

From Performance Evaluation to Procurement Decision-Making: Institutionalizing Constructors' Performance Information for Agricultural and Fisheries Infrastructure Accountability in the Philippines

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ABSTRACT

This study examined the perceived awareness, usefulness, reliability, and institutionalization of the Constructors' Performance Evaluation System (CPES) among personnel involved in agricultural and fisheries infrastructure in selected Department of Agriculture Regional Field Offices (DA RFOs) in the Philippines. A descriptive cross-sectional survey was conducted with 45 respondents, consisting of three directly involved representatives in CPES implementation from each of the 15 DA RFOs. The 28-item questionnaire utilized in the study covered Awareness, Usefulness, Reliability, and Institutionalization, respectively. The expert content validation was completed before pilot testing. Three validators assessed the items using Item–Objective Congruence (IOC), 26 items obtained IOC=1.00 and two items (U9 and R17) obtained IOC=0.67, producing an overall mean item-level IOC of 0.98. A separate pilot test with 15 respondents yielded an overall Cronbach's alpha of .964. In the final survey, Awareness (M=4.80), Usefulness (M=4.80), Reliability (M=4.83), and Institutionalization (M=4.53) were all interpreted as Very High with an overall mean of 4.73. The most frequently selected areas for strengthening were integration of CPES information into appropriate procurement processes (57.8%), strengthening CPES implementation procedures (48.9%), and strengthening institutional policies on retention and use of constructor-performance information (35.6%). The findings describe strong perceived value and credibility of CPES information and a high level of perceived institutionalization, while identifying administrative mechanisms that respondents frequently selected for further strengthening of CPES. The study is descriptive and does not establish causal effects on procurement or project outcomes.

Keywords: Constructors' Performance Evaluation System; performance information; public procurement; infrastructure accountability; development administration; agricultural and fisheries infrastructure; Philippines

INTRODUCTION

Background and Rationale

Public infrastructure procurement requires systems that support accountability, transparency, monitoring, professionalism, and value for money. As such, procurement performance information can support these functions when decision-makers can access, understand, and appropriately use credible information. According to the (OECD, 2023), assessing the procurement performance is a vital mechanism for supporting policy goals, monitoring the implementation process, maintaining the accountability, mitigating the risks, and enabling the data-driven decision-making. Every institution can actually utilize the instrument to make the procurement process streamlined.

In the Philippines, The Constructors' Performance Evaluation System (CPES) which is under the Article IX, section 33 of Republic Act No. 12009 or the *New Government Procurement Act* establish the principles of transparency, accountability, public monitoring, professionalism, sustainability, and value for money. It

provides a formal mechanism for evaluating constructor performance in government infrastructure projects and the implementing guidelines stated that the performance ratings include the eligibility screening, contract awarding, project monitoring and control, completion documentation, policy formulation, industry planning, and related administrative purposes (Government Procurement Policy Board–Technical Support Office [GPPB-TSO], 2011).

The existence of performance information, however, does not by itself demonstrate that the information is incorporated into routine administrative practice but rather whether it enforces accountability, shapes procurement choices, and improves organizational outcome. Performance-management research has examined why public managers use, or do not use, performance information and has highlighted the roles of information availability, organizational routines, leadership, training, and institutional context (Behn, 2003; Kroll, 2015a, 2015b; Moynihan & Pandey, 2010). This distinction is relevant to various institutions' infrastructure most especially to the agricultural and fisheries infrastructure where regional offices perform interconnected engineering, procurement, implementation, inspection, monitoring, contract-management, and evaluation functions.

Policy and Research Context

The policy and research context for contractor-performance information is also evolving through time. The GPPB Resolution No. 02-2025 approved the Implementing Rules and Regulations (IRR) of Republic Act No. 12009 and provided the formulation of related procurement guidelines, including guidance concerning evaluation of contractor performance and CPES. The said resolution also identifies issues such as applicability, information sharing, accountability, and effective implementation as matters to be addressed in the related guidelines (GPPB, 2025). This policy development highlighted the importance of understanding how government personnel perceive the information generated by CPES.

For agricultural and fisheries infrastructure, the administrative question is not simply answering whether or not the CPES evaluations are conducted but instead, is the result of information is recognized, considered useful and reliable, and perceived as incorporated into legitimate organizational processes? Through the aforementioned dimensions can provide descriptive evidence for development administration concerns involving the institutional capacity, coordination, information management, and accountability.

Research Gap and Purpose

There is limited empirical evidence describing how personnel in agricultural and fisheries infrastructure perceive the administrative value and institutionalization of CPES information across regional offices beyond the effort of establishing the formal functions of CPES in the existing policy documents. This study addresses that gap by examining four related but descriptively distinct dimensions: Awareness, Usefulness, Reliability, and Institutionalization.

The study specifically asks: (1) What is the level of awareness of CPES among selected DA RFO personnel? (2) How useful and reliable are CPES ratings perceived to be? (3) To what extent are CPES ratings perceived to be institutionalized in procurement-related and contract-management practices? and (4) What institutional areas are most frequently selected by respondents for strengthening?

CONCEPTUAL FRAMEWORK

The study conceptualizes CPES as a source of constructor-performance information within an administrative system. Awareness refers to recognition and understanding of CPES and its information. Usefulness refers to the perceived value of CPES ratings for infrastructure and constructor-related administrative tasks. Reliability refers to perceived credibility, consistency, documentation, and adequacy of the information (Gizachew, 2026). Institutionalization refers to the perceived incorporation of CPES information into routine organizational practices, including appropriate procurement-related and contract-management processes. The stated framework is an interpretational analysis based from the respondents' responses rather than a causal model tested by the study. To reiterate, the analysis therefore does not claim that awareness causes institutionalization

or that utilizing the CPES directly translates to improved project outcomes.

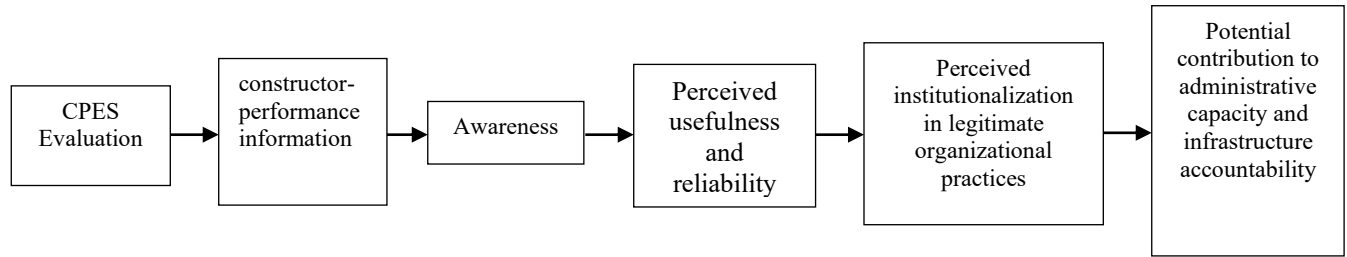


Figure 1. The Conceptual Framework of the Study

METHODS

Research Design and Setting

A descriptive cross-sectional quantitative design was used in this study. This study covers 15 DA RFOs in different regions and treating Regions IV-A and IV-B separately. Also, the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) was excluded from the coverage of this study due to its unique administrative structure and geographical layouts, and distinct institutional jurisdiction of the said region. The target population consisted of personnel whose functions involved agricultural and fisheries infrastructure, procurement, engineering, project implementation, inspection and acceptance, monitoring and evaluation, contract administration, or CPES-related activities.

Respondents and Sampling

The final dataset is comprised of 45 respondents, with exactly three representatives who are directly involved in CPES implementation from each of the 15 covered DA RFOs. Respondents were purposively selected based on relevant functional involvement and exposure to agricultural/fisheries infrastructure, procurement-related activities, and/or CPES. All final respondents provided voluntary consent.

Characteristic	Category	n	%
Functional involvement	Inspection/acceptance	11	24.4
	Project implementation	10	22.2
	Procurement	6	13.3
	Engineering/design	4	8.9
	CPES-related	4	8.9
Government service	6–10 years	16	35.6
	11–15 years	16	35.6
	≥6 years, combined	41	91.1
Infrastructure experience	6–10 years	18	40
	11–15 years	15	33.3
	≥6 years, combined	41	91.1
Procurement involvement	Direct	28	62.2
	Indirect	13	28.9
	Direct/indirect, combined	41	91.1
CPES exposure	Direct involvement	40	88.9

Table 1. The Professional Characteristics of the Respondents

Research Instrument

This study created a questionnaire with 28 items that are equally distributed per dimension. The distribution is as follows: Awareness (A1–A6), Usefulness (U7–U13), Reliability (R14–R20), and Institutionalization (I21–I28). This entails a 5-point scale from 1 (Strongly Disagree) to 5 (Strongly Agree) which identifies up to three institutional areas that needs to be strengthened providing an additional space at the end for open-ended comments.

Dimension	Items	No. of items
Awareness	A1–A6	6
Usefulness	U7–U13	7
Reliability	R14–R20	7
Institutionalization	I21–I28	8
Total		28

Table 2. Distribution of Items per Dimension in the Research Instrument

Expert Content Validation

Expert content validation preceded pilot testing. Three validators independently assessed all 28 items using the Item–Objective Congruence (IOC) method, assigning +1 for congruent, 0 for uncertain or requiring revision, and –1 for incongruent. To protect anonymity, the manuscript reports only professional expertise rather than names or office affiliations.

Validator	Relevant expertise	IOC result	Decision
Expert 1	Agricultural and Biosystems Engineer; Rural Infrastructure Engineer; Doctor of Philosophy in Management Engineering; expertise in agricultural infrastructure	1.00 across all 28 items	Retain
Expert 2	Agricultural and Biosystems Engineer; Bids and Awards Committee (BAC) Chairperson; Master of Science in Agricultural Engineering; specialization in Soil and Water Engineering	U9 and R17 = 0.67; remaining items = 1.00	Retain; qualitative review
Expert 3	Agricultural and Biosystems Engineer; retired government official; former CPES Implementing Unit Head; Master of Community Development; expertise in agricultural and fisheries mechanization and infrastructure, and policy development	1.00 across all 28 items	Retain

Table 3. Validation Panels' Profile and Summary of Results of the Instrument

The item-level IOC was computed as $IOC_i = \sum R/n$. The R stands as the validator rating and n represents as the number of validators applying the threshold score of $IOC \geq 0.67$. The items were subjected to qualitative review of the panel rather than being retained or removed based solely on its numerical value. Twenty-six items obtained $IOC=1.00$ and two items (U9 and R17) obtained $IOC=0.67$. Based on the IOC rating, there is no item excluded in the finality of the questionnaire with an overall mean item-level IOC of 0.98. All 28 items were retained. The item U9 and R17 were qualitatively reviewed by the panel while R19 and I21 were validated for their scope and clarity.

Pilot Testing and Preliminary Reliability

The separate dataset composed of 15 respondents was analyzed after expert validation and instrument revision. The respondents are for pilot-testing and being excluded in the final counting of respondents ($N=45$) in the final survey. The pilot was used to assess the item clarity, response behavior, and preliminary internal consistency of the questionnaire. Meanwhile, the Cronbach's alpha is used as preliminary evidence in this

study to test the reliability of the questions because the pilot sample was small in number and responses were concentrated toward agreement. In relation to this matter, the responses are coming from the focal persons, evaluators, and implementers. This study's findings strongly suggest that 15 representatives are enough in number because they directly participated in the process.

Dimension	Pilot M	Cronbach's α	Interpretation
Awareness	4.86	0.985	Very High
Usefulness	4.65	0.963	Very High
Reliability	4.55	0.986	Very High
Institutionalization	4.42	0.957	Very High
Overall	4.6	0.964	Very High

Table 4. Reliability Interpretation per Dimension

The Pilot Item I27 (M= 4.20) falls in the High category which translates to be highly relevant question and it conceptually address the important issue of communication and availability of CPES information to procurement and contract-management personnel. Across the 420 pilot Likert responses, 65.7% were Strongly Agree, 28.8% Agree, and 5.5% Neutral; no Disagree or Strongly Disagree responses were recorded.

Data Gathering Procedure

This study follows a comprehensive and systematic procedure in collecting the data. The below-mentioned were done by the researchers to ensure the robustness of the study.

1. Conduct the review of relevant literature from various journal articles, Philippine law & policies, and CPES guidelines;
2. Develop a questionnaire and expert-validation instrument;
3. Undergo expert validation using IOC and review of qualitative comments;
4. Revise and finalize the research instrument;
5. Pilot administration using respondents that are excluded in the final sample;
6. Review the pilot responses and computation of preliminary reliability evidence;
7. Finalization of the questionnaire for the main survey;
8. Coordination with the covered DA RFOs and purposive selection of qualified respondents;
9. Administration of the final online questionnaire;
10. Data checking and cleaning;
11. Descriptive statistical analysis; and
12. Interpretation of results in relation to development-administration and procurement-information management.

Statistical Treatment

Frequencies and percentages were used for respondent characteristics and multiple-response priority selections. The item means, dimension means, and the overall mean were computed for the 28 Likert items. Sample standard deviations were used to describe item-level dispersion. Then, Cronbach's alpha was computed for the pilot dataset. IOC was computed for expert content validation. No regression, structural equation modeling, factor analysis, hypothesis testing, or causal inference was performed.

Mean scores were interpreted as Very High (4.21–5.00), High (3.41–4.20), Moderate (2.61–3.40), Low (1.81–2.60), and Very Low (1.00–1.80). For Institutionalization, the corresponding labels were Very Highly Institutionalized, Highly Institutionalized, Moderately Institutionalized, Slightly Institutionalized, and Not Institutionalized. For multiple-response priorities, percentages were computed using the number of respondents selecting each option divided by N=45; therefore, percentages were not expected to sum to 100%.

RESULTS

Expert Validation Results

The expert-validation results provided strong content-congruence evidence. Twenty-six of 28 items received unanimous congruence ratings (IOC=1.00), while U9 and R17 received IOC=0.67. The overall mean item-level IOC was 0.98. The threshold items were retained after qualitative review, consistent with the established decision rule. These results support the alignment of the questionnaire items with the study objectives, while not being interpreted as evidence of construct or criterion validity.

IOC outcome	No. of items	Proportion
IOC = 1.00	26	92.90%
IOC = 0.67	2	7.10%
IOC < 0.67	0	0.00%
Overall mean item-level IOC	28	0.98

Table 5. Summary of Item-Objective Congruence (IOC) Results

Pilot Testing and Preliminary Reliability

The pilot results reveal high mean responses across all four dimensions ranges from 4.42 to 4.86 with an overall mean of 4.60. The alpha coefficients result is .964 for all 28 items ranging from .957 to .986. The coefficients are treated as preliminary internal-consistency evidence rather than definitive psychometric validation because the pilot sample was limited to 15 respondents and showed an upper-end response concentration.

Final Survey and Respondent Profile

The final survey included 45 respondents distributed equally across the 15 DA RFOs. Respondents had substantial institutional exposure: 91.1% reported at least six years of government service; 91.1% reported at least six years of agricultural/fisheries infrastructure experience; 91.1% had direct or indirect procurement involvement; and 88.9% reported direct CPES involvement.

Awareness, Usefulness, Reliability, and Institutionalization

Awareness was Very High (M=4.80). Usefulness was also Very High (M=4.80), with the item concerning consideration of CPES information when considering constructors for future infrastructure projects receiving a mean of 4.87. Reliability had the highest dimension mean (M=4.83); the item concerning documentation supporting CPES results had the highest observed item mean at 4.89.

Dimension	Mean	Interpretation
Awareness	4.8	Very High
Usefulness	4.8	Very High
Reliability	4.83	Very High
Institutionalization	4.53	Very Highly Institutionalized
Overall	4.73	Very High

Table 6. Mean interpretation per Dimension

Institutionalization was Very High/Very Highly Institutionalized (M=4.53). Relative to the other dimensions, it had the lowest mean, but it remained within the highest interpretation category. Within this dimension, item

means included 4.38 for considering previous constructor performance, 4.47 for procurement-related decision-making, and 4.42 for incorporation into routine institutional practices rather than compliance alone. These results describe respondents' perceptions; they do not establish the actual frequency or legality of specific procurement decisions.

Overall Response Pattern and Priority Areas

Across 1,260 final Likert responses, 77.8% were Strongly Agree, 18.2% Agree, 3.3% Neutral, 0.7% Disagree, and 0.0% Strongly Disagree. Thus, 95.9% of responses were in the Agree or Strongly Agree categories. The concentration of responses is being considered in interpreting the high means and is consistent with the need for caution about ceiling effects in self-reported perception measures.

Priority area	Selections (n=45)	%
Integrating CPES information into appropriate procurement processes	26	57.8
Strengthening CPES implementation procedures	22	48.9
Strengthening institutional policies on retention/use of constructor-performance information	16	35.6
Increasing personnel awareness	14	31.1
Information sharing	13	28.9
Training/capacity development	12	26.7
Coordination	11	24.4
Clearer procedures	10	22.2
Monitoring/validation	7	15.6
Accessibility	6	13.3
Documentation	5	11.1

Table 7. Frequency and Percentage Distribution of CPES Utilization Priority Areas

The priority results are multiple-response selections rather than rankings. The three most frequently selected areas were integration of CPES information into appropriate procurement processes, strengthening CPES implementation procedures, and strengthening institutional policies concerning retention and use of constructor-performance information. This should become an organizational mechanism for information governance and lawful administrative use. This also eradicate substantive procurement rules in the process.

DISCUSSION

The findings indicate a consistent pattern across the four dimensions. The responses reflect a "Very High" awareness, usefulness, reliability, and institutionalization of respondents in utilizing CPES information. Then, with the view of performance information as an administrative resource whose value depends on its relevance, credibility, and accessibility (Behn, 2003; Kroll, 2015a). In addition, the findings indicate that beyond the "Very High" result of perceived institutionalization, it is the lowest dimension compare to the other three dimensions based on the overall mean. This difference should not be interpreted as weak institutionalization rather within the response pattern of this study, it suggests a comparatively greater opportunity to clarify how information is retained, accessed, communicated, and incorporated into routine organizational processes. The priority selections reinforce this interpretation because the most frequently selected areas concern procurement-process integration, implementation procedures, and institutional policies for information retention and use.

The findings are relevant to the literature on performance-information use in public organizations. Prior studies have emphasized that information availability alone is insufficient; routines, organizational context, management practices, and staff capability can influence whether information is used (Kroll, 2015a, 2015b;

Moynihan & Pandey, 2010). Kroll and Moynihan (2015) further show that training can matter in performance-management reforms. In the present study, training and capacity development was selected by 26.7% of respondents, while coordination, information sharing, and clearer procedures were also identified.

The results should nevertheless be distinguished from evidence of actual procurement behavior. The survey measured perceptions and self-reported organizational conditions. It did not audit individual CPES ratings, procurement records, contract awards, project outcomes, or compliance with applicable procurement rules. Consequently, the findings support administrative interpretation and institutional recommendations but not claims that CPES information improves construction quality, reduces delays or costs, or changes procurement outcomes.

The study also has implications in the context of the evolving Philippine procurement framework. GPPB Resolution No. 02-2025 identifies contractor-performance evaluation, including CPES-related guidance, as an area for further procurement guideline development. The present findings provide descriptive evidence from DA-RFO personnel concerning the organizational dimensions they perceive as relevant to making performance information more usable and institutionally connected. Any future operationalization of the said information should constantly consider the applicable procurement law, CPES guidelines, data-governance requirements and procedures.

IMPLICATIONS FOR DEVELOPMENT ADMINISTRATION

From a development administration perspective, CPES can be understood as part of an institutional information. Whereas, as part of the findings of this study, it suggests administrative pathway such as:

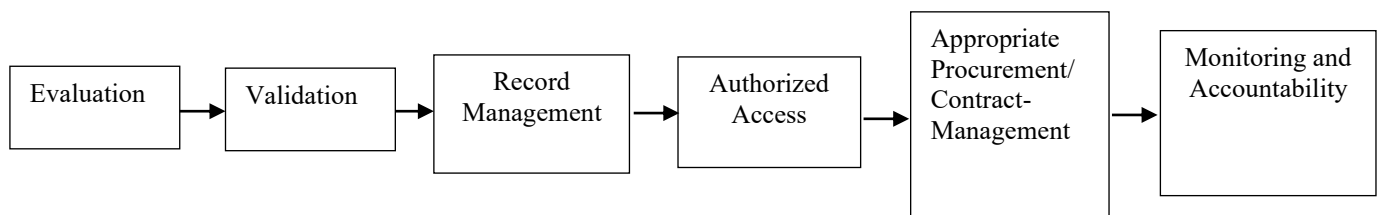


Figure 2. Suggested Administrative Pathway

This pathway serves as a policy-oriented synthesis and not as a causal model. As mentioned, this pertains to the institutional capacity which requires clear responsibilities for generating, validating, documenting, and maintaining performance information and information must only be accessible to authorized personnel who understand its meaning and limitations. Further, coordination among engineering, procurement, contract-management, monitoring, and CPES-related functions is necessary if information is to move across organizational boundaries. Then, information use must remain within legally prescribed procurement criteria and procedures. Finally, periodic monitoring and review can help determine whether information-management arrangements are functioning as intended.

These implications are aligned with broader development administration concerns regarding the state capacity, organizational routines, accountability, and translating of administrative information into implementation support (Turner & Hulme, 1997; Weidner, 1970). The practical contribution of the study is that it describes the information-management conditions identified by personnel in the institution.

CONCLUSIONS

The study concludes that the questionnaire has a strong preliminary internal consistency. The expert validation shows an overall IOC mean of 0.98. The 26 items consistently got 1.00 and two items at 0.67. In totality, all 28 items were retained. The separate pilot testing presents an overall $\alpha=0.964$ supporting preliminary internal consistency of the instrument of this study.

Among the final 45 respondents, Awareness (M=4.80), Usefulness (M=4.80), Reliability (M=4.83), and

Institutionalization (M=4.53) were all Very High, with an overall mean of 4.73. Reliability had the highest dimension mean, while Institutionalization had the lowest relative mean but remained Very Highly Institutionalized under the study's interpretation scale.

The most frequently selected areas for strengthening were integration of CPES information into appropriate procurement processes, strengthening CPES implementation procedures, and strengthening institutional policies on retention and use of constructor-performance information. Taken together, the results indicate a strong perceived administrative value of CPES information and identify organizational mechanisms that respondents most frequently associate with further strengthening of its institutional use.

For further emphasis, this paper does not establish causal relationships or actual effects on procurement or project outcomes because the analysis of this paper is descriptive and cross-sectional in nature that solely relies on self-reported perceptions of the respondents. Future studies using administrative and project-level records are needed to examine how CPES information is actually accessed and used and whether such use is associated with measurable infrastructure outcomes.

RECOMMENDATIONS

This study suggests the following recommendations for the development of CPES implementation across all agencies especially the DA RFOs in the Philippines:

1. **Clarify the CPES implementation responsibilities, schedules, documentation requirements, evaluation procedures, and submission arrangements.** CPES is an essential tool in evaluating the performance of the constructors in various government institutions as mandated by the RA 12009 which needs to be clarified in every agency especially in DA RFOs who does not regularly deal with infrastructure projects. The Construction Industry Authority of the Philippines (CIAP) as part of the Department of Trade and Industry (DTI) needs to conduct orientation through the Focal person per organization to thoroughly explain the process upon the grant of the infrastructure project.
2. **Develop or refine institutional procedures for retention, validation, access, and authorized sharing of CPES ratings and supporting records.** The agency must include the life cycle of CPES files for an effective and efficient implementation, namely, rating sheets, checklists, Constructor's Performance Summary Reports, corrective-action records, photographs, site-visit notes, validation reviews, and related correspondence. National CPES guidelines already require evaluation, data banking, and use of ratings, but they do not by themselves establish office-level rules for how those records are kept and used. Institutional procedures especially the rating is reviewed for completeness and authenticity before it is treated as an official record. This is a basic administrative step, but it is what makes CPES a usable as documented institutional information rather than a set of scattered evaluation papers.
3. **Establish clear guidance on how validated CPES information may be considered as supporting information in procurement-related and contract-management.** The Philippine Domestic Construction Board (PDCB) as the spearhead of CPES implementation has emphasized the need for agencies to operationalize the use of CPES results. This study suggest that government organizations' Bids and Awards Committee (BAC) and end users must integrate in their Standard Operating Procedure (SOP) that, when necessary, a. which documents constitute as "validated" CPES information, and b. how the said information may be used as reference in procurement-related and contract-management activities without replacing the existing legal criteria and procedures stipulated in RA 12009. This promotes consistent application and both the organization and the constructors have the same level of transparency and understanding of the process.
4. **Strengthen coordination among infrastructure, engineering, procurement, contract-management, monitoring and evaluation, and CPES-related units.** At present, evaluations are delayed, files are incomplete, and ratings are unused or even applied inconsistently without the proper coordination. To strengthen coordination, organization should adopt single institutional workflow and maintain an official project file covering the notice to proceed, approved plans and program of work, inspection and accomplishment reports, variation orders, and evaluation sheets. The designated office that keeps this file should require completeness before an evaluation is scheduled and should transmit the finalized CPES

rating to procurement, contract-management, and monitoring units for uniformity. This will reduce the present pattern of different departments who operationalize CPES in separate methods.

5. **Provide continuing orientation and capacity development.** Capacity-building like orientations should go beyond the basics. It should not focus on merely filling out the checklists and computing scores. The designated staff in the organization must understand that that completed CPES files are considered as institutional memory that later be used as evidence of evaluating the performance of the constructors.
6. **Ensure adequate resources for CPES implementation.** The CPES guidelines already contain budget for project engineering and administrative overhead to the implementing units. So, this study recommends that the resources should not only provide funding to field projects but extends to the process of CPES.
7. **Enforce the CPES information-management mechanism for authorized users.** Agency databanks and CIAP central bank have an available electronic and hard copy to ensure security and policy requirement. Organization must extend the accessibility of CPES information to the authorized personnel. Accessibility without control may lead to misuse of resources and leakage of information. And on the other hand, control without accessibility makes the BAC, Monitoring & Evaluation, and end-users useless. This paper recommends that there should be a proper mechanism in CPES information access through, without any reservation, designated authorized staff. This can help the staff find validated CPES ratings and supporting records without relying on personal files or informal requests.
8. **Undergo periodic assessments of CPES information-management practices and user needs across regional offices.** The researchers suggest to periodically check how ratings are created, stored, validated, retrieved, and used in the field, and ask users what they actually need because regional offices differ in workload, connectivity, staffing, filing habits, and demand from procurement or monitoring units.
9. **Use project-level administrative data in future research.** Future researchers should link the records to actual project results in their studies by combining survey perceptions with objective administrative evidence to examine the delays, quality deficiencies, cost variation, contract termination, completion, extensions, or repeat performance of the process. Additionally, there is a need to consider a larger sample size from different agencies because the implementation is not exclusive to agriculture and fisheries alone, and to use different validation approaches in future studies.

DECLARATIONS

Funding

This study does not receive any grant from any types of funding agency.

Conflict of Interest

The researchers declare no known competing financial interests and personal relationships that could reasonably influence the conduct or reporting of this study.

Ethics and Consent

The participation of the respondents in this study is voluntary. They are well- informed of the purpose of the study and through consent form before answering the questionnaire. The paper presents an aggregated reports and findings and does not disclose the respondents' identities for confidentiality.

Data Availability

The raw data is not publicly posted in this study because it contains organization and respondents' information. The data are collected for an academic research study purpose only. De-identified dataset may be considered for legitimate scholarly purposes subject to applicable institutional and data-governance requirements.

Use of Generative AI

Generative AI-assisted tools were used for language editing, organization, and document-formatting support during manuscript preparation. Also, the researchers utilized Turnitin to ensure the integrity of the output. It is

still the researchers' responsibility to fulfil the research design, dataset, statistical computations, interpretation, references, and final content of the paper.

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