

# 退缩还是创新：受年龄歧视影响的 员工行为解析

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摘 要:

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关键词:

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## 一、引 言

35 45 “ ”

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Ng Feldman 2013 Bal 2011 Finkelstein Burke 1995

Bertolino 2013

Williams

2003

Ng Feldman 2010

Damman 2013

“ ” “ ”

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## 二、文献综述与研究假设

North Fiske 2012 Finkelstein 2013

Marchiondo 2016

Madera Hebl 2013

Finkelstein 2013

Duncan Loretto 2004

Snape Redman

2003

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H1

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1.

Ng Feldman 2013

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Fisher Specht 1999 Ng Feldman 2010

Unsworth

Clegg 2010

H2a

2.

Hanisch Hulin 1990

Pearson 1999 Sliter 2012

Andersson

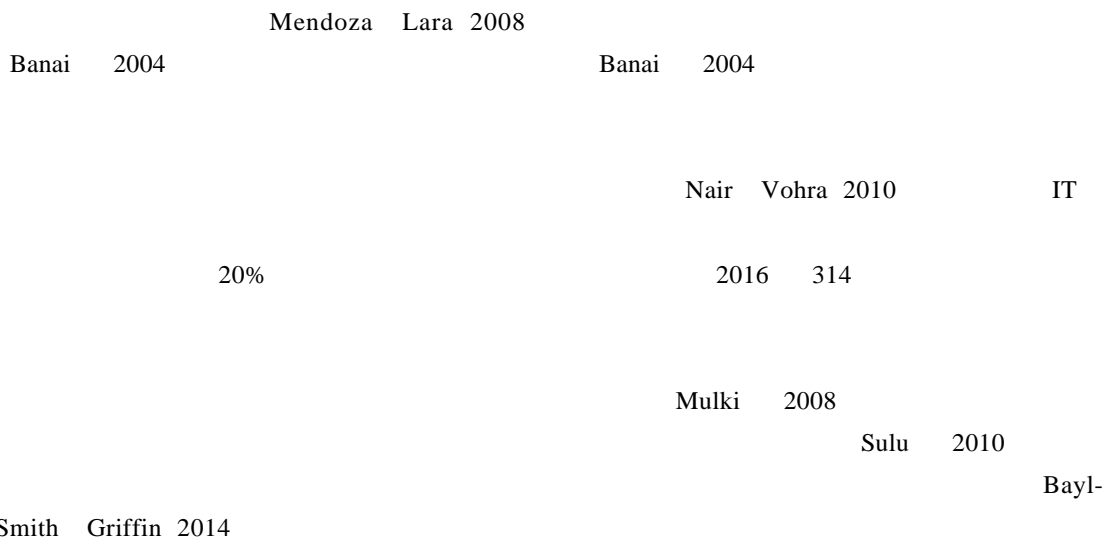
Lee Mitchell 1994

H2b

3.

Cognitive-Affective System Theory of Personality CAPS

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2014

Wang Yi 2012

H3a

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Eisenberger 1986

1989

Amabile Gryskiewicz  
Shalley 2000

Lavelle 2007 “ ” 2016

2016

H3b

4.

H4

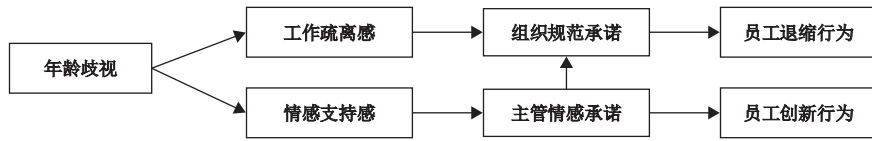


图 1 理论框架

### 三、研究方法

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E-mail

30

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500

362

72.4%

1

表 1 样本描述性统计

项目	分类	数量	占比(%)	项目	分类	数量	占比(%)
工作年限	5年及以下	156	43.1	员工年龄	18-29岁	124	34.3
	6-10年	106	29.3		30-39岁	112	30.9
	11-20年	42	11.6		40-49岁	66	18.2
	20年以上	58	16.0		50岁及以上	60	16.6
性别	男	156	43.1		学历	大专及以下	42
	女	206	56.9	本科		202	55.8
所在企业性质	国有企业	234	64.6	硕士		102	28.2
	非国有企业	128	35.4	博士		16	4.4
所在地域分布	黑龙江	76	21.0	职务	普通员工	230	63.5
	吉林	142	39.2		主管	56	15.5
	辽宁	82	22.7		部门经理	62	17.1
	其他地区	58	17.1		高层管理者	14	3.9



表 2 均值、标准差与变量间的相关系数

变量	1	2	3	4	5	6	7	8	9	10	11
性别	1										
教育水平	0.01	1									
职务	-0.26**	-0.11*	1								
工作年限	-0.31**	-0.26**	0.44**	1							
年龄歧视	-0.11*	-0.20**	-0.11*	0.08	0.933						
工作疏离感	-0.09	-0.15**	-0.21**	0.09	0.50**	0.929					
情感支持感	0.07	0.16**	0.14**	-0.19**	-0.31**	-0.60**	0.887				
组织规范承诺	0.01	0.15**	0.25**	0.10*	-0.25**	-0.49**	0.40**	0.704			
主管情感承诺	0.06	0.23**	0.09	-0.10	-0.16**	-0.32**	0.31**	0.47**	0.700		
员工退缩行为	-0.19**	-0.10	0.10	0.10	0.39**	0.43**	-0.23**	-0.33**	-0.29**	0.871	
员工创新行为	0.04	0.14**	0.26**	0.08	-0.34**	-0.50**	0.44**	0.29**	0.24**	-0.22**	0.701
均值	1.57	2.25	1.61	2.01	2.48	2.61	3.30	2.92	3.03	3.09	2.29
标准差	0.50	0.72	0.90	1.09	0.87	0.92	0.70	0.67	0.50	0.73	0.58

注：\*\*、\*分别表示1%和5%的显著性水平，下同，对角线上为信度系数alpha。

r

Fisher-Z

3

95%

表 3 相关系数差异比较

年龄划分	相关系数	员工退缩行为		员工创新行为	
三组	年龄歧视(18-34岁)	0.363**		-0.156*	
	年龄歧视(35-50岁)	0.228		-0.640**	
	年龄歧视(50-60岁)	0.490**		-0.727**	
二组	年龄歧视(18-39岁)	0.355**		-0.191**	
	年龄歧视(40-60岁)	0.443**		-0.744**	
年龄划分	相关系数差异	r	Z	r	Z
三组	r1(老龄员工,年轻员工)	0.127**	0.983	-0.571**	-4.831
	r2(年轻员工,中年员工)	0.135**	0.901	0.484	3.653
	r3(老龄员工,中年员工)	0.262**	1.440	-0.087**	-0.778
二组	r(老龄员工,年轻员工)	0.088**	0.755	-0.553	-5.516

注：r为不同年龄组间年龄歧视的相关系数差异。

18-39

40-60

r

0.088 P&lt;0.01



Garstka Schmitt 2004

18-34

35-50

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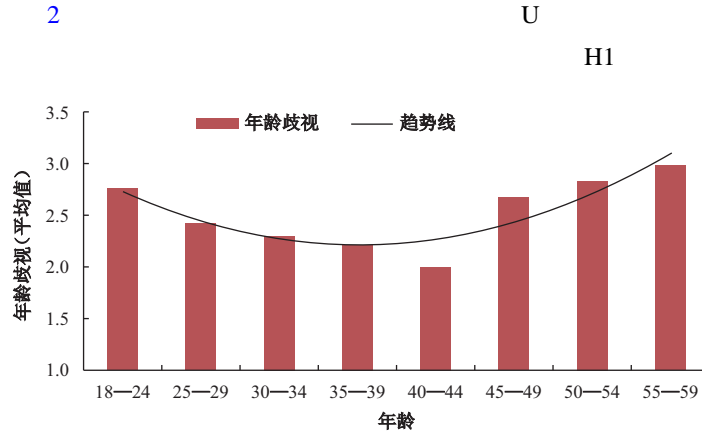


图 2 年龄歧视分布图

4 1 2  $\beta=0.38$   
 $P<0.01$   $\beta=0.38 P<0.01$   
 $\beta=0.37 P<0.01$   $0.38>0.37$   
 H2a 4  
 6  $\beta=-0.28 P<0.01$   
 $\beta=-0.51 P<0.01$   
 $\beta=-0.14 P<0.01$   
 $0.51>0.14$  H2b

表 4 年龄歧视对员工行为影响分析

自变量	员工退缩行为			员工创新行为		
	模型1	模型2	模型3	模型4	模型5	模型6
性别	-0.12	-0.06	-0.40**	0.07	0.03	0.15
教育水平	-0.02	-0.02	-0.07	0.10	0.08	0.17*
职务	0.12	0.11	0.01	0.28	0.27	0.18*
工作年限	-0.02	0.09	-0.11	-0.04	0.01	-0.27**
年龄歧视	0.38**			-0.28**		
年龄歧视(年轻)		0.37**			-0.14*	
年龄歧视(老龄)			0.38**			-0.51**
R <sup>2</sup>	0.17	0.16	0.28	0.18	0.11	0.27
F值	15.76**	11.06**	6.09**	16.18**	6.93**	27.55**

H3

3  $\beta=0.49 P<0.01$   $\beta=0.20 P<0.01$

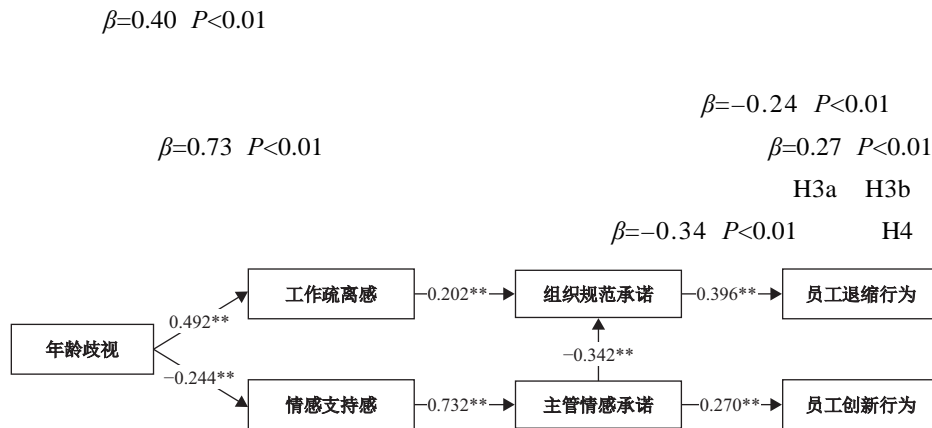


图 3 结构模型的标准化路径

	Bootstrap		Bootstrap
5	95%		
	ab	0.052	0
	0.123	95%	

表 5 间接影响的Bootstrap检验结果

被解释变量	员工退缩行为				员工创新行为	
	情感路径		认知路径		认知路径	
中介变量	ab	95%CI	ab	95%CI	ab	95%CI
间接影响						
年龄歧视	0.052	[0.003, 0.102]	0.123	[0.069, 0.207]	-0.057	[-0.103, -0.020]

注: Bootstrap=1 000, 95%的置信区间, 下同。

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0.639	-0.189
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表 6 直接影响、间接影响和总影响分析

被解释变量	员工退缩行为			员工创新行为		
	直接影响	间接影响	总影响	直接影响	间接影响	总影响
年龄歧视 (情感路径)	0.270*	0.052*	0.322*	-0.132*	-0.057*	-0.189*
年龄歧视 (认知路径)	0.194*	0.123*	0.317*	-	-	-
Total	0.464*	0.175*	0.639*	-0.132*	-0.057*	-0.189*

### 五、结论与启示

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## **Withdrawal or Innovation: An Analysis of Employee Behavior Influenced by Age Discrimination**

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**Summary:** Changes of the age structure in the organization are the focus of concern for business managers and academics. In the context of population aging and delayed retirement policy, it is important to study the impact of age discrimination on the behavior of older groups. Based on the actual sampling data, this paper examines the deep process of age discrimination impacting employee withdrawal and innovation behaviors from a perspective of the dual path of cognition and emotion. It arrives at the following conclusions: 1. Age discrimination against different age groups shows a significant “U” type relationship, and the degree of age discrimination is followed by “elderly, young and middle-aged employees” in order of age discrimination degree. 2. Age discrimination has a significant direct impact on employee withdrawal and innovation.

