

## Religiosity and Credibility of the Bids and Awards Committee (BAC) of the Civil Aviation Authority of The Philippines (CAAP)

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### Abstract

This study aimed to establish the significant influence of religiosity on the credibility of the Bids and Awards Committee of the Civil Aviation Authority of the Philippines. There were 300 respondents in this study chosen through the random sampling technique. Respondents were the members of the Bids and Awards committees, office personnel, suppliers, and bidders of the Civil Aviation of the Philippines, excluding the rest of the aviation employees not involved in the procurement system of CAAP. A non-experimental quantitative design utilized a descriptive correlational technique to gather data. Statistics used in data analysis were the mean and standard deviation, Pearson r, and regression analysis. Results showed a very high level of religiosity and a high level of credibility among the respondents. In addition, the correlation test revealed a significant positive relationship between religiosity and credibility. Furthermore, the regression analysis revealed the overall influence of religiosity to credibility. When regressed individually, it was found that responsibility best predicts credibility.

Keywords: *public administration, religiosity, credibility, CAAP employees, regression, Philippines*

### Rationale

There are concerns about credibility regarding the implementation of the Government Procurement Act in the Philippines, particularly regarding delays in project implementation. Credibility issues surfaced for CAAP's Bids and Awards Committee when two bidding companies in Spain and its local partners in the Philippines were excluded from a P1.24 billion fire truck procurement project (Balana, 2013). The transportation manager replied that the two companies with the lowest bids had not met their Terms of Reference or TOR (Regalado, 2013).

The credibility of the bids and awards committee ensures the public of an open, transparent, and accountable procurement system indispensable in building public trust and confidence and strong leadership support (Gabriel & Castillo, 2020; Ohemeng, Obuobisa Darko & Amoako-Asiedu, 2020). Stakeholders qualify credibility by looking into the reputation of both the bids and awards committee and the project bidders (Tayeh, Al Hallaq, Alaloul & Kuhail, 2018).

Research showed a significant association between religiosity and credibility. For instance, credible companies earn customers' trust; thus, they survive market competition (Sarofim & Cabano, 2018). In addition, religiosity increases transaction integrity and reduces fraudulence (Said, Asry, Rafidi, Obaid, & Alam, 2019). Additionally, people believe that religiosity produces logical judgments and that leaders with a high level of spirituality are more rational (Hoogeveen, Haaf, Bulbulia, Ross, McKay, Altay, S., ... & van Elk, 2020).

Despite the several research articles written about religiosity and credibility, there was not much literature citing its significant association and influence suggesting a research gap. Thus, this study is appropriate for filling this gap and providing much-needed literature on the topic, especially delving into the local scenarios. Bids and Awards Committee (BAC) personnel and other stakeholders would find this study significant.

### Research Objectives

The purpose of this study was to find out the influence of religiosity on credibility, insofar as the committee on Bids and Awards of the Civil Aviation Authority of the Philippines (CAAP) is concerned. Specifically, this study pursued these objectives:

1. To ascertain the religiosity of CAAP's Bids and Awards Committee in terms of:
  - 2.1 Trust in God;
  - 2.2 Orientation to higher values; and
  - 2.3 Responsibility for fellow humans.
2. To ascertain the credibility of CAAP's Bids and Awards Committee in terms of:
  - 3.1 Integrity;
  - 3.2 Intent;
  - 3.3 Capabilities; and
  - 3.4 Results.
3. To ascertain the significance of the relationship between religiosity and credibility.
4. To ascertain which domain of religiosity best influences credibility in the context of Bids and Awards Committee of CAAP.

### **Hypothesis**

This study tested two null hypotheses at a 95% confidence level and a 5% degree of error, to wit:

Ho1. The relationship between religiosity and the credibility of CAAP's Bids and Awards Committee is not significant.

Ho2. There is no domain of religiosity that influences credibility.

### **Review of Related Literature**

This section presents several readings, related literature, and studies to give an extensive overview of the topic under investigation. The independent variable, religiosity, is discussed alongside its indicators: *trust in God*; *orientation to higher values*; and *responsibility for fellow humans* (De Vries-Schot, Pieper, & Van Uden, 2012). On the other hand, the dependent variable, credibility, is also discussed with its indicators: *integrity*, *intent*, *capabilities*, and *results* (Covey, 2008).

### **Religiosity**

Religion pervades every aspect of society and permeates into the life of individuals; it has cultivated mindfulness in every believer (Suryasa, 2019). Cultural dimensions are dynamic in society, but religious tenets form a stable and static pillar (Neville, 2018). Therefore, religion is an important cultural factor, the most universal and influential social institution, that has a significant influence on people's attitudes, values, and behaviors at both the individual and societal levels. It is considered a valuable construct in understanding consumers (Cornford, 2018; Luckmann, 2019).

Even though it is theologically, psychologically, and sociologically sound to assume that religious commitment should make a difference in the day-to-day life of the individual, research on the behavioral consequences of religious commitment has been somewhat inconsistent. The inconsistency lies in the level of religiosity. For example, highly religious Christians believe honesty and forgiveness are essential. In contrast, not highly religious Christians say these are unimportant (Burley, 2020; Pew Research Center, 2016).

Additionally, religion is a vital cultural force that pervades even in marketing. Owners of companies apply their religious beliefs in running their businesses and even give customers religious cues about their business. Likewise, consumers patronize these businesses, primarily if they identify with their own belief systems (Fathallah, Sidani, & Khalil, 2020; Zehra & Minton, 2020). In other words, religiosity could produce committed and disciplined employees, contributing to the company's competitive advantage (Mathew, Prashar & Ramanathan, 2018; Nasution, 2019; Said, Asry, Rafidi, Obaid & Alam, 2019).

Consequently, religious consumers attribute their behavior to their beliefs. Prior research has shown that religion influences a variety of aspects of consumer behavior from sustainable consumption (Leary, Minton & Mittelstaedt, 2016; Minton, Kahle & Kim, 2015) to ethics in the marketplace (Vitell, Paolillo & Singh, 2005) to trust of advertisers (Minton, 2015) to materialistic tendencies (Das & Mukherjee, 2019).

In this study, religiosity has three indicators: trust in God, orientation to higher values, and responsibility for fellow humans (De Vries-Schot, Pieper & Van Uden, 2012). Subsequent paragraphs discuss each of these.

*Trust in God.* Once a person is a believer, he learns to trust his God. People trust God for many reasons, including God's better judgment and benevolence (Hook, Van Tongeren, Davis, Hill, Hall, McKaughan & Howard-Snyder, 2021). Moreover, whenever challenges confront believers, they entrust them to God, seek his support, and expect God to work in their favor. This scenario happens in almost all religious beliefs (Huda, Sudrajat, Muhamat, Teh & Jalal, 2019), and it helps with job stress and job insecurity (Soelton, Amalia, Noermijati & Wahyudiono, 2020).

In all aspects of the life of believers, trust in God is the most permeable. For instance, those who trust in God believe that God would keep them safe and healthy, especially in the face of a health issue. This trust makes them even more resilient towards physical, psychological, and emotional pains (Jenaabadi & Mir, 2019), even dealing with death anxiety (Bitarafan, Kazemi & Yousefi Afrashte, 2018; Testoni, Bisceglie, Ronconi, Pergher & Facco, 2018).

From a business perspective, those who trust in God believe that God would take care of their business, from employees to suppliers and all business transactions (Tlaiss & McAdam, 2021). With the emerging online business amidst the pandemic, people in business trust God for their online businesses. They believe that as long they follow God's business principles, God will protect their businesses (Razak, 2019) and become content with their business outcomes (Deller, Conroy & Markeson, 2018).

*Orientation to Higher Values.* Orientation to higher values means giving more attention to spiritual values, as manifested in spiritual practices, positively affecting leadership. Entrepreneurs with an orientation to higher values tend to base their mission statements on their spiritual values rather than human values. These entrepreneurs encourage their companies or organizations to enhance their spiritual values and practices for better leadership outcomes (Ali & Zaky, 2018).

Usually, family firms are particularly value-driven, with family spiritual values affecting all aspects of the firm's operations and individual decisions. As a result, these businesses integrate their ethical beliefs, business behaviors, and decision-making processes into their business developments (Astrachan, Binz Astrachan, Campopiano & Baù, 2020).

Accordingly, orientation to higher values can help reframe the competitive strategy of entrepreneurs by putting the values of faith, piety, ethics, and compassion into spiritual entrepreneurship (Thamrin, Ridjal, Syukur, Akib, & Syamsiar, 2021). Moreover, besides reframing strategies, orientation to higher values positively influences employees' helping behavior, resulting in companies' sustainability (Ahmed, Arshad, Mahmood & Akhtar, 2019). Therefore, it pays to have employees with orientation to higher values because they have a stronger sense of organizational citizenship behavior that promotes trust and mutual understanding among members of the organization (Awuni & Zaidan, 2019; Héliot, Gleibs, Coyle, Rousseau & Rojon, 2020; Hennekam, Peterson, Tahssain-Gay & Dumazert, 2018).

*Responsibility for fellow humans.* In business, responsibility for fellow humans means corporate social responsibility (Frederick, 2018). Before, businesses and corporations centered their goal on making profits and growing their corporations. However, as time passed, governments have required corporations to look past their own, extend their services to the communities that helped them grow- corporate social responsibility. CSR is a value of sharing that changed corporate behavior (Agudelo, Jóhannsdóttir & Davídsdóttir, 2019). CSR does not require doing good deeds to communities with the same religion as the corporation's but believes that religiosity produces the value of sharing notwithstanding the religion of beneficiaries (Arli & Tjiptono, 2018; Farooq, Hao & Liu, 2019; Zaman, Roudaki & Nadeem, 2018).

Surprisingly, research has shown that the more corporations shared with communities, the more they grew to become giant corporations, as CSR wields positive impacts on their financial performance (Maqbool & Zameer, 2018; Siueia, Wang & Deladem, 2019). Awaysheh, Heron, Perry and Wilson (2020) found the answer to this: that, as corporations continue to exercise corporate social responsibility, they become the best-in-class, which investors look forward to investing, just as customers would want to patronize. Therefore, these investments and customer patronage made these corporations gigantic industries (Long, Li, Wu & Song, 2020; Mahrani & Soewarno, 2018; Okafor, Adeleye & Adusei, 2021).

The articles reviewed about religiosity gave the researcher many positive insights and inspiration about the topic. This literature review has brought in new perspectives about religiosity and its impact on the individual and corporate levels. In addition, the articles strengthened his belief that religion is trusting in God, orientation to higher values, and responsibility towards fellow humans.

## **Credibility**

Credibility is the quality of being trustworthy, satisfied by accountability, accuracy, confidence, diversity, excellence, fairness, justice, legitimacy, transparency, and trust (de Mendonça & Almeida, 2019; Pero & Smith, 2008; Thomas, Wirtz & Weyerer, 2019). For business corporations, credibility is the sustainability of existence, both in leadership and the firm, as it builds trust that inspires strong leadership support (Cooper, Hamman & Weber, 2020; Ohemeng, Obuobisa Darko & Amoako-Asiedu, 2020; Williams, Raffo, & Clark, 2018). In addition, companies with credible leaders inspire employees of the same stature: men and women of integrity (Kamphorst & Swank, 2018; Li, 2021).

Consequently, credibility can potentially result in rebranding, both personally or at the company level, depending on their trustworthiness (Anees-ur-Rehman, Wong, Sultan & Merrilees, 2018; Zeitoun, Michel & Fleck, 2020). For example, many investors and contractors would line up for companies that have established credible stature (Xiong, Skitmore, Xia, Ballesteros-Pérez, Ye & Zhang, 2019), expecting a considerable investment return because credibility brings in good business (Flammer, 2018), and happy connections (Gorovei, 2019), as opposed to companies with questionable business transactions (Kanjere & Koto, 2021).

This study's dependent variable, credibility, includes integrity, intent, capabilities, and results (Covey, 2008). The first two cores deal with character; the second two with competence.

*Integrity.* Integrity is a demonstration of honesty and moral principles that magnet trust. It shapes individual behavior that impacts others. Leaders need integrity to produce remarkable organizational impact (Munandar & Lubis, 2020). Research showed that leader integrity amplifies employee performance (Yang, Liu, Wang & Zhang, 2019) and that leadership integrity can make a turnaround of even those known as corrupt institutions because it fuels ethical leadership and accountability (Alam, Said & Abd Aziz, 2019; van Eeden Jones & Lasthuizen, 2018).

In governance, one of the competencies needed is integrity competitiveness in business and society to attain Sustainable Development Goals (SDGs); otherwise, investment money will go to bribery, tax evasion, theft, and other unscrupulous practices (Smidova, 2020; Xiaoming, Conghu & Fujun, 2020). This integrity competitiveness includes regulation, reward incentives, technology and training (Kang, 2021). However, to attain this competitiveness, public leaders should throw away the conflict of interest that has been the core problem in public office. Hence, measures to avert this problem would be implementing strategies and a regulatory framework for managing conflict of interest in the public sector (Andabaka & Kovac, 2019).

*Intent.* An intent is a purpose which a person is determined to carry out. Sometimes, people use motive for intent and vice versa. In criminal law they have distinct concepts. Motive deals with the underlying reason for committing a crime. Intent deals with the willingness to carry out the offense. The former links a person to the crime, the latter does not (Webster Law Office, 2019).

Parenthetically, in the procurement system, parties interested in procuring goods and services go through a public bidding process by first submitting a Letter of Intent (LOI) to the Bids and Awards Committee. A letter of intent declares the preliminary commitment of the bidder to do business with the other party, outlining the terms of the prospective deals. The Bids and Awards Committee awards all contracts to successful bidders (Bloomenthal & James, 2021; Malana, 2020; Qiao & Wu, 2019).

*Capabilities.* Capability is the quality necessary to perform something (Oxford Learner's Dictionaries, n.d.). When referring to people, capability interconnects capacity and ability. People look at the capability to weigh credibility. For example, influencers hired by companies to advertise products or services must demonstrate their capability to carry out what the company purports about the product or service for customers to perceive their credibility (Berne-Manero & Marzo-Navarro, 2020). The influencer's credibility, demonstrated by capability, can positively affect customers' trust and purchase intention of the brand (Anees-ur-Rehman et al., 2018; Zeitoun et al., 2020; Reinikainen, Munnukka, Maity & Luoma-aho, 2020).

Significantly, managers should possess managing capability to succeed. Nevertheless, not all managers have it. For instance, Sampal (2019) found some problems with the capability of school principals in managing school finance, such as in providing contingency, publishing financial statements, and monitoring school budget. In another instance, Dagohoy (2021) found that barangay officials lack the capability in fiscal administration, especially budget preparation. All these can reduce the credibility of the said groups.

In the case of the Bids and Awards Committee (BAC), Gabriel and Castillo (2020) discovered that the BAC in some local government units differs in transparency practices and capabilities insofar as procurement is concerned, suggesting the lack of credibility in carrying out their functions. In contract bidding, focus on

capability also concerns the bidders' ability to comply with the requirements and manage risks (Iyer, Kumar & Singh, 2020).

*Results.* A result is a consequence or outcome produced by something else. For example, in contract bidding, results would favor the trustworthy bidders (Cooper et al., 2020; Ohemeng et al., 2020; Williams et al., 2018) and those with integrity (Kamphorst & Swank, 2018; Qiao & Wu, 2019). On the other hand, leaders' credibility can improve personnel attitudes and services (Li, 2021; Zeitoun et al., 2020), for instance, in the aviation sector.

Results are essential in determining the credibility of a company. A company with a good reputation for transparency and reliable information, for example, would invite more bidders and suppliers, even customers and sympathizers (Flammer, 2018). In contrast, those that do otherwise have opposite results (Kanjere & Koto, 2021; Nicolás-Carlock & Luna-Pla, 2021). The above instances suggest that credibility produces positive outcomes (Ahn & Park, 2018; Wan-Hussin, Qasem, Aripin & Ariffin, 2021).

The literature review on credibility revealed a research gap, especially on results, the manifest variable of credibility. Unfortunately, there are not many studies conducted on this. In almost all articles reviewed, results pertain to research results or outcomes but not as part of a variable. Thus, this study contributes to the dearth of literature on the topic.

### **Correlation between measures**

Studies have shown a significant relationship between religiosity and credibility and that these two move in tandem. This means the increase in religiosity also increases credibility, which is why more people believe in spiritual gurus because they see these people as religious, thus, credible (Hoogeveen, Haaf, Bulbulia, Ross, McKay, Altay, S., ... & van Elk, 2020; Said, Asry, Rafidi, Obaid & Alam (2019).

In addition, the spirituality of a company, firm, or organization can earn them the trust and confidence of stakeholders, enabling them to survive in stiff market competition (Sarofim & Cabano, 2018). In other words, stakeholders would choose to transact business with religious people because they see them as credible. Thus, religiosity and credibility are like a brand that people patronize and trust, especially those that demonstrate corporate social responsibility (Abu Zayyad, Obeidat, Alshurideh, Abuhashesh, Maqableh & Masa'deh, 2021), because being religious and credible results in feeling responsible for fellow human beings (Ahn & Park, 2018; Farooq, Hao & Liu, 2019; Saenz, 2018; Shou, Shao, Wang & Lai, 2020; Zaman, Roudaki & Nadeem, 2018).

Studies also proved that religiosity impacts credibility in that it shapes the way people perceive things. For example, people who have observed organizations with religious employees perceived this organization and its products and services as credible (Abu Bakar, Cooke & Muenjohn, 2018), especially in their financial transactions (Nasution, 2019). Furthermore, religiosity also results in perceived credibility of employees, regardless of their religious group (Onyemah, Rouzies, & Iacobucci, 2018).

### **Theoretical Framework**

This study found its theoretical basis from Emile Durkheim's Theory of Religion (Carls, n.d.). Durheim postulated that religion is the cord that binds society towards solidity, affirming shared values and beliefs and influencing society's thoughts and behaviors. Furthermore, religion makes life meaningful; it encompasses rituals and ceremonies to strengthen group solidarity. Finally, religious rituals allow members into the higher realms of experience.

Furthermore, Sobel's (1985) *credibility theory* also underpinned this study. Sobel postulated that one could achieve credibility by acting responsibly and providing consistently accurate and valuable information. As a result, the person will earn a good reputation through these acts, and people will trust the person.

Bringing these theories in the context of this study suggests that the shared values (religiosity) that people imbibed and practiced in their religion would guide "actors" to act and do business responsibly and accurately (credibility). For example, the religiosity (shared values— e. g., trust in God, orientation to higher values, responsibility for fellow humans) of CAAP's bids and awards committee will define their actions in carrying out their functions. Moreover, these shared values would prompt people to trust the BAC and want to do business because building a good character will develop credibility.

### **Conceptual Framework**

In Figure 1 is shown the conceptual framework that illustrates the interplay of the variables. The arrow that points from the independent variable (religiosity) to the dependent variable (credibility) indicates a linear relationship and the influence of religiosity on credibility.

As stated earlier, the independent variable is religiosity, with three indicators: trust in God, orientation to higher values, and responsibility to fellow humans (De Vries-Schot, Pieper & Van Uden, 2012). Trust in God refers to a person's dependence on a supreme being; Orientation to higher values means the person's inclination towards things that will give him/her the sense of inner freedom; while the responsibility to fellow humans refers to the person's sense of duty and accountability to his/her fellowmen as a child of God. On the other hand, the dependent variable is credibility with these indicators: integrity, intent, capabilities, and results (Covey, 2008).

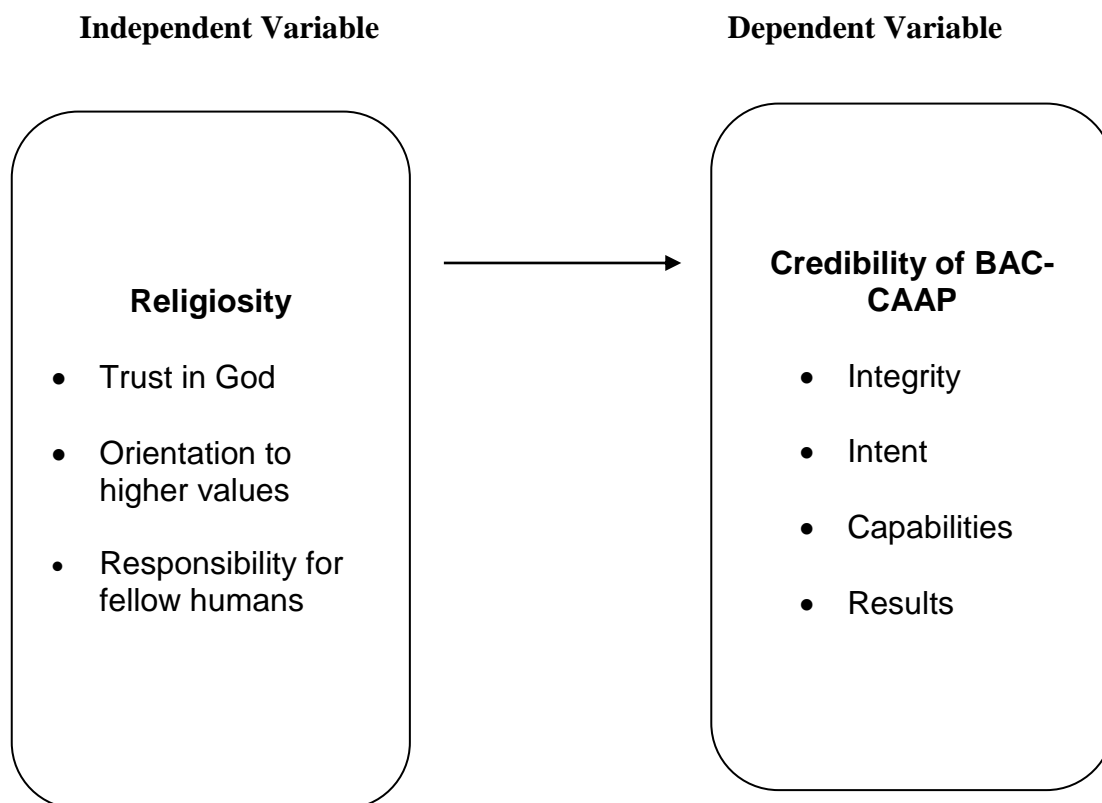


Figure 1: The Study's Conceptual Framework

*Integrity* refers to a person being thoroughly honest with his work, walking the talk, being clear on his values and what he stands for, and being genuinely open to the possibility of new ideas that may cause him/her to rethink issues or redefine values. *Intent* refers to a person's genuine care about his work, his clients, and other people, his deep concern about the wellbeing of others, and his conscious awareness of his motives. *Capabilities* refer to knowledge and mastery of the job; and the effective use of his strengths. *Finally, results* refer to a track record that would give others the confidence to achieve the desired results, his efforts in delivering results, and his inspiration of trust with others (Covey, 2008).

**Significance of the Study**

This study is significant as this gives value to society as a whole. This study will prompt deep introspection for society to look into the shared values of their religion. Not all have the same religion and may not have the same shared values. However, all religions share the universal values of trust in a supreme being (that others call God), love for fellowmen, and other values.

Furthermore, this study is significant to all employees, the government or private sector, to become more dedicated and circumspect in their decisions, especially those assigned to sensitive positions, including those in the Bids and Awards Committees.

In addition, this study could benefit people in business, suppliers, bidders, and contractors because the discussion herein signals whom to approach for credible business transactions. Also, this study would prompt them to exercise business integrity for sustainability.

Future researchers may benefit from the discussions in this study. The findings would add new research perspectives, which they could explore. In addition, the findings, conclusion, and recommendations may be helpful to other researchers to use as a groundwork for their research project.

### **Definition of Terms**

The operational definition of terms would give readers a standard reference of their use in this study.

**Religiosity** refers to trust in God, orientation to higher values, and responsibility to fellow humans.

**Credibility** denotes integrity, intent, capabilities, and results stipulated in the four cores of credibility.

**BAC-CAAP** refers to the Bids and Awards Committee in the Civil Aviation Authority of the Philippines, particularly those at Davao International Airport, General Santos International Airport, and Cotabato (Awang) Airport.

### **Method**

In this chapter is discussed the approaches applied in this study, such as the research design, research locale, population and sample, research instrument, statistical tool, data collection, and ethical considerations. Explanation of these processes is crucial for the understanding of the paper.

### **Research Design**

The research design of this study was quantitative, non-experimental, using the descriptive correlational technique. Quantitative because the study entailed measurement of numerical data (Bloomfield & Fisher, 2019; Rutberg & Bouikidis, 2018). Non-experimental because it pertained to non-causal statistical relationships between variables (Seeram, 2021). The study was also descriptive as it described the characteristics of the population studied, focusing on the "what" rather than "why" of the topic (George & Mallery, 2018; Kaliyadan & Kulkarni, 2019; Mishra, Pandey, Singh, Gupta, Sahu & Keshri, 2019). The study was also correlational as it facilitated prediction and explanation of the extent of the relationship of variables. The use of correlation could uncover the interaction of variables and the type of interaction happening between and among them (Seeram, 2019; Seeram, 2021).

### **Population and Sample**

Samples in this study were the members of the CAAP's Bids and Awards committees and their office personnel in Davao City, General Santos, and Cotabato City, the Commission on Audit personnel directly involved in the affairs of the BAC, the investors, suppliers, and bidders. The total sample was 300, chosen through stratified sampling, with 100 samples per named airport.

The sampling technique used in this study was stratified sampling. Stratified sampling is a sampling method that divides a population into smaller groupings known as strata. The members of the groups or strata are arranged into groups based on their shared features or attributes, which in this study include the department where the samples belong, the type of work, and their involvement in the bids and awards. Categorizing a population into groups is known as stratification (Nickolas, 2021).

Only the bids and awards committees, office personnel, COA members involved with CAAP BAC, the suppliers, investors, and bidders were included as samples because they were involved in the process. Excluded in the sampling were other employees of CAAP and other airport personnel, like those in the Administrative and Finance Service (AFS), Flight Standards Inspectorate Service (FSIS), Air Traffic Service (ATS), Air Navigation Service (ANS), CAAP Security and Intelligence Service (CSIS), Aerodrome Development and Management Service (ADMS), and Enforcement and Legal Service (ELS). They have no involvement in the bids and awards in the airport.

### **Research Instrument**

This study used the modified questionnaire for both variables. The independent variable, religiosity, was taken from the *Mature Religiosity Scale* of De Vries-Schot, Pieper and Van Uden (2012), while items for the dependent variable, credibility, were taken from the four cores of credibility specified by Stephen M.R. Covey (Covey, 2008).

The respondents encircled the number corresponding to the scale in answering the religiosity questionnaire. For example, the rating of 5 meant *strongly agree*; 4, *moderately agree*; 3, *neither agree nor disagree*; 2, *moderately disagree*, and 1, *strongly disagree*. Below is the interpretation of the results.

<b>Range of Means</b>	<b>Descriptive Level</b>	<b>Interpretation</b>
4.20 - 5.00	Very High	The very high level means that respondents always manifest religiosity, as stipulated in the questionnaire.
3.40 - 4.19	High	The high level means that respondents often manifest religiosity, as stipulated in the questionnaire.
2.40 - 3.39	Moderate	The moderate level means that respondents sometimes manifest religiosity, as stipulated in the questionnaire.
1.80 - 2.59	Low	The low level means that respondents seldom manifest religiosity, as stipulated in the questionnaire.
1.00 - 1.79	Very Low	The very low level means that respondents never manifest religiosity, as stipulated in the questionnaire.

Likewise, the questionnaire on credibility had the same procedure in answering it, including the rating. Below is the interpretation of the results.

<b>Range of Means</b>	<b>Descriptive Level</b>	<b>Interpretation</b>
4.20 - 5.00	Very High	The very high level means that respondents always manifest the item on credibility, as stipulated in the questionnaire.
3.40 - 4.19	High	The high level means that respondents often manifest the item on credibility, as stipulated in the questionnaire.
2.40 - 3.39	Moderate	The moderate level means that respondents sometimes manifest the item on credibility, as stipulated in the questionnaire.
1.80 - 2.59	Low	The low level means that respondents seldom manifest the item on credibility, as stipulated in the questionnaire.
1.00 - 1.79	Very Low	The very low level means that respondents almost never manifest the item on credibility, as stipulated in the questionnaire.



## Data Collection

The study started with a permission letter to the graduate school dean for the conduct of the study. The data collection happened in the second semester of 2016-2017. The researcher also sought the permission of the Civil Aviation Authority of the Philippines for the survey of the three CAAP-BAC offices, namely, Davao International Airport, General Santos International Airport, and Cotabato Airport. Respondents were already previously identified. So, when CAAP gave its permission, the researcher went to these offices to distribute the questionnaires to the respondents. To distribute the questionnaire to BAC and its personnel, the researcher went to their airport office, while he went to the COA office and the private offices of the investors, suppliers, and bidders who had done business with CAAP-BAC.

Since there was no UMERC requirement yet during that time, the researcher still observed research ethics by allowing the respondents to withdraw their participation anytime from the survey without fines or penalty on their part. The survey included a letter to the respondent. The signal that they agreed to be a respondent was when they accepted the questionnaire and responded to it. They could also return the survey, had they wished. Nevertheless, it did not happen. All survey forms distributed came back fully accomplished. Thus, the researcher tallied the responses in MS Excel and then submitted them to the statistician for analysis. Interpretation followed.

## Statistical Tools

The statistical tools used were the following:

**Mean.** Mean measured the level of religiosity and credibility of the respondents.

**Pearson r.** This statistical tool determined the relationship between religiosity and credibility in the context of Bids and Awards Committee – Civil Aviation Authority of the Philippines

**Regression Analysis.** This tool was used to determine the domain of religiosity that best influences the credibility of the respondents. Also, the regression analysis established the degree of influence that religiosity has on credibility.

## Results

In this chapter are presented the results of data analyses based on the study's objectives. First, the respondents' level of religiosity and credibility was described. Second, the significant relationship that exist between religiosity and credibility was determined. Third, the influence of religiosity on credibility was also determined.

### The Religiosity of CAAP's Bids and Awards Committee

Shown in Table 1 is the level of religiosity of the Bids and Awards Committee (BAC) of CAAP. The overall standard deviation was 0.64, which indicated consistency of responses and their concentration around the mean. On the other hand, the overall mean score was very high, as evidenced by the 4.36 mean score. This result indicates that CAAP's BAC was consistent in always manifesting the religious traits stated in the survey.

There are three indicators of religiosity in this study: trust in God (TIG), orientation to higher values (OHV), and responsibility for fellow humans (RFH). All have very high mean scores. In addition, the standard deviations indicated that responses to the survey were not dispersed over a wide area but assembled around the mean. *Trust in God*, with a mean score of 4.43 and a standard deviation of 0.68, conveyed that respondents have consistently demonstrated a relationship with God by trusting him in times of trials and tribulation. They trust

Table 1 : Level of Religiosity of CAAP's Bids and Awards Committee

Indicator	SD	Mean	Description
Trust in God	0.68	4.43	Very High Level
Orientation to Higher Values	0.68	4.29	Very High Level
Responsibility for Fellow Humans	0.63	4.35	Very High Level

<b>OVERALL</b>	<b>0.64</b>	<b>4.36</b>	<b>Very High Level</b>
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God more and more, their faith in God influences all areas of their lives, and their relationship with God makes them feel complete.

As for *orientation to higher values*, the overall mean score is very high at 4.29, with a standard deviation of 0.68. The standard deviation tells that all data under this indicator is one standard deviation above the mean. In other words, the respondents almost have the same response to every statement in the survey. These are the main thoughts in the statements: values rooted in faith in God, faith in God is a motivation to do good, the pursuit of higher values such as love, truth, and justice, religion supports self-esteem and identity, and faith influences personality.

Similarly, *responsibility for fellow humans* got a very high mean score of 4.35, with a Z-score of 0.63, indicating that the data is one standard deviation above the mean. Again, the result conveys the homogeneity of the response in each of the statements in the survey. For example, the survey response scale was 1 to 5, with five as the highest. The mean of 4.35 tells that the responses in each of the statements were either 4 or 5.

Statements under *responsibility for fellow humans* pertain to the following: feeling responsible for others, love for fellowmen as commanded by God, duty to love God, country, and fellowmen, the belief of praying and doing good things go together, and the responsibility to share God's love to others.

### The credibility of CAAP's Bids and Awards Committee

In Table 2 is displayed the respondents' credibility. The overall mean score is high at 4.04, and the standard deviation is 0.60. The standard deviation indicates the diffusion of the data. Therefore, the standard score of 0.60 suggests that the credibility of the respondents is one standard deviation above the mean, which is an expected value.

In the table, the data show that all indicators have high mean scores. For example, integrity has a mean score of 4.03, intent and capabilities have an equal mean score of 4.05, and results 4.02. Their standard deviation scores range from 0.62 to 0.67. All these scores are one standard deviation above the mean, indicating that the respondents have more or less the same level of credibility.

Statements concerning each indicator are the following. First, for the indicator *integrity*, the statements are being thoroughly honest at every level in their transaction, saying and doing what they think and feel, believing that they can stand firmly on what they believe as truth, maintaining an open mind in all things, and knowing how to keep their commitments.

Table 2 : Level of Credibility of CAAP's Bids and Awards Committee

<b>Indicator</b>	<b>SD</b>	<b>Mean</b>	<b>Descriptive Level</b>
Integrity	0.67	4.03	High
Intent	0.65	4.05	High
Capabilities	0.62	4.05	High
Results	0.67	4.02	High
<b>OVERALL</b>	<b>0.60</b>	<b>4.04</b>	<b>High</b>

As for *intent*, these are the statements: being genuinely caring about other people's wellbeing, consciously doing the right things for the right reasons, actively seeking win-win solutions for everyone involved, transparent in doing things with the best interests in mind, and generous in sharing both resources and opportunities.

As for *capabilities*, the statements include having the capabilities that the job requires, mastery of the knowledge and skills for the job, relentlessly upgrading essential areas of life, identifying strengths for practical use, and working diligently to establish trust effectively.

Finally, the statements under the *results* indicator pertain to the following: impressive track records of the job, efforts focusing on delivering results, track records that inspire confidence, starting and finishing a project once started, and consistent in getting results in ways that inspire trust.

### Relationship between Religiosity and Credibility

In Table 3 is displayed the Pearson *r* correlation test result. The overall coefficient of correlation is .678, significant at  $p < .05$ . These figures indicate a positive and solid linear relationship between the variables. The relationship further indicates that as spirituality goes up, credibility tends to increase. Looking at the data in a detailed fashion, all indicators of religiosity have positive and strong relationships as indicated by their coefficient of correlation values.

For example, trust in God, an indicator of religiosity, when correlated with the indicators of credibility, yielded the following correlation values: Trust in God and Integrity  $r = .585$ ;  $p = .000$ , Trust in God and Intent  $r = .571$ ;  $p = .000$ , Trust in God and Capabilities  $r = .583$ ;  $p = .000$ , and Trust in God and Results  $r = .530$ ;  $p = .000$ . The overall correlation coefficient is .618, with a *p*-value of .000. The value of *r* .618 denotes a solid positive linear relationship between the religiosity and credibility of CAAP's BAC.

Table 3 : Relationship between Religiosity and Credibility

Religiosity	Credibility				
	Integrity	Intent	Capabilities	Results	Overall
Trust in God	.585** (.000)	.571** (.000)	.583** (.000)	.530** (.000)	.618** (.000)
Orientation to Higher Values	.639** (.000)	.609** (.000)	.614** (.000)	.587** (.000)	.668** (.000)
Responsibility for Fellow Humans	.649** (.000)	.636** (.000)	.640** (.000)	.604** (.000)	.689** (.000)
<b>Overall</b>	<b>.643**</b> <b>(.000)</b>	<b>.623**</b> <b>(.000)</b>	<b>.630**</b> <b>(.000)</b>	<b>.591**</b> <b>(.000)</b>	<b>.678**</b> <b>(.000)</b>

The correlation between orientation to higher values and responsibility for fellow humans and credibility is similar to the previous indicator discussed. Therefore, as these indicators increase, the level of credibility of the bids and awards committee will also tend to increase because their relationship is significant, besides being solid and positive.

### Influence of Religiosity on Credibility

Considering that the indicators of religiosity and credibility showed a significant relationship, multiple regression analysis was applied to confirm which indicators of spirituality best predict the credibility of the Bids and Awards Committee (BAC) of the Civil Aviation Authority of the Philippines (CAAP).

In Table 4 is displayed the regression results. The regression table shows the three spirituality indicators, with the orientation to higher values having a not significant result. In other words, orientation to higher values cannot predict credibility. Furthermore, responsibility for fellow humans is the best predictor of CAAP's BAC credibility, in that for every one unit of increase in this indicator, credibility increases by .918 units, holding the population parameter constant.

Another thing, although trust in God yielded a significant result, it is not the best predictor of the respondents' credibility because its unstandardized value (*B*) is lower than that of the third indicator in the table. The standardized beta ( $\beta$ ) tells that responsibility for fellow humans (RFH) has the most robust relationship with credibility among the three indicators ( $\beta = .973$ ). The relationship is also positive.

Next to RFH is trust in God. However, the relationship is negative, meaning that the indicators did not move in tandem with each other but moved in opposite directions. Although the variables may have a negative correlation, the relationship did not imply causation, denoting that the two did not move in the same direction together. Over time, the relationship may revert to positive correlations.

In the regression model is shown the combined influence of the three spirituality indicators at 48.4 percent ( $R^2=0.484$ ). Therefore, the F-value of 93.024 with the probability value of .000 signifies the combined predictive influence of trust in God, orientation to higher values, and responsibility for fellow humans on the credibility of CAAP's BAC. However, responsibility for fellow humans has the most influence of all.

Table 4 : Influence of Religiosity on Credibility

		<b>Credibility</b>			
<b>Religiosity (Indicators)</b>		<i>B</i>	$\beta$	<i>t</i>	<i>Sig.</i>
Trust in God		-.256	-.291	-2.059	.040
Orientation to Higher Values		-.009	-.010	-.067	.946
Responsibility for Fellow Humans		.918	.973	4.057	.000
R	.696				
$R^2$	.484				
F	93.024				
$\rho$	.000				

The negative correlation between religiosity and credibility, as well as between trust in God and credibility, suggests that as individuals become more religious and place greater trust in a higher power, they may be perceived as having lower credibility. This may be due to a range of factors, such as a growing distrust of religious institutions and leaders, or a general skepticism of authority figures more broadly. Regardless of the specific reasons behind this negative correlation, it is clear that there is a complex relationship between religiosity, trust in God, and credibility in the public sphere. Understanding this relationship is essential for policymakers and public administrators, as it can impact how individuals are perceived and their ability to effectively lead and govern.

### Discussion

In this chapter is contained a discussion of the results of the previous chapter. The discussion follows the sequence of presentation of results: The religiosity and credibility of CAAP's bids and awards committee, the relationship between religiosity and credibility, the influence of religiosity on credibility.

### The Religiosity of CAAP's Bids and Awards Committee

The overall result of the analysis of religiosity data was very high. Also, all individual indicators had very high mean scores with Z-scores that were one standard deviation above the mean, suggesting that respondents' answers to the survey were more or less the same. This study revealed that CAAP's Bids and Awards Committee had very high trust in God, orientation to higher values, and responsibility for fellow humans.

This study affirmed the findings of Mathew et al. (2018) that the religiosity of employees contributes to the company's competitive advantage because religious employees are committed, behaving according to their religious beliefs. In the same token, studies have shown that religious employees are faithful in their jobs

despite pressures (Said et al., 2019). For example, in a workplace that implements strict discipline, religiosity helps employees go by (Nasution, 2019). Moreover, their religiosity reduces job stress and insecurity because they trust God (Soelton et al., 2020).

It pays to have employees with higher levels of religiosity because they have a strong sense of organizational citizenship behavior, with the interference of organizational climate (Awuni & Zaidan, 2019). In other words, the organization must allow and respect employees' religious beliefs to encourage the climate of inclusion and promote trust and mutual understanding (Héliot et al., 2020; Hennekam et al., 2018). Of course, it is not a vital requirement that employees believe in the same higher being, but certainly, that belief in a higher being can contribute to corporate social responsibility (Arli & Tjiptono, 2018; Farooq et al., 2019; Zaman et al., 2018).

### **The Credibility of CAAP's Bids and Awards Committee**

In this study, the respondents' credibility was high. The result suggested that CAAP's Bids and Awards Committee had a high level of credibility indicated by integrity, intent, capabilities, and results. Credibility builds trust, which produces strong leadership support (Cooper et al., 2020; Ohemeng et al., 2020; Williams et al., 2018). Employees with supervisors of established credibility are content with their performance appraisal, trusting that their supervisors are men of integrity who would not circumvent the results (Kamphorst & Swank, 2018). In the same vein, clients of CAAP may expect the same things from the bids and awards committee that may contribute to their happiness, for credibility produces happiness (Gorovei, 2019).

Moreover, credibility is essential in branding, and the credibility of personnel can potentially rebrand the organization to which they belong, especially the top officials (Anees-ur-Rehman et al., 2018; Zeitoun et al., 2020). Li (2021) argued that the credibility of administration officials, like the human resource manager, can generally improve employees' attitudes at work. In other words, if the aviation authorities are credible people, then people can expect that employees will have the integrity in their work that will inspire trust.

More and more companies compete for government contracts, which demands trustworthiness, especially in disseminating information. As a result, bidders compete against each other, relying on the credibility of the bids and awards committee to discharge reliable information and transparency in the processes, resulting in a credible decision in awarding contracts (Flammer, 2018). However, unfortunately, corruption and political interference sometimes contravened the procurement processes, rules, and regulations, resulting in questionable decisions (Kanjere & Koto, 2021).

In granting government contracts, parties to the contract demand credibility and trustworthiness from each other. In China, to avoid corruption in government contracts and enhance trustworthiness, the Chinese government hurled a construction contractor credit scoring (CCCS) to evaluate the integrity of contractors. In addition, only those registered in the construction market can participate in the bidding (Xiong et al., 2019).

There are countries where public procurement becomes an organized crime. This scene would inevitably result when companies began to conspire criminally under a network with shared personnel handling multiple roles. The conspiracy transforms public institutions into private entities and diverts the resources to benefit the few (Nicolás-Carlock & Luna-Pla, 2021). Thus, a good reputation, primarily corporate social responsibility, is necessary for bidders to acquire their desired government contracts (Qiao & Wu, 2019). Besides acquiring government contracts, a credible corporate social responsibility can ensure capital market participants (Wan-Hussin, Qasem, Aripin & Ariffin, 2021), corporate survival, and longevity (Ahn & Park, 2018).

### **Relationship between Religiosity and Credibility**

This study's results found a significant, solid, and positive relationship between religiosity and credibility, that, as spirituality increases, credibility tends to increase in tandem. Moreover, research showed a significant relationship between religiosity and credibility. Hoogeveen et al. (2020) claimed that more people believe in a spiritual guru because they have reasonable judgments. Significantly, Said et al. (2019) found that religiosity is negatively associated with fraudulence, implying that religiosity discourages fraudulent transactions.

In this study, results revealed that trust in God and orientation to higher values cultivate credibility, affirming the works of Sarofim and Cabano's (2018) that companies known for religiosity earned trust from

customers, making their companies survive market competition. In other words, bringing it into the context of this study, the spirituality of aviation personnel involved in awarding bidding contracts will earn the confidence of contractors and trust for fair and just transactions.

Moreover, responsibility to fellow humans is one of the indicators of spirituality that has a significant, solid, and positive relationship with credibility. Responsibility to fellow humans translates to corporate social responsibility (CSR). Many would like to do business transactions with companies or corporations with strong corporate social responsibility because of the brand of leadership that earned people's trust (Abu Zayyad et al., 2021). Thus, contractors also line up to do business with aviation personnel that highly feel responsible for fellow humans.

### **Influence of Religiosity on Credibility**

In the regression results are shown that religiosity influenced credibility by about forty-nine percent. This result has implications for organizations wanting to maintain a credible reputation in the market for competitive advantage. For example, research has shown that religiosity can shape other people's perceptions of a company's product value. People perceived that companies known for their religiosity have credible products. Thus, customers' purchase intentions become automatic (Sarofim & Cabano, 2018).

On the other hand, research also showed that religion could shape people's thinking, comportment, and work. Organizations with religious employees impact their market reputation because customers expect their products as good quality products (Abu Bakar et al., 2018). Bringing this context in this study suggests that contractors would want to close deals with religious procurement authorities because contractors perceive their credibility to be almost a given.

Moreover, the discipline that religions require also helps shape the members' credibility. For example, religions known for stern punishment of a misdeed may increase perceived credibility that members of that religion would have integrity in business transactions, especially in financial markets (Nasution, 2019). Some have observed that religiosity influences employees' attitudes at work and how they view their job, irrespective of the sect (Onyemah et al., 2018).

In this study, responsibility to fellow humans turned out to be the best predictor of credibility. Furthermore, some research mentioned that corporate social responsibility triggers the perceived credibility of an organization that cares for human beings and the environment and not only for their own interest. Therefore, with corporate social responsibility that collectively cares for human beings, these organizations will earn their credibility and survive crises and earn their credibility (Ahn & Park, 2018; Farooq et al., 2019; Saenz, 2018; Shou et al., 2020; Zaman et al., 2018).

### **Conclusion**

The study draws its conclusion from the findings of the study. The study found the respondents' had a very high spirituality but a high level of credibility. Moreover, the study found a significant, substantial, and positive relationship between religiosity and credibility. Furthermore, one indicator of spirituality, responsibility for fellow humans, is the best predictor of credibility. The study revealed that religiosity has 48.4 percent of influencing power over credibility. Therefore, with these findings, the study concludes that the respondents were religious and credible people in discharging their bids and awards duties. It also concludes that religiosity precedes credibility and that religious people are more humanitarian, demonstrating responsibility towards their fellow humans. On the other hand, the study also settles that credibility is not necessarily being religious only. In other words, religiosity is not the only factor for credibility, but credibility can also come from other factors like the reputation that builds trust, for example, a long-surviving brand that has established and proven itself for a long time on scientific exploits.

### **Recommendations**

The researcher has come up with these recommendations based on the findings and conclusion of the study. Like Philippine aviation, organizations should make it a point to maintain their employees' religiosity by integrating religious activities into their agenda. These religious activities can help employees to be more credible in discharging their responsibilities. An annual spiritual retreat may be necessary for all employees to attend as a breather from stress and burnout from work. Besides this, airports should have a chapel, and employees can have chapel breaks. The airport administration may choose members of the bids and awards committee who demonstrate genuine religious practices as the perception is that they are more credible than

others in awarding bidding contracts. Researchers may conduct the same study in other government agencies to substantiate or debunk the findings of this study.

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