and delivers benefits such as service and customer satisfaction. To meet this challenge, the study recommends that Star Hotels hire professionally qualified purchasing staff. Workshops, seminars should be given to the procurement practitioners so that they enhance their skills and knowledge. This often improves procurement efficiency. Organizations should conduct regular training to update the skills and knowledge of procurement staff. Adequate infrastructure and resources must be provided to perform the duties expected of them.

5.5 Limitations of the Study and Suggestions for Further Research

This study faced several challenges that may have prevented its completion. Respondents contacted may have been reluctant to provide information out of fear that the requested information could be used to blackmail or portray themselves or their company in a negative light. There are respondents even refuse to be asked to complete a questionnaire. The study addressed this issue by carrying a letter of introduction from the university, and the information provided was kept confidential and guaranteed to be used for academic purposes only.

The sole goal of the researchers was to personally administer the questionnaires in order to increase the respondent's response rate. While the survey focused on administrative staff at various star hotels in Zimbabwe, the researchers found it challenging to secure respondents' valuable time given their busy schedules.

Researchers had to make reasonable arrangements with respondents to take advantage of the non-study time and to motivate them about the value of the study. Researchers must also exercise

the utmost patience and diligence, and with this in mind, researchers must make every effort to obtain sufficient data from respondents. The data were not sufficiently formal or specific to support this study due to the different aims and methods of previous studies. To combat this limitation, research was not only limited to the scope of Zimbabwe's ICT and procurement performance, but was also conducted in other countries to improve the research process.

In fact, this limitation has become a key occasion for this research need. As an example let's take the fact that ICT tools have a transformative effect in the procurement process and how it has an impact on the procurement performance, Zimbabwe's star hotel should adopt a more positive attitude towards his ICT tools. Viewing ICT tools as they have increased improvements and increased upgrading systems for the better in the procurement performance may prove to be the outstanding for all logistics and hotels industries. Future research should continue to develop sound theoretical models and tools. It is imperative to understand the advantages and costs which are the disadvantages of implementing ERP challenges in managing the system once it is installed and operational.

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APPENDIX

INSTRUCTIONS

- Evaluate your level of agreement with the statements presented.
- Use the given scales to tick/ circle your answer.
- Completing on the space provided

SECTION A: PERSONAL DATA

This section focuses on the respondents demographic data.

Section A: Demographic Information

1) What is your gender?

Male	Female

2) How old are the respondents at the star rated hotels Hotel?

18-25	
26-35	
36-45	
46 and above	

3) Highest Level of Education

Degree	
Masters	
PhD	

4) Marital status

Single	married	Widowed	divorced

5) Work experience at the star rated hotels

Below 1 year	
2-3 years	
4-5 years	
6 years and above	

Impact of ICT on the Procurement Performance in star rated hotels.

Section B: Functional ICT in procurement

6) Is there Information and Communication Technology Adoption amongst Star Rated Hotels?

Yes	No

7) If the answer is NO where is the department being managed in Hotel?

……

8) Star Rated Hotel started using ICT in Procurement Cycle

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

9) There is a strong relationship between ICT and Procurement Performance

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

10) There are effects of e-Tendering on Procurement Performance of Hotels

Strongly agree	agree	neutral	disagree	Strongly disagree

11) Agreement on the Impacts of e-Tendering on Procurement Performance,

Strongly agree	agree	neutral	disagree		Strongly disagree

Section C: Management Status

12) Is buyer supplier relationship effective on the procurement performance?

Yes	No

12 b) If the answer is NO, where does that post holder report to?

……

13) are there Trends of Factors of Procurement Performance

Strongly agree	agree	neutral	disagree	Strongly disagree

Section D: ICT Activities

14) Use of ICT awareness training is across all the Hotel staff

Strongly agree	agree	neutral	disagree	Strongly disagree

15) ICT profiling is carried out automatically across all departments under facilitation by the ICT professionals

always	Very often	sometimes	never	Rarely

16) ICT registers are updated automatically

Strongly agree	agree	neutral	disagree	Strongly disagree

17) There were some failures on businesses that were initiated by the hotel ICT management.

Strongly agree	agree	neutral	disagree	Strongly disagree

18) Explain briefly what you think is the relationship if any between the ICT and the procurement performance?

……
……
……
……

19) Propose how ICT can be imbedded in the Hotel procurement management unit.

……
……
……
……
……
……

Section E: Hotel ICT management Oversight

20). Does the have hotel have an Independent ICT and Procurement officers Committee?

Yes	No

21) The star rated hotel members were trained in in the use of ICT in the procurement of goods and services framework

always	Very often	sometimes	rarely	never

22) Hotel management have oversight over ICT treatment

Strongly agree	agree	neutral	disagree	Strongly disagree

23) There was a change for the better in the performance of the business after the implementation of ICT

Strongly agree	agree	neutral	disagree	Strongly disagree

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS

RESEARCH SUPERVISION PROGRESS REPORT

STUDENT'S NAME ……SERENE KOKI

REG. NUMBER……..B193265B

DISSERTATION SUPERVISOR……..MS TAPFUMA

PROGRAMME…….. PURCHASING AND SUPPLY.

DISSERTATION

TITLE……

…….. AN EVALUATION ON THE IMPACT OF ICT ON THE PROCUREMENT PROCESS OF STAR RATED HOTELS IN ZIMBABWE

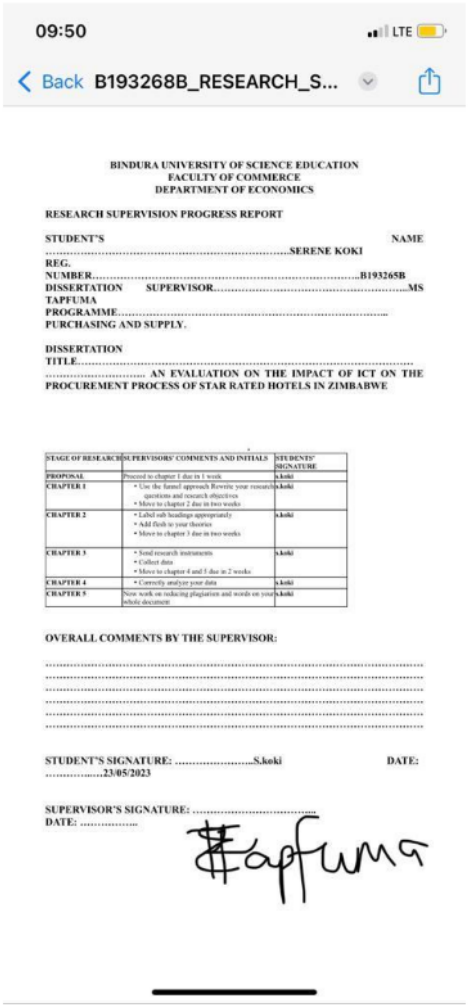
STAGE OF RESEARCH	SUPERVISORS' COMMENTS AND INITIALS	STUDENTS' SIGNATURE
PROPOSAL	Proceed to chapter 1 due in 1 week	**s.koki**
CHAPTER 1	• Use the funnel approach Rewrite your research questions and research objectives • Move to chapter 2 due in two weeks	**s.koki**
CHAPTER 2	• Label sub headings appropriately • Add flesh to your theories • Move to chapter 3 due in two weeks	**s.koki**
CHAPTER 3	• Send research instruments • Collect data • Move to chapter 4 and 5 due in 2 weeks	**s.koki**
CHAPTER 4	• Correctly analyze your data	**s.koki**
CHAPTER 5	Now work on reducing plagiarism and words on your whole document	**s.koki**

OVERALL COMMENTS BY THE SUPERVISOR:

Student showed an understanding on the subject under study

STUDENT'S SIGNATURE: ……..S.koki
DATE: ……..…23/05/2023

SUPERVISOR'S SIGNATURE: ……..
DATE: …….



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RESEARCH SUPERVISION PROGRESS REPORT

STUDENT'S NAME ……..**SERENE KOKI**
REG. NUMBER……..**B193265B**
DISSERTATION SUPERVISOR……..**MS TAPFUMA**
PROGRAMME……..
PURCHASING AND SUPPLY.

DISSERTATION TITLE……..
…….. **AN EVALUATION ON THE IMPACT OF ICT ON THE PROCUREMENT PROCESS OF STAR RATED HOTELS IN ZIMBABWE**

STAGE OF RESEARCH	SUPERVISORS' COMMENTS AND INITIALS	STUDENTS' SIGNATURE
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CHAPTER 5	Now work on reducing plagiarism and words on your whole document	s.koki

OVERALL COMMENTS BY THE SUPERVISOR:

……
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STUDENT'S SIGNATURE: ……..**S.koki** **DATE:** ……..**23/05/2023**

SUPERVISOR'S SIGNATURE: ……..
DATE: ……..

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final An evaluation on the impact of ICT on the procurement perfomance of star rated hotels in zimbabwe

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DISSERTATION SUPERVISOR……..**MS TAPFUMA**
PROGRAMME……...
PURCHASING AND SUPPLY.

DISSERTATION TITLE……
…….. **AN EVALUATION ON THE IMPACT OF ICT ON THE PROCUREMENT PROCESS OF STAR RATED HOTELS IN ZIMBABWE**

STAGE OF RESEARCH	SUPERVISORS' COMMENTS AND INITIALS	STUDENTS' SIGNATURE
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