***Discriminant validity (Fornell Lacker Criterion)***

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Constructs | CW | EV | PS | P | S | CR | FB | OC | COM |
| Coworkers (CW) | 0**.714** |  |  |  |  |  |  |  |  |
| Employee Voice (EV) | 0.238 | 0**.754** |  |  |  |  |  |  |  |
| Pay/Salary (PS) | 0.682 | 0.327 | 0**.743** |  |  |  |  |  |  |
| Promotion (P) | 0.246 | 0.270 | 0.312 | 0**.728** |  |  |  |  |  |
| Supervisor (S) | 0.231 | 0.250 | 0.335 | 0.592 | 0**.714** |  |  |  |  |
| Contingent Rewards (CR) | 0.188 | 0.166 | 0.234 | 0.644 | 0.520 | 0**.720** |  |  |  |
| Fringe Benefits (BF) | 0.521 | 0.258 | 0.556 | 0.185 | 0.152 | 0.126 | 0**.836** |  |  |
| Operating Conditions (OC) | 0.566 | 0.339 | 0.559 | 0.528 | 0.495 | 0.446 | 0.429 | 0**.711** |  |
| Communication (COM) | 0.429 | 0.173 | 0.468 | 0.392 | 0.306 | 0.229 | 0.277 | 0.470 | 0**.724** |