

MEASURING THE IMPACT OF HUMAN RESOURCE PRACTICES ON ORGANIZATION PERFORMANCE: SCALE VALIDATION BASED ON PILOT STUDY

Dahshilla Junejo^{1*}, Javed Ahmed Chandio², and Imam Din Khoso³

ABSTRACT

Validity and reliability are crucial when interpreting scores derived from psychometric instruments like questionnaires, symptom scales, educational tests, and observer ratings. These instruments find application in clinical practice, research, education, and administration. The traditional concepts of face, content, and criterion validity are being replaced by the unified concept of "construct validity," which pertains to the extent to which a score accurately represents the intended underlying construct. Validity can be envisioned as a meticulously structured argument, where evidence is compiled to either support or challenge proposed interpretations of findings. While reproducible (reliable) outcomes are essential, they alone do not suffice to form valid conclusions. This research aims to develop a scale to determine the impact of HRPs on an organization's performance. The principal component factor analysis results reveal that the scale encompasses six distinct dimensions, each comprising four to five items. To establish the validity and reliability of the scale, various statistical analyses were conducted, including Cronbach Alpha, Average Variance Extracted, HTMT, and Fornell & Larker. This piece offers a concise introduction to the concepts of validity and reliability concerning the overall effectiveness of test instruments. It outlines the essence and understanding of content, face, criteria, and construct validity, and highlights various methods for gauging and enhancing reliability. The use of PLS-SEM in conjunction with SPSS allowed thorough analysis. When an item fails to reach the statistical testing threshold level, it is reviewed and possibly revised. Although some things were not deemed valuable at first, they were later considered useful in gathering sufficient data to complete the primary study. This study identified key errors in its chosen instrument based on preliminary testing with suggestions to review or revisit particular item/s that may impact results while undertaking subsequent data analyses.

Keywords: *Human Resource Practices, Organization performance, Validity, Reliability.*

¹ Department of Commerce, Sindh University Campus, Mirpurkhas, Pakistan. Email: dahshilla@usindh.edu.pk

² Institute of Commerce & Management, Sindh University, Jamshoro, Pakistan. Email: Javedahmedchandio@hotmail.com

³ Institute of Business Administration, Sindh University, Jamshoro, Pakistan. Email: imam.khoso@usindh.edu.pk

*Corresponding Author

INTRODUCTION

In the present hyper-competitive arena all aspects of a company, including its human resources functions, are under pressure to showcase how they positively impact the overall performance of the organization. It's essential for a company's workforce to play a role in attaining its business goals, as expected by stakeholders (Otoo, 2019). It is widely acknowledged among corporate managers, policymakers, and academic experts alike that human resources play a pivotal role in leading an organization to the high. Today's enterprises must recognize the value of employee resilience since it can influence organizational resilience due to the high level of environmental unpredictability (Rurkkhum, 2023). Additionally, one of the main priorities for employees in a firm is to ensure their well-being. The advancement in technology has fundamentally changed the ways, managers used to handle and manage their human resources. For this research Primary data was gathered by using an instrument comprising five relevant options based on close-ended queries. Branch staff of the banking sector was the primary source for acquiring information. The data has been acquired from experienced officers like Branch Managers to novice employees like cashiers. As per literature suggestions to obtain the scale validity it is required to conduct the pilot study on the 10% of total planned data set. Therefore 60 responses have been gathered for this pilot study which is approximately 13% of the total data set of the main study. Recruitment refers to the procedure of encouraging individuals to submit their applications for positions within an organization, ensuring they do so promptly, in adequate quantities, and with suitable qualifications (Mondy & Martocchio, 2016). Selection, on the other hand, involves the organization's effort to identify individuals who possess the necessary knowledge, skills, abilities, and other qualities to fulfill its goals (Noe et al., 2016). It is the culture of a corporation that determines its level of success. It encourages gifted employees, aids the company in retaining them, and attracts new ones (Malokani et al., 2024).

Leveraging technological support, innovative approaches can be devised to enhance the efficiency of the recruitment and selection process, thereby locating individuals with higher expertise and proficiency (Nasar et al., 2021). We have a very low tendency as a nation to engage in innovative work conduct. It is evident that nations with robust innovation sectors, such as South Korea (4.15%), Japan (3.47%), and Israel (4.21% of GDP) allocate a significant portion of their GDP to research and development (R&D). In contrast, Pakistan contributes a pitiful 0.5% of its GDP to R&D (Junejo et al., 2020).

Providing structured training sessions and programs for employee growth is a fundamental obligation of every organization, as employees play a central role in steering the organization's progress. The research revealed that training significantly enhances the performance of operational-level staff within the chosen apparel company (Kuruppu et al., 2021).

According to Odiba (2018), the concept of employee empowerment encompasses various aspects such as involving workers in decision-making, fostering trust, allowing self-determination, and promoting competence. The central focus of employee empowerment is transferring authority and accountability to enable effective decision-making and the achievement of intended goals and objectives. In line with this, Jean et al., (2017) state that organizations often implement compensation strategies involving both direct and indirect financial rewards, along with benefits. These strategies serve to motivate employees and consequently enhance their performance. Many studies revealed compensation is the most attractive factor, which can greatly affect employee performance within the organization. Similar to these findings research conducted by Milkovich et al. (2014) similarly demonstrated that compensation and benefits exert a highly favorable influence on employee retention. Compensation comes in two forms: monetary and non-monetary. Monetary compensation refers to the money an employee receives for reasons like compensation for damages, regular salaries or wages provided by employers, and rewards. Non-monetary compensation encompasses benefits such as pensions, health or life insurance, various allowances, and retirement plans (Hong et al., 2012). Performance appraisal is a technique used by organizations to evaluate the performance of employees in a systematic manner. To deduce the capabilities and utility of employees for the organization, for the evolvement of employees as well as for the organization. The use of the performance appraisal technique is based on the objective of the highly motivated employee with the help of skillful full management.

Furthermore, the use of the performance appraisal technique can also be the source of maintaining justice and legitimacy within organizations by treating their employees according to their performance and output. The assessment of an employee's performance and productivity according to their work output has a significant impact on an organization. The appraisal method employed within an organization profoundly influences employee behavior and performance. In sectors like finance, if appraisal

processes are implemented and offer employees the chance to advance within the organization, it results in higher employee retention rates and improved work efficiency (Faisal et al., 2021).

STUDY OBJECTIVES

Three objectives were established to attain the aforementioned goals using SPSS and PLS-SEM. The assessment of Cronbach's alpha, as well as descriptive and exploratory analysis, were conducted using SPSS. On the other hand, factor analysis was carried out utilizing PLS-SEM. The objectives encompasses on

1. To gauge Cronbach's alpha for individual variables.
2. To evaluate item analysis through descriptive and exploratory analyses.
3. To measure factor analysis via factor loadings.

CONCEPTUAL MODEL

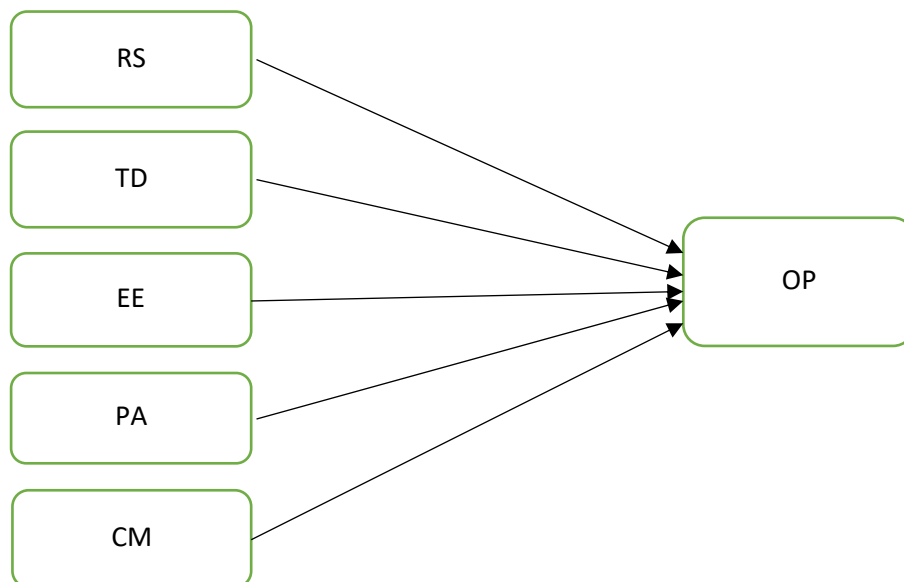


Figure 1. Conceptual Model

The conceptual model provides a comprehensive overview of the study. Various dimensions were considered to assess a range of Human Resource practices, as indicated in the conceptual model, in order to examine their correlation with the organization's performance. However, this particular study exclusively presented the conceptual model, which explores the connection between five-dimensional independent variables and a dependent variable. The structural model's visual representation is presented below, offering a snapshot of the model. It's important to note that the primary focus of this study was to identify and address instrument

errors rather than testing hypotheses. Consequently, the study predominantly showcased outcomes from the pilot test centered on scale validation.

Table 1. Demographic details of the representative sample

Characteristics	Category	Frequency	Percentage
Gender	Male	42	70.0
	Female	18	30.0
Age	Below 30 years	25	41.7
	31-40 years	23	38.3
	41-50 years	12	20.0
	Above 51 years	0	00.0
Academic Qualification	Bachelors	16	26.0
	Masters	44	74.0
Designation	Branch Manager	10	16.7
	Operations Manager	11	18.3
	General Banking Officer	17	28.3
	CD In charge	11	18.3
	Customer Services Officer	11	18.3
Experience	1-5 yrs	10	16.7
	6-10 yrs	22	36.7
	11-15 yrs	14	23.3
	16 and above	14	23.3

Table 1. presents an overview of the demographic characteristics of the representative sample. The male respondents constituted the majority, making up approximately 70 percent of the total participants in the survey. The remaining respondents were identified as female. In terms of age distribution, the largest segment fell within the "Below 30" age group, accounting for 41 percent of the total respondents. The second-highest representation was observed in the "31-40" age group among the survey participants. Other age groups were also represented in the remaining respondents. When considering educational qualifications, a significant portion, around 74 percent out of the total 100, held a master's degree (16-year education) among those who took part in the survey. Other educational backgrounds were present among the remaining respondents. The survey included participation from various branch banking officers across different categories. Among them, the largest group consisted of general banking officers, comprising approximately 28 percent of the total 100 survey participants. The remaining participants belonged to different categories within the branch banking officer role.

In terms of professional experience, the majority of respondents, about 36 percent out of 100, fell within the "06-10" years of experience category. Other ranges of experience were observed among the remaining respondents.

Table 2. Cronbach's Alpha

S. No:	Variables	Items	Cronbach's Alpha
1	Recruitment & Selection	05	.907
2	Training & Development	04	.914
3	Employee Empowerment	04	.896
4	Performance Appraisal	05	.836
5	Compensation Management	04	.899
6	Organization Performance	04	.795

The table 2 illustrates the Cronbach's alpha values for each individual variable. Cronbach's alpha was employed to assess the internal consistency of items that measured specific variables within the study. As per existing literature, it is recommended that Cronbach's alpha should be 0.70 or higher when utilizing a five-point Likert scale. In this context, all the variables met the crucial threshold of Cronbach's alpha, indicating strong internal consistency. Consequently, based on this validation, all of the aforementioned variables are deemed suitable and reliable for subsequent testing and analysis.

Descriptive and Exploratory Analysis

Descriptive Analysis serves as a method of examination aimed at elucidating and consolidating data points in a meaningful manner, potentially uncovering patterns that adhere to the specific attributes of the data. On the other hand, Exploratory Data Analysis (EDA) plays a vital role in enhancing our comprehension of the dataset under consideration. This is achieved by presenting a depiction and summation of its key features through visual techniques. EDA is an approach employed for dissecting data, revealing trends and patterns, or assessing assumptions inherent in the data. This is accomplished through a combination of statistical summaries and graphical representations. The inception of Exploratory Data Analysis can be attributed to the pioneering work of John Tukey, in 1970.

Table 3. Descriptive and exploratory analysis of Recruitment & Selection

Variable	Mean	St. Deviation	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RS-1	3.93	.841	.804	.878
RS-2	3.78	.865	.821	.874
RS-3	3.82	.725	.745	.891
RS-4	3.83	.847	.727	.895
RS-5	3.92	.696	.750	.891

Table 3 outlines the results of both descriptive and exploratory analyses conducted on the "Recruitment and Selection" variable. In the descriptive analysis, calculations were performed to determine the mean and standard deviation. Meanwhile, exploratory analysis encompassed the evaluation of corrected item-total correlation and Cronbach's alpha when individual items

were removed. This exploratory approach seeks to comprehensively understand the characteristics of each variable. In the context of the descriptive analysis, a mean value of 2.5 or higher on a five-point Likert scale was considered significant. Similarly, for Cronbach's alpha, a value of 0.70 or greater on the same scale was deemed significant. It's worth noting that the corrected item-total correlation reflected a blend of responses obtained from the study's target population through the instrument.

The presence of standard deviation indicated variations or differences between the mean and the anticipated value. As a result, all the items within the "Recruitment and Selection" category were found to be statistically significant in terms of both mean and Cronbach's alpha even when considering the impact of individual item deletion. This leads to the conclusion that all the items related to recruitment and selection are robust and suitable for further testing and interpretation in the study.

Table 4. Descriptive and exploratory analysis of Training & development

Variable	Mean	St. Deviation	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TD-1	3.98	.892	.793	.892
TD-2	3.87	.911	.904	.851
TD-3	4.00	.759	.753	.907
TD-4	3.90	.877	.776	.898

The table 4 draws the results of both descriptive and exploratory analyses conducted on the "Training and Development" variable. The descriptive analysis encompassed the calculation of the mean and standard deviation. Additionally, an exploratory analysis involved evaluating the corrected item-total correlation and Cronbach's alpha when individual items were removed. This exploratory approach was employed to gain a comprehensive understanding of the variable's characteristics. Within the descriptive analysis, a mean value of 2.5 or higher on a five-point Likert scale was considered statistically significant. Similarly, a Cronbach's alpha value of 0.60 or greater on the same scale was deemed significant.

However, it's important to note that the corrected item-total correlation revealed a mix of responses obtained from the study's target population through the instrument. Furthermore, the presence of standard deviation indicated variations or differences between the mean and the expected value. These observations indicate a complex interplay of responses within the "Training and Development" variable. The deviations highlighted by the standard deviation suggest potential shifts between the mean and anticipated values. Similarly, the corrected item-total correlation suggests variability in responses from the surveyed population.

In summary, the data obtained from the "Training and Development" variable exhibits a nuanced interrelation between different aspects. The implications of these findings could warrant further investigation and interpretation to fully understand the underlying dynamics of this variable.

Table 5. Descriptive and Exploratory Analysis of Employee Empowerment

Variable	Mean	St. Deviation	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EE-1	3.43	.871	.825	.846
EE-2	3.52	.892	.735	.879
EE-3	3.50	.893	.753	.872
EE-4	3.30	.908	.766	.867

Table 5 offers an overview of the descriptive and exploratory analysis conducted on the "Employee Empowerment" variable. The descriptive analysis encompassed the calculation of both the mean and standard deviation. Additionally, an exploratory analysis was carried out, involving the assessment of corrected item-total correlation and Cronbach's alpha when individual items were omitted. This exploratory process aimed to comprehensively understand the characteristics of the variable. In the context of descriptive analysis, a mean value of 2.5 or higher on a five-point Likert scale was regarded as statistically significant. Similarly, for Cronbach's alpha, a value of 0.60 or above on the same scale was considered significant. It is important to note that the corrected item-total correlation indicated a mixed array of responses obtained from the study's target population through the employed instrument. Furthermore, the presence of standard deviation highlighted deviations or variances between the mean and anticipated values.

These findings suggest a complex interplay of responses within the "Employee Empowerment" variable. The variations highlighted by the standard deviation suggest potential disparities between the mean and the expected values. Similarly, the corrected item-total correlation signifies diversity in responses from the surveyed population. In summary, the data derived from the "Employee Empowerment" variable presents a multifaceted perspective, emphasizing various dimensions. The observed implications could warrant further exploration and interpretation to fully grasp the underlying dynamics of this variable.

Table 6. Descriptive and exploratory analysis of Performance Appraisal

Variable	Mean	St. Deviation	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PA-1	3.98	.537	.537	.830
PA-2	3.98	.748	.668	.795
PA-3	3.92	.671	.628	.806
PA-4	3.90	.817	.706	.785
PA-5	3.92	.696	.674	.793

Table 6 outlines the descriptive and exploratory analysis performed on the "Performance Appraisal" variable. Descriptive analysis involves calculating the mean and standard deviation. In addition, an exploratory analysis was conducted by evaluating the corrected item-total correlation and Cronbach's alpha when individual items were excluded. This exploratory approach aimed to gain deeper insights into the characteristics of the variable. A mean value of 2.5 or higher on a five-point Likert scale is considered statistically significant. Similarly, a Cronbach's alpha value of 0.60 or above on the same scale is deemed significant. However, the corrected item-total correlation indicates a diverse range of responses received from the study's target population through the instrument. This suggests variations in how participants perceive the items.

The standard deviation reflects deviations or changes between the mean and the expected value. In light of these considerations, all five items related to "Performance Appraisal" were found to be statistically significant in terms of both mean and Cronbach's alpha when assessing the impact of item deletion. Consequently, all items within the "Performance Appraisal" category are considered reliable and appropriate for further testing and interpretation. Overall, the combination of mean, Cronbach's alpha, corrected item-total correlation, and standard deviation assessments contribute to a thorough evaluation of the validity and consistency of the "Performance Appraisal" items, supporting their suitability for subsequent analysis and interpretation.

Table 7. Descriptive and Exploratory Analysis of Compensation Management

Variable	Mean	St. Deviation	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CM-1	3.02	.930	.829	.851
CM-2	3.13	.892	.745	.881
CM-3	3.10	1.020	.702	.897
CM-4	3.00	1.058	.837	.846

The provided table (7) draws the descriptive and exploratory analysis conducted on the "Compensation Management" variable. Descriptive analysis entailed calculating the mean and standard deviation. Additionally, an exploratory analysis was carried out, involving the assessment of corrected item-total correlation and Cronbach's alpha when individual items were removed. This exploratory approach aimed to gain a comprehensive understanding of the variable's characteristics. In the context of descriptive analysis, a mean value of 2.5 or higher on a five-point Likert scale was considered statistically significant. Similarly, for Cronbach's alpha, a value of 0.60 or above on the same scale was deemed significant.

However, it's important to note that the corrected item-total correlation indicated a mixed array of responses obtained from the study's target population through the instrument. Furthermore, the presence of standard deviation highlighted deviations or variances between the mean and expected values. These observations suggest a complex interplay of responses within the "Compensation Management" variable. The deviations highlighted by the standard deviation suggest potential differences between the mean and the expected values. Similarly, the corrected item-total correlation suggests variability in responses from the surveyed population. To conclude, the findings indicate that the data pertaining to the "Compensation Management" variable encompasses diverse aspects that warrant further investigation and interpretation. The comprehensive evaluation of the variable's characteristics through the combination of different analysis techniques contributes to its reliability and suitability for subsequent testing and interpretation.

Table 8. Descriptive and Exploratory Analysis of Organizational Performance

Variable	Mean	St. Deviation	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OP-1	4.20	.684	.685	.701
OP-2	4.17	.693	.557	.769
OP-3	4.25	.654	.669	.712
OP-4	4.17	.615	.516	.784

The table 8 presents the descriptive and exploratory analysis conducted on the "Organizational Performance" variable. Descriptive analysis included calculating the mean and standard deviation. Furthermore, an exploratory analysis was carried out by assessing the corrected item-total correlation and Cronbach's alpha if individual items were excluded. This exploratory approach aimed to comprehensively understand the characteristics of the variable.

For descriptive analysis, a mean value of 2.5 or higher on a five-point Likert scale was deemed statistically significant. Similarly, for Cronbach's alpha, a value of 0.60 or above on the same scale was considered significant. However, it's important to acknowledge that the corrected item-total correlation indicated a mixture of responses obtained from the study's target population through the utilized instrument. Moreover, the presence of standard deviation pointed out deviations or variances between the mean and anticipated values. These observations suggest a multifaceted interplay of responses within the "Organizational Performance" variable. The variations highlighted by the standard deviation imply potential disparities between the mean and the expected values. Similarly, the corrected item-total correlation highlights diversity in responses from the surveyed population.

In conclusion, the findings suggest that the data pertaining to the "Organizational Performance" variable contains intricate dimensions that merit further exploration and interpretation. The thorough evaluation of the variable's characteristics, achieved through a combination of analysis techniques, supports the reliability and suitability of all four items related to organizational performance for subsequent testing and interpretation.

The process of exploratory factor analysis can be intricate, especially due to the absence of inferential statistics and the inherent imperfections present in real-world data (Costello & Osborne, 2005).

Table 9. Exploratory Factor Analysis through Factor Loading

	CM	EE	OP	PA	RS	TD
CM#1	0.912	0.499	0.417	0.479	0.217	0.393
CM#2	0.837	0.389	0.322	0.296	0.147	0.275
CM#3	0.835	0.542	0.292	0.445	0.099	0.289
CM#4	0.922	0.608	0.405	0.471	0.217	0.387
EE#1	0.495	0.913	0.348	0.486	0.206	0.403
EE#2	0.333	0.810	0.045	0.275	0.182	0.155
EE#3	0.629	0.889	0.299	0.380	0.295	0.412
EE#4	0.508	0.868	0.091	0.353	0.073	0.265
OP#1	0.413	0.219	0.840	0.370	0.435	0.451
OP#2	0.240	0.236	0.728	0.341	0.408	0.387
OP#3	0.247	0.142	0.840	0.582	0.581	0.536
OP#4	0.400	0.235	0.734	0.396	0.488	0.482
PA#1	0.339	0.307	0.570	0.747	0.471	0.500
PA#2	0.537	0.434	0.438	0.844	0.572	0.593
PA#3	0.431	0.469	0.291	0.742	0.321	0.572
PA#4	0.333	0.306	0.453	0.804	0.566	0.623
PA#5	0.130	0.078	0.264	0.725	0.410	0.551
RS#1	0.233	0.192	0.510	0.478	0.888	0.762
RS#2	-0.082	0.024	0.541	0.482	0.885	0.557
RS#3	0.243	0.198	0.504	0.527	0.844	0.723
RS#4	0.139	0.197	0.662	0.570	0.826	0.589
RS#5	0.302	0.381	0.392	0.594	0.834	0.608
TD#1	0.359	0.344	0.507	0.732	0.656	0.883
TD#2	0.380	0.359	0.568	0.665	0.753	0.952
TD#3	0.484	0.495	0.516	0.580	0.509	0.854
TD#4	0.180	0.191	0.534	0.623	0.786	0.877

Table 9 outlines the results of the factor analysis, with items categorized within their respective families. According to existing literature, factor analysis is considered statistically significant when it reaches a threshold of 0.70 or higher. Items that do not meet this threshold are identified

for potential revision or further examination, while the remaining items are considered suitable for further testing and interpretation. Upon analysis, it is evident that all the items mentioned in the table have met the significance threshold of 0.70, indicating their robustness and reliability within the factor analysis. As a result, these items are considered well-suited for data collection and can be carried forward to complete the main study.

This outcome underscores the quality and validity of the data gathered, supporting the decision to proceed with more extensive data collection and the subsequent stages of the main study.

Table 10. Average Variance Extracted (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CM	0.912	0.922	0.932	0.770
EE	0.896	1.038	0.919	0.740
OP	0.794	0.803	0.866	0.620
PA	0.837	0.867	0.881	0.597
RS	0.908	0.924	0.931	0.730
TD	0.914	0.917	0.940	0.796

The Average Variance Extracted (AVE) was computed as well. This metric gauge the extent to which a construct captures variance from its indicators compared to the variance attributed to measurement error. Typically, this statistic is construed as a reliability indicator for the construct and serves as a tool for assessing discriminant validity (Fornell & Larcker, 1981). The AVE estimation signifies the average proportion of variation that a latent construct is capable of elucidating within the observed variables it is theoretically associated with. The normal acceptable limit of AVE is equal to or greater than 0.50. In our results, all the values of the variables are greater than 0.50. Therefore, the above table exhibits that the researcher has established data validity with the help of AVE.

Table 11. Discriminant Validity (HTMT)

	CM	EE	OP	PA	RS	TD
CM						
EE	0.617					
OP	0.484	0.281				
PA	0.514	0.46	0.625			
RS	0.255	0.263	0.71	0.692		
TD	0.427	0.396	0.693	0.835	0.825	

Discriminant validity signifies the degree to which a particular construct exhibits differences from other constructs (Anderson & Gerbing, 1988). Discriminant validity, also known as divergent validity, pertains to the extent of differentiation between measures that ideally shouldn't exhibit a high level of correlation with each other. The HTMT (Heterotrait-

Monotrait) method assesses the ratio between the correlation among different constructs and the correlation within the same construct. This evaluation aids in determining the distinctiveness between constructs. . Or we can say it examines the correlation of indicators within a construct. The score of HTMT must be less than 0.90. Hence the above table shows that all the indicators have a score of HTMT lower than the cut-off. Thus, we can say all our indicators have established the discriminant validity.

Table 12. Discriminant Validity (Fornell & Larker)

	CM	EE	OP	PA	RS	TD
CM	0.878					
EE	0.592	0.86				
OP	0.415	0.314	0.787			
PA	0.465	0.444	0.557	0.772		
RS	0.186	0.240	0.626	0.624	0.854	
TD	0.392	0.422	0.596	0.724	0.750	0.892

It is essential to establish distinctiveness among the various components of a multidimensional instrument, which are sometimes referred to as "subscales," "dimensions," or "facets." This distinctiveness serves to showcase not just a conceptual differentiation but also empirical uniqueness among these components (Shiu *et al.*, 2011). Without this distinctiveness, these components may not possess individual uniqueness but instead capture aspects that are also represented by other components. Consequently, any interpretation of differences between these components could potentially be attributed to statistical variations rather than actual conceptual disparities (Henseler *et al.*, 2015). The Fornell-Larcker criterion provides a simple technique for evaluating current instruments. It serves as a supplementary tool in circumstances when an article introducing a specific multi-dimensional instrument does not explicitly address distinctiveness.

In order to prove the discriminant validity through Fornell & Larker, we have to make the comparison of the square root of AVE of respective latent variables with their correlations. The values of correlation must be lower than the values of AVE. Hence, the above table shows that all the variables have established discriminant validity.

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