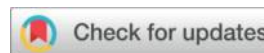


The effect of age stereotype threat on knowledge hiding behavior of older employees



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Abstract

With the introduction of delayed retirement policies, older employees have gradually become the backbone of enterprises that cannot be ignored. However, in the practice of organizational management, age stereotype threat poses great challenges to older employees. A large number of studies have shown that the knowledge of older employees can exert great value to organizations, and in the era of knowledge economy, it is of great significance to develop and utilize the knowledge of older employees reasonably to create greater value for organizations. Based on resource conservation theory and SOC theory, this study will mainly explore the influence paths among age stereotype threat, job insecurity and knowledge hiding, and then explore how to rationally exploit and utilize the knowledge value of older employees from the organizational level.

Through the empirical analysis of 304 questionnaire data, the following conclusions are drawn: (1) age stereotype threat positively affects knowledge hiding; (2) Job insecurity mediates the relationship between age stereotype threat and knowledge hiding; (3) SOC job strategy plays a moderating role in the relationship between age stereotype threat and job insecurity. This study reveals the influence of age stereotype threat on knowledge hiding, and provides some practical enlightenment for organizations to do a good job in knowledge management of older employees.

KEY WORDS : Age stereotype threat, knowledge management for older workers, SOC work strategies

1. Introduction

1.1 Research background

Since the reform and opening up, with the rapid development of social economy and the effective promotion of family planning, China has completed the transformation of population structure in a short period of time, and started the process of rapid population aging. According to relevant data survey, during the period from 1982 to 2020, the proportion of elderly aged 60 and above in China has increased to 18.7%, and the proportion of elderly aged 65 and above has increased to 13.5%. By 2020, there are 260 million people aged 60 or above, of which 190 million are people aged 65 or above. According to the United Nations in the world population outlook 2022 in the population forecast, by 2050, 60 and above will be more than 500 million people, proportion will reach 38.81%, therefore, the aging of population is not optimistic, in a series of social problems caused by an aging population, the first is how to deal with the problem of labor aging. In 2020, the Fifth Plenary Session of the 19th CPC Central Committee proposed the policy of gradually delaying retirement. After that, a number of major meetings and government work reports have repeatedly put forward suggestions for the implementation of the policy of delaying retirement and high-quality development measures for the aging industry. The countermeasures of population aging has gradually become a national strategy, so the reasonable management, development and utilization of older employees have gradually become a hot topic of academic discussion.

With the introduction of the delayed retirement policy, older employees have gradually become the backbone that cannot be ignored in enterprises. According to the data of related enterprise labor force survey report, 56.2% of the enterprises in China have seen an aging trend of employees, 19.6% of which have an obvious trend of aging of employees. A number of studies have shown that the accumulated experience of older employees and the high level of hidden work can be of great value in an organization. Therefore, it is crucial for organizations to rationally develop and manage the knowledge of older employees in the complicated era of knowledge economy.

However, in organizational management practice, the great challenges that older employees need to face are not only decreased physical function, but also threatened by age stereotypes. According to the 2022 Global Report on Age Discrimination, one in every two people is age discrimination against the elderly. Studies show that employers are most likely to hire prime-age workers, so many older, responsible and capable employees are rejected or excluded because of their age. So far, our country still no clear employment discrimination legislation and related

regulations, age stereotypes threat dampened older staff enthusiasm, affected the older employees perceived organization fair, inhibit the altruism, lead to older employees in order to maintain their own value more tend to choose knowledge hidden, leading to the loss of resources. Therefore, it is of great significance to rationally develop and use the knowledge of older employees to create greater value for the organization.

1.2 Study significance

1.2.1 Theoretical Significance

First, this study deepens the age-stereotype threat with an organizational perspective. Nowadays, the domestic research on age stereotype threat mostly focus on the physical and mental health of the elderly, for the older stereotype threat of the management of older employees knowledge influence less, based on this background, this paper will mainly explore the influence of the age stereotype threat, job insecurity and knowledge hidden path, and then from the organization level to develop the knowledge of older employees value.

Second, this study from the perspective of sustainable development to explore the outcome of age stereotype threat variables, many previous research focus on the age stereotype threat on older employees working attitude (such as work input, work performance), this study will focus on organization sustainable development perspective, further study the influence of age stereotype threat on organization knowledge transfer, for enterprises to improve older employees knowledge hidden behavior, achieve sustainable development, vigorously develop human resources to provide theoretical basis and management enlightenment.

Thirdly, this study will introduce the SOC work strategy theory, trying to provide theoretical basis and management practice inspiration for the organization to reasonably carry out the knowledge management of older employees.

1.2.2 Practical Significance

This study will explore the influence of age stereotype threat on knowledge hiding of older employees, and provide inspiration for organizations to motivate older employees to pass on knowledge. As a potential factor affecting the performance of older employees, the age stereotype threat will not only threaten the physical health of older employees, but also reduce the enthusiasm of older employees, reduce the sense of organizational identity, produce knowledge hiding behavior, and cause irreparable losses to the organization. Therefore, it has practical significance to propose effective measures to improve the negative effects of age stereotype threat to some

extent.

1.3 Study Purpose and Methods

1.3.1 Study Purpose

This study will focus on the older employees over 45 years old in the organization, discuss the influence path of age stereotype threat on knowledge hiding behavior from the organizational level, and motivate the older employees for the organization, give full play to the knowledge value of the older employees, and find the solutions to realize the knowledge and experience inheritance of the retired employees.

1.3.2 Study Methods

1.3.2.1 Literature analysis method

Literature analysis refers to the extensive collection, identify a large number of literature at home and abroad to understand the research history, present situation and shortcomings, help survey researchers form the general impression about the research object, to grasp the direction of innovation and breakthrough, to prove the nature and condition of the research object, and put forward the hypothesis, build a model. In addition, comprehensive and sufficient literature collection and reading can provide theoretical support for later model design and hypothesis proposal, and improve the scientific nature of research.

1.3.2.2 Questionnaire survey method

Questionnaire survey is a quantitative research method with positivism as the methodology. By randomly distributing the standardized questionnaires to the subjects that meet the standards and quantitatively analyzing the results of questionnaire collection, we can obtain the research results. In this study, the Likert5 point measurement method was used to measure age stereotype threat, job insecurity, knowledge hiding, and SOC variables, and then analyzed the data and draw research conclusions.

1.3.2.3 Data analysis method

Data analysis method is through the use of mathematical model, for the data and data statistics and analysis, to form a quantitative conclusion. In this study, we will use SPSS and AMOS

software to process and analyze the study data, first test the reliability and validity of the questionnaire, and conduct the next correlation analysis and regression analysis on the basis of good reliability and validity of the scale. Measuring the main effect between age stereotype threat and knowledge hiding, the mediating role of job insecurity between age stereotype threat and knowledge hiding, and the mediating role of SOC variables finally to relevant conclusions.

1.3.3 Research framework

Focusing on the effect of age stereotype threat on knowledge hiding behavior, this study explored the mediating role of job insecurity between the relationship and the moderating role of SOC between the threat of age stereotype and job insecurity. The specific study structure is as follows:

Chapter 1, Introduction, mainly includes the research background and significance, purpose and method.

Chapter 2, The literature review mainly includes the research status of older employees, age stereotype threat, job insecurity, knowledge hiding and SOC at home and abroad, which lays a solid theoretical foundation for the subsequent model hypothesis.

Chapter 3, Research model and hypothesis propose, define the concept of variable, propose hypothesis according to relevant theories, and construct the research model.

Chapter 4, Study design. This chapter introduces the measurement methods of age stereotype threat, job insecurity, knowledge hiding, SOC related variables, questionnaire reliability and validity, sample status, and questionnaire distribution.

Chapter 5, Data processing and result analysis, reliability validity test of valid data; hypothesis test between variables.

Chapter 6, Research conclusion and prospect, elaborate the research conclusion, put forward countermeasures and suggestions, and reflect on the insufficient research.

2. Literature review

2.1 Definition of older employees

There is no consensus on the definition of older employees, but it is generally based on physical age. In practice, the US Employment Age Discrimination Act defines employees over 40 as older employees (Robson et al., 2006). The World Health Organization defines employees over the age of 45 as "elderly workers" (WHO, 1993). The WTO defines employees aged 50 and older as older employees. In previous studies, Veth (2011) and other scholars have defined older

employees aged 40-75. Kanfer (2013) and other scholars have identified enterprise employees over 50 years old as older employees. James (2011) and other scholars believe that older employees are over 55 years old. At present, domestic scholars generally believe that active employees aged 45 and above are older employees (Hu Lihong, 2017).

Combining theoretical research and practical experience, this study defined older employees as those aged 45 and older in the organization. From the theoretical point of view, the theory of career development stage divides the individuals career into five key periods: growth period, exploration period, establishment period, maintenance period and decline period. Among them, 45-65 years old individuals in the career maintenance period, the individual will choose to maintain professional status and achievement, maintain family and work balance, retirement planning from the practical point of view, our current employment age for 16 to 59 years old, with education popularization, education depreciation factors into the work age delay, 45 and above employees meet the characteristics of the "older". Although with the introduction of the policy, the legal retirement age in China will be raised to 65, the organization still meets the definition of older employees aged 45 or two years before the new retirement age. Based on this, older employees aged 45 and older were selected for this study.

2.2 Threat of age stereotypes

The term stereotype threat was first proposed by Steele and Aronson (1995), who defined it as the psychological dilemma an individual is in when he perceive the stereotype of his group. In this scenario, the individual has pressure to worry that his behavior will confirm the stereotype of others. They believe that the stereotype threat is the psychological stress caused by the stereotype of others. Lamont (2015) and other scholars regard the stereotype threat as a stress dilemma that individuals are not respected by their groups. Based on this, this paper defines the age stereotype threat as a situational dilemma for individual older employees, which comes from the negative stereotypes held by older people by others in the environment.

Previous studies have shown that age stereotype threats have an impact on older employee physical and mental health and behavioral performance in work situations. From the perspective of physical and mental health of older employees, Feldman et al. (2013) concluded that age stereotype threat can worsen individual health status and have a significant impact on physiological health indicators. From the perspective of work situation, a large number of studies have shown that the threat of age stereotypes affects older employees identity, willingness to leave or retire, and work attitude. Xie Lili et al. (2014) scholars believe that age stereotypes can have a negative impact on older individuals by affecting their identity. Oliveira et al. (2017) showed that

age stereotype threat positively influenced work disengagement and organizational disapproval. Kulik et al. (2016) showed that individual work engagement decreases when age stereotype threat is high. At the same time, Wang Zhenyuan et al. (2021) scholars also proved that the age stereotype threat has a significant negative impact on work engagement. Zhou Shaoxian et al. (2021) found that the threat of age stereotype negatively affects work performance.

2.3 Job Insecurity

Job insecurity was first proposed by Greenhalgh (1984), who believed that job insecurity was "the inability of individuals to maintain work continuity in threatening work situations". On this basis, Hellgren (1999) subdivided job insecurity into two dimensions of work loss or value. De Witte (2005) and other scholars believe that job insecurity reflects the threat of unemployment caused by employees. The job insecurity in this study adopts the concept represented by Greenhalfgh et al.

Studies of the antecedent variables of job insecurity are mainly divided into three dimensions. First, the macro environment, economic crisis, supply in the labor market, and innovation in the technology industry affect job insecurity. Normally, unemployment rate is significantly related to job insecurity. Second, at the organizational level, the uncertain factors brought about by the changes at the organizational level, such as organizational change, enterprise process reengineering and business outsourcing, may cause job insecurity. The third is personal characteristics. Many scholars believe that internal control points and negative emotions affect job insecurity, while the specific background characteristics and professional status of employees affect job insecurity.

The results of the outcome variable of work insecurity focus on individual emotional and physical and mental health, and work-related attitudes and behaviors. In previous studies, most scholars have shown that job insecurity affects employees physical and mental health and reduces their happiness and job satisfaction. Ferrie (2001) and other scholars showed that the more lack of job security, the higher the prevalence of employees. The empirical study of Hu Sanman et al. (2015) proved that in the current organizational situation in China, work insecurity is also a significant source of negative impact on employees work happiness, which has negative effects on the work value, autonomy, self-acceptance, interpersonal relationship, development prospects and other dimensions of work happiness. Zhang Jihao (2017) and others showed through empirical research that when nurses feel the possibility of a loss of work and the quality of their employment relationship are threatened, their mental health level will decline or show somatization symptoms. At the same time, a large number of empirical studies have proved that job insecurity affects

employee organizational commitment, innovative behavior, and organizational citizen behavior, etc. Rosenblatt et al. (1999) believed that insecurity was significantly negatively correlated with organizational commitment, while the meta-analysis of Sverke (2002) found that job insecurity led to lower employees job satisfaction, organizational commitment, and organizational trust. You Jun, et al. (2014) The same study found that job insecurity threatening employee characteristics reduced their emotional commitment to the organization. Liu Pingqing et al. (2022) found that work insecurity has a "double-edged sword" effect on innovation behavior, which has a positive impact on individual innovation behavior through the positive impact on challenging stressors, and reduces individual innovation behavior through the positive influence on obstructive stressors. Zhang Yongjun et al. (2022) found that the risk of resource loss of work insecurity will lead to individuals to protect themselves through non-ethical behaviors. When confronted with work insecurity, individuals will carry out selfish non-ethical behaviors to preserve resources due to resource loss

2.4 knowledge hiding behavior

knowledge hiding behavior was first proposed by Connelly et al. scholars (2012), who defined it as "the behavior of employees within the organization who intentionally conceal or hide knowledge from others, and the definition of knowledge includes explicit knowledge and tacit knowledge". They divide knowledge hiding into three dimensions: concealment, false concealment and reasonable concealment (Connelly., 2012). False concealment refers to the individual refusing to provide information through intentional delay or providing wrong information through deception; the individual refuses to provide information by deceiving the other party to hear clearly; reasonable concealment refers to the individual refuses to provide information on the grounds of the confidentiality of information stipulated by the organization.

The precursor variables about knowledge hiding mainly include three aspects: individual factors, organizational situation and leadership style. In terms of individual factors, Wen Zongchuan (2022) and other scholars believe that the psychological mechanism plays a key role in triggering knowledge hiding behavior. Ye Long (2023) and other scholars believe that the relative deprivation of older employees has a significant positive impact on the positive impact of employees knowledge hidden behavior. From the aspect of situation, the research of Jiang Rongping and other scholars (2013) shows that the organizational atmosphere will affect the knowledge hiding behavior of employees. The stronger the organizational fair atmosphere that employees feel, the lower the possibility of their knowledge hiding. In addition, the sense of organizational belonging, innovation atmosphere and competitive atmosphere perceived by

employees will affect the employees knowledge hiding behavior. Yang Chen and Tang Mingfeng (2018) found through empirical research that the stronger the competitive atmosphere, the more inclined the employees in the organization are to appear knowledge hiding behavior. In terms of leadership style, a lot of studies have shown that leadership style has an impact on employees knowledge hiding behavior. Zhang Xiaofeng and Xi Youmin (2016) have proved through empirical research that ethical leaders can inhibit employees knowledge hiding behavior. Yuan Ling et al. (2018) proved that there is a U-curve relationship between humble leaders and employee knowledge. Xiao Xiaohong et al. (2018) found that narcissistic leaders positively influence employees knowledge hiding behavior. Guo yuanSource (2023) and other scholars believe that differentiated authorization leaders positively affect the role load of knowledge-based employees, so that employees can consciously choose knowledge hiding to save their own resources through the intermediary role of employees emotional exhaustion

2.5 Selection, Optimization, and Compensation strategy (SOC working strategy)

The selection, optimization and compensation strategy (SOC working strategy) was first proposed by scholar Baltes (1996). The SOC theory is based on the assumption that an individual encounters certain opportunities or challenges in life (e. g., resource constraints). When people encounter the above life difficulties, the scholar believes that they can meet these challenges by choosing, optimizing and compensating for the coordination of these three strategies and change the status quo. The selection process is defined as readjust and setting personal goals, and the optimization process is defined as actively seeking, acquiring, and utilizing relevant means and resources to maximize the selected goals. The compensation process is defined as the measure to adjust the strategy to compensate for the loss when the individual faces the loss of resources or the goal cannot be fully realized.

It has been shown that SOC work strategies are effective in helping individuals adapt to age-related changes at work (Muller & Weigl, 2015). Older employees can effectively respond to the dilemma of declining personal resources by adopting SOC work strategies (Riediger et al., 2006). Choosing strategies can help older employees to manage objectives and focus on important goals in their work. Optimizing strategies can help older employees to obtain resources to achieve their goals. Compensation strategies can enable older employees to flexibly solve losses and obstacles related to their goals and adapt to changes by adjusting their psychological expectations. Thus, the SOC strategy could help older employees to maintain current levels of job performance and motivation and manage age-related resources.

3. Research models and hypotheses

3.1 Theoretical basis

3.1.1 Theory of resource preservation

The resource preservation theory was first proposed by Hobfoll (1989) in 1989. It believes that individuals have a tendency to preserve, protect and acquire resources. When resources are lost, individuals will produce pressure, and then take defensive measures to reduce further loss of resources. Among them, resources are divided into four dimensions: material, condition, individual characteristics and energy resources. Among them, material resources refer to the resources with inherent physical attributes or can highlight the information of individual status, individual characteristic resources are the skills and personal characteristics of the individual itself, and energy resources refer to the resources that can help individuals obtain more resources they need. Brummelhuis, Bakker et al. (2012) On this basis, divided resources into internal personal resources and external situational resources according to the source of resources (Liao Hua et al., 2022; Jin Weizhe, Yang Junqing, 2023). Based on the theory of resource preservation, this study explores the situation of older employees at work, and discusses the resources that older employees acquire or lose in the organization at the organizational level.

3.2 Age stereotype threat and knowledge hiding behavior

This study defined age stereotype threat as a psychological dilemma of older employees within the organization due to negative stereotypes held on older adults by others in the organization. Previous studies have shown that psychological mechanisms can influence knowledge hiding behavior (Ye Long, 2023). At the same time, according to the theory of resource preservation, the long employees stereotype threat, as resource loss of pressure and threat, the threat to older employees have to take defensive measures, and knowledge hidden as the field of knowledge, concealment, direct effect on the characteristics of the reference object, so older employees are likely to choose knowledge hidden behavior as a defensive behavior. The following assumptions are made accordingly:

H1: Age stereotype threat positively affects knowledge hiding behavior

3.3 The intermediary role of job insecurity

In this study, work insecurity is defined by the basic work concept represented by Greenhalgh

scholars, that is, individual inability to lose work or lose valuable work characteristics in a threatening work scenario. Studies have shown that uncertainty caused by organizational factors can lead to job insecurity (Qin Yingrun, 2016). Therefore, the threat of age stereotype can be taken as a threat that employees feel within the organization, thus making employees feel job insecurity.

At the same time, according to the theory of resource preservation, when the senior employees have job insecurity, they will think that their input resources can not meet the expected feedback, and the continuation of this state will further weaken their work motivation and even inhibit their behavior. When they can't get effective resource support, on the one hand, it is difficult to prevent further loss of resources, on the other hand cannot timely supplement missing resources, according to the theory of resource preservation "resource loss spiral effect", resources will lose in the form of acceleration, even become a loss vortex, they will feel more intense pressure, in this state for a long time, will stimulate the older staff knowledge hidden behavior. Based on this, the following assumptions are proposed:

H2: Age stereotype threat can positively affect job insecurity

H3: Job insecurity can positively affect knowledge hiding behavior

H4: Job insecurity plays a mediating role in the relationship between age stereotype threat and knowledge hiding behavior

3.4 Regulation effect of the SOC working strategy

According to the SOC work strategy, when the older employees feel the threat of age stereotype, they will produce the pressure of resource loss and job insecurity. Numerous studies have shown that SOC work strategies as behavioral tools to address age-related changes in work resources may influence the subjective and objective work outcomes of older employees. Therefore, older employees can adopt SOC work strategies and adjust their mental state, thus reducing their job insecurity. Based on this, the following assumptions are proposed:

H5: The SOC strategy plays a regulatory role in the direct effects of age stereotype threat and work insecurity

3.5 Model construction

Based on the theoretical analysis and research hypotheses, the following model is proposed (Figure 1):

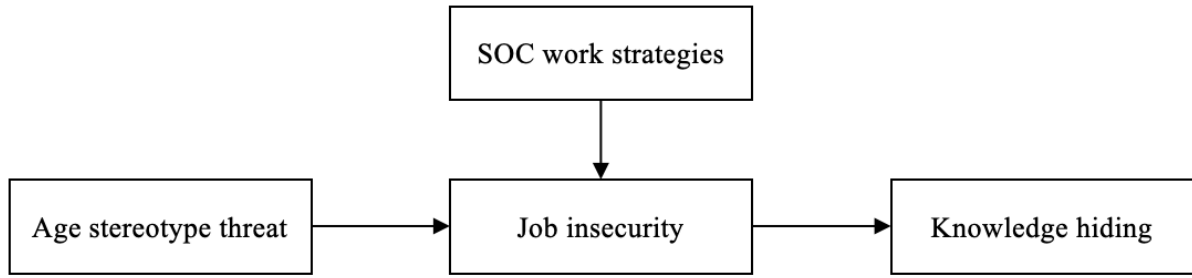


Figure 1. The study model

4. Study design

4.1 Variable measurement

4.1.1 Threat of age stereotypes

This study intends to use the age stereotype threat scale developed by Roberson et al., including 5 items:

In the company, some people think I am less capable because of my age.
In the company, some people believe that those of my age struggle to pass performance evaluations.
In the company, people of my age often face biased evaluations.
In the company, my age affects how people perceive my abilities.
My supervisor expects me to perform poorly because of my age.

graph 2

4.1.2 Job insecurity

This study intends to use the job insecurity scale developed by Hellgren et al., a total of 7 items:

I am worried about having to leave my job before I would like to
There is a risk that I will have to leave my present job in the year to come.
I feel uneasy about losing my job in the near future
My future career opportunities in [the organization] are favourable.”
I feel that [the organization] can provide me with a stimulating job content in the near future.”

I believe that [the organization] will need my competence also in the future.”
My pay development in this organization is promising.”

graph 3

4.1.3 knowledge hiding

This study intends to use the scale developed by Connelly et al., including 12 items:

Pretended that I did not know the information.
Said that I did not know, even though I did.
Pretended I did not know what she was talking about.
Said that I was not very knowledgeable about the topic.
Agreed to help him/her but never really intended to.
Agreed to help him/her but instead gave him/her information different from what she wanted.
Told him/her that I would help him/her out later but stalled as much as possible.
Offered him/her some other information instead of what he/she really wanted.
Explained that I would like to tell him/her, but was not supposed to.
Explained that the information is confidential and only available to people on a particular project.
Told him/her that my boss would not let anyone share this knowledge.
Said that I would not answer his/her questions.

graph 4

4.1.4 SOC working strategy

This study intends to use the scale developed by Baltes et al., including 12 items:

At work, I concentrate all my energy on few things.
At work, I always focus on the one most important goal at a given time.
At work, I commit myself to one or two important goals.
When things at work don't go as well as they have in the past, I choose one or two important goals.
When I can't do something important at work the way I did before, I look for a new goal.
When I can't do something at work as well as I used to, I think about my priorities and what exactly is important to me.
At work, I keep working on what I have planned until I succeed.
At work, I make every effort to achieve a given goal.
If something matters to me at work, I devote myself fully and completely to it.

When things at work don't go as well as they used to, I keep trying other ways until I can achieve the same result I used to.
When something at work isn't working as well as it used to, I ask others for advice or help.
When something at work isn't working as well as it used to, I ask others for advice or help.

graph 5

4.2 Sample condition

In this study, employees aged 45 and above as research object questionnaires, to avoid common deviation, this study issued two rounds of questionnaires, two rounds of questionnaires issued interval for a week, and set a test to distinguish invalid questionnaire, through two rounds of data matching 304 valid data, questionnaire effective rate of 89.92%.

Of the 304 validated questionnaires, Males accounted for 50.6%, A total of 150 people filled in, Women accounted for 49.3%, A total of 154 people filled in; 45 to 49,33.8, A total of 103 people filled in, Between 50 to 54 years were 34.8%, A total of 106 people filled in, 55 to 59,27.9%, A total of 85 people filled in, Other age groups were 3.2%, A total of 10 people to fill in the filling; 1.2%, A total of 4 people to fill in, 18.4%, A total of 56 people filled in it, 55.2% of people in better physical condition, A total of 168 people filled in the work, 25%, A total of 76 people to fill in the filling; With junior high school or below, 3 people in total, With high school or technical secondary school, A total of 45 people filled, With a junior college degree, 23%, A total of 70 people to fill in, 53.9%, A total of 164 people filled in the work, Master degree of 7.2% or above, A total of 22 people to fill in the filling; The occupations of state-owned enterprises accounted for 24.3%, A total of 74 people filled, 7.2% of people are public institutions, A total of 22 people filled, The number of people with private enterprises is 42%, A total of 131 people filled in it, The occupations of foreign-funded enterprises accounted for 5.9%, A total of 18 people filled in it, 2.6%, A total of 8 people to fill in the filling; The manufacturing industry accounted for 33.8%, A total of 103 people filled in, The industry type is 6.5%, A total of 20 people to fill in, The industry type is the engineering industryOf 5.2 percent, A total of 16 people filled in it, 12.1%, A total of 37 people filled, Industry type of financial industry accounted for 5.2%, A total of 16 people filled in it, The type of transportation is 2.3%, A total of 7 people filled, Industry type of service industry people accounted for 18.7%, A total of 57 people filled, Industry type High-paid technology industry accounted for 3.6%, A total of 11 people to fill in, Other industry types represented 12.1%, A total of 37 people to fill in the filling; The number of positions in management positions accounted for 30.2%, A total of 92 people filled in, Job types of non-management positions accounted for 69.7%,

A total of 212 people to fill in; 93.7% were employed, A total of 285 people filled in it, 5.2% of employees, A total of 16 people to fill in the filling; 1.3% for less than 0-15 years, A total of 4 people to fill in, 2.9% for less than 16-20 years, A total of 9 people to fill in, 22% of those working years under 20-25 years, A total of 67 people filled, 33.2% of people with less than 25-30 years working years, A total of 101 people filled in, Over 30 years and 1.3%, A total of 4 people to fill in, The information of the subjects is summarized in Table 1

table 1 Descriptive statistical table

project	class	frequency	percentage
sex	man	150	50.60%
	woman	154	49.30%
age	45~49 Years old	103	33.80%
	50~54 Years old	106	34.80%
	55~59 Years old	85	27.90%
	60~65 Years old	8	2.60%
	Age 65 and over	2	0.60%
physical status	very bad	1	0.30%
	Poor	3	0.90%
	same as	56	18.40%
	Better	168	55.20%
	beyond compare	76	25%
record of formal schooling	Junior high school and below	3	0.90%
	High school or technical secondary school	45	14.8%
	junior college	70	23%
	undergraduate course	164	53.90%
	Masters degree or above	22	7.20%
vocational type	state-owned enterprises	74	24.30%
	institution	51	16.70%
	public functionary	22	7.20%

	private enterprise	131	43%
	Rules for the Implementation of Exchange Control Regulations Relating to Enterprises with Overseas Chinese Capital Enterprises with Foreign Capital and Chinese and Foreign Joint Ventures	18	5.90%
	other	8	2.60%
	Manufacturing industry	103	33.80%
	medical industry	20	6.50%
	Engineering industry	16	5.2%
	education sector	37	12.10%
Industry type	financial industry	16	5.20%
	Transportation industry	7	2.30%
	service industry	57	18.70%
	High-paying technology industry	11	3.60%
	other	37	12.10%
Job type	management layer	92	30.20%
	Non-management	212	69.70%
Employment status	obtain employment	285	93.70%
	wait for employment	3	0.90%
	start an undertaking	16	5.20%

	Below, from 0 to 15 years	4	1.30%
	Below, from 16 to 20 years	9	2.90%
working life	Below, from 20 to 25 years	67	22%
	Below, from 25 to 30 years	101	33.2
	More than 30 years	4	1.30%

5. Data processing and result analysis

5.1 Credit and validity analysis

5.1.1 The reliability analysis

The reliability of each scale in this study is shown in Table 2. The coefficient of Cronbach's Alpha of each scale is 0.907, job insecurity 0.764, SOC 0.699, and knowledge hidden 0.855. The overall reliability of the questionnaire is 0.795, greater than 0.7, indicating that the scale in this study has good reliability validity.

table 2

Variable name	Cronbach's α	number of terms
Age-stereotype threat	0.907	5
Work insecurity	0.764	7
SOC	0.699	12
Knowledge hidden	0.885	12

5.1.2 Confirmatory factor analysis

In this study, the confirmatory factor analysis of the study model using AMOS26.0, By constructing a four-factor, three-factor, two-factor and one-factor model, To examine the discriminatory validity between the variables, According to the results shown in Table 3, the best fit of the four-factor model (X^2 / df is 1.641 < 3, The RMSEA was 0.046 < 0.08, The IFI was 0.917 > 0.9, The TLI was 0.906 > 0.9, A CFI of 0.915 > 0.9), And all the indicators have reached the academic recognition standards, Thus, the variables in this study had good discriminatory validity.

table 3

	X^2/df	RMSEA	IFI	TLI	CFI
The four-factor model	1.641	0.046	0.917	0.906	0.915
The three-factor model	3.614	0.093	0.656	0.612	0.582

The two-factor model	4.217	0.103	0.561	0.530	0.557
A factor model	5.515	0.122	0.383	0.340	0.377

Note: four factor model (age stereotype threat, job insecurity, knowledge hidden, SOC) three factor model (age stereotype threat + SOC, job insecurity, knowledge hidden) two factor model (age stereotype threat + SOC, job insecurity + knowledge hidden) a factor model (age stereotype threat + SOC + job insecurity + knowledge hidden)

5.2 Deviation analysis of common methods

In this study, the Harman univariate test was used. According to the results of Table 4, the maximum factor variance interpretation rate was 20.814% and less than 40%. Therefore, this study has passed the common variance test and the next data analysis can be performed.

table 4

ingredient	amount to	Percent variance of the initial eigenvalues	accumulate%	amount to	The percentage of square sum of load variance was extracted	accumulate%
1	7.493	20.814	20.814	7.493	20.814	20.814
2	3.944	10.956	31.770	3.944	10.956	31.770
3	2.769	7.692	39.492	2.769	7.692	39.492

5.3 Correlation analysis

The correlation between the variables in this study is shown in Table 5, The analysis results revealed that, There was a positive association between age-stereotype threat and job insecurity ($r=0.477$, $p<0.01$), There was a positive correlation between age-stereotype threat and knowledge hiding ($r=0.197$, $p<0.01$), There was a negative association between age-stereotype threat and SOC ($r= -0.248$, $p<0.01$), knowledge hiding was positively correlated with job insecurity ($r=0.343$,

$p < 0.01$), Job insecurity was negatively associated with the SOC ($r = -0.430$, $p < 0.01$), There is a negative correlation between knowledge hiding and SOC ($r = -0.193$, $p < 0.01$).

From the perspective of the demographic variables, There was a negative relationship between age-stereotype threat and physical condition ($r = -0.193$, $p < 0.01$), There was a positive relationship between age-stereotype threat and industry status ($r = 0.202$, $P < 0.01$) Negative correlation between post level and age stereotype threat ($r = -0.221$, $p < 0.01$), There was a positive relationship between age-stereotype threat and work status ($r = 0.136$, $p < 0.01$), There was a negative relationship between job insecurity and physical condition ($r = -0.333$, $p < 0.01$), Job insecurity was positively correlated with the state of the industry ($r = 0.228$, $p < 0.01$), Job insecurity was negatively associated with the post level ($r = -0.253$, $p < 0.01$), Job insecurity was negatively associated with length of service ($r = -0.148$, $p < 0.01$), There is a negative correlation between knowledge hiding and post level ($r = -0.154$, $p < 0.01$), There was a positive relationship between SOC and physical condition ($r = 0.255$, $p < 0.01$), There was a positive correlation between SOC and post level ($r = 0.179$, $p < 0.01$), There was a positive correlation between SOC and years of work ($r = 0.187$, $p < 0.01$).

table 5 correlation analysis

	AVE	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
sex	0.49	0.501	1												
age	2.01	0.886	0.156**	1											
physical status	4.04	0.710	-0.050	0.083	1										
record of formal schooling	3.52	0.867	0.057	0.086	0.023	1									
vocational type	2.97	1.433	-0.023	0.028	0.053	-0.029	1								
Industry type	4.21	2.967	0.022	-0.042	-0.157**	-0.067	0.000	1							
Job type	0.70	0.460	0.106	0.147*	0.185**	0.228**	0.143*	-0.044	1						
operative mode	1.12	0.456	-0.018	0.070	0.007	0.008	0.060	0.104	0.025	1					
working life	4.05	0.980	0.216**	0.554**	0.045	-0.055	-0.199**	-0.017	0.043	-0.036	1				
Age-stereotype threat	2.474	1.014	0.020	-0.029	-0.193**	0.013	0.022	0.202**	-0.221**	0.136*	-0.058	1			
Work insecurity	2.147	0.607	-0.097	-0.107	-0.333**	-0.066	-0.050	0.228**	-0.253**	0.112	-0.148**	0.477**	1		

Knowledge hidden	1.859	0.616	0.055	-0.012	-0.085	0.032	0.068	0.085	-0.154**	0.026	-0.075	0.197**	0.343**	1	
SOC	4.143	0.368	0.051	0.078	0.255**	0.028	-0.063	-0.097	0.179**	0.056	0.187**	-0.248**	-0.430**	-0.193**	1

pour: * * Correlation is significant at 0.01 and * correlation is significant at 0.05. Gender (1-male, 0-female); Age (from 1-45 to under 50 years old, 2-50 to 55 years, From 3-55 to under 60 years old, 4-60 to 65 years, Age 20:5-65 ~ under 70 years old); Physical condition (1-very poor, 2-which is poor in comparison, 3-General, 4-Better, 5-Very good); Education (1-junior high school or below, 2-High school or technical secondary school, 3-Junior College, 4-Undergraduate, 5-Masters degree or above); Occupational type (1-State-owned enterprises, 2-Public institutions, 3-Civil servants, 4-Private enterprises, 5-Foreign funded enterprises, 6-Other); Industry Type (1-Manufacturing Industry, 2-The medical industry, 3-Engineering industry, 4-The education industry, 5-The financial sector, 6-Transportation industry, 7-The service industry, 8-High-paying technology industry, 9-Other); Position (1-Management-1, 0-Non-management level); Work status (1-Employment, 2-The unemployed, 3-Entrepreneurship), Working years (1-0-15 years, 2-16 to 20 years, 3-20 to 25 years, From 4 to 26 to 30 years, 5-30 years)

5.4 hypothesis test

5.4.1 Main effect test

In this study, SPSS hierarchical regression analysis was used to test the study hypothesis, the knowledge hiding was set as the dependent variable, and the age stereotype threat was set as the independent variable. The regression analysis was conducted based on the control of gender, age, health status, education level, occupation type, industry type, job type, job type, working status, and tenure time. The results are shown in Table 6. According to the results of M4 model, age stereotype threat has a significant positive relationship with knowledge hiding ($\beta = 0.086$, $p < 0.05$), so hypothesis H1 was verified.

5.4.2 Test of mediation effect

In this study, tomographic regression analysis and process plug-in were used to test the mediation effect of job insecurity. First, job insecurity was set as a dependent variable, including gender, age, health status, education level, occupation type, industry type, job type, job status, and working time, to analyze the relationship between age stereotype threat and job insecurity. According to the model results M2, there was a significant positive relationship between age stereotype threat and job insecurity ($\beta = 0.23$, $p < 0.01$). Then, knowledge hiding was taken as the dependent variable, and the independent variable, age stereotype threat and the main effect test were added to test the mediating role of job insecurity. According to the model results M5, when the independent variables and mediation variables at the same time, job insecurity has a significant positive effect on knowledge hiding ($\beta = 0.346$, $p < 0.001$), and the influence of age stereotype threat on knowledge hiding is no longer significant, indicating that job insecurity plays a mediating role between the threat of age stereotype and knowledge hiding. Meanwhile, the process plug-in

was used to further test the mediation effect and found that it was unsafe to work between the age stereotype threat and knowledge hiding. The indirect effect of sensation as a mediator has a Bootstrap 95% confidence interval of [0.0458, 0.1212], excluding 0, which could suggest that job insecurity is a mediator between age stereotype threat and knowledge hiding. Therefore, H2, H3 and H4 are tested

table 6

controlled variable	Work insecurity		Knowledge hidden		
	M1	M2	M3	M4	M5
sex	-0.084	-0.102	0.096	0.09	0.125
age	0.015	0.003	0.052	0.047	0.046
health status	-0.232***	-0.189***	-0.037	-0.021	0.045
educational level	-0.007	-0.028	0.057	0.049	0.059
vocational type	-0.018	-0.026	0.036	0.033	0.042
Industry type	0.034	0.021	0.015	0.01	0.003
post	-0.238	-0.124	-0.252**	-0.21*	-0.167*
operative mode	0.129	0.069	0.014	-0.009	-0.032
Office time	-0.08	-0.067	-0.063	-0.058	-0.035
argument					
Age-stereotype threat		0.23***		0.086*	0.006
metavariable					0.346***
Work insecurity					
F	8.738***	15.032***	2.02*	2.395*	4.785***
ΔR square	0.211	0.128	0.058	0.017	0.153
R square	0.211	0.339	0.058	0.076	0.153

Note: * p < 0.05, ** p < 0.01, *** p < 0.001

5.4.3 Test of regulatory effect

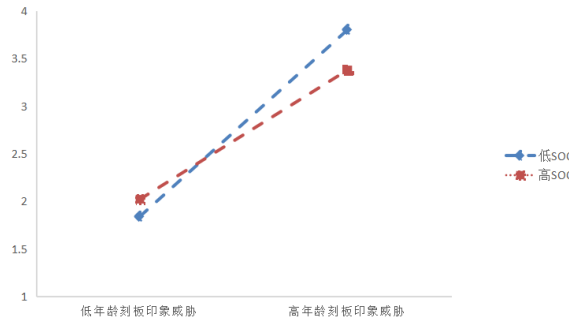
In this study, hierarchical regression analysis was used to examine the moderating effect of SOC between age stereotype threat on job insecurity. Table 7 shows the results of hierarchical regression including the SOC as regulatory variables after controlling for gender, age, health status, education level, occupation type, industry type, post type, job status, and tenure duration. According to the results of M8 model, when adding the SOC adjustment variable, the interaction

term between age stereotype threat and SOC had a significant predictor of job insecurity ($\beta = -0.151, p < 0.05$), indicating that SOC could play a regulatory role between age stereotype threat and job insecurity, and the hypothesis H5 was verified.

table 7

variable	Work insecurity		
	M6	M7	M8
sex	-0.084	-0.094	-0.1
age	0.015	-0.012	-0.026
health status	-0.232***	-0.150***	-0.162***
educational level	-0.007	-0.028	-0.024
vocational type	-0.018	-0.032	-0.033
Industry type	0.034**	0.019	0.018
post	-0.238**	-0.082	-0.169
operative mode	0.129	0.106	0.107
Office time	-0.080*	-0.033	-0.022
Age-stereotype threat		0.198***	0.204***
SOC		-0.464***	-0.434***
Age stereotypes threaten the * SOC			-0.151*
F	8.738***	18.178***	17.189***
R square	0.211	0.406	0.415

At the same time according to draw the regulation effect diagram (figure 6) we can find that for high SOC group, age stereotype threat to job insecurity is weak, for low SOC group, age stereotype threat the influence of job insecurity is stronger, it can be concluded that SOC in age stereotype threat and job insecurity between the negative adjustment effect.



graph 6

6. Conclusions and Outlook

6.1 Study Conclusions and Discussion

6.1.1 Study Conclusion

Based on the theory of resource preservation and SOC work strategy, the study studied the influence of the older employees on knowledge hidden behavior, constructed the mediation role of job insecurity, and introduced the SOC work strategy to explore the threat of SOC insecurity. Based on the empirical analysis results, the following conclusions can be drawn: (1) age stereotype threat has significant positive influence on knowledge hiding; (2) job insecurity mediating the threat of age stereotype; (3) SOC work strategy plays a regulatory role between age stereotype threat and job insecurity, the stronger the individual SOC work strategy, the weaker the positive impact of age stereotype threat on job insecurity; the weaker the individual SOC work strategy, the stronger the positive influence of age stereotype threat on job insecurity.

6.1.2 Discussion

6.1.2.1 Age stereotype threat and knowledge hiding

This study assumes from the resource preservation theory that age stereotype threat can positively influence knowledge hiding, which was verified by data analysis. This shows that within the organization, the threat of age stereotype felt by older employees will cause them to hide their knowledge and avoid helping and supporting colleagues by cheating and shirking. In today's era of rapid development of knowledge economy, this phenomenon will make the organization communication between older employees and young employees, older employees knowledge can not create greater value for the enterprise, is not conducive to enterprise innovation and sustainable

development, at the same time low efficiency of knowledge acquisition and sharing will also cause certain losses for the enterprise. Therefore, organizations should reasonably reduce the age discrimination against older employees, and pay attention to the psychological state of older employees, so as to better develop and use the knowledge of older employees, and help enterprises to better do the knowledge management of older employees.

6.1.2.2 The intermediary role of job insecurity

Work insecurity is "the individual in the threat of work situation to maintain work continuity perceived powerlessness", according to the theory of resource preservation, this kind of work insecurity as a loss of resources, work insecurity in the age stereotype intermediary role between threat and knowledge hidden, is conducive to from the perspective of older employees psychological mechanism to help enterprises find the key factors affecting the development and utilization of older employees knowledge. According to the research conclusion, work insecurity can well explain the influence between knowledge hidden age stereotypes path, it shows that the long employee perception age stereotype threat to job insecurity, in order to reduce the pressure of resource loss, will choose to save another resources or knowledge to give their psychological security. Therefore, enterprises in the process of older employees knowledge management, not only to reasonable arrangement planning on organization system, better pay attention to the influence of organizational culture, in the practice of human resources to build inclusive age atmosphere, reduce older employees work insecurity, to reduce older employees knowledge hidden behavior, development and utilization of older employees tacit knowledge, improve the organizations innovation driving force.

6.1.2.3 Regulation of SOC working strategy

Through this study, it was found that the positive effect of age stereotype threat on job insecurity was attenuated when SOC work strategies are higher. Because older employees will age stereotype threat as a kind of life challenge, and SOC choice strategy is a kind of itself from the psychological state to the adjustment of action strategy, in the face of growing age, under the dilemma of stereotype threat invasion, adjust the target strategy, psychological suggestion, can help older employees to obtain new resources, new achievements to achieve, reduce job insecurity. Therefore, in the plight of age discrimination and the inevitable threat of age stereotype, older employees can also adopt SOC strategies to help themselves make new breakthroughs through their own efforts, and reduce the negative perception and impact of the threat of age stereotype to their work.

6.1.3 Countermeasures and suggestions

According to the conclusion of the above study, it can be found that the threat of age stereotype is not conducive to the knowledge transmission of older employees in the organization, hits the enthusiasm of older employees in the organization, loses the trust of older employees in the organization, and is not conducive to the common development and growth of the organization and older employees. Therefore, the author puts forward the following countermeasures and suggestions:

(1) Institutional guarantee: the reason why older employees feel strong job insecurity and feel the threat of resource loss, and the behavior of hiding knowledge ultimately comes from the existence of the threat of age stereotype. The threat of age stereotypes is a social problem overstocked for many years, and the essence of many social phenomena is that people have deep-rooted stereotypes of different age groups. To break the stereotype, first of all, we need the institutional support of the state and help older employees gain tolerance and support from the society from the perspective of national authority. Because our country has not issued any clear relevant legal regulation of age discrimination, the age stereotype in population labor aging situation serious degree of confusion the enthusiasm of older employees, therefore, alleviate age stereotype threat should start from the national policies and regulations level, improve the labor laws and regulations, in the system level for labor rights and interests of older employees. According to the relevant survey, coastal areas such as Shanghai has begun to enter oneself for an examination age to 40, this is on the national system to alleviate age discrimination new mileage, hope the future relevant legal department to develop clear laws and regulations, from the national system level safeguard the legitimate labor rights and interests of older employees.

(2) Organizational motivation: Age stereotype threat is also closely related to the organizational environment. If an organization wants to rationally develop and utilize the knowledge value of older employees, it needs to first mitigate the impact of age stereotype threat on older employees. Therefore, organizations should establish an age-inclusive organizational culture in human resources practice, promote communication among employees of different ages, establish a system for the mitigation of age discrimination at the development level, and protect different age groups to avoid discrimination due to age. For older employees of job insecurity, should also pay attention to, give older employees in the system, ensure different age worker groups have promotion, salary, post management policy, enhance the staffs sense of fairness, at the same time in the older employees emotional aspects should also give reasonable attention and support, pay attention to older employees physical and mental health, alleviate the older employees work insecurity.

(3) Individual adjustment: According to the conclusion of this study, older employees can take measures such as selection, optimization and compensation when experiencing the dilemma of age stereotype threat, so as to reduce the influence of age stereotype threat on job insecurity. Therefore, older employees can also get out of the difficulties through their own efforts when they encounter difficulties. In the organization, when older employees feel the threat of age stereotypes, they can try to actively contact with employees of different ages, increase the understanding of employees of different ages to older employees, and actively try to break the stereotypes. At the same time, older employees in the individual career maintenance period can also actively adjust their mentality through psychological adjustment, reset their goals by management by objectives, and achieve a sense of achievement in the organization through individual efforts, so as to relieve the anxiety of work insecurity.

6.2 Study Limitations and Outlook

6.2.1 Study Limitations

First, in the research model, this study only considered the individual level to weaken the age stereotype threat of job insecurity adjustment variables, lack of organization level and social factors, considering the practical factors, the long employees threatened by age stereotype, usually difficult to just out of efforts, therefore, future research should be from the social and organizational level to consider how to reduce the age stereotype threat on older employees work performance, further help older employees to better play to create value in the organization, make the organization and older employees can develop.

Second, in the process of sample collection, due to the researchers time and space limitations, the sample collection data from the questionnaire collection platform, at the same time two rounds of questionnaire issue interval only a week is short, so the universality of the study conclusion remains to be verified, so the future can also through more sample size and sample type further validation of this study.

6.2.2 Future Outlook

This study through the introduction of job insecurity as the intermediary variable, discusses the influence of age stereotypes on knowledge hidden path, a large number of studies found that age stereotypes not only have negative stereotypes, but also positive stereotypes, therefore, on this basis to further explore the influence of positive age stereotypes on older employees at work, so as to help organizations to better manage older employees. In addition, since this study only

introduced individual regulatory factors, with limitations in practice, we can study from the social level, such as family member support, or organizational level, such as inclusive leadership, to alleviate the negative effects of age stereotype threat from all aspects. Finally, the study can further refine the study design through interviews and other research methods to enrich the research content and conclusions.

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