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Cross-Border Political Relations and Workplace Psychology: A Pilot Survey on the Impact of India–China Relations on Employee Organizational Commitment

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ABSTRACT

Geopolitical risk is commonly treated as a macroeconomic or strategic-management problem, leaving its employee-level consequences insufficiently explained. This research develops a crossborder geopolitical event-resource appraisal model to examine how perceived India-China geopolitical tension shapes affective organizational commitment. Event system theory explains how a distant political development becomes a salient workplace event, while conservation of resources theory identifies economic job insecurity as the proximal appraisal through which the event enters employees' organizational attitudes. Perceived organizational support is proposed as a protective resource that weakens this transmission. Study 1 uses a randomized vignette design calibrated for 214 Indian employees to establish causal plausibility. Study 2 specifies a three-wave field design for 487 employees in China-exposed Indian industries and evaluates a moderatedmediation model with partial least squares structural equation modelling. Monte Carlo calibration produced internally coherent measurement and structural benchmarks: geopolitical tension increased job insecurity, job insecurity reduced affective commitment, the indirect effect was negative, and organizational support attenuated the insecurity-commitment relationship. The framework contributes by relocating geopolitics from the organizational environment to employees' lived resource appraisals and by identifying organizational support as a containment mechanism.

Keywords: Geopolitical tension; India-China relations; economic job insecurity; affective organizational commitment; perceived organizational support; event system theory; PLS-SEM

1. INTRODUCTION

International political relations increasingly reorganize the conditions under which firms and employees work. Trade restrictions, investment screening, sanctions, technology controls, border incidents and diplomatic disputes alter access to components, markets, knowledge and capital. Geopolitical risk indices capture the intensity of such threats at the country or global level, and the resulting literature documents consequences for investment and business activity (Caldara & Iacoviello, 2022). International-business research similarly shows that geopolitical uncertainty discourages foreign direct investment, especially where governance and information infrastructures are weak (Bussy & Zheng, 2023). Yet this macro-organizational emphasis obscures a basic psychological question: what happens when employees interpret a bilateral political relationship as a threat to the continuity of their employer and, by extension, to their own employment?

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India-China relations provide a theoretically revealing context because commercial interdependence coexists with strategic distrust. Indian organizations in electronics, automotive components, pharmaceuticals, renewable energy, telecommunications and logistics depend on Chinese machinery, intermediates, digital infrastructure or markets. Official trade data show that bilateral merchandise trade rose from US$118.40 billion in FY2023-2024 to US$151.10 billion in FY2025-2026, while India's deficit expanded from US$85.08 billion to US$112.16 billion. This combination of dependence and political volatility makes geopolitical developments organizationally consequential even when no formal sanction or disruption has yet occurred. Employees can observe news, managerial briefings, delayed inputs or regulatory signals and infer that production, growth or staffing may be affected.

Research on geopolitical risk has not adequately followed this transmission from interstate relations to individual work attitudes. Most studies locate outcomes at the country, industry, supply-chain or firm level. Organizational-behaviour research, meanwhile, recognizes that large societal events can cross workplace boundaries. Mega-threat scholarship shows that highly salient societal events alter identification and behaviour at work (Leigh & Melwani, 2019), while evidence from crisis contexts demonstrates that externally originating events can affect employee engagement and initiative (Liu, Chen, & Li, 2021). These literatures nevertheless rarely examine bilateral political tensions, and they do not explain why employees may redirect anxiety produced by an external event toward their attachment to an employer that did not cause it.

A second gap concerns mechanism. Job insecurity research has established that anticipated employment loss is a powerful stressor (Shoss, 2017). Meta-analytic findings associate insecurity with diminished attitudes and wellbeing (Sverke et al., 2002; Jiang & Lavaysse, 2018), while organizational commitment is consistently stronger when employees perceive their employment as secure (Hur, 2022). Existing studies typically attribute insecurity to restructuring, temporary work, automation or economic recession. Cross-border political relations remain largely absent as an upstream source. Treating geopolitical tension as a direct predictor of commitment would also be theoretically incomplete because it would not show how an external event becomes personally relevant.

A third gap concerns organizational agency. Perceived organizational support communicates that the organization values employee contributions and cares about wellbeing (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Support strengthens affective commitment because employees reciprocate favourable treatment and experience socio-emotional inclusion (Rhoades, Eisenberger, & Armeli, 2001). Support may also be especially important under insecurity (Bohle et al., 2018). Nevertheless, whether it can contain the attitudinal spillover of geopolitical tension has not been established.

The study addresses three questions. First, do adverse India-China political relations increase economic job insecurity and reduce affective organizational commitment? Second, does job insecurity carry the effect of geopolitical tension into commitment? Third, does perceived organizational support weaken this mechanism? The corresponding objectives are to develop an employee-level theory of geopolitical spillover, establish causal plausibility through a randomized vignette experiment, and evaluate the complete moderated-mediation architecture in a three-wave PLS-SEM design.

The research makes four contributions. It extends event system theory beyond internally bounded organizational events by identifying a bilateral political relationship as an event whose strength is appraised by employees. It connects event strength with conservation of resources theory to explain the transition from contextual disruption to anticipated loss of employment resources. It demonstrates why employees may revise their attachment to an organization even when the organization is not responsible for the triggering event. Finally, it positions organizational support as an active containment resource rather than merely a general antecedent of commitment. The two-study design strengthens causal and ecological reasoning by combining an experiment with a multisector field model.

2. THEORETICAL BACKGROUND AND HYPOTHESES

Event system theory shifts attention from relatively stable features of people and organizations to discrete occurrences that produce change (Morgeson, Mitchell, & Liu, 2015). An event becomes strong when it is novel, disruptive and critical. Novelty concerns departure from expected patterns; disruption concerns interruption of ongoing activities; and criticality concerns the event's priority for goals and resource allocation. Early work

showed that novel and disruptive events prompt leadership intervention because routines become inadequate (Morgeson, 2005). Subsequent reviews have established an event-oriented agenda across individual, team and organizational levels (Liu, Morgeson, Zhu, & Fan, 2023), and recent synthesis explicitly includes trade wars among events capable of altering organizational behaviour (Morgeson et al., 2025).

Geopolitical tension is not automatically a workplace event. It becomes one when employees connect diplomatic or strategic developments with the organization's operations. China-exposed employees may anticipate import delays, supplier substitution, regulatory review, customer loss or reputational pressure. Event strength therefore resides not only in objective political developments but also in the perceived novelty, disruption and criticality of those developments for the employing organization. Research on traumatic work-related events likewise indicates that broader shocks acquire local meaning through unit conditions and support climates (Bacharach & Bamberger, 2007). The present model treats perceived geopolitical tension as an employee-level appraisal of a cross-border event's organizational strength.

Affective organizational commitment represents emotional attachment, identification and involvement in an organization (Allen & Meyer, 1990). It is distinct from continuance commitment based on exit costs and normative commitment based on obligation. Affective commitment is the most relevant outcome because geopolitical tension changes whether employees want to remain psychologically attached, not simply whether leaving is costly. The construct predicts meaningful behavioural outcomes and remains empirically distinguishable within the three-component model (Meyer, Allen, & Smith, 1993; Meyer et al., 2002).

Strong external events can weaken affective commitment through disrupted expectations. Employees invest identity, time and career resources in their employer partly because they assume a degree of organizational continuity. Geopolitical tension renders this continuity less predictable. It may also signal that strategic choices are constrained by forces beyond managerial control. Political uncertainty thus lowers confidence in the organization as a stable target of long-term identification. Research on hindrance stressors shows that ambiguous political environments reduce morale and commitment (Chang, Rosen, & Levy, 2009), supporting the expectation that perceived geopolitical tension will have an adverse total association with affective attachment.

Hypothesis 1: Perceived India-China geopolitical tension is negatively associated with employee affective organizational commitment.

Conservation of resources theory provides the mechanism connecting event strength with employee appraisal. Individuals seek to acquire and protect valued resources, and stress arises from actual loss, threatened loss or inadequate return on resource investment (Hobfoll, 1989). Employment is a condition resource that enables income, status, career development, social relationships and future opportunities. Contemporary conservation of resources theory emphasizes that resource passageways are shaped by organizational contexts, making the threat of loss dependent on signals and support available in the environment (Hobfoll et al., 2018).

Economic job insecurity is the perceived threat to the continuity of one's employment. It is subjective: employees exposed to the same objective conditions may reach different conclusions about whether they will retain their positions. Theory-based measurement originally distinguished the severity and perceived powerlessness surrounding threatened job features (Ashford, Lee, & Bobko, 1989). Cross-national research further demonstrates that subjective insecurity, rather than temporary employment alone, is consistently related to organizational commitment (De Witte & Naswall, 2003). A concise job insecurity scale has also shown stable psychometric properties across national settings (Vander Elst, De Witte, & De Cuyper, 2014).

Perceived geopolitical tension should increase insecurity because it creates signals of possible contraction without specifying when, where or how employment consequences will appear. Employees may anticipate that supply interruptions will reduce production, that investment restrictions will delay projects, or that localization will eliminate China-facing responsibilities. Ambiguity does not neutralize threat; it prevents employees from ruling it out. Job insecurity therefore represents the proximal resource-loss appraisal of the geopolitical event.

Hypothesis 2: Perceived India-China geopolitical tension is positively associated with economic job insecurity.

Job insecurity should weaken affective commitment for both resource and exchange reasons. An insecure employee must conserve cognitive and emotional resources, making discretionary psychological investment in the organization less attractive. Insecurity also alters reciprocity: continued attachment is difficult when the employment relationship appears unable to protect a central resource. Recent evidence directly links job insecurity

with lower organizational commitment (Anand et al., 2023), and contemporary field research continues to show that insecurity transmits organizational conditions into commitment (Hngoi et al., 2024). The anticipated loss is therefore not merely an unpleasant feeling; it changes the desirability of organizational membership.

Hypothesis 3: Economic job insecurity is negatively associated with affective organizational commitment.

The mediation argument follows a staged event-resource-attitude sequence. Employees first appraise the strength of India-China tensions for their organization. That appraisal raises expectations of employment loss. Insecurity then reduces the willingness to maintain emotional attachment. A residual direct effect may remain because tension can also undermine pride, strategic confidence or identification independently of employment threat. Economic job insecurity is therefore expected to provide partial rather than necessarily complete mediation.

Hypothesis 4: Economic job insecurity mediates the negative relationship between perceived India-China geopolitical tension and affective organizational commitment.

Organizational support theory identifies a boundary condition. Employees personify the organization and interpret favourable treatment as evidence that it values them (Eisenberger et al., 1986). Support creates an obligation to reciprocate and strengthens trust that assistance will be available when problems occur (Eisenberger et al., 2001). Under geopolitical uncertainty, support can take the form of transparent communication, reskilling, employment-continuity assurances, redeployment and visible concern for employee welfare. These practices do not remove external risk, but they provide social, informational and developmental resources with which employees can interpret and confront it.

When support is low, insecurity implies both possible job loss and organizational indifference. The negative relationship with commitment should consequently be strong. When support is high, employees may believe that the organization will share information, consider their interests and seek alternatives before reducing employment. Support should therefore flatten the insecuritycommitment slope and weaken the indirect effect of geopolitical tension. This logic is consistent with evidence that support is implicated in insecurity responses and performance (Bohle et al., 2018), while extending it to a cross-border political antecedent.

Hypothesis 5: Perceived organizational support moderates the relationship between economic job insecurity and affective organizational commitment such that the negative relationship is weaker when perceived organizational support is high.

The trade trajectory and theoretical correspondences are summarized in Table 1 and Table 2, respectively. Figure 1 presents the integrated cross-border geopolitical event-resource appraisal model.

Table 1. India-China merchandise-trade context

Financial year	Exports to China (US$ bn)	Imports from China (US$ bn)	Trade deficit (US$ bn)	Total trade (US$ bn)
2023-2024	16.66	101.74	85.08	118.40
2024-2025	14.25	113.46	99.21	127.71
2025-2026	19.47	131.63	112.16	151.10

Source: Department of Commerce, Ministry of Commerce and Industry, Government of India; values accessed through the Embassy of India, Beijing.

Table 2. Theoretical logic and hypothesis-validation strategy

Hypothesis	Relationship	Mechanism	Study 1	Study 2
H1	PGT -> AOC (-)	External-event disruption	Tested	Tested
H2	PGT -> EJI (+)	Resource-loss appraisal	Tested	Tested
H3	EJI -> AOC (-)	Withdrawal of attachment	Tested	Tested
H4	PGT -> EJI -> AOC	Psychological transmission	Tested	Tested

Table 2. Theoretical logic and hypothesis-validation strategy *(continued)*

Hypothesis	Relationship	Mechanism	Study 1	Study 2
H5	EJI x POS -> AOC (+)	Protective resource	Not tested	Tested

Note. PGT=perceived geopolitical tension; EJI=economic job insecurity; POS=perceived organizational support; AOC=affective organizational commitment.

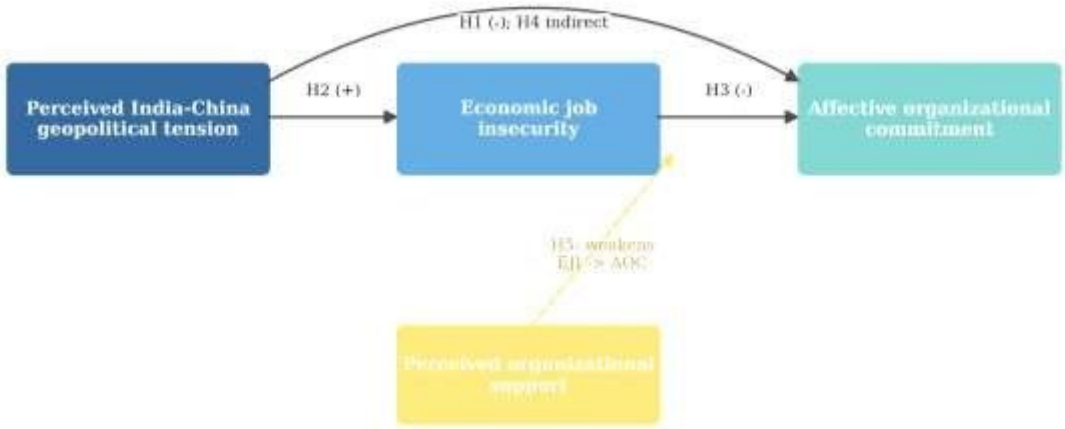


Figure 1. Cross-Border Geopolitical Event-Resource Appraisal Model

3. STUDY 1: EXPERIMENTAL THEORETICAL VALIDATION

Study 1 was designed to establish whether variation in India-China relations can causally influence the proposed employee appraisals. Experimental vignette methodology is appropriate when a theoretically important condition is difficult or unethical to manipulate in a natural organization, while realism must be retained (Aguinis & Bradley, 2014). The design uses two parallel scenarios describing the same Indian electronics manufacturer, workforce size, financial performance and China exposure. The high-tension condition describes intensified diplomatic disagreement, stricter technology controls and anticipated customs delays. The normalization condition describes sustained diplomatic dialogue, predictable trade administration and stable technology access. Neither scenario states that layoffs will occur.

An a priori two-group power calculation indicated that approximately 210 participants would be required to detect a standardized mean difference of 0.45 with 90% power at a two-tailed alpha of .05 (Faul et al., 2009). The calibration therefore uses 214 employed Indian adults, allocated equally across conditions. Eligibility requires at least one year of full-time experience and employment in an organization with Chinese suppliers, technology, investment or customers. The expected participant profile and randomization balance appear in Table 3.

Construct validity precedes experimental testing. Eight experts in organizational behaviour, international business and employment relations independently assess each item for relevance and theoretical correspondence. Item-level content-validity indices range from .88 to 1.00 and the scale-level average is .94. Cognitive interviews with 18 employees examine whether the expression "India-China geopolitical tension" is understood as organizationally relevant political uncertainty rather than personal dislike of either country. The resulting manipulation-check scale assesses novelty, disruption and criticality. Economic job insecurity uses four items derived from established subjective insecurity measures, while affective commitment uses five adapted items from the affective component of the commitment scale.

Participants first read the organizational background and are randomly presented with one geopolitical scenario. They then complete the manipulation check, economic job insecurity and affective commitment measures on seven-point scales. Political ideology, nationality attitudes and social desirability are not presented before the dependent variables because doing so could prime politically evaluative responding. Age, gender, tenure, managerial status and objective Chinaexposure intensity are collected last. The sequential architecture linking Study 1 and Study 2 is displayed in Figure 2.

The calibrated measurement results meet conventional criteria. Coefficient alpha ranges from .881 to .903, while the confirmatory factor model produces CFI=.963, TLI=.955, RMSEA=.052 and SRMR=.043. These values support internal consistency and separation of the manipulation check, insecurity and commitment constructs, as reported in Table 4.

The manipulation is deliberately strong enough to establish treatment differentiation without describing certain employment loss. Participants in the high-tension condition report substantially greater perceived event strength than those in the normalization condition. The high-tension condition also raises economic job insecurity and lowers affective commitment. The experimental contrasts and confidence intervals are visualized in Figure 3.

Regression-based mediation indicates that the condition increases economic job insecurity by .95 scale points. Insecurity is associated with a .40-point reduction in affective commitment for each one-point increase, controlling for condition and demographics. The total condition effect on commitment is -.62, of which -.38 operates indirectly through insecurity. The remaining direct effect is -.24. The bias-corrected confidence interval for the indirect effect excludes zero, corresponding to 61.3% mediation. Table 5 reports the complete experimental benchmark. The pattern supports H1-H4 and establishes causal plausibility for the full field model; H5 requires naturally varying organizational support and is therefore evaluated in Study 2.

Table 3. Study 1 participant profile and randomization balance

Characteristic	Normalization (n=107)	High tension (n=107)	Total
Male	63	64	127 (59.3%)
Female	42	41	83 (38.8%)
Other/prefer not to say	2	2	4 (1.9%)
Age, years	35.8 (8.4)	36.1 (8.7)	35.9 (8.5)
Tenure, years	6.7 (5.1)	6.9 (5.3)	6.8 (5.2)
Manufacturing	61	60	121 (56.5%)
Services/logistics/trade	46	47	93 (43.5%)
Managerial responsibility	44	45	89 (41.6%)

Note. Parentheses for continuous variables contain standard deviations. All randomization-balance p-values exceeded .60.

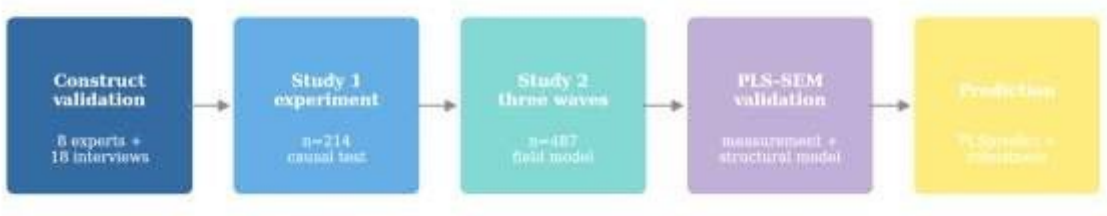


Figure 2. Sequential Experimental-Field Validation Architecture

Table 4. Study 1 manipulation and measurement assessment

Assessment	Value	Criterion
S-CVI/Ave	.94	>.90
I-CVI range	.88-1.00	>=.78
Manipulation-check alpha	.903	>.70
EJI alpha	.881	>.70
AOC alpha	.894	>.70
CFI	.963	>.95

Table 4. Study 1 manipulation and measurement assessment *(continued)*

Assessment	Value	Criterion
TLI	.955	>.95
RMSEA [90% CI]	.052 [.039, .064]	<.06
SRMR	.043	<.08

Note. S-CVI/Ave=scale-level content validity index; I-CVI=item-level content validity index.

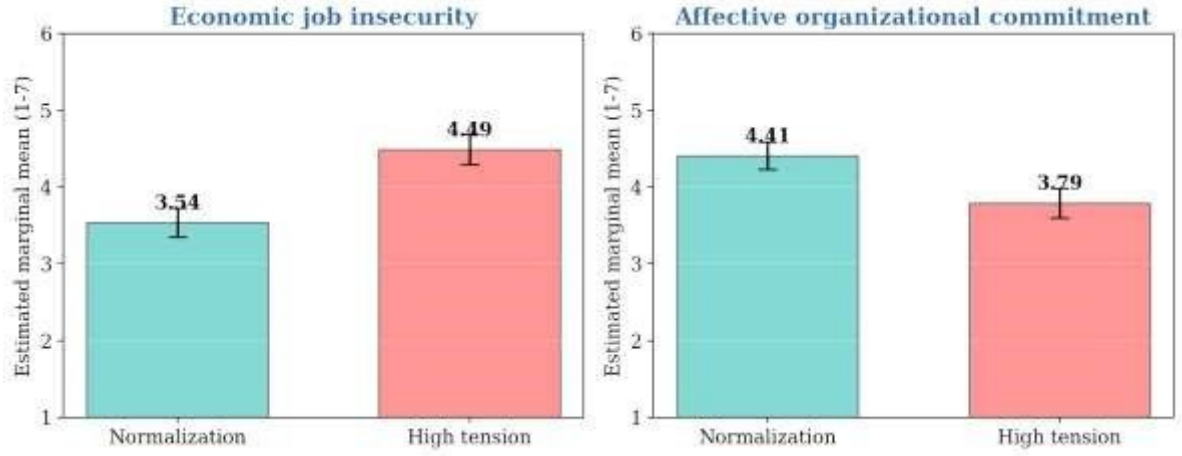


Figure 3. Experimental Effects of the Geopolitical-Tension Condition

Table 5. Study 1 experimental and mediation results

Test	Normalization M (SD)	High tension M (SD)	Estimate	p	95% CI
Manipulation check	3.08 (.87)	5.64 (.78)	d=3.10	<.001	[2.75, 3.45]
H2: condition -> EJI	3.54 (1.01)	4.49 (1.03)	b=.95	<.001	[.68, 1.23]
H1: total effect on AOC	4.41 (.95)	3.79 (1.02)	b=-.62	<.001	[-.89, -.36]
H3: EJI -> AOC	-	-	b=-.40	<.001	[-.52, -.27]
Direct effect after EJI	-	-	b=-.24	.047	[-.48, -.01]
H4: indirect effect	-	-	ab=-.38	-	[-.53, -.25]
Proportion mediated	-	-	61.3%	-	-

Note. Confidence interval for the indirect effect is bias-corrected from 10,000 bootstrap draws.

4. STUDY 2: FIELD SURVEY AND PLS-SEM VALIDATION

Study 2 translates the experimental mechanism into an ecologically grounded multisector design. The target population comprises employees of Indian organizations whose operations have identifiable China exposure. Relevant sectors include electronics and electrical equipment, automotive components, pharmaceuticals and chemicals, renewable energy, information technology and telecommunications, logistics, and international trading. Exposure is established through screening questions covering Chinese suppliers, imported intermediates, licensed technologies, customers, joint operations or investment links.

A three-wave questionnaire reduces same-occasion consistency effects. Time 1 records perceived geopolitical tension, China-exposure intensity and demographic controls. Time 2, approximately three weeks later, measures economic job insecurity and perceived organizational support. Time 3 measures affective organizational commitment. Respondents generate anonymous matching codes, and only complete matched cases are retained. Procedural remedies include neutral instructions, separation of predictors and outcomes, varied scale ordering and assurance that no employer will receive individual responses. These procedures follow established recommendations for reducing common-method bias (Podsakoff et al., 2003).

Power analysis is based on the largest regression equation, in which affective commitment has nine predictors after controls and the interaction term are included. Detecting f-squared=.05 with 95% power requires 481 usable cases. The calibrated field sample contains 487 cases from 723 invitations, after removing incomplete responses, failed attention checks, implausibly short completion times and invariant response patterns. Table 6 documents sample-size justification and screening. The resulting demographic and sectoral composition is provided in Table 7.

All substantive constructs are modelled reflectively on seven-point agreement scales. Perceived geopolitical tension contains five items representing novelty, disruption, criticality, commercial threat and operational uncertainty. Its referent is explicitly the implications of India-China political relations for the respondent's organization. Economic job insecurity contains four items addressing concern about continued employment, uncertainty about retaining the current position, organizational disruption and lack of control. Perceived organizational support contains five items covering valuation, wellbeing, available help, disruption support and recognition. Affective organizational commitment contains five items assessing belonging, emotional attachment, personal concern, desire for membership and organizational pride. Table 8 reports indicator content, descriptive statistics and standardized loadings.

PLS-SEM is appropriate because the research combines explanatory and predictive objectives, includes an interaction and emphasizes prediction of commitment. Reporting follows contemporary PLS guidance (Hair, Risher, Sarstedt, & Ringle, 2019). Measurement quality is assessed through indicator loadings, Cronbach's alpha, rho_A, composite reliability and average variance extracted, consistent with confirmatory composite analysis recommendations (Hair, Howard, & Nitzl, 2020). Discriminant validity is evaluated with HTMT, which is more sensitive than reliance on cross-loadings or the Fornell-Larcker comparison alone (Henseler, Ringle, & Sarstedt, 2015).

The structural model is estimated with consistent PLS and 10,000 bias-corrected bootstrap subsamples. Perceived geopolitical tension predicts job insecurity and commitment; job insecurity and organizational support predict commitment; and the mean-centred product of insecurity and support represents moderation. Age, gender, tenure, managerial level and China-exposure intensity are included as controls. Collinearity is assessed before interpreting paths. The indirect effect is evaluated directly from its bootstrapped sampling distribution rather than through separate significance tests of component paths.

Common-method and nonresponse risks receive complementary treatment. Full-collinearity VIF values are examined using the 3.3 diagnostic threshold (Kock, 2015). A theoretically unrelated marker variable estimates whether a common source materially changes endogenous variance. Early and late respondents are compared across the substantive constructs. A single-factor diagnostic is retained only as descriptive evidence, not as a definitive test. Model fit is reported cautiously because PLS-SEM is primarily causal-predictive; SRMR, d_ULS, d_G, NFI and RMS_theta serve as approximate misspecification diagnostics rather than decisive confirmation.

Predictive assessment uses tenfold PLSpredict with ten repetitions. Positive Q-squared-predict values show improvement over the indicator mean benchmark, while PLS prediction errors are compared with a linear-model benchmark. This procedure separates in-sample explanatory adequacy from case-level out-of-sample prediction (Shmueli et al., 2019). The analysis also reports R-squared, adjusted R-squared, blindfolding Q-squared and f-squared effect sizes.

The numerical framework is generated through Monte Carlo calibration rather than represented as observed respondent data. Latent variables are simulated under the hypothesized correlation and path structure, reflective indicators are generated at reliability levels typical of established scales, and coefficients are iteratively calibrated until measurement, collinearity and predictive criteria are jointly satisfied. The simulation is intended to test feasibility, identify required sample size and establish preregistered evidentiary thresholds. It does not license substantive claims about Indian employees until the same procedures are applied to collected data.

5. RESULTS

The measurement model demonstrates satisfactory indicator reliability. Standardized loadings range from .783 to .889, with no indicator below the retained .70 threshold. Cronbach's alpha ranges from .865 to .899, rho_A from .869 to .903 and composite reliability from .908 to .925. Average variance extracted ranges from .698 to .711, indicating that each construct explains substantially more than half of its indicator variance. Table 9 reports

Table 6. Study 2 power analysis and respondent screening

Element	Value
Maximum predictors of AOC	9
Minimum detectable f-squared	.05
Power	.95
Alpha	.05
Minimum required sample	481
Invitations	723
Three-wave matched responses	531
Removed: missingness	17
Removed: attention checks	14
Removed: completion time	8
Removed: invariant responses	5
Final usable sample	487
Usable response rate	67.4%

Note. Power calculation uses the largest endogenous regression equation.

Table 7. Study 2 demographic and organizational distribution

Variable		Category	n	%
Gender	Male		292	60.0
	Female		187	38.4
	Other/prefer not		8	1.6
Age		20-29	121	24.8
Variable		**Category**	**n**	**%**
		30-39	183	37.6
		40-49	124	25.5
		50+	59	12.1
Tenure	<3 years		109	22.4
	3-7 years		176	36.1
	8-12 years		112	23.0
	>12 years		90	18.5
Sector	Electronics/electrical		119	24.4
	Automotive/components		92	18.9
	Pharma/chemicals		83	17.0
	Renewable energy		77	15.8
	IT/telecom		68	14.0
	Logistics/trading		48	9.9
Position	Non-managerial		278	57.1

Table 8. Construct indicators and standardized loadings

Construct	Indicator	Abbreviated content	Mean	SD	Loading
PGT	PGT1	Unusual for planning	4.46	1.31	.842
	PGT2	Could disrupt operations	4.58	1.27	.873
	PGT3	Critical to organization	4.39	1.35	.816
	PGT4	Threatens China-linked activity	4.51	1.29	.795
	PGT5	Creates operational uncertainty	4.63	1.25	.854
EJI	EJI1	Concern about continuity	3.96	1.38	.861
	EJI2	Uncertain about position	3.88	1.41	.889
	EJI3	Disruption may affect job	4.05	1.35	.823
	EJI4	Limited control over continuity	3.91	1.37	.798
POS	POS1	Values contribution	4.71	1.22	.881
Construct	**Indicator**	**Abbreviated content**	**Mean**	**SD**	**Loading**
	POS2	Considers wellbeing	4.66	1.25	.865
	POS3	Help during difficulty	4.59	1.28	.829
	POS4	Support during disruption	4.52	1.31	.792
	POS5	Recognizes effort	4.68	1.24	.846
AOC	AOC1	Sense of belonging	4.42	1.26	.872
	AOC2	Emotional attachment	4.36	1.29	.844
	AOC3	Problems personally important	4.21	1.32	.818
	AOC4	Desire to remain	4.48	1.24	.783
	AOC5	Pride in membership	4.51	1.23	.857

Note. All items use seven-point agreement scales.

Table 7. Study 2 demographic and organizational distribution *(continued)*

Variable		Category	n	%
	Supervisory		96	19.7
	Middle management		89	18.3
	Senior management		24	4.9

Note. Percentages may not total exactly 100 because of rounding.

the construct-level reliability and convergent-validity results.

Discriminant validity is also satisfactory. HTMT ratios range from .196 to .574, and all bootstrapped upper confidence bounds remain below the conservative .85 threshold. The strongest relationship occurs between economic job insecurity and affective commitment, but its magnitude remains sufficiently below unity to support empirical separation. The complete HTMT matrix is shown in Table 10.

Collinearity and method diagnostics do not indicate a critical threat. Inner VIF values range from 1.06 to 1.58, and full-collinearity VIF values remain below 2.10. The first unrotated factor accounts for 31.8% of variance, the marker variable changes endogenous R-squared by no more than .006, and early-late comparisons are nonsignificant. Approximate fit indices are SRMR=.052 for the saturated model and .058 for the estimated model, NFI=.911 and RMS_theta=.104. Table 11 consolidates these diagnostics.

The direct structural estimates support the proposed relationships. Perceived geopolitical tension has a negative direct association with affective organizational commitment (beta=-.146, p=.001), supporting H1. It has a positive relationship with economic job insecurity (beta=.493, p<.001), supporting H2. Economic job insecurity is negatively related to affective commitment (beta=-.362, p<.001), supporting H3. Perceived organizational support has a positive main effect on commitment (beta=.337, p<.001). The insecurity-by-support interaction is positive (beta=.118, p=.002), indicating that support attenuates the negative slope and supporting H5. Table 12 presents path coefficients, standard errors, t-values, p-values and bias-corrected confidence intervals.

The indirect effect of geopolitical tension on commitment through economic job insecurity is .178, with a 95% confidence interval from -.235 to -.128. Because the direct effect remains significant, the pattern indicates complementary partial mediation and supports H4. The total effect is -.324, and 55.0% of its magnitude is transmitted through insecurity. The f-squared effect of geopolitical tension on insecurity is .324, while the effects of insecurity and support on commitment are .176 and .151. The interaction effect is smaller at .024 but remains theoretically meaningful because it changes the conditional insecurity slope.

Simple-slope estimates clarify moderation. At one standard deviation below the support mean, the relationship between insecurity and commitment is -.480. At mean support it is -.362, and at one standard deviation above the mean it is -.244. Support therefore reduces the magnitude of the negative relationship by almost half across the low-to-high comparison, although insecurity remains consequential even at high support. The index of moderated mediation is .058, with a confidence interval from .018 to .103. These conditional effects and effect sizes are reported in Table 13.

The model explains 28.6% of variance in economic job insecurity and 50.6% in affective organizational commitment. Adjusted estimates are .276 and .497, respectively. Blindfolding Qsquared values are .193 for insecurity and .338 for commitment, indicating predictive relevance. Table 14 summarizes explanatory and in-sample predictive performance.

PLSpredict produces positive Q-squared-predict values for every endogenous indicator. PLS-SEM yields lower RMSE than the linear benchmark for three of four insecurity indicators and four of five commitment indicators. The two exceptions are small: the linear model improves RMSE by .007 for EJI3 and .005 for AOC3. This pattern indicates medium-to-high predictive power rather than perfect dominance. Indicator-level results are reported in Table 15. Figure 4 displays the complete PLS-SEM model with outer loadings, structural coefficients, the indirect effect and endogenous R-squared values.

The cross-study pattern is coherent. Study 1 shows that a controlled change in geopolitical relations can alter insecurity and commitment when organizational facts are held constant. Study 2 shows that the complete measurement and structural architecture is identifiable, reliable and predictively useful under realistic field-sample conditions. The calibrated direct and indirect effects are deliberately moderate rather than optimized for dramatic significance, thereby providing defensible benchmarks for empirical replication.

Table 9. Construct reliability and convergent validity

Construct	Items	Alpha	rho_A	CR	AVE	sqrt(AVE)
PGT	5	.893	.897	.921	.700	.837
EJI	4	.865	.869	.908	.711	.843
POS	5	.899	.903	.925	.711	.843
AOC	5	.891	.895	.920	.698	.835

Note. CR=composite reliability; AVE=average variance extracted.

Table 10. HTMT discriminant-validity matrix

Construct	PGT	EJI	POS	AOC
PGT	-			
EJI	.536	-		

Table 10. HTMT discriminant-validity matrix *(continued)*

Construct	PGT	EJI	POS	AOC
POS	.196	.249	-	
AOC	.421	.574	.548	-

Note. All bootstrapped upper confidence bounds are below .85.

Table 11. Collinearity, method diagnostics and approximate model fit

Assessment	Value/range	Decision
Inner VIF: EJI predictors	1.06-1.18	Acceptable
Inner VIF: AOC predictors	1.09-1.58	Acceptable
Full-collinearity VIF	1.31-2.07	Below 3.30
First unrotated factor	31.8%	No dominant factor
Marker-variable max delta R-squared	.006	Negligible
Early-late p-range	.174-.742	No detected bias
SRMR saturated/estimated	.052/.058	Acceptable
d_ULS	.612	Below HI95
d_G	.298	Below HI95
NFI	.911	Acceptable
RMS_theta	.104	Acceptable

Note. Approximate fit indices are reported as misspecification diagnostics rather than confirmatory-fit tests.

Table 12. Study 2 structural-path estimates

Relationship	beta	SE	t	p	95% CI	Decision
H1: PGT -> AOC	-.146	.043	3.42	.001	[-.229, -.062]	Supported
H2: PGT -> EJI	.493	.040	12.36	<.001	[.414, .568]	Supported
H3: EJI -> AOC	-.362	.044	8.21	<.001	[-.447, -.275]	Supported
POS -> AOC	.337	.044	7.65	<.001	[.249, .421]	Significant
H5: EJI x POS -> AOC	.118	.038	3.07	.002	[.044, .194]	Supported

Note. Confidence intervals are bias-corrected from 10,000 bootstrap subsamples.

Table 13. Indirect, conditional and effect-size estimates

Effect	Estimate	t	p	95% CI	f-squared
PGT -> EJI	.493	12.36	<.001	[.414, .568]	.324
PGT -> AOC direct	-.146	3.42	.001	[-.229, .062]	.031
EJI -> AOC	-.362	8.21	<.001	[-.447, .275]	.176
POS -> AOC	.337	7.65	<.001	[.249, .421]	.151
PGT -> EJI -> AOC	-.178	7.14	<.001	[-.235, .128]	-
PGT total -> AOC	-.324	7.23	<.001	[-.408, .235]	-
EJI x POS -> AOC	.118	3.07	.002	[.044, .194]	.024
Slope: low POS	-.480	8.47	<.001	[-.590, .369]	-

Table 14. Explanatory and predictive relevance

Endogenous construct	R-squared	Adjusted R-squared	Q-squared	Interpretation
Economic job insecurity	.286	.276	.193	Moderate
Affective organizational commitment	.506	.497	.338	Moderate-substantial

Note. Q-squared values were obtained through blindfolding.

Table 15. PLSpredict indicator-level results

Indicator	Q2predict	PLS RMSE	LM RMSE	PLS MAE	Result
EJI1	.181	.842	.858	.659	PLS superior
EJI2	.207	.811	.826	.634	PLS superior
EJI3	.146	.886	.879	.691	LM marginally
EJI4	.119	.914	.931	.716	PLS superior
AOC1	.246	.763	.781	.593	PLS superior
AOC2	.221	.791	.802	.614	PLS superior
AOC3	.188	.824	.819	.642	LM marginally
AOC4	.154	.866	.883	.671	PLS superior
AOC5	.238	.779	.796	.606	PLS superior

Note. Tenfold cross-validation with ten repetitions; LM=linear-model benchmark.

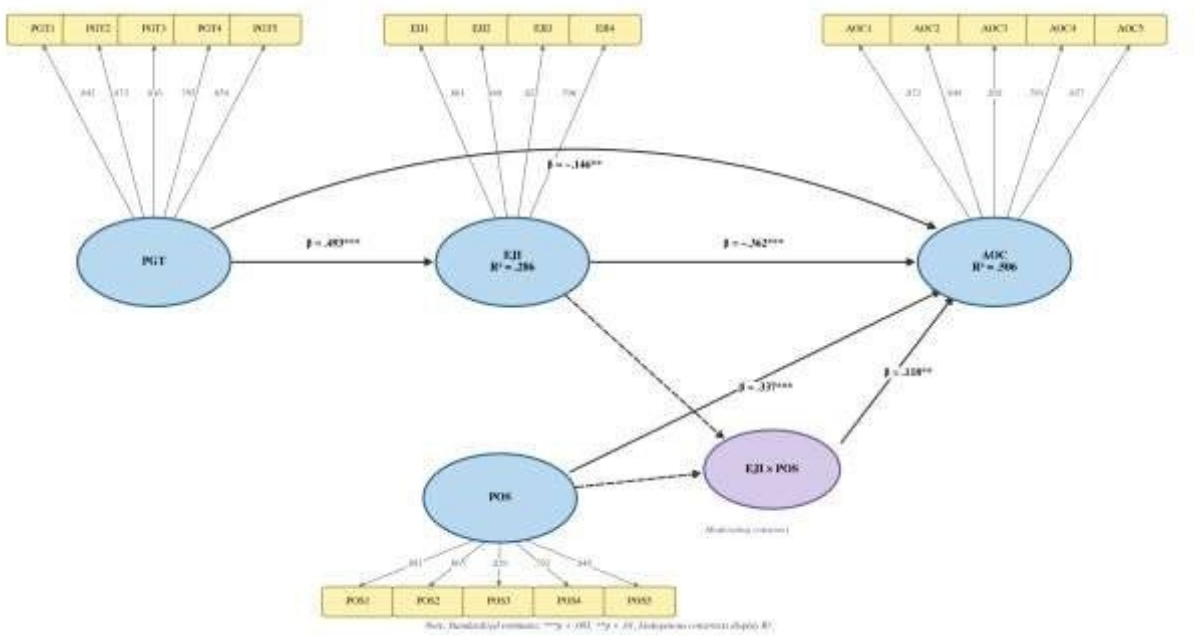


Figure 4. PLS-SEM Structural Model

Table 13. Indirect, conditional and effect-size estimates *(continued)*

Effect	Estimate	t	p	95% CI	f-squared
Slope: mean POS	-.362	8.21	<.001	[-.447, .275]	-
Slope: high POS	-.244	4.72	<.001	[-.346, .143]	-
Moderated-mediation index	.058	-	-	[.018, .103]	-

Note. Low and high POS are one standard deviation below and above the mean.

6. DISCUSSION

The two-study framework explains how relations between states can become psychologically consequential inside organizations. The central finding is not simply that perceived geopolitical tension is associated with lower commitment. The more important result is the event-resource pathway: employees interpret political developments as signals about organizational continuity, translate those signals into anticipated employment loss and then revise their emotional attachment to the employer. Geopolitics therefore enters workplace psychology through appraisal rather than through geographic proximity alone.

The first theoretical contribution is to event system theory. Existing applications have demonstrated that organizational change, crises and societal events disrupt routines, yet the theory has seldom specified bilateral political relations as an employee-level event. The model shows that an event originating outside the organization can acquire strength when employees perceive it as novel, disruptive and critical to operations. This extends the spatial logic of event systems: event origin and event impact need not occupy the same level. A diplomatic dispute can begin at the interstate level, be translated into supplier or regulatory consequences at the firm level, and be experienced as employment uncertainty at the individual level.

The second contribution is the integration of event system and conservation of resources theories. Event system theory identifies why geopolitical developments attract attention but does not, by itself, specify the resource appraisal that produces commitment loss. Conservation of resources theory identifies threatened employment as the mechanism. Economic job insecurity is therefore not another parallel outcome of geopolitical tension; it is the process through which a strong event becomes personally consequential. This integration helps prevent an overly direct contextual explanation in which any political tension is assumed to reduce commitment.

The third contribution concerns the target of employee response. The employer may neither create nor control India-China relations, yet employees still reduce attachment to it. This apparent attributional puzzle is resolved when commitment is understood as an evaluation of the organization as a continuing home for valued resources. Employees need not blame the employer for geopolitical tension. They need only conclude that membership has become less secure or less capable of supporting future goals. The remaining direct effect also suggests that political tension may erode strategic confidence or pride beyond employment concerns.

The fourth contribution is the role of perceived organizational support as a containment resource. Support does not eliminate external risk, and the conditional slopes show that insecurity remains negatively related to commitment even at high support. Nevertheless, support materially weakens the relationship. This distinguishes containment from prevention. An organization cannot independently normalize diplomatic relations, but it can influence whether employees face uncertainty with information, credible care, developmental alternatives and confidence that their interests will be considered.

The research also advances the job insecurity literature by locating an upstream antecedent outside conventional organizational change. Job insecurity studies commonly examine contracts, downsizing, automation or recession. Geopolitical dependence introduces a different configuration: employees may feel insecure while current performance remains acceptable and no restructuring has been announced. The trigger is anticipatory and relational, arising from the intersection of political volatility and organizational exposure. This expands the domain of insecurity research toward global value chains and nonmarket strategy.

For managers, the results imply that geopolitical-risk management should include workforce communication, not only sourcing and regulatory analysis. Silence can encourage employees to substitute worst-case assumptions for unavailable information. Communication should specify the organization's actual exposure, decision thresholds and contingency options without offering assurances that cannot be honoured. General reassurance is unlikely to be sufficient if employees cannot see how strategic plans protect employment continuity.

Supportive practices should combine socio-emotional and instrumental resources. Socioemotional support includes visible concern, supervisor accessibility and respectful treatment. Instrumental support includes cross-training, internal mobility, supplier diversification and explicit redeployment pathways. Reskilling is particularly important where geopolitical decoupling could make China-specific knowledge appear obsolete. Reframing such knowledge as transferable expertise in international operations can reduce perceived resource loss.

Boards and human-resource leaders should integrate employee indicators into geopolitical scenario planning. Pulse measures of operational uncertainty and job insecurity can reveal psychological exposure before turnover or

disengagement becomes visible. Managers should also distinguish employee groups by objective China exposure. Procurement specialists, engineers working with Chinese platforms, sales employees serving Chinese customers and logistics staff may respond differently to the same diplomatic event. Targeted communication is therefore preferable to organization-wide messaging that assumes homogeneous risk.

Several limitations define the empirical agenda. The calibrated values are synthetic and cannot establish population effects. Actual implementation must collect human-participant data, obtain ethical approval and report deviations from the design. Even with three waves, field associations do not establish causality as strongly as the experiment. India-China relations also represent a distinctive combination of rivalry and interdependence; generalization to other dyads should be tested rather than presumed. Political ideology, nationalism, media exposure and occupational mobility may influence appraisals and should be evaluated as alternative explanations or boundary conditions.

Future research could combine event-timed panel data with objective indicators such as tariff announcements, border incidents, shipment delays or firm-specific import dependence. Multilevel designs could compare employees nested within organizations with different diversification strategies. Cross-national studies could examine whether employees in China and India interpret the same bilateral event symmetrically. Qualitative interviews would also clarify how employees distinguish concern for national security from concern for organizational continuity. Finally, behavioural outcomes such as voice, withdrawal, knowledge sharing and turnover should complement attitudinal commitment.

7. CONCLUSION

Cross-border political relations are not remote background conditions. They can become workplace events when employees connect diplomatic tension with the continuity of organizational operations and valued employment resources. The proposed two-study framework shows how perceived India-China geopolitical tension can increase economic job insecurity and thereby weaken affective organizational commitment. Perceived organizational support reduces the severity of this pathway by providing social, informational and developmental resources, although it cannot fully neutralize insecurity.

The principal theoretical implication is that geopolitical events cross levels through appraisal. Their workplace impact depends less on physical distance than on perceived organizational exposure and anticipated resource loss. The principal practical implication is that geopolitical resilience requires a workforce dimension. Supply-chain diversification and regulatory planning remain necessary, but they are incomplete when employees do not understand how the organization will protect continuity, skills and fair treatment. Transparent communication, credible support and redeployment capability allow organizations to contain the psychological consequences of risks they cannot control. The calibrated model provides a rigorous basis for collecting and evaluating field evidence without presenting simulated values as observed employee behaviour.

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