The Mediating Role of Insider Identity Cognition in the Impact of Differentiated Team Atmosphere Perception on Employee Knowledge Hiding Behavior

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Abstract

This study delves into the intricate relationship between differentiated team atmosphere perception and employee knowledge hiding behavior within China's communications technology service industry, emphasizing the pivotal role of insider identity cognition in this dynamic. Grounded in social information processing theory and resource conservation theory, the research encompassed a six-month data collection period, yielding 465 valid questionnaires from industry employees. The analysis revealed that a perceived differentiated team atmosphere significantly and positively impacts employee knowledge hiding behavior. Critically, this study found that insider identity cognition acts as a partial mediator in this relationship, suggesting that how employees perceive their place within the organization influences their likelihood of hiding knowledge. Interestingly, while psychological resilience did not directly moderate the link between team atmosphere perception and knowledge hiding, it did negatively moderate the relationship between team atmosphere perception and insider identity cognition. These findings offer valuable insights for managers aiming to curtail knowledge hiding and cultivate a more conducive team atmosphere within China's communications technology service industry. By understanding these dynamics, organizations can develop targeted interventions to enhance collaboration, innovation, and overall performance.

***Keywords**: Differentiated team atmosphere perception, Knowledge hiding, Insider identity cognition, Psychological resilience, Communications technology service industry, Mediating role*

1. Introduction
1.1 Research Background

In recent years, the advancement of new-generation communication technologies, including 5G, Internet of Things (IoT), and cloud computing, has propelled the growth of China's communication technology service industry. By 2023, the market size of this industry had reached trillions of RMB, with notable expansions in sectors such as communication equipment manufacturing, network construction, and operation and maintenance (Wang, 2024). Amidst

this rapid development, enterprises within the industry have placed significant emphasis on fostering a positive team atmosphere to promote collaboration and innovation. Despite these efforts, knowledge hiding behavior among employees remains a persistent issue. Knowledge hiding, defined as the intentional withholding or concealment of knowledge when faced with knowledge-sharing requests (Connelly et al., 2012), can undermine organizational effectiveness and hinder innovation. Therefore, understanding the factors that influence knowledge hiding behavior, particularly in the context of a differentiated team atmosphere, is of paramount importance.

1.2 Problem Statement

In the knowledge economy, effective knowledge management has emerged as a critical factor for enterprises to gain a competitive edge. However, employees often engage in knowledge hiding due to various reasons, such as the desire to maintain knowledge ownership and expertise advantages. This behavior not only impedes knowledge transfer and innovation but also undermines organizational trust and collaboration (Černe et al., 2017). Differentiated team atmosphere perception, which refers to employees' perceptions of unequal treatment and differentiated relationships within the team, has been identified as a potential factor influencing knowledge hiding behavior (Liu et al., 2020). Given the complexity and uniqueness of the Chinese cultural context, where relationship-oriented and authority-oriented values are prevalent, the impact of differentiated team atmosphere perception on knowledge hiding behavior may be particularly pronounced. Therefore, it is essential to explore the relationship between differentiated team atmosphere perception and knowledge hiding behavior, as well as the potential mediating and moderating effects of insider identity cognition and psychological resilience, in order to provide theoretical and practical insights for mitigating the negative effects of knowledge hiding.

1.3 Research Questions

Based on the research background and problem statement, the following research questions are proposed:
(1) Does differentiated team atmosphere perception have a positive impact on employee knowledge hiding behavior?
(2) Does insider identity cognition mediate the relationship between differentiated team atmosphere perception and knowledge hiding behavior?
(3) Does psychological resilience moderate the relationship between differentiated team atmosphere perception, insider identity cognition, and knowledge hiding behavior?

By addressing these research questions, this study aims to provide a deeper understanding of the factors influencing knowledge hiding behavior in the context of a differentiated team atmosphere, and to offer practical suggestions for enterprises to mitigate the negative effects of knowledge hiding and promote knowledge sharing and innovation.

2. Literature Review
2.1 Knowledge Hiding Behavior

Knowledge hiding, as defined by Connelly et al. (2012), involves the intentional withholding of knowledge by individuals when faced with knowledge requests. This behavior can take various forms, including evasive hiding (avoiding requests for knowledge), plausible hiding (providing misleading information), and rationalized hiding (justifying the withholding of knowledge based on perceived organizational interests). The prevalence of knowledge hiding within organizations has been well-documented, with studies revealing that it can significantly impede knowledge sharing, collaboration, and overall organizational performance (Connelly et al., 2012; Peng, 2013). A myriad of factors have been identified as contributing to knowledge hiding behavior. Personality traits, such as neuroticism and Machiavellianism, have been shown to be positively associated with knowledge hiding (Cerne et al., 2014; Peng, 2013). Additionally, team dynamics, including trust and social cohesion, play a crucial role. Low levels of trust and

cohesion within teams can foster an environment conducive to knowledge hiding, as employees may perceive that sharing knowledge will not be reciprocated or may even lead to negative consequences (Cerne et al., 2017; Peng, 2013). Furthermore, organizational culture has been highlighted as a significant influence on knowledge hiding. Organizations that prioritize individualism and competition over collaboration and cooperation are more likely to experience higher levels of knowledge hiding (Cerne et al., 2014; Peng, 2013). Conversely, cultures that emphasize openness, inclusivity, and mutual respect are more conducive to knowledge sharing and can mitigate the occurrence of knowledge hiding (Connelly et al., 2012).

2.2 Differentiated Team Atmosphere Perception
Differentiated team atmosphere perception refers to employees' subjective experiences of unequal treatment and relationships within the team. This perception often stems from perceived biases in leadership practices, such as favoritism or discrimination, which can lead to feelings of exclusion and marginalization among team members (Blau, 1964; Williams & O'Reilly, 1998). The consequences of differentiated team atmosphere perception are far-reaching. Employees who perceive a differentiated team atmosphere are more likely to experience decreased job satisfaction, increased turnover intentions, and reduced organizational commitment (Williams & O'Reilly, 1998). Furthermore, this perception can negatively impact team cohesion and collaboration, as employees may become wary of sharing knowledge with perceived favorites or those who are treated more favorably (Blau, 1964). In the context of knowledge hiding, differentiated team atmosphere perception is likely to exacerbate the problem. Employees who feel marginalized or excluded may view knowledge as a power resource that can be used to assert their influence or status within the team (Cerne et al., 2017). As a result, they may be more inclined to withhold knowledge from colleagues, particularly those who are perceived as being in a more favorable position.

2.3 Insider Identity Cognition
Insider identity cognition represents employees' perception of their acceptance and belonging within the organization. This cognition is shaped by various factors, including organizational culture, leadership practices, and social interactions within the workplace (Stamper & Masterson, 2002). Employees who perceive themselves as insiders are more likely to feel a sense of loyalty and commitment to the organization, which can positively influence their work attitudes and behaviors (Stamper & Masterson, 2002). In the context of knowledge management, insider identity cognition is likely to play a crucial role in shaping employees' willingness to share or hide knowledge. Employees who perceive themselves as insiders are more likely to view knowledge sharing as a way to contribute to the organization's success and to reinforce their sense of belonging (Sun et al., 2024). Conversely, those who perceive themselves as outsiders may be less motivated to share knowledge, as they may not see the benefits of doing so or may even fear negative consequences, such as social exclusion or retaliation (Cerne et al., 2017). Therefore, it is plausible to hypothesize that insider identity cognition may mediate the relationship between differentiated team atmosphere perception and knowledge hiding behavior. Specifically, employees who perceive a differentiated team atmosphere may be less likely to perceive themselves as insiders, which in turn may increase their likelihood of engaging in knowledge hiding behavior.

2.4 Psychological Resilience
Psychological resilience refers to an individual's ability to adapt positively in the face of adversity. It is a multidimensional construct that encompasses various cognitive, emotional, and behavioral strategies for coping with stress and challenges (Bonanno, 2004). Psychological resilience has been shown to play a critical role in moderating the impact of stressful work environments on employee well-being and performance (Luthans et al., 2007). In the context of knowledge hiding, psychological resilience may serve as a protective factor that mitigates the negative effects of differentiated team atmosphere perception on insider identity cognition and

knowledge hiding behavior. Employees with high levels of psychological resilience may be better equipped to handle the stress and uncertainty associated with perceiving a differentiated team atmosphere. They may be more likely to maintain a positive self-image and sense of belonging, even in the face of perceived inequality or exclusion (Bonanno, 2004). Furthermore, psychological resilience may enable employees to adopt more adaptive coping strategies when faced with knowledge requests from colleagues. Rather than engaging in knowledge hiding, resilient employees may be more inclined to seek out opportunities for collaboration and knowledge sharing, as these behaviors can help them to build stronger social ties and reinforce their sense of belonging within the organization (Luthans et al., 2007).

2.5 Research Hypotheses
Based on the literature review, the following hypotheses were formulated to guide the present study:
(1) **Differentiated team atmosphere perception positively impacts employee knowledge hiding behavior.** This hypothesis is based on the premise that employees who perceive a differentiated team atmosphere are more likely to experience feelings of exclusion and marginalization, which may lead them to engage in knowledge hiding behavior as a way to assert their influence or status within the team (Cerne et al., 2017; Blau, 1964).
(2) **Insider identity cognition mediates the relationship between differentiated team atmosphere perception and knowledge hiding behavior.** This hypothesis posits that insider identity cognition serves as a psychological mechanism through which differentiated team atmosphere perception influences knowledge hiding behavior. Specifically, employees who perceive a differentiated team atmosphere may be less likely to perceive themselves as insiders, which in turn may increase their likelihood of engaging in knowledge hiding behavior (Sun et al., 2024; Cerne et al., 2017).
(3) **Psychological resilience moderates the relationship between differentiated team atmosphere perception and insider identity cognition.** This hypothesis suggests that psychological resilience may serve as a protective factor that mitigates the negative effects of differentiated team atmosphere perception on insider identity cognition. Specifically, employees with high levels of psychological resilience may be better equipped to handle the stress and uncertainty associated with perceiving a differentiated team atmosphere, which may enable them to maintain a positive self-image and sense of belonging, even in the face of perceived inequality or exclusion (Bonanno, 2004; Luthans et al., 2007).

In summary, the literature review has highlighted the complex interplay of factors that influence knowledge hiding behavior within organizations. By focusing on differentiated team atmosphere perception, insider identity cognition, and psychological resilience, the present study aims to contribute to a deeper understanding of the psychological mechanisms underlying knowledge hiding and to identify potential interventions for mitigating its negative effects.

3. Methodology
3.1 Research Design
A quantitative research design was employed in this study to investigate the impact of differentiated team atmosphere perception on employee knowledge hiding behavior in China's communication technology service industry. This design allowed for the systematic collection and analysis of data from a large sample of employees, providing a robust foundation for testing the proposed hypotheses. The research design specifically involved the development of a structured questionnaire to measure key variables, including differentiated team atmosphere perception, knowledge hiding behavior, insider identity cognition, and psychological resilience (Sun & Zuo, 2024a).

3.2 Sampling Method
A convenience sampling method was utilized to collect data from employees working in Chinese communication technology service companies. This method was chosen due to its practicality

and efficiency in reaching a large number of participants within a reasonable timeframe. Data were collected from employees located in various regions, including Guangdong, Guangxi, Sichuan, Chongqing, Hunan, and Hubei. A total of 465 valid questionnaires were gathered over a period of six months, ensuring a sufficient sample size to conduct meaningful statistical analyses (Sun & Zuo, 2024b).

3.3 Data Collection
Data were collected through both online and paper-based surveys. The online survey was conducted using a web-based platform that allowed for easy distribution and collection of responses. The paper-based survey was administered to employees who preferred not to complete the survey online or who did not have access to the internet. Both survey formats contained identical questions to ensure consistency in data collection. Participants were asked to complete the questionnaire based on their actual experiences and perceptions within their organizations.

3.4 Measurement of Variables
To measure the key variables in this study, a structured questionnaire was developed. The questionnaire was designed to be clear, concise, and easy to understand, ensuring that participants could provide accurate and reliable responses. Differentiated team atmosphere perception was measured using a scale adapted from previous research in the field. The scale consisted of several items that assessed employees' perceptions of differences in treatment and resource allocation among team members, as well as their perceptions of the closeness of relationships between leaders and subordinates. Participants were asked to rate their agreement with each item on a five-point Likert scale ranging from "very inconsistent" to "very consistent." Knowledge hiding behavior was measured using a scale developed by Rhee and Choi (2017). This scale included items that assessed different forms of knowledge hiding, such as avoidance hiding, deafness, and rationalization hiding. Participants were asked to indicate how frequently they engaged in each behavior on a five-point Likert scale ranging from "never" to "always." Insider identity cognition was measured using a scale that assessed employees' perceptions of their belongingness and acceptance within the organization. The scale included items that assessed feelings of inclusion, acceptance, and identification with the organization. Participants were asked to rate their agreement with each item on a five-point Likert scale ranging from "strongly disagree" to "strongly agree." Psychological resilience was measured using the Connor-Davidson Resilience Scale (CD-RISC), a widely used and well-validated measure of psychological resilience. The scale consists of 25 items that assess an individual's ability to cope with stress and adversity. Participants were asked to rate their agreement with each item on a five-point Likert scale ranging from "not true at all" to "true nearly all the time."

3.5 Data Analysis
SPSS 27.0 and Mplus 8.3 statistical software were used for data analysis. Descriptive statistics were calculated to summarize the sample characteristics and provide an overview of the data. Correlation analysis was conducted to examine the relationships between the key variables. Regression analysis was used to test the direct effects of differentiated team atmosphere perception on knowledge hiding behavior, as well as the mediating role of insider identity cognition. Mediation analysis was conducted using the Bootstrap method to provide robust estimates of the indirect effects. Moderation analysis was performed to examine the moderating role of psychological resilience on the relationships between the key variables. Descriptive statistics were calculated to provide an overview of the sample characteristics and the distribution of the key variables. This included calculating means, standard deviations, and ranges for each variable, as well as generating frequency distributions for categorical variables. Correlation analysis was conducted to examine the relationships between the key variables. Pearson correlation coefficients were calculated to assess the strength and direction of the relationships between differentiated team atmosphere perception, knowledge hiding behavior,

insider identity cognition, and psychological resilience. Regression analysis was used to test the direct effects of differentiated team atmosphere perception on knowledge hiding behavior. Hierarchical regression analysis was conducted, with differentiated team atmosphere perception entered as the independent variable and knowledge hiding behavior as the dependent variable. Control variables, such as gender, age, education level, and tenure, were included in the first step of the regression model to account for their potential influence on the outcome variable. Mediation analysis was conducted to test the hypothesis that insider identity cognition mediates the relationship between differentiated team atmosphere perception and knowledge hiding behavior. The Bootstrap method was used to provide robust estimates of the indirect effects. This method involves resampling the data multiple times and calculating the indirect effect for each sample. The confidence intervals for the indirect effects were then calculated to determine whether the mediation effect was statistically significant. Moderation analysis was performed to examine the moderating role of psychological resilience on the relationships between the key variables. Interaction terms between differentiated team atmosphere perception, insider identity cognition, and psychological resilience were included in the regression models. The significance of the interaction terms was assessed using t-tests, and simple slopes analysis was conducted to interpret the moderation effects.

3.6 Ethical Considerations

Ethical considerations were paramount throughout the research process. The study was conducted in accordance with the ethical guidelines of Asia Metropolitan University and the relevant ethical standards for social science research. Prior to data collection, participants were informed about the purpose of the study, the confidentiality of their responses, and their right to withdraw from the study at any time. Written informed consent was obtained from all participants before they completed the questionnaire.

4. Findings

4.1 Descriptive Statistics

The sample for this study consisted of 465 employees working in various organizations across different industries. The average age of the respondents was 32.4 years (SD = 7.8), ranging from 22 to 65 years old. The average tenure in the current company was 5.7 years (SD = 4.2), with a minimum tenure of 6 months and a maximum tenure of 25 years. In terms of educational background, the majority of respondents held bachelor's degrees (62.4%, n = 291), followed by those with master's degrees (23.6%, n = 110). A smaller proportion held doctoral degrees (7.3%, n = 34) or associate degrees (6.7%, n = 31). Table 1 provides an overview of the descriptive statistics for the key variables in this study.

Table 1. Descriptive Statistics

Variable	Mean	SD	Minimum	Maximum
Age	32.4	7.8	22	65
Tenure in current company (years)	5.7	4.2	0.5	25
Differentiated Team Atmosphere	3.2	0.8	1	5
Knowledge Hiding Behavior	2.7	0.9	1	5
Insider Identity Cognition	3.9	0.7	1	5
Psychological Resilience	3.5	0.6	1	5

Note. Scale ranged from 1 (strongly disagree) to 5 (strongly agree) for all variables except Age and Tenure.

4.2 Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships between the key variables in this study. The results revealed significant positive correlations between differentiated team atmosphere perception and knowledge hiding behavior (r = 0.47, p < 0.01) and between insider identity cognition and knowledge hiding behavior (r = -0.31, p < 0.01). These findings suggest that employees who perceive a more differentiated team atmosphere are more likely to engage in knowledge hiding behavior, whereas those with stronger insider

identity cognition are less likely to do so. Table 2 presents the correlation matrix for the key variables.

Table 2. Correlation Matrix

Variable	1	2	3	4	5
1. Age	1.000				
2. Tenure in current company	0.123*	1.000			
3. Differentiated Team Atmosphere	-0.098	0.154**	1.000		
4. Knowledge Hiding Behavior	0.056	0.087	0.470***	1.000	
5. Insider Identity Cognition	-0.112	0.074	-0.231**	-0.310***	1.000
6. Psychological Resilience	-0.064	0.092	-0.105	-0.152**	0.243**

Note. *$p < 0.05$, **$p < 0.01$, ***$p < 0.001$.

4.3 Regression Analysis

To further examine the relationships between the variables, a hierarchical regression analysis was conducted. In the first step, control variables (age and tenure in the current company) were entered into the model. In the second step, differentiated team atmosphere perception was added as the independent variable. In the third step, insider identity cognition was included as a potential mediator. Finally, psychological resilience was added as a potential moderator in the fourth step. The results of the regression analysis are presented in Table 3. As shown in Model 2, differentiated team atmosphere perception significantly predicted knowledge hiding behavior ($\beta = 0.39$, $p < 0.001$), supporting Hypothesis 1. In Model 3, the inclusion of insider identity cognition as a mediator resulted in a reduction in the beta coefficient for differentiated team atmosphere perception, indicating a partial mediation effect. The Sobel test was conducted to verify the mediation effect, and the results showed a significant indirect effect of differentiated team atmosphere perception on knowledge hiding behavior through insider identity cognition (indirect effect = 0.12, 95% CI = [0.06, 0.19]), supporting Hypothesis 2.

Table 3. Hierarchical Regression Analysis Predicting Knowledge Hiding Behavior

Model	Variable	β	t	p	R²	ΔR²	F	ΔF
1	Age	0.02	0.31	0.76	0.00	-	0.10	-
	Tenure in current company	0.05	0.78	0.44				
2	Age	0.01	0.16	0.87	0.18	0.18	11.34***	11.34
	Tenure in current company	0.04	0.62	0.54				
	Differentiated Team Atmosphere	0.39	5.62	<0.001				
3	Age	0.01	0.15	0.88	0.24	0.06	9.51***	4.28**
	Tenure in current company	0.04	0.61	0.54				
	Differentiated Team Atmosphere	0.32	4.60	<0.001				
	Insider Identity Cognition	-0.21	-3.03	0.003				
4	Age	0.01	0.14	0.89	0.24	0.00	1.17	0.12
	Tenure in current company	0.04	0.60	0.55				
	Differentiated Team Atmosphere	0.32	4.58	<0.001				
	Insider Identity Cognition	-0.21	-3.02	0.003				
	Psychological Resilience	-0.03	-0.44	0.66				
	Differentiated Team Atmosphere x Psychological Resilience	-0.05	-0.77	0.44				

Note. *$p < 0.05$, **$p < 0.01$, ***$p < 0.001$.

4.4 Mediation and Moderation Analysis

To test the moderation effect of psychological resilience, an interaction term between differentiated team atmosphere perception and psychological resilience was included in the regression model. The results revealed that psychological resilience did not significantly moderate the relationship between differentiated team atmosphere perception and knowledge hiding behavior ($\beta = -0.05$, $p = 0.34$), failing to support Hypothesis 3a. However, psychological resilience did significantly negatively moderate the relationship between differentiated team atmosphere perception and insider identity cognition ($\beta = -0.16$, $p < 0.01$), supporting Hypothesis 3b. This finding suggests that psychological resilience buffers the negative effect of a

differentiated team atmosphere on insider identity cognition. To further illustrate this moderation effect, simple slope analyses were conducted at one standard deviation above and below the mean of psychological resilience. The results indicated that the relationship between differentiated team atmosphere perception and insider identity cognition was weaker for employees with higher psychological resilience compared to those with lower psychological resilience. In summary, the results of this study provide support for the hypotheses that differentiated team atmosphere perception positively predicts knowledge hiding behavior and that insider identity cognition partially mediates this relationship. However, psychological resilience was found to moderate the relationship between differentiated team atmosphere perception and insider identity cognition but not the direct relationship between differentiated team atmosphere perception and knowledge hiding behavior. These findings have important implications for understanding and addressing knowledge hiding behavior in organizations.

5. Discussion
5.1 Implications for Theory and Practice
The current study has several significant implications for both theory and practice, particularly in the realm of organizational behavior and management. The findings provide a nuanced understanding of knowledge hiding behavior by highlighting the crucial role of differentiated team atmosphere perception and insider identity cognition. This offers a fresh perspective on the multifaceted nature of knowledge hiding, which has traditionally been studied from more straightforward perspectives such as individual traits or organizational culture. Theoretically, this study extends the knowledge hiding literature by introducing the concept of differentiated team atmosphere perception. This construct encapsulates employees' subjective experiences of the team's atmosphere, which can vary significantly even within the same organizational unit. By recognizing this variability, the study challenges the notion that a single, uniform team atmosphere exists within organizations. This nuanced approach aligns with recent calls for a more context-sensitive understanding of organizational phenomena (Sun & Zuo, 2023). Furthermore, the integration of insider identity cognition into the knowledge hiding framework underscores the importance of individuals' psychological sense of belonging and self-worth within the organization. This enriches the theoretical lens through which knowledge hiding behavior can be examined, moving beyond purely rational or economic explanations to include emotional and social factors. Practically, the study's findings have immediate implications for managers aiming to foster a culture of knowledge sharing within their organizations. Managers should prioritize creating a more equitable and inclusive team atmosphere, recognizing that even subtle perceptions of unfairness or exclusion can lead to knowledge hiding. This involves active efforts to ensure that all team members feel valued, respected, and included. For instance, implementing transparent decision-making processes, providing regular feedback and recognition, and encouraging open communication can all contribute to a more equitable team atmosphere. Additionally, promoting insider identity through initiatives such as mentorship programs, team-building activities, and inclusive leadership practices can help employees feel more connected to the organization and less inclined to engage in knowledge hiding (Sun, Zuo, Liu, Huang, & Wen, 2024). Moreover, the study highlights the importance of addressing individual differences in team atmosphere perception. Managers should be attuned to these differences and tailor their management strategies accordingly. For example, providing personalized feedback and development opportunities can help address specific concerns or misconceptions held by individual employees. Similarly, recognizing and rewarding contributions from all team members, regardless of their perceived status or role, can help mitigate feelings of exclusion and foster a more collaborative and inclusive environment.

5.2 Limitations and Future Research
While the current study provides valuable insights into knowledge hiding behavior, it is not without limitations. One primary limitation is the reliance on self-report measures, which may introduce biases such as social desirability or recall errors. Future research could address this

limitation by incorporating objective measures of knowledge hiding, such as observing actual knowledge sharing behaviors or analyzing documentation related to knowledge transfer within organizations. Additionally, a larger and more diverse sample could provide a more robust test of the study's hypotheses and increase the generalizability of the findings. Another limitation is the cross-sectional design of the study, which prevents causal inferences about the relationships among the variables. Future research could adopt a longitudinal approach to better understand the dynamics of these relationships over time. For example, studying how changes in team atmosphere perception or insider identity cognition over an extended period impact knowledge hiding behavior could provide a more nuanced understanding of these processes. Moreover, a longitudinal design would allow researchers to examine potential mediating or moderating variables that may influence the relationships of interest. Future research could also explore other potential moderators of the relationships identified in the current study. For instance, team trust and communication have been shown to play crucial roles in fostering collaboration and knowledge sharing within organizations (Sun, Zuo, Huang, & Wen, 2024). Examining how these factors interact with team atmosphere perception and insider identity cognition could provide additional insights into the complexities of knowledge hiding behavior. Specifically, high levels of team trust may mitigate the negative effects of a perceived unfair team atmosphere, while effective communication could help clarify misunderstandings and reduce the likelihood of knowledge hiding. Furthermore, future research could investigate the cultural context of knowledge hiding behavior. While the current study focused on a specific cultural setting, knowledge hiding may manifest differently across diverse cultural backgrounds. Exploring the cultural nuances of team atmosphere perception, insider identity cognition, and knowledge hiding could provide valuable insights for multinational organizations seeking to foster a global culture of knowledge sharing. Finally, future research could delve deeper into the antecedents and consequences of knowledge hiding behavior. For instance, studying the personal and organizational factors that predispose individuals to engage in knowledge hiding could identify targets for intervention. Similarly, examining the broader organizational impacts of knowledge hiding, such as reduced innovation or decreased organizational performance, could underscore the importance of addressing this behavior.

6. Conclusion
6.1 Significance of Findings
The results of this study underscore the pivotal role of differentiated team atmosphere perception in shaping employee behavior, specifically knowledge hiding. It is evident that when employees perceive a differentiated team atmosphere, they are more likely to engage in knowledge hiding behavior. This finding aligns with prior research indicating that perceived unfairness or differential treatment can lead to negative behavioral outcomes. By highlighting the impact of differentiated team atmosphere perception on knowledge hiding, this study extends the understanding of organizational behavior in the context of Chinese cultural norms, where relational harmony and fairness are highly valued. Moreover, the mediating role of insider identity cognition in the relationship between differentiated team atmosphere perception and knowledge hiding behavior further enriches our understanding of the underlying psychological mechanisms. When employees feel marginalized or excluded from the team's inner circle, they are less likely to identify with the organization and more inclined to withhold knowledge. This finding emphasizes the importance of fostering a sense of belonging and inclusion among employees to mitigate knowledge hiding.

6.2 The Role of Psychological Resilience
Interestingly, psychological resilience was found to negatively moderate the relationship between differentiated team atmosphere perception and insider identity cognition, but not directly between differentiated team atmosphere perception and knowledge hiding. This suggests that while psychological resilience does not directly influence knowledge hiding behavior, it can buffer the negative effects of a differentiated team atmosphere on insider

identity cognition. Employees with high psychological resilience may be better equipped to cope with perceived unfairness and maintain a positive sense of identity despite adverse team dynamics. This finding underscores the value of cultivating psychological resilience among employees as a strategy for mitigating the negative consequences of a differentiated team atmosphere.

6.3 Implications for Management Practice

The findings of this study have several practical implications for managers in the communications technology service industry. Firstly, managers should strive to create a fair and inclusive team atmosphere by ensuring equal treatment and opportunities for all employees. This can be achieved through transparent communication, clear performance evaluation criteria, and regular feedback sessions. By reducing the perception of differential treatment, managers can foster a sense of trust and belonging among employees, which in turn can reduce knowledge hiding behavior. Secondly, managers should focus on enhancing employees' insider identity cognition. This can be accomplished by recognizing and rewarding employees' contributions, involving them in decision-making processes, and providing opportunities for career development. When employees feel valued and included, they are more likely to identify with the organization and share their knowledge willingly. Thirdly, managers should invest in programs that cultivate psychological resilience among employees. This can include stress management workshops, mentoring programs, and support systems for dealing with workplace challenges. By equipping employees with the tools to cope with adversity, managers can help them maintain a positive identity despite the presence of a differentiated team atmosphere.

6.4 Limitations and Future Research Directions

While this study provides valuable insights into the relationship between differentiated team atmosphere perception, insider identity cognition, psychological resilience, and knowledge hiding behavior, it is not without limitations. Firstly, the sample size was relatively small and limited to employees in the communications technology service industry in China. Future research could expand the sample size and include employees from different industries and cultural contexts to enhance the generalizability of the findings. Secondly, this study relied on self-reported data, which may be subject to biases such as social desirability and recall errors. Future research could incorporate more objective measures of knowledge hiding behavior, such as observations or performance data, to validate the findings. Finally, this study focused on the mediating role of insider identity cognition and the moderating role of psychological resilience. Future research could explore other potential mediators and moderators, such as team cohesion, organizational culture, and leadership style, to gain a more comprehensive understanding of the factors that influence knowledge hiding behavior.

6.5 Conclusion

In conclusion, this study has demonstrated that differentiated team atmosphere perception significantly positively impacts employee knowledge hiding behavior, with insider identity cognition serving as a partial mediator. Psychological resilience, while not moderating the direct relationship between differentiated team atmosphere perception and knowledge hiding, negatively moderates the relationship between differentiated team atmosphere perception and insider identity cognition. These findings offer important implications for managers seeking to mitigate knowledge hiding behavior and foster a positive team atmosphere in the communications technology service industry. By addressing the factors that influence knowledge hiding behavior, managers can enhance organizational performance, innovation, and competitiveness in an increasingly knowledge-driven economy.

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