

## Workplace xenophobia, change resistance, and the new normal: implications for employee performance and inclusion

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**Annotation.** This research examines workplace pandemic xenophobia and resistance to change. Second, the study examines how resistance to change affects eco-xenophobia under the influence of pandemic xenophobia. Third, the study examines how eco-xenophobia affects employee vaccine acceptability. Finally, the study examined how acceptance of vaccination affects cross-cultural workplace performance. The study found five variables: contextual performance, change resistance, pandemic xenophobia, eco-xenophobia, and vaccination acceptance. The researchers obtained 219 responses after merging the 156 Pakistani and 63 Chinese responses. This research presents thermographic data for citizens of both nations separately. This study employed SEM-PLS using Smart-PLS version 4.0 to assess the reliability, validity, and relevance of the structural model. The study's findings revealed that all hypotheses were approved. The findings demonstrate that resistance to change can lead to xenophobic attitudes in the workplace, which can hurt employee performance. The research also emphasizes the importance of addressing workplace xenophobia, which can significantly impact workplace dynamics and employee outcomes. The study advances the understanding of the relationship between resistance to change and xenophobic attitudes. This study posits that resistance to change is a precursor to xenophobic attitudes. The findings have implications for managers and

organizations operating in multicultural settings, underscoring the need for proactive measures to combat xenophobia and promote diversity and inclusion in the workplace.

**Keywords:** resistance to change, workplace pandemic xenophobia, eco-xenophobia, workplace performance, employee outcomes.

**JEL classification:** I18, J71, M14.

## Introduction

The intersection of resistance to change, xenophobia, and workplace dynamics forms a critical area of research that has garnered increasing attention in recent years. The COVID-19 pandemic has highlighted the challenges of organizational change, employee behavior, and workplace culture (Soutphommasane, 2023; Sylvia Chou, Gaysynsky, 2021). Creating a healthy and effective workplace requires understanding how resistance to behavioral change influences xenophobia and other characteristics (Zaman *et al.*, 2021). This study examines the complex links between change resistance, pandemic xenophobia, eco-xenophobia, vaccination acceptability, and cross-cultural job performance. Much empirical research has studied the multidimensional nature of change resistance and its effects on organizational results (Parmar *et al.*, 2022). According to Kpoghul *et al.* (2023), resistance to change hinders the implementation of new initiatives and policies in organizations. Employees who resist change have lower job satisfaction, organizational commitment, and turnover intentions (Gordon, 2023). This resistance is generally caused by fear of the unknown, a sense of loss of control, and disruption of routine. The COVID-19 pandemic has exacerbated these concerns, making behavior change more difficult (Anwar *et al.*, 2023). Several studies have examined pandemic xenophobia and workplace dynamics. Kpoghul *et al.* (2023) found that pandemic xenophobia increases stress, anxiety, and work dissatisfaction in employees. Negative emotions increase absenteeism and lower productivity. Pandemic xenophobia can also disrupt connections between employees of different cultures, hindering workplace diversity and inclusion (Gordon, 2023).

Eco-xenophobia has been even less studied, but it also affects workplace behavior. Allen and Goetz (2021) found that eco-xenophobia can make environmentally friendly methods seem strange or obtrusive. This reluctance can limit the uptake of green policies and practices, harming organizational sustainability goals. In multicultural organizations with diverse environmental ideals and practices, eco-xenophobia can divide personnel (Piazza, Van Doren, 2023). Studies demonstrate that higher vaccine acceptance rates reduce workplace absenteeism and increase productivity (Ahmad, Chowdhury, 2021). Vaccination acceptance depends on perceived risk of illness, trust in vaccines, and cultural views. Gordon (2023) emphasizes the need for culturally responsive health communication tactics to increase vaccination acceptance. Vaccination acceptability and employee performance have been studied, especially in cross-cultural situations.

Research on change resistance, xenophobia, and vaccination acceptability is substantial, but numerous critical gaps remain (Piazza, Van Doren, 2023). First, while resistance to change and organizational outcomes have been well documented, little is known about how it affects workplace xenophobia (Kim *et al.*, 2021). Most research on resistance to change focuses on organizational performance without considering social and cultural effects (Erwin, Garman, 2010). This study examines the relationship between resistance to change and pandemic xenophobia to fill this vacuum and better understand social dynamics. Second, few studies have examined pandemic xenophobia in public health and community

contexts, and even fewer have examined its effects in the workplace (Ahmad, Chowdhury, 2021). Studies have primarily examined the psychological and affective impacts of pandemic xenophobia on individuals, not how it affects workplace relations (Kim *et al.*, 2021). This research seeks to address this gap and inform organizational leaders and policymakers by examining how pandemic xenophobia affects eco-xenophobia and other workplace outcomes. Eco-xenophobia may hinder environmental sustainability. However, empirical research is rare (Olonisakin, Adebayo, 2024). This study develops and tests a complete model to explain the intricate relationships between these variables, providing scholars and practitioners with valuable insights.

This research is grounded in theories and frameworks that explain the relationships among change resistance, xenophobia, vaccination acceptability, and employee performance. This study draws on Lewin's Change Management Theory, which posits that organizations change through the process of unfreezing, modifying, and refreezing (Aldamen, 2023). According to this view, resistance to change is a natural response to the unfreezing stage, during which people feel uncertain and uncomfortable about the change. This study extends Lewin's theory by examining how resistance to change can exacerbate xenophobia, particularly during a global epidemic. Social Identity Theory gives another critical perspective on workplace xenophobia (Olonisakin, Adebayo, 2024). This notion states that social groups provide people with identity and self-esteem. Xenophobia may be used to protect the in-group against perceived threats like foreigners. Social Identity Theory is used to study how pandemics and eco-xenophobia arise in response to perceived external threats and environmental policy. The primary objectives of this research are fourfold. First, it examines workplace pandemic xenophobia and resistance to change. Second, the study examines how resistance to change affects eco-xenophobia under the influence of pandemic xenophobia. Third, the study examines how eco-xenophobia affects employee vaccine acceptability. Finally, the study examined how acceptance of vaccination affects cross-cultural workplace performance.

## 1. Literature Review and Hypotheses Development

### 1.1 Contextual Performance

Contextual performance is an essential and often-used outcome measure in business research. Over the last few decades, extensive research has been conducted across fields such as management, occupational health, and industrial-organizational psychology to identify the causes and effects of contextual performance (Anwar *et al.*, 2025). Only later did researchers focus on defining the concept of contextual performance and on elucidating how it works (Koopmans *et al.*, 2013). Initially, contextual performance was used to indicate an individual's work performance [IWP] (Zeglat, Janbeik, 2019). Campbell (1990, p. 704) defined IWP as "behaviors or actions that are relevant to the goals of the organization." Thus, IWP focuses on employee behaviors and activities rather than on their outcomes. It was necessary to identify and quantify the fundamental structure of IWP. Task performance has always been the focus of the IWP construct (Campbell, 1990). Although IWP has long been recognized as a multidimensional construct (Zeglat, Janbeik, 2019), the role of employee behaviors beyond task performance has only recently received the full attention it deserves (Koopmans *et al.*, 2014).

Contextual performance at work is described as beneficent and voluntary conduct toward the organization that extends beyond a worker's official requirements and is not immediately acknowledged by the organization for which he or she works (Zeglat, Janbeik, 2019). These actions have been labeled as discretionary behaviors, contextual performance (Budhiraja, 2021), or organizational citizenship behaviors. Over the last two decades, several revisions have been made to this construct. Borman and Motowidlo

(1997) placed primary emphasis on disentangling the concepts of task performance and contextual performance. Contextual performance includes assisting others with their work, supporting the organization, and voluntarily taking on additional duties. In contrast, task performance concerns the set of tasks defined for each position (Borman, Motowidlo, 1997).

### **1.2 Resistance to Change**

In today's quickly evolving business world, creativity has become one of companies most essential success criteria (Lee, Joshi, 2017). According to Hon *et al.* (2014), change is integral to creativity and to broader situations involving organizational adaptation and growth. They also pointed out how hard it is for most people to deal with change. They emphasized that although innovation requires significant change on the part of individual workers, such as "the modification and ongoing re-definition of individual duties via contact with others," most individuals (and most businesses) find it challenging to participate in this degree of change. Numerous academics have repeatedly stressed this argument (Cheng, 2020). People often resist change, preferring to maintain the status quo and continue regular habits (Lee, Joshi, 2017). The degree of change is primarily assessed by how those affected perceive and respond to it (Agboola, Salawu, 2011). Resistance to change stems primarily from a desire to preserve the status quo (Lee, Joshi, 2017). It is a defense mechanism that shields a person from the perceived consequences of a genuine or imagined threat. According to Agboola and Salawu (2011), organizational politics, inappropriate use of power, challenges to cultural norms and institutionalized practices, a lack of understanding, improper timing, insufficient resources, incorrect information, and employee suspicion of honorable management intentions all contribute to resistance to change. Cheng (2020) resistance to change is frequently a response to the techniques used to implement the change rather than to any fundamental human qualities. They say people resist changes that do not make sense to them or are imposed on them (Lee, Joshi, 2017).

### **1.3 Pandemic Xenophobia**

Some diseases are associated with particular ethnic groups, and they are treated in discriminating and biased ways (Sahoo *et al.*, 2022). People of Asian origin have recently suffered not just discrimination but also several xenophobic assaults (Jillson, 2020). This xenophobic conduct does not emanate from a particular country but from across the world. Twitter trends included "Chinese virus" hashtags, which were associated with the Coronavirus (Sahoo *et al.*, 2022). Anti-Asian prejudices were most prevalent during pandemics. Over 18,000 incidents of discrimination and prejudice were recorded at the Asian Pacific Policy and Planning Council under the head of anti-Asian xenophobic sections (Cheng, 2020). Furthermore, while dealing with pandemic causes, nominated groups or persons, people with xenophobic thoughts relate their historical experiences and image of countries to the conditions (Jillson, 2020). According to Jillson (2020), Costa Ricans were furious with the government since it did not prevent migrants from entering their country during the pandemic. According to Sahoo *et al.* (2022), fear arising from the pandemic and changing circumstances adversely affected employees' concentration and performance. These deteriorating COVID-19 circumstances affect people's mood (Lee, Joshi, 2017). Employees who were physically working under COVID-19 circumstances were more likely to have anxiety difficulties (Parmar *et al.*, 2022). Fear of working alongside citizens from other nations during the COVID-19 pandemic may have a greater influence on workers' contextual performance and adjustment challenges in transnational settings (Parmar *et al.*, 2022). As a result, this research aimed to analyze pandemic-related fear in a multinational workplace.

#### **1.4 Eco-Xenophobia**

Employees' xenophobic attitudes do not stop at humans. Humans exhibit similar attitudes and behaviors toward non-human creatures. Eco-xenophobia is the fear of classifying non-human creatures, such as plants, animals, and other organisms (Dinat *et al.*, 2019). The term Eco-xenophobia consists of two words that is "Eco": environment or climate, and "Xenophobia": fear of hostility towards outsiders. Eco-xenophobia is defined as "fear, prejudice, or discrimination against outsiders (e.g., migrants, or other groups), which is driven by environmental concerns such as ecological degradation, resource scarcity, or climate change". The Great-tailed Grackle is portrayed in the literature as a foreign bird that encountered eco-xenophobia in South Africa (Dinat *et al.*, 2019). As a result of this behavior, people may begin rejecting foreign non-human items in their country. Fear and rejection were primarily driven by mistrust of vaccine manufacturers (Özceylan *et al.*, 2020). Moreover, this hesitation in postponing or denying vaccination puts the mental health of workers at risk (Jafar *et al.*, 2022), which is an essential factor in performance. Another goal of this research was to look at the impact of this fear on vaccination acceptance in transnational settings.

#### **1.5 Acceptance of Vaccination**

Vaccine hesitancy is a long-standing problem that poses a severe danger to world health, as seen by the recurrence of several infectious diseases (Van Nguyen, Nguyen, 2022). People are often resistant to vaccinations. Many countries share this hesitation. Vaccine hesitancy was described by the WHO Strategic Advisory Group of Experts on Immunization in 2015 as a delay in accepting or refusing vaccination, regardless of the availability of vaccination services (Mellet, Pepper, 2021). COVID-19 vaccine hesitancy is growing worldwide (Mellet, Pepper, 2021). Vaccine resistance occurs when a new vaccine is introduced and is influenced by multiple factors (Jafar *et al.*, 2022). Vaccine safety and efficacy, adverse health consequences, misconceptions about the importance of vaccination, distrust of the health system, and limited community awareness of vaccine-preventable illnesses are examples of environmental, host, and agent factors (Van Nguyen, Nguyen, 2022). The rapid development of effective and safe COVID-19 vaccines was remarkable (Mellet, Pepper, 2021).

On the other hand, vaccine reluctance may be a critical factor impeding effective management of the current COVID-19 epidemic (Cooper *et al.*, 2024). Thus, estimates of vaccine acceptance rates could inform planning of activities and interventions to raise awareness and reassure people about the safety and benefits of vaccination, thereby helping prevent viral transmission and mitigate the adverse consequences of this unprecedented epidemic (Cooper *et al.*, 2024). Evaluation of attitudes and vaccination acceptance rates for COVID-19 may aid the launch of much-needed communication initiatives to improve confidence in health authorities (Bălan *et al.*, 2021). Excessive efforts to develop the COVID-19 vaccine would be warranted if public willingness to accept vaccination is strong (Bălan *et al.*, 2021). Over the past 10 years, public doubts about vaccines have increased, affecting vaccination rates. The factors influencing public vaccination decisions are complicated (Cooper *et al.*, 2024). The WHO established the "3C" model of vaccine hesitancy, comprising three components—confidence, convenience, and complacency—and a table listing factors influencing vaccine hesitancy (Jafar *et al.*, 2022).

## **1.6 Hypothesis Development**

### **1.6.1 Resistance to Change and Pandemic Xenophobia**

Resistance to change is one of the most frequently cited causes of change failure in the literature (Erwin, Garman, 2010), and it has been a significant factor in change failure during the COVID-19 crisis (Ahmad, Chowdhury, 2021). Employee behavior in the workplace varies from person to person or group to group (Taylor, 2022). Thus, they respond differently to changes in practices and the environment. Employees exhibited the same behavior across different work practices during the pandemic (Mamun, Griffiths, 2020). Research on past pandemics and epidemics has shown anxiety as a significant behavioral driver of change resistance (Taylor, 2022). People not concerned about a viral outbreak are less likely to wash their hands, avoid contact with others, or be vaccinated if a vaccine is available (Taylor, 2022). People who suffer from extreme anxiety, on the other hand, are more prone to engage in socially disruptive activities such as panic shopping and rushing prematurely into hospitals and clinics when they misread minor symptoms as indicators of a significant infection (Mamun, Griffiths, 2020). This COVID-19 epidemic contributes to xenophobia in the workplace. Anti-Asian hatred intensifies xenophobic emotions among workers, due to the COVID-19 epidemic (Xu *et al.*, 2021). Additional instances involving Chinese nationals and nationals of other countries were also recorded (Mamun, Griffiths, 2020).

**H1:** *Resistance to change behavior significantly raises the feelings of pandemic xenophobia among employees in the workplace.*

### **1.6.2 Resistance to Change and Eco Xenophobia**

Even this resistance to change can encourage employees to engage in negative workplace behaviors. According to prior research, employees engage in harmful workplace practices due to resistance to change (Agboola, Salawu, 2011). Thus, this resistance to change behavior during the COVID-19 pandemic also affects employees' attitudes toward vaccination (Ahmad, Chowdhury, 2021). The fundamental reason for this rejection was the politicization of images of vaccination (Bolsen, Palm, 2022). People were more concerned about the brand and manufacturers of the vaccine, leading them to resist vaccination (Argote *et al.*, 2021). This issue was also associated with prior vaccinations against disease (Agboola, Salawu, 2011). Dinat *et al.* (2019) refer to this fear of goods as eco-xenophobia; hence, this research aims to examine the influence of resistance-to-change behavior on eco-xenophobia. Additionally, social identity theory posits that, in cross-cultural settings, interpersonal behavior heightens the threat to group status for both in-group and out-group members. Therefore, this study hypothesizes that,

**H2:** *Resistance to change behavior significantly heightens employees' concerns about eco-xenophobia in the workplace.*

### **1.6.3 Pandemic Xenophobia and Eco Xenophobia**

The fear that arose during the pandemic also stems from concerns about vaccine brands. People were indifferent to vaccination because of its producers' image (Bolsen, Palm, 2022). This image was built by nations toward one another (Bíró-Nagy, Szászi, 2022). This hatred of nations impacts people's perceptions of vaccinations (Argote *et al.*, 2021). According to the social identity theory, social categorization of each other as in-group versus out-group members threatens individuals' group status; hence, this research hypothesizes that,

**H3:** *Pandemic Xenophobia raises the concerns of eco-xenophobia among employees in the workplace.*

#### 1.6.4 Resistance to Change to Pandemic Xenophobia, to Eco Xenophobia

It has been observed that individuals are not very open to vaccination (Ahmad, Chowdhury, 2021), and pandemic events have provided a basis for hatred and fear toward expatriates (Mamun, Griffiths, 2020; Xu *et al.*, 2021). Even this behavior politicizes the issue and endangers the reputations of vaccines from various nations (Bolsen, Palm, 2022). As a result, individuals became anxious about vaccine brands and began to resist vaccination (Argote *et al.*, 2021). Social identity theory also posits that employees' interpersonal behavior leads them to perceive group status threats through social categorization. Consequently, it has been hypothesized in this research,

**H4:** Resistance to change behavior significantly heightens employees' concerns about eco-xenophobia in the workplace.

#### 1.6.5 Eco Xenophobia and Acceptance of Vaccination

Competition among vaccine manufacturers causes them to pursue diverse marketing tactics, posing threats to one another's branding and image. Consequently, companies cultivate customer relationships to gain a substantial market share (Argote *et al.*, 2021 Ahmed *et al.*, 2021). Individuals' preferences for vaccination brands influence their vaccine acceptance behavior, depending on their country's image (Evans, French, 2021). According to Bolsen and Palm (2022), perceptions of vaccine manufacturers influence people's attitudes toward vaccination. Similarly, social identity theory posits that social change, belief systems, and practices can reduce the threat posed by group identity. As a result, it was hypothesized in this research that eco-xenophobia had a major influence on vaccine acceptance behavior.

**H5:** Eco-xenophobia significantly impacts employees' vaccination acceptance behavior in the workplace.

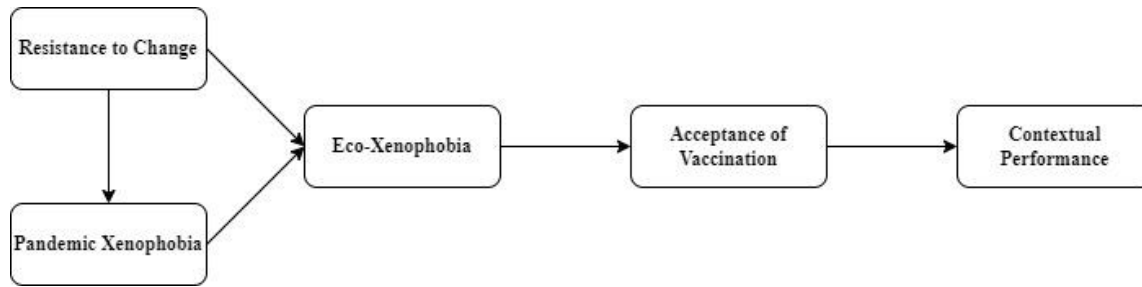
#### 1.6.6 Acceptance of Vaccination and Contextual Performance

To increase vaccine acceptance, several workplace practices should be implemented, such as branding vaccine manufacturers (Evans, French, 2021). Furthermore, organizations must promote greater public awareness of vaccine impacts, value, knowledge, and autonomy to improve vaccination acceptance (Chen *et al.*, 2021). Wider dissemination of vaccination information also helps foster vaccine acceptance behavior (Bolsen, Palm, 2022). According to Sahoo *et al.* (2022), COVID-19 has negatively affected employee performance in cross-cultural work contexts, and vaccination may help address this problem. According to another research study (Sahoo *et al.*, 2022), vaccine acceptability significantly improves employee performance. Similarly, according to the modified social identity theory, practicing the social change belief system leads to the individual mobility belief system. As a result, considering the significance of contextual performance (Chen *et al.*, 2021), this research hypothesized that,

**H6:** Vaccination acceptance significantly enhances an employee's contextual performance in cross-cultural workplace settings.

### 1.7 Conceptual Framework of the Study

Thus, based on prior literature, the researchers propose the following conceptual framework, as depicted in Figure 1.



Source: created by the authors.

Figure 1. Conceptual Model of the Study

## 2. Method

### 2.1 Population and Sample

Data were collected from workers (Pakistanis and Chinese nationals) across various CPEC projects via a questionnaire survey to test the proposed relationships among variables. The Office of Research, Innovation, and Commercialization (ORIC) also approved data collection. The researchers chose the survey method because it allows them to obtain the necessary information quickly. The survey approach is also trustworthy, as anonymity enables respondents to provide genuine, honest, and transparent responses.

### 2.2 Data collection Method

Data for Pakistanis were collected using Google Forms, which were sent via WhatsApp and e-mail, as this medium had already been used in earlier research (Parmar *et al.*, 2022). At the same time, an attempt to collect data from Chinese respondents via the Internet was unsuccessful. Only four Chinese answers were received through the online medium. As a result, data from Chinese respondents were collected in a structured manner through relationships with Pakistani colleagues. We received 65 responses from the 80 surveys we sent. Two of them required usability improvements. The researchers found 63 of them to be helpful. The researchers obtained 219 responses after merging 156 Pakistani responses and 63 Chinese responses. This research presents thermographic data for citizens of both nations separately. This helps us understand labor patterns in both countries and explains the rate of contact between their citizens. The entire dataset is presented in Table 1.

### 2.3 Measurements

This measurement instrument was adapted from prior research. The rating scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). Five questions derived from Oreg's (2006) original questions were used to measure resistance to change. Pandemic xenophobia has been quantified using a nine-item scale adapted from van der Veer *et al.* (2011) and slightly modified for the context. Eight Eco-Xenophobia scales were assessed using the Jolley and Douglas (2014) scale. The researchers used the scale developed to examine the impact of vaccine acceptability. The scale consisted of 12 items. A fourteen-item contextual performance scale has been adapted from the work of Koopmans *et al.* (2014).

## 2.4 Statistical Procedure

This work used Smart-PLS version 4.0 to assess the reliability, validity, and relevance of the structural model linkages (Ahmed *et al.*, 2024). Many strongly recommend this approach for quantitative analysis (Hair *et al.*, 2021). PLS-SEM has recently gained popularity in human resource management research.

## 2.5 Respondents Profile

The findings in *Table 1* present the respondents' demographic statistics. There were 156 respondents from Pakistan and 63 respondents from China. The detailed demographic statistics are provided in *Table 1*.

**Table 1. Respondents' Profile**

Demographics		Pakistani Respondents		Chinese Respondents	
		Frequency	Percentage	Frequency	Percentage
Gender					
	Male	144	92.31	62	98.41
	Female	12	07.69	01	01.59
Age in Years					
	15-25	37	23.72	32	50.79
	26-35	74	47.44	23	36.51
	36-45	42	26.92	07	11.11
	Above 45	03	01.92	01	01.59
Education					
	Matric (10years) and below	05	03.21	02	03.17
	Intermediate (12 years of education)	31	19.87	04	06.35
	Graduation (16 years of education)	97	62.18	39	61.91
	Postgraduates and above (18 years of education and above)	23	14.74	18	28.57
Experience					
	1-6 Months	09	05.77	03	04.75
	7-12 Months	17	10.90	05	07.93
	12 to 18 Months	45	28.85	31	49.21
	More than 18 Months	85	54.49	24	38.11
Department					
	Administration	51	32.69	22	34.93
	Security	16	10.26	00	00.00
	Transport	25	16.03	13	20.63
	Engineering	53	33.97	28	44.44
	Sporting Staff	11	07.05	00	00.00
Employment Status					
	Permanent	89	57.05	63	100.0
	Contract	67	42.95	00	00.00
Working Experience (Province)					
	Sindh	21	13.46	12	19.04
	Punjab	89	57.05	29	46.03
	KPK	30	19.23	13	20.63
	Baluchistan	16	10.26	09	14.20
Average contact frequency with cross-national					
	Have no contact	03 (But excluded)		00	00.00
	1-2 times a week	82	52.56	7	11.12
	3-4 times a week	41	26.28	19	30.15
	More than 4 times	33	21.15	37	58.73

Source: created by the authors.

### 3. Results

#### 3.1 Measurement Model

A two-step strategy was employed, in accordance with the criteria of the PLS-SEM literature (Ahmed *et al.*, 2024). First, the measuring model’s inter-item reliability, convergent validity, and internal consistency reliability were evaluated (Henseler *et al.*, 2015). Inter-item reliability was determined by assessing item-wise factor loadings and using a 0.60 threshold, recommended by Hair Jr *et al.* (2021). The average variance extracted (AVE) was examined as an indicator of convergent validity; all values exceeded the 0.50 criterion (Ahmed *et al.*, 2024). Composite reliability was also assessed to determine internal consistency, with a cutoff of 0.70 maintained (Hair Jr *et al.*, 2021). *Table 2* shows the complete findings of the measurement model.

**Table 2. Measurement Model**

Construct <sup>■</sup>	Items <sup>■</sup>	Factor-Loadings <sup>■</sup>			Alpha <sup>■</sup>			CR <sup>■</sup>			AVE <sup>■</sup>		
		Combine <sup>■</sup>	Pakistan <sup>■</sup>	China <sup>■</sup>	Combine <sup>■</sup>	Pakistan <sup>■</sup>	China <sup>■</sup>	Combine <sup>■</sup>	Pakistan <sup>■</sup>	China <sup>■</sup>	Combine <sup>■</sup>	Pakistan <sup>■</sup>	China <sup>■</sup>
Acceptance-of-Vaccination <sup>■</sup>	Impact <sup>■</sup>				0.833 <sup>■</sup>	0.814 <sup>■</sup>	0.863 <sup>■</sup>	0.900 <sup>■</sup>	0.890 <sup>■</sup>	0.916 <sup>■</sup>	0.749 <sup>■</sup>	0.729 <sup>■</sup>	0.784 <sup>■</sup>
	□ AV1 <sup>■</sup>	0.870 <sup>■</sup>	0.864 <sup>■</sup>	0.879 <sup>■</sup>					□				
	□ AV4 <sup>■</sup>	0.859 <sup>■</sup>	0.846 <sup>■</sup>	0.882 <sup>■</sup>									
	□ AV12 <sup>■</sup>	0.868 <sup>■</sup>	0.852 <sup>■</sup>	0.895 <sup>■</sup>									
	Knowledge <sup>■</sup>				0.738 <sup>■</sup>	0.713 <sup>■</sup>	0.782 <sup>■</sup>	0.884 <sup>■</sup>	0.874 <sup>■</sup>	0.902 <sup>■</sup>	0.792 <sup>■</sup>	0.777 <sup>■</sup>	0.821 <sup>■</sup>
	□ AV10 <sup>■</sup>	Dropped <sup>■</sup>	Dropped <sup>■</sup>	Dropped <sup>■</sup>					□				
	□ AV2 <sup>■</sup>	0.883 <sup>■</sup>	0.873 <sup>■</sup>	0.899 <sup>■</sup>									
	□ AV5 <sup>■</sup>	0.897 <sup>■</sup>	0.890 <sup>■</sup>	0.912 <sup>■</sup>									
	Values <sup>■</sup>				0.800 <sup>■</sup>	0.774 <sup>■</sup>	0.846 <sup>■</sup>	0.882 <sup>■</sup>	0.869 <sup>■</sup>	0.907 <sup>■</sup>	0.714 <sup>■</sup>	0.689 <sup>■</sup>	0.764 <sup>■</sup>
	□ AV3 <sup>■</sup>	0.826 <sup>■</sup>	0.818 <sup>■</sup>	0.845 <sup>■</sup>					□				
	□ AV6 <sup>■</sup>	0.835 <sup>■</sup>	0.822 <sup>■</sup>	0.863 <sup>■</sup>									
□ AV8 <sup>■</sup>	0.873 <sup>■</sup>	0.850 <sup>■</sup>	0.913 <sup>■</sup>										
Autonomy <sup>■</sup>				0.707 <sup>■</sup>	0.704 <sup>■</sup>	0.709 <sup>■</sup>	0.836 <sup>■</sup>	0.835 <sup>■</sup>	0.837 <sup>■</sup>	0.629 <sup>■</sup>	0.628 <sup>■</sup>	0.632 <sup>■</sup>	
□ AV7 <sup>■</sup>	0.809 <sup>■</sup>	0.822 <sup>■</sup>	0.772 <sup>■</sup>					□					
□ AV9 <sup>■</sup>	0.822 <sup>■</sup>	0.825 <sup>■</sup>	0.815 <sup>■</sup>										
□ AV11 <sup>■</sup>	0.744 <sup>■</sup>	0.723 <sup>■</sup>	0.798 <sup>■</sup>										
Eco-Xenophobia <sup>■</sup>				0.854 <sup>■</sup>	0.836 <sup>■</sup>	0.872 <sup>■</sup>	0.887 <sup>■</sup>	0.877 <sup>■</sup>	0.899 <sup>■</sup>	0.500 <sup>■</sup>	0.506 <sup>■</sup>	0.529 <sup>■</sup>	
□ EX1 <sup>■</sup>	0.697 <sup>■</sup>	0.681 <sup>■</sup>	0.748 <sup>■</sup>					□					
□ EX2 <sup>■</sup>	0.765 <sup>■</sup>	0.778 <sup>■</sup>	0.780 <sup>■</sup>										
□ EX3 <sup>■</sup>	0.731 <sup>■</sup>	0.750 <sup>■</sup>	0.706 <sup>■</sup>										
□ EX4 <sup>■</sup>	0.732 <sup>■</sup>	0.740 <sup>■</sup>	0.756 <sup>■</sup>										
□ EX5 <sup>■</sup>	0.697 <sup>■</sup>	0.716 <sup>■</sup>	0.679 <sup>■</sup>										
□ EX6 <sup>■</sup>	0.651 <sup>■</sup>	0.659 <sup>■</sup>	0.666 <sup>■</sup>										
□ EX7 <sup>■</sup>	0.717 <sup>■</sup>	0.644 <sup>■</sup>	0.777 <sup>■</sup>										
□ EX8 <sup>■</sup>	0.637 <sup>■</sup>	Dropped <sup>■</sup>	0.695 <sup>■</sup>										
Pandemic-Xenophobia <sup>■</sup>				0.880 <sup>■</sup>	0.866 <sup>■</sup>	0.908 <sup>■</sup>	0.906 <sup>■</sup>	0.896 <sup>■</sup>	0.925 <sup>■</sup>	0.546 <sup>■</sup>	0.518 <sup>■</sup>	0.579 <sup>■</sup>	
□ PX1 <sup>■</sup>	Dropped <sup>■</sup>	Dropped <sup>■</sup>	0.703 <sup>■</sup>					□					
□ PX2 <sup>■</sup>	0.664 <sup>■</sup>	0.666 <sup>■</sup>	0.602 <sup>■</sup>										
□ PX3 <sup>■</sup>	0.816 <sup>■</sup>	0.806 <sup>■</sup>	0.824 <sup>■</sup>										
□ PX4 <sup>■</sup>	0.802 <sup>■</sup>	0.784 <sup>■</sup>	0.820 <sup>■</sup>										
□ PX5 <sup>■</sup>	0.725 <sup>■</sup>	0.699 <sup>■</sup>	0.773 <sup>■</sup>										
□ PX6 <sup>■</sup>	0.732 <sup>■</sup>	0.694 <sup>■</sup>	0.784 <sup>■</sup>										
□ PX7 <sup>■</sup>	0.729 <sup>■</sup>	0.686 <sup>■</sup>	0.775 <sup>■</sup>										
□ PX8 <sup>■</sup>	0.686 <sup>■</sup>	0.689 <sup>■</sup>	0.705 <sup>■</sup>										
□ PX9 <sup>■</sup>	0.745 <sup>■</sup>	0.723 <sup>■</sup>	0.780 <sup>■</sup>										
Resistance-to-Change <sup>■</sup>				0.851 <sup>■</sup>	0.836 <sup>■</sup>	0.870 <sup>■</sup>	0.893 <sup>■</sup>	0.883 <sup>■</sup>	0.905 <sup>■</sup>	0.625 <sup>■</sup>	0.602 <sup>■</sup>	0.657 <sup>■</sup>	
□ RC1 <sup>■</sup>	0.794 <sup>■</sup>	0.776 <sup>■</sup>	0.826 <sup>■</sup>					□					
□ RC2 <sup>■</sup>	0.809 <sup>■</sup>	0.791 <sup>■</sup>	0.838 <sup>■</sup>										
□ RC3 <sup>■</sup>	0.799 <sup>■</sup>	0.786 <sup>■</sup>	0.813 <sup>■</sup>										
□ RC4 <sup>■</sup>	0.789 <sup>■</sup>	0.778 <sup>■</sup>	0.798 <sup>■</sup>										
□ RC5 <sup>■</sup>	0.761 <sup>■</sup>	0.749 <sup>■</sup>	0.777 <sup>■</sup>										
Contextual-Performance <sup>■</sup>				0.946 <sup>■</sup>	0.935 <sup>■</sup>	0.963 <sup>■</sup>	0.952 <sup>■</sup>	0.943 <sup>■</sup>	0.967 <sup>■</sup>	0.585 <sup>■</sup>	0.540 <sup>■</sup>	0.677 <sup>■</sup>	
□ CP1 <sup>■</sup>	0.766 <sup>■</sup>	0.741 <sup>■</sup>	0.812 <sup>■</sup>					□					
□ CP2 <sup>■</sup>	0.748 <sup>■</sup>	0.702 <sup>■</sup>	0.829 <sup>■</sup>										
□ CP3 <sup>■</sup>	0.730 <sup>■</sup>	0.685 <sup>■</sup>	0.806 <sup>■</sup>										
□ CP4 <sup>■</sup>	0.791 <sup>■</sup>	0.764 <sup>■</sup>	0.833 <sup>■</sup>										
□ CP5 <sup>■</sup>	0.800 <sup>■</sup>	0.766 <sup>■</sup>	0.864 <sup>■</sup>										
□ CP6 <sup>■</sup>	0.729 <sup>■</sup>	0.691 <sup>■</sup>	0.793 <sup>■</sup>										
□ CP7 <sup>■</sup>	0.767 <sup>■</sup>	0.737 <sup>■</sup>	0.823 <sup>■</sup>										
□ CP8 <sup>■</sup>	0.733 <sup>■</sup>	0.707 <sup>■</sup>	0.781 <sup>■</sup>										
□ CP9 <sup>■</sup>	0.764 <sup>■</sup>	0.741 <sup>■</sup>	0.829 <sup>■</sup>										
□ CP10 <sup>■</sup>	0.774 <sup>■</sup>	0.749 <sup>■</sup>	0.828 <sup>■</sup>										
□ CP11 <sup>■</sup>	0.757 <sup>■</sup>	0.720 <sup>■</sup>	0.825 <sup>■</sup>										
□ CP12 <sup>■</sup>	0.804 <sup>■</sup>	0.784 <sup>■</sup>	0.852 <sup>■</sup>										
□ CP13 <sup>■</sup>	0.736 <sup>■</sup>	0.712 <sup>■</sup>	0.784 <sup>■</sup>										
□ CP14 <sup>■</sup>	0.802 <sup>■</sup>	0.783 <sup>■</sup>	0.850 <sup>■</sup>										

Source: created by the authors.

### 3.2 The Heterotrait-monotrait (HTMT) Ratio

The Heterotrait-monotrait (HTMT) ratio of correlations was used to evaluate the discriminant validity of the data. This approach assesses discriminant validity using the multi-trait-multimethod matrix (Henseler *et al.*, 2015). According to the research, discriminant validity may be determined by keeping HTMT values below 0.85 (Henseler *et al.*, 2015) and 0.90 (Ahmed *et al.*, 2024). HTMT values in *Table 3* indicate that discriminant validity has been established, as recommended by Hair Jr *et al.* (2021), with all HTMT values exceeding 0.90.

**Table 3. Discriminant validity (HTMT-ratio)**

Construct	1	2	3	4	5	6	7	8
<i>China Nationals Data</i>								
Impact								
Knowledge	0.675							
Values	0.630	0.756						
Autonomy	0.765	0.657	0.870					
Contextual Performance	0.352	0.179	0.239	0.385				
Eco-Xenophobia	0.448	0.331	0.400	0.630	0.610			
Pandemic Xenophobia	0.439	0.299	0.378	0.625	0.651	0.907		
Resistance to Change	0.272	0.344	0.436	0.592	0.520	0.709	0.675	
<i>Pakistan Nationals Data</i>								
Impact								
Knowledge	0.788							
Values	0.745	0.841						
Autonomy	0.740	0.691	0.821					
Contextual Performance	0.314	0.169	0.162	0.253				
Eco-Xenophobia	0.443	0.351	0.350	0.569	0.481			
Pandemic Xenophobia	0.447	0.284	0.354	0.589	0.547	0.812		
Resistance to Change	0.226	0.252	0.251	0.392	0.468	0.465	0.485	
<i>Combine Data</i>								
Impact								
Knowledge	0.744							
Values	0.695	0.808						
Autonomy	0.751	0.677	0.832					
Contextual Performance	0.329	0.168	0.189	0.301				
Eco-Xenophobia	0.446	0.347	0.371	0.592	0.512			
Pandemic Xenophobia	0.454	0.286	0.358	0.609	0.591	0.833		
Resistance to Change	0.252	0.288	0.316	0.472	0.488	0.550	0.557	

Source: created by the authors.

### 3.3 Structural Model

In the second phase, this research assessed the structural model using multicollinearity statistics (VIF), Explanatory power of the model through ( $R^2$ ), predictive power of the model ( $Q^2$ ), effect size ( $f^2$ ) statistics of variables, and path coefficient analyses (Ahmed *et al.*, 2024; Hair Jr *et al.*, 2021) by assessing the significance of route coefficients using the bootstrapping technique on 5,000 sub-samples using Smart-PLS 4 software (Ahmed *et al.*, 2024). The Collinearity Statistics (VIF) assesses the multicollinearity among

variables in the internal model. The data indicates minimal collinearity issues with VIF values predominantly at 1.000 and a maximum of 1.316 (Hussain, Ahmed, 2020). Specifically, variables such as "Acceptance of Vaccination," "Eco-Xenophobia," "Impact," and "Knowledge" have VIFs of 1.000, indicating no significant multicollinearity. The slightly higher VIF values for "Pandemic Xenophobia" and "Resistance to Change" (1.316) indicate minor collinearity but not enough to cause concern.

The examining coefficient of determination ( $R^2$ ) was used to evaluate the model's explanatory strength (Hair Jr *et al.*, 2021). Impact, knowledge, values, autonomy, eco-xenophobia, pandemic xenophobia, and contextual performance were calculated to be 71.3%, 64.8%, 74.9%, 61.5%, 54.4%, 24.0%, and 6.4%, respectively. Ahmed *et al.* (2024) believe an  $R^2$  value of 0.10 to be acceptable. At the same time, some social science researchers have accepted  $R^2$  values between 0.05 and 0.10 (Ahmed *et al.*, 2024). Because all  $R^2$  values are larger than zero and meet the required criteria, they fall within the range of acceptability (Hair *et al.*, 2021). Academic research suggests that a model's predictive relevance is measured by how well it can predict new observations that can be understood (Hair Jr *et al.*, 2021). Ahmed *et al.* (2024) recommended evaluating the model's predictive ability using cross-validation with holdout samples. To confirm the predictive relevance, we calculated the  $Q^2$  predictive value, which was greater than zero, indicating that the model had sufficient predictive ability. The F-square suggests the significance of the predictors in the model. "Acceptance of Vaccination" shows strong F-values (1.595, 1.068, 2.485, 1.837, 2.990), indicating its significant influence across multiple predictors. "Eco-Xenophobia" shows a moderate F-value of 1.114, indicating a notable but less strong effect. "Pandemic Xenophobia" has a higher F-value of 1.683, indicating a significant impact. "Resistance to Change" presents lower F-values (1.147 and 1.316), suggesting a more modest influence.

### 3.4 Results of Structural Model – Path Coefficient Analysis

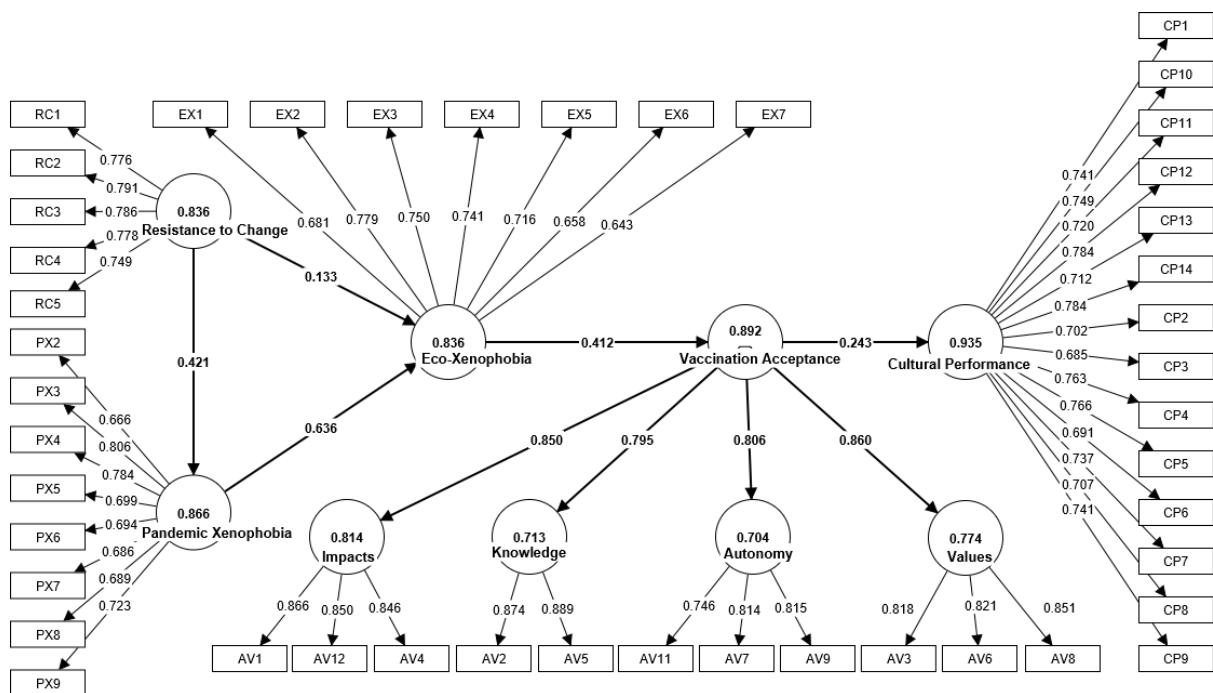
In the second phase, this research assessed the structural model (Hair Jr *et al.*, 2021; Ahmed *et al.*, 2024) by testing the significance of path coefficients using the bootstrapping technique with 5,000 subsamples in Smart-PLS 4 software (Ahmed *et al.*, 2024). The bootstrapping method was used in this study, with 5,000 bootstrap samples in three steps, to determine the significance of the path coefficients. It was first done on data from Pakistani respondents (156 responses), then on data from Chinese respondents (63 responses), and finally on data from both Chinese and Pakistani respondents (219 responses in total). Table 4, Figures 2, 3, and 4 present the findings from a structural model, indicating that all hypotheses (1, 2, 3, 4, 5, and 6) were supported.

Several techniques for mediation analysis have been proposed in the literature. As defined by Baron and Kenny (1986), "a mediator is a variable that accounts for all or part of the relationship between a predictor and an outcome" (p. 1,176). This definition focused on the relationship between the independent and dependent variables, a relationship subsequently disputed and rejected by Ahmed *et al.* (2024), who argued that a small sample size or other external factors might have influenced the results. This research employed the bootstrap approach to verify the analytical standard because of its flexibility (no distribution assumption requirement) and applicability. According to Hair Jr *et al.* (2021), mediation occurs in a model when the findings show a robust mediating effect.

**Table 4. Results of Structural Model Path Coefficients**

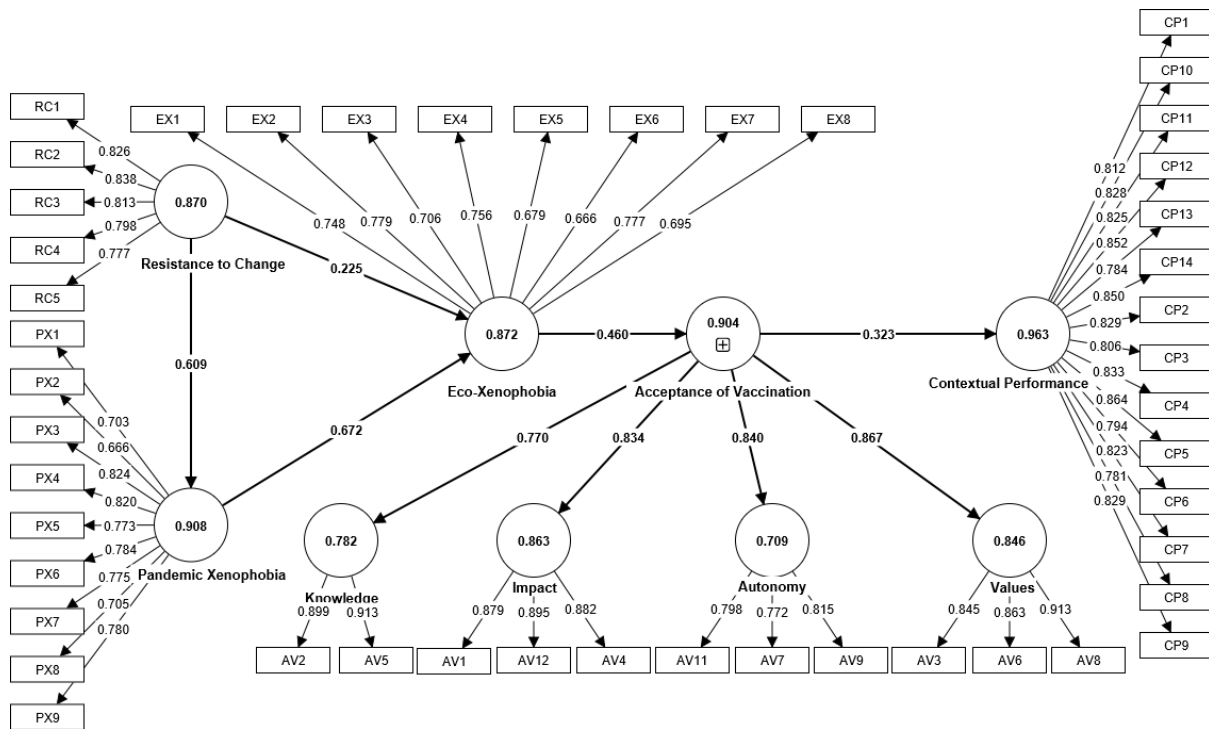
Hypothesis	Structural Path	Path Coefficient	SD	T Statistics	(LLCI, ULCI) (2.5%, 97.5%)	P-value	Decision
<i>China Nationals Data</i>							
1	RC --> PX	0.609	0.104	5.866	(0.369, 0.777)	0.000	Supported
2	RC --> EX	0.225	0.082	7.695	(0.453, 0.784)	0.000	Supported
3	PX --> EX	0.672	0.061	10.989	(0.558, 0.802)	0.000	Supported
4	RC --> PX --> EX	0.409	0.086	4.743	(0.240, 0.586)	0.000	Supported
5	EX --> AV	0.460	0.145	3.180	(0.110, 0.676)	0.001	Supported
6	AV --> CP	0.323	0.153	2.113	(0.160, 0.663)	0.035	Supported
<i>Pakistan Nationals Data</i>							
1	RC --> PX	0.421	0.088	4.787	(0.240, 0.583)	0.000	Supported
2	RC --> EX	0.401	0.083	4.814	(0.236, 0.558)	0.000	Supported
3	PX --> EX	0.636	0.045	14.126	(0.547, 0.723)	0.000	Supported
4	RC --> PX --> EX	0.268	0.062	4.283	(0.148, 0.392)	0.000	Supported
5	EX --> AV	0.412	0.092	4.465	(0.148, 0.392)	0.000	Supported
6	AV --> CP	0.243	0.110	2.205	(0.121, 0.452)	0.028	Supported
<i>Combine Data</i>							
1	RC --> PX	0.490	0.069	7.108	(0.343, 0.613)	0.000	Supported
2	RC --> EX	0.169	0.048	3.523	(0.351, 0.601)	0.000	Supported
3	PX --> EX	0.640	0.036	17.672	(0.572, 0.713)	0.000	Supported
4	RC --> PX --> EX	0.314	0.050	6.283	(0.214, 0.407)	0.000	Supported
5	EX --> AV	0.418	0.079	5.302	(0.241, 0.556)	0.000	Supported
6	AV --> CP	0.253	0.080	3.164	(0.146, 0.422)	0.002	Supported

Source: created by the authors.



Source: created by the authors.

**Figure 3. Path Coefficients of the Pakistani Respondents Model**



Source: created by the authors.

Figure 4. Path Coefficients of the Chinese Respondents Model

#### 4. Discussion

This research evaluated the actual problem in the transnational project to better understand the concept using social identity theory. Notably, this study examined the reasons for xenophobic behavior to identify a solution. Six hypotheses were created, all strongly supported by the social identity theory. They tested the developed model, which aided in understanding the role of coping mechanisms (vaccination acceptance) in cross-national workers' contextual performance, using the ideas of change resistance and xenophobic behavior. In addition, this research investigated the data in three separate sets using a theoretical framework. It was first studied among Chinese nationals, then a dataset from Pakistani respondents was analyzed, and finally, the data were integrated to provide a better understanding of transnational work environments. As hypothesized, this study found a strong association between resistance to change and pandemic xenophobia (H1) across all three data sets. This aided in understanding how an individual's actions lead to their classification or to the classification of others. The results of this hypothesis also supported the social identity theory, which holds that "Individuals' motivation based on their behavior involves individuals in cognitive processes" (Taylor, 2022). This research found that an individual's interpersonal behavior in a transnational workplace significantly affected social categorization. This relationship was substantial across all three data sets.

This research shows a considerable positive association between resistance to change and eco-xenophobia (H2). The values of all three data sets have shown that resistance to change also plays a crucial role in the formation of another kind of xenophobia, which is a kind of group status threat. The significance of this link bolstered the social identity theory by demonstrating that individual interpersonal behavior contributes to the formation of group status threat. These findings also support those of Argote *et al.* (2021),

who found that people express resistance based on their affiliation with product manufacturers. Furthermore, the study's third hypothesis posited that social categorization also plays a role in the formation of group status threats. According to the study's findings, there is a significant association between pandemic xenophobia and eco-xenophobia (H3), which also supports prior research (Argote *et al.*, 2021; Bíró-Nagy, Szászi, 2022; Dzinamarira *et al.*, 2021).

According to the social identity theory, the social categorization process mediates the link between interpersonal behavior and group status threat. This research supported the findings of Argote *et al.* (2021), who found a significant effect of pandemic xenophobia in mediating the association between resistance to change and eco-xenophobia (H4). The relevance of this link is as follows: the cognitive process of classifying individuals into *us vs. them* leads to individual behavioral differences that threaten other groups and their members. This intensifies the threats directed at each other, as this research employed eco-xenophobia as a group status threat. It illustrates that *us-vs-them* develops into a heightened sense of threats towards the opponent group members and the non-human things of that group. As a result, addressing this behavior was critical. Social identity theory explains that these identity threats impede the execution and adaptation processes of the strategy for status improvement. As a result, this research developed the notion that eco-xenophobia significantly influences vaccination acceptance (H5). This hypothesis was based on the idea that group status threats shape beliefs about social change. In all three data sets, the association between eco-xenophobia and vaccine acceptability was substantial, supporting the idea of Bolsen and Palm (2022). This describes how interpersonal threats may undermine plans for individuals' improvement or growth. However, strategically investing in individuals may help them deal with these threats. The variable "acceptance of vaccination" used in this research comprised four aspects (knowledge, autonomy, impact, and value), underscoring the importance of strategically investing in human resources. Finally, this research investigated the effect of vaccination acceptance on employee contextual performance (H6). This test was also applied to all three datasets. The analysis yielded several notable findings: all three hypotheses were significant and consistent with the literature (Sun *et al.*, 2022).

#### **4.1 Practical Implications**

The practical implications of this research are profound, particularly for managers and organizations functioning within multicultural and transnational workplaces. One of the critical takeaways is the need to address employee resistance to change. Resistance to change was found to be a significant predictor of both pandemic xenophobia and eco-xenophobia. This implies that employees resistant to new ideas and practices are more likely to develop xenophobic attitudes. To mitigate this, organizations should implement comprehensive change management programs that address both the technical and emotional and psychological aspects of change (Anwar *et al.*, 2025). Training sessions that emphasize the benefits of change and open communication channels through which employees can express their concerns and receive support are essential. By fostering a culture that embraces change, organizations can reduce the likelihood that xenophobic attitudes will take root. The study shows that eco-xenophobia negatively impacts vaccination acceptance, which in turn affects contextual performance.

#### **4.2 Theoretical Implications**

The theoretical implications of this research are equally significant, contributing to the existing body of knowledge on workplace dynamics and xenophobia. Firstly, the study advances the understanding of the relationship between resistance to change and xenophobic attitudes. Previous research has primarily focused on the direct effects of xenophobia on workplace outcomes, but this study introduces the notion

that resistance to change is a precursor to xenophobic attitudes. This adds a new dimension to the theoretical framework, suggesting that interventions to reduce xenophobia should address underlying resistance to change. This theoretical insight calls for an integrated approach that combines change management theories with strategies to minimize xenophobia, offering a more comprehensive understanding of how to foster inclusive and harmonious workplaces.

#### **4.3 Limitations and Future Research Directions**

Although the current research provides important insights into the relationships among resistance to change, pandemic xenophobia, eco-xenophobia, vaccination acceptance, and contextual performance, several limitations should be considered. First, the data were gathered from a specific group of employees working on CPEC initiatives, which may limit the applicability of the results to other contexts. Second, the research relies on self-reported measures, which may introduce response bias and fail to reflect participants' actual behavior accurately. Third, the study's cross-sectional design does not permit causal inferences between variables. Fourth, the study's sample size is small, which may limit the analysis's statistical power. Future studies can address these limitations by including a larger, more diverse sample to improve the generalizability of the findings. Longitudinal or experimental designs can be used to demonstrate causal relationships between variables.

#### **Conclusions**

The research concludes that xenophobic attitudes significantly impact workplace outcomes in a transnational setting. The study's findings confirm that resistance to change is a strong predictor of both pandemic xenophobia and eco-xenophobia. Pandemic xenophobia further exacerbates eco-xenophobia, creating a reinforcing loop of xenophobic attitudes. The pathway analysis demonstrates that eco-xenophobia negatively affects vaccination acceptance, which, in turn, improves contextual performance. These relationships were consistently observed across different national data sets (China and Pakistan) and the combined data, emphasizing the robustness of the findings. The significant path coefficients and supported hypotheses underscore the pervasive influence of xenophobic attitudes on workplace dynamics and employee performance. These findings have crucial implications for managers and organizations operating in multicultural environments. Addressing resistance to change is paramount, as it directly contributes to xenophobic attitudes, which can undermine employee morale and performance. Proactive measures to combat xenophobia, such as promoting diversity and inclusion initiatives, are essential for fostering a positive workplace environment. By mitigating xenophobic attitudes, organizations can enhance vaccination acceptance and contextual performance, improving overall outcomes. This research highlights the need for targeted strategies to manage xenophobia, ensuring a more harmonious and productive workplace in transnational and multicultural settings.

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## Acknowledgements

**Rana Salman Anwar:** conceptualization, formal analysis. **Armenia Androniceanu:** methodology, writing - original draft. **Niksa Grgurevic:** investigation, visualization. **Rizwan Raheem Ahmed:** writing - review & editing, validation. **Vishnu Parmar:** project administration, investigation. **Fouzia Nasir:** methodology, data curation

## **KSENOFOBIA DARBO VIETOJE, PASIPRIEŠINIMAS POKYČIAMS IR NAUJOJI REALYBĖ: POVEIKIS DARBUOTOJŲ VEIKLOS REZULTATAMS IR ĮTRAUKTIES TIKSLŲ ĮGYVENDINIMUI**

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*Santrauka.* Šiame tyrime nagrinėjama pandemijos ksenofobija ir pasipriešinimas pokyčiams darbovietėje, aiškinamasi, kaip pasipriešinimas pokyčiams veikia ekologinę ksenofobiją veikiant pandemijos baimei. nagrinėjama, kaip ekologinė ksenofobija veikia darbuotojų nuomonę dėl vakcinų. Analizuojama, kaip pritarimas vakcinacijai veikia skirtingų kultūrų darbovietes. Tyrime nustatyti penki kintamieji: kontekstinis veikimas, atsparumas pokyčiams, pandemijos ksenofobija, ekologinė ksenofobija ir pritarimas vakcinacijai. Sujungus 156 Pakistano ir 63 Kinijos atsakymus, tyrėjai gavo 219 atsakymų. Atskirai pateikiami abiejų šalių piliečių termografiniai duomenys. Tyrime siekiant įvertinti struktūrinio modelio patikimumą, pagrįstumą ir aktualumą pasitelktas SEM-PLS, „Smart-PLS 4.0“ versija. Tyrimo rezultatai leido patvirtinti visas hipotezes. Išvados atskleidė, kad darbovietėje itin svarbu spręsti ksenofobijos problemą, nes ji gali reikšmingai paveikti darbo dinamiką ir rezultatus. Pasipriešinimas pokyčiams, kuris yra ksenofobinio požiūrio pradžia, gali sukelti ksenofobinį požiūrį darbovietėje ir gali pakenkti darbuotojų darbo našumui. Tyrimas atskleidė nuodugnesnį pasipriešinimo pokyčiams ir ksenofobinio požiūrio ryšio supratimą. Rezultatai reikšmingi vadovams ir organizacijoms, kurios veikia daugiakultūroje aplinkoje. Pabrėžiama būtinybė imtis aktyvių priemonių kovai su ksenofobija ir skatinti įvairovę bei įtrauktį darbo vietoje.

*Reikšminiai žodžiai:* pasipriešinimas pokyčiams; ksenofobija darbovietėje pandemijos metu; ekologinė ksenofobija; darbo vietos veiklos rezultatai; darbuotojų rezultatai.