


Perception of organizational support, knowledge management and intention to turnover in workers in the city of Natal – RN

 <https://doi.org/10.56238/sevned2024.018-002>

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ABSTRACT

The professional-organizational environment has revealed for organizational management a close relationship between structure and economic functionality, advantage in competitiveness associated with financial incentives and work function, as well as the influence of motivational and punitive variables on workers when tasks are not fulfilled. The phenomenon of turnover in organizations is not something new, as it is linked to the restructuring and dissolution of traditional organizational functional policies, such as job security, positions, and salaries. On the one hand, the way organizations generate and support their employees would probably be able to reduce the pace of turnover and make the policy of retaining professional talent more consistent; on the other hand, the efficient management of information processes, standards and knowledge related to the quality of the organizational system would be able to provide workers with both a more effective management of knowledge, as well as less intention to leave the organization or request a transfer of sector. These conditions would contribute to a better performance in the work environment and interpersonal relationships with a view to productivity and organizational efficiency. In this case, this study aims to verify the influence of organizational support on knowledge management and these on the intention of turnover in workers of public and private organizations in the city of Natal-RN.

Keywords: Organizational Support, Intention to turnover, Public and private organizations.

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INTRODUCTION

According to Versteegen (2011), throughout the nineteenth century and throughout the twenty-first century, the professional-organizational environment has exerted a marked influence on organizational management, establishing a close relationship between structure and economic functionality. This focus focuses on the search for competitive advantage, associated with financial and labor incentives, as well as the influence of motivational or punitive variables on workers when tasks are not fulfilled.

During this period, efficient management was seen as crucial, highlighting the importance of hierarchical actions, planning, organization, coordination, control, etc. These practices were considered fundamental for socially desirable organizational development and exemplary production, associated with leadership strategies (Andrade, Amboni, 2011; Fayol, 2016). However, as contemporary demands have become more heterogeneous, analogous management strategies have become limited, requiring a reformulation and reinvention of practices in the workplace (Braia, Curral, Gomes, 2014).

In the second half of the twenty-first century, there is a need not only to understand the subjective conditions of "being professional", but also to go far beyond the unidirectional view of the economic perspective aimed at investing in organizational structure and functionality. Organizational management becomes more interested in the processes of human interaction in the relationship between organization, worker and salary, in relation to professional performance and productivity (Tamayo, Paschoal, 2003; Scorsolini-Comin, Inocente, Miura, 2012; Formiga, Fleury, Souza, 2017).

As a result, contemporary organizations seek in the *performance* of employees something far beyond the mechanistic and dualistic execution of work tasks. The emphasis is on competencies and skills that transcend the physical and bureaucratic boundaries of the organization. For this, an assertive performance is necessary, capable of influencing the construction, motivation and fulfillment of organizational objectives (Randeree, Al Youha, 2009; Kuo, 2011; Almatrooshi, Singh, Farouk, 2016).

The phenomenon of turnover in organizations is not recent, dating back to the late 80s, when the world of work and organizations underwent a restructuring and dissolution of traditional organizational functional policies, such as job security, positions and salaries (Ferreira, Freire, 2001; Siqueira, 2014).

However, the analysis of turnover is not limited to changes in the macro, micro or meso-organizational system. The structural and functional fragility in current labor relations contributes to a shorter bond and a greater possibility of breaking these relationships, regardless of the competence, creativity and innovation of the professional. This condition reflects the idea of "less is more" in



contemporary professionals (Franco, Druck, Seligmann-Silva, 2010; Freire, Formiga, Fernandes, 2019).

With the changes in the dynamics and structure of post-modern society, not only an organizational and professional reform can be observed, but also the emergence of conditions of fragility in human resources. The bonds of adherence to the organization, the commitment and engagement between the company and the worker, and the management processes have become more fluid, inconsistent and multiple (Siqueira, Pereira, 1999; Kurtessis et al., 2017).

According to Siqueira et al. (2014), turnover, also known as turnover, refers to a dynamic flow of people in and out of organizations. According to the conception of Siqueira and Pereira (1999), the emergence of voluntary turnover is frequently observed, characterized by the individual decision of the employee to leave the organization in which he works or to change the function or sector of the organization.

In the contemporary world of work, the rupture of the functional link between worker and organization has become easy and fast; The individual decision of the worker to leave the organization is often related to the non-correspondence to the values and attitudes affirmed in the worker-organization relationship.

Due to the impact that turnover has on companies, several studies have been developed seeking to explain how it occurs and how it can be reduced (Souza, Formiga, 2022; Siqueira, Junior, Oliveira, Filho, 2014; Oliveira, Júnior, Poli, Oliveira-Silva, 2018).

In this context, Schwab (1991; Silva, 2018) established two approaches in the search for predictors of turnover: while one of them focuses on psychological factors, the other maintains that environmental factors play a significant role in this process.

Considering the scope of intellectual capital in the organization, knowledge management corresponds to a systematic effort that the organization undertakes in its internal structure and in its relations with employees to develop, use, retain and measure the knowledge of both (organization and worker), with a view to greater efficiency, competitiveness, innovation and optimization in the provision of services and fulfillment of organizational demands (Loureiro, 2003; Mourão, 2009; Santos, Bispo, Abbad, 2014).

It's a fact! In recent years, market demand has pressured organizations to become increasingly innovative in the selection and retention of their specialized professionals. Companies are looking for alternatives that can boost the development and reformulation of human resource practices. Thus, this process is intrinsically linked to the creativity and willingness of the professionals involved in these practices (Teixeira, Currel, Gomes, 2014).

However, in the organizational environment, it is necessary to consider the factors that stimulate the creation and influence the development of professional practices that, in management,



contribute to a very efficient dynamic for mediation between the worker's interest and what the organization offers for the development of a satisfactory work system capable of enabling the exchange of information. the construction of knowledge and social interactions between the relevant actors of the company, influencing the implementation of successful work practices (Santos, Vasconcelos, Cândido, Caldas, 2013).

Smedley (2016) highlights that information, its structuring and maintenance has been the central point of success in the contemporary organizational world, as data of special relevance, when identified and treated, become influential knowledge in the development of organizational processes. For this information to be considered useful in the management process, it is necessary to identify and share it. In this sense, organizational support, which fosters bonds and values the professional who performs his function in the specialized work sector is considered the main means of survival and a fundamental instrument for the continuity of productive organizational activities (Bhatt, Altinay, 2013; Borda, 2011; Bezerra-de-Sousa *et al.*, 2022).

In this context, of the numerous social and technological transformations that have influenced human behavior in the organizational environment and have had a direct impact on the internal dynamics of organizations, knowledge management has required workers to comply with specific criteria and norms related to knowledge about organizational practices and regulations to ensure effective professional skills (Zanelli, Borges-Andrade and Bastos, 2004).

Therefore, it is not enough to simply feel safe and have support from the organization, but it is also necessary to act intelligently, structured both in the knowledge that is offered in the organization, either through the organizational culture or by the demands of the manager, but, no less important, by the assimilated experience, in terms of knowledge, of the professional who performs the function.

Such a situation, in the current scenario, highlights that organizations are experiencing, with no return, the digital and informational era (Kohn, Moraes, 2007), a condition that directs workers to relevant information and data sharing stand out as determining strategies for survival and obtaining competitive advantage (Donate, Guadamillas, 2011; Gonzalez, Melo, 2018). However, the efficient sharing of information depends on attributes aimed at professional skills and the organization-worker relationship, related to the nature of knowledge, intrinsic and extrinsic motivations, opportunities and organizational culture (Alcará, Chiara, Rodrigues, Tomaél, Piedade, 2009).

Reflecting on the worker's motivations implies delving into subjective aspects related to the individual's intrinsic behavior (Antunes, Stefano, Berlato, 2011). The study by Tamayo and Paschoal (2003) indicates that the main difficulty in relation to the process of motivating professionals is related to the search for a balance between the interests of the organization and the interests of the worker.



In view of these conceptions, there is a need to analyze support in organizational relationships, a psychological construct capable of measuring the worker's convictions and perspectives in relation to satisfaction with the forms of recognition and appreciation that the organization demonstrates in relation to professional performance. This aspect is considered an influencing factor in worker motivation (Fleury *et al.*, 2017).

In addition, based on the perception and experience of the worker, it becomes possible to observe how the organization-management-worker dynamic can influence work performance, organizational citizenship behaviors, creativity and innovation (Oliveira-Castro, Pilati and Borges-Andrade, 1999). As well as, based on this organizational valuation (i.e., the perception that the company values the employee) in the conception of work, how it could influence the way in which, where and why the worker is stimulated to manage information and keep it enriched in his work system, in the case of this project, how to influence knowledge management.

As Davenport (1994) points out, the development of knowledge information management for the management of information resources is not only highly beneficial, but also guides professionals in the effective supervision of knowledge processes, providing support for strategic decision-making and conferring a competitive advantage over competitors.

It is noteworthy that the strategic level (senior management) of the organization, responsible for monitoring the internal and external environment of the business, faces significant demands, for example: Establishment of information policies applicable to the entire company, covering electronic security issues; Creation and maintenance of information stocks, involving the allocation of financial resources for their training and development; Coordination of information within the company, clarifying information systems and their processes; Promotion of efforts to improve the quality of information, considering the complete informational cycle; Creation of information or research centers to meet the needs of users; Planning of information products and services for the company, such as the production of booklets, bulletins, magazines, books and internal electronic materials for the dissemination of organizational information to sectors/units or to the entire organization; Negotiation of information sharing between departments, involving technical aspects related to the inputs of information flow from one department to another, as well as political aspects pertinent to those who can, should or are authorized to be informed and inform internally.

In view of this scenario, the scarcity of research that establishes connections between the three variables stands out: organizational support, knowledge management, and turnover intention. Thus, the imperative of a deeper understanding of this theme arises, configuring itself as a crucial study for both the academic and professional spheres. The central problem that permeates the research is highlighted in the next section, referring to the objectives.



METHODOLOGY

This research will be methodologically structured based on the following approach:

NATURE OF THE RESEARCH

Considering the nature of this investigation, which is aligned with the quantitative perspective, the typology adopted is descriptive and correlational. In this sense, it aims to measure and evaluate specific dimensions, facts and phenomena in a given reality. As for the methodological procedures, the chosen option includes field data survey, with the objective of examining a representative sample of the population and obtaining a direct understanding of the reality based on statistical analyses, as recommended by Creswell (2010) and Sampieri, Collado, Lucio (2013; Alves-Mazzotti, Gewandsznajder, 2004). In this context, the present project aims to conduct a research involving professionals from organizations, both public and private, in the city of Natal, RN.

DESCRIPTION OF THE SAMPLE AND RESEARCH SUBJECTS

The survey was conducted electronically through Google Forms, individually directed to professionals currently working in the labor market in the city of Natal, RN, in public and private organizations. Those interested in participating will be led to access the electronic form, distributed through social networks and/or previously registered emails. It is worth mentioning that participation is completely voluntary and anonymous.

The sample collected was evaluated using the G Power 3.2 statistical package, intended to evaluate the statistical power, determine the necessary sample size and perform specific calculations for the study (Faul, Erdfelder, Lang, Buchner, 2007). For this, the statistical standard of analysis will be considered, with a probability of 95% ($p < 0.05$), a magnitude of the sampling effect ($r \geq 0.50$) and a hypothetical power pattern ($\pi \geq 0.80$). A minimum sample of 150 workers from public and private organizations in the city of Natal-RN presented statistical indicators ($t \geq 1.98$, $\pi \geq 0.92$, $p\text{-value} \leq 0.01$) that ensured the quality of the sample for research.

As for the ethical criteria of the research, information about the purpose of the research will be provided, along with clear instructions on the questions presented in the instruments. The practices will follow the guidelines of Resolution 466/2012 of the National Health Council for research involving human beings. Participation will be requested through the virtual signing of the Informed Consent Form (ICF).



- a. Participants were informed that their responses will be personal and not influenced by the survey administrator. There would be no right or wrong answers, and the answers would be treated according to the participant's interpretation when answering the questions presented, thus ensuring the anonymity of the answers. A researcher with previous experience was available to answer questions and an average time of five minutes was enough to complete the activity.

RESEARCH INSTRUMENT

The research participants answered a questionnaire with the following instruments:

Knowledge Management Scale – developed by Pais (2014), is a measure that encompasses various organizational practices and guidelines related to knowledge management processes, which is composed of 22 items, answered on a five-point Likert scale with a variation of extremes 'almost one applies = 1 to 5 = applies almost totally, distributed in four distinct factors: Cultural Orientation for Knowledge, which indicates the organization's propensity for established practices, rules, norms and procedures that must be followed. It highlights a common framework and a collective memory, emphasizing a shared set of recognized values; Competitive Orientation refers to the organization's inclination to the outside, inserting itself in the context of competitiveness and comparative performance, enabling the strategic management of knowledge, adaptation to the external environment and the achievement of competitive advantages; Formal Knowledge Management Practices encompasses organizational efforts designed around formally instituted processes, especially in the realm of explicit knowledge. It comprises a set of practices aimed at the creation and acquisition of knowledge, aiming to preserve, share and use knowledge in products and services. These practices provide change, organizational development, initiative taking, and innovation; and finally, the Informal Practices of Knowledge Management, refers to the interactions that occur in the organization and facilitate the social construction of knowledge, which emerge in discursive practices and in the creation of a common and collective language. The emphasis on tacit knowledge stands out, which arises from direct and face-to-face contact between individuals. Here, a symbolic management of knowledge occurs, allowing the attribution of meaning.

Organizational Support Perception Scale (EPSO) – This is a scale composed of 9 items, originally developed by Eisenberger *et al.* (1986) and later adapted and validated for the Brazilian context by Siqueira (1995). The objective of this measure is to assess the perception of workers in public and/or private organizations in relation to the company's concern with the well-being of employees. In the measurement of the construct, participants are asked to mark their answer on a seven-point scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Regarding the reliability of the scale, the initial study by Siqueira (1995) revealed an alpha coefficient of 0.86, indicating



internal consistency in the construct measurement. In addition, in a sample of Brazilian workers, Formiga, Fleury and Souza (2014) conducted a survey to verify the consistency of the scale's factor structure, using confirmatory factor analysis. These authors observed favorable psychometric indicators that confirmed the factorial structure proposed by the EPSO author, with values such as: $\chi^2/df = 1.42$, RMR = 0.02, GFI = 0.99, AGFI = 0.97, CFI = 0.99, TLI = 0.99 and RMSEA = 0.03.

Turnover Intention Scale (EIR) – This scale was developed by Siqueira et al. (1997) and consists of three items, such as "Do you think about leaving the organization where you work," "Do you plan to leave the organization where you work," and "Do you want to leave the organization where you work." Participants are asked to indicate on a five-point Likert scale, ranging from 1 (never) to 5 (always), how much they agree or disagree with the information expressed in the items. The choice to use this measure stems both from its reliability, with a precision index above 0.70 ($\alpha = 0.95$), and from being a concise instrument that provides a clear and applicable definition to evaluate the phenomenon addressed in this project.

Sociodemographic Questionnaire: It consisted of obtaining information about the participants, related to the respondent's professional relationship, gender, age, professional qualification, length of service.

DATA ANALYSIS

For data analysis, the statistical software SPSSWIN was used, version 25.0 and in this, initially, the presence of multivariate *outliers* will be verified, which will be carried out through the Kolmogorov-Smirnov (KS) normality test, intended for the analysis of samples greater than 100 subjects. Also, the common variance of the method was evaluated, following the suggestion of Podsakoff, MacKenzie, Lee and Podsakoff (2003), based on the test of a Harman factor to examine the existence of any common bias of the method (CMV) in the collected data.

In SPSS 25.0, descriptive statistics, internal consistency analysis, correlational and variance analysis were performed respectively, mean and standard deviation, Cronbach's alpha, Pearson's correlation, Student's t-test and ANOVA (Dancey, Reidy, 2006).

Specifically, in the evaluation of the mean and standard deviation, a measure of dispersion is sought to examine the regularity of the data in the sample collected. This approach allows identifying whether the data follows a normal distribution and provides insights into the variation in participants' responses to the scales presented (Dancey, Reidy, 2006).

Cronbach's alpha aims to validate the reliability of the instrument for the specific context in which the research was developed. In general, it is expected that the psychometric coefficient observed will be close to 1 (Formiga, 2003).

Pearson's correlation, in turn, examines the product-moment relationship between two or more quantitative variables, measuring the degree of linear correlation between them. The values of $r = 1$ indicate a perfect positive correlation, $r = -1$ represents a perfect negative correlation (i.e., when one variable increases, the other always decreases), and $r = 0$ suggests that the two variables do not linearly depend on each other (Bisquerra, Sarriera, Martinez, 2004).

Student's t-test is used to compare two variables, aiming to verify the mean scores in different groups with the purpose of testing hypotheses between them (Alves, 2017, cited in Bisquerra, Sarriera, Martinez, 2004).

Finally, analysis of variance is used to evaluate the comparison of means at various levels of one or more treatments, using normality-based distributions in construct analyses (Dancey, Reidy, 2006).

RESULTS

In this section, the results of the sociodemographic characterization of the participants, the descriptive analysis of the items, the internal consistency of the measures used, the correlation between the variables and the mean scores of the constructs between the constructs will be presented, referring to the perception of organizational support, knowledge management and intention to turnover in the work environment

The final sample of the study was composed of 212 workers in different work areas in the State of Rio Grande do Norte; Regarding age, it ranged from 20 to 66 years (Mean = 39.31 years, p.d. = 10.21), 55% of the sample was women, 62% had an economic income above 8,000.00 reais, 71% had more than ten years of service, 66% worked day in and day out and 77% were satisfied in the work environment.

Based on these sociodemographic characteristics, multicollinearity was verified, which was evaluated through the correlations between the variables and which was guided by the parameters defined by Tabachnick and Fidell (2001), which established a relationship < 0.90]; Thus, the analysis observed the existence of a correlational variation between the variables lower than the indicator proposed by the authors, ranging from 0.28 to 0.67. This condition indicates that there was no high degree of correlation, which can generate models with low errors.

Regarding the multivariate outliers, these were evaluated using the Kolmogorov-Smirnov (KS) normality test, being intended for samples greater than 100 subjects, and indicators were observed that suggest a sample normality (KS = 1.82; $p < 0.47$).

Once the normality of the sample was assessed, the normality of the items of the scales was evaluated; for this, discriminative analyses (Mean and SD) and indicators of normality of the items (Skewness – SK and Kurtosis – Ku) of the scales were performed; in Table 1, it is highlighted that



for all items, the means and standard deviations were within the expected range in the distribution of the answers; the standard deviations of the items ranged from 0.86 to 1.98, *Sk*, from -1.49 to 0.53, and *Ku*, from -1.24 to 1.49.

With the normality of the sample and the distribution of the items identified and because there are studies in Brazil on the topics developed, however, in a separate way, different from the one intended in this dissertation (cf. on knowledge management - Pais, 2014, Almeida, Formiga, Junior, Souza, 2020 and Araújo, Formiga, 2023; Veloso, 2023; on the perception of organizational support - Sianqueira, 1995; Formiga, Fleury, Souza, 2014 and Franco *et al.*, 2021; Intention to rotate - Siqueira *et al.* 1997; Formiga *et al.*, 2021; Formiga, Santos, Nascimento, 2022 and Neto, Santana, 2022) these studies prove the factorial organization of the scales used in their respective dimensions.

Thus, an analysis of the internal consistency of these scales was carried out and based on the findings presented by the aforementioned authors, especially with regard to the quantity of the factors of each measure and their psychometric quality, it was observed that the alpha indicators were above 0.70. For both *Cronbach's alpha* and ICC, statistical indicators are used to assess the quality of the measurement scales in their consistency or internal validity of the instrument.

For this, a minimum (0.70) to a maximum (1.00) value is required in order to verify the homogeneity of the items that measure the construct, characterizing a safety for the measurement of the evaluated phenomenon (Pasquali, 2011; Formiga, Pereira, Estevam, 2020). Based on this statistical analysis, psychometric indicators were not only consistent, but also significant, both in the general evaluation of the constructs, which can be affirmed that it was able to measure the theoretical and empirical proposal of the variables, and in the specific dimensions of the knowledge management construct (namely: PRAINFGEST = Informal management practice, PRAFORMGEST = Formal management practice, ORINTCOMP = Competitive orientation, ORINCULCONH = Cultural orientation to knowledge), all above 0.70.

The research participants and their responses in the scales, according to what was theoretically and empirically addressed in the study, were close to those observed by the aforementioned authors (cf. Pasquali, Gouveia, Andriola, Miranda, Ramos, 1994; Formiga, Viseu, Jesus, 2014; Formiga *et al.*, 2018; Formiga *et al.*, 2019; Formiga, Pereira, Estevam, 2020). Thus, the scales administered for the evaluation of each construct were consistent in their application and quality in a sample of professionals collected in the Brazilian states.

With the measures used being confirmed, which lead to their administration for a sample of workers and confidence in the evaluation of the constructs; In this section of results, the main objective of the study was met (to verify the relationship between positive psychological capital, spirituality at work and general health in workers).

For this, Pearson's correlation calculation was performed between the variables, and the results can be observed in Table 1: the perception of organizational support (SOrg) was positively and significantly related to knowledge management (CGtotal), with both variables, with negative correlational scores with the intention to turnover (RI) (respectively, $r = 0.54$, $r = -0.31$ and $r = -0.41$).

Also noteworthy is the relationship between the perception of organizational support (SOrg) and knowledge management (GCtotal) associated with the specificities of RI (thinking about leaving, planning to leave and wanting to leave) all with negative scores (ranging from -0.27 to -0.41). Another important piece of information is to highlight the positive relationship between the RI items, i.e., thinking, planning and the desire to leave, were related, with variations from 0.72 to 0.86.

Table 3: Correlational scores between organizational support, knowledge management, and turnover intention.

Variables	Average (p.p.)	Organizational Support	Knowledge management	Intention to churn	IR 1	IR 2	IR3
Organizational Support	36,64 (7,99)	---					
Knowledge management	80,19 (14,86)	0.54*	---				
Intention to churn	7,85 (3,85)	-0.31*	-0,43*	---			
IR 1 (You are thinking about leaving the company where you work)	2,67 (1,25)	-0,31*	-0,41*	0,83*	---		
IR 2 (You plan to leave the company where you work).	2,54 (1,32)	-0,27*	-0,41**	0,84*	0,86*	---	
IR 3 (You want to leave the company where you work).	2,62 (1,31)	-0,27*	-0,36*	0,88*	0,72*	0,72*	---

Notes: * $p < 0.001$.

A detail of KM is that this construct is divided into four dimensions (as a souvenir; PRAINFGEST = Informal Management Practice, PRAFORMGEST = Formal Management Practice, ORINTCOMP = Competitive Orientation, ORINCULCONH = Cultural Orientation for Knowledge), having to relate to SOrg and IR.

In this sense, table 2 shows that the SOrg was positively related to all the dimensions of the GS - Informal Practice, Formal Practice, Competitive Orientation and Cultural Orientation - and these, in turn, were also negatively correlated with Intention and turnover. In the table in question, it was decided to highlight these results in bold.

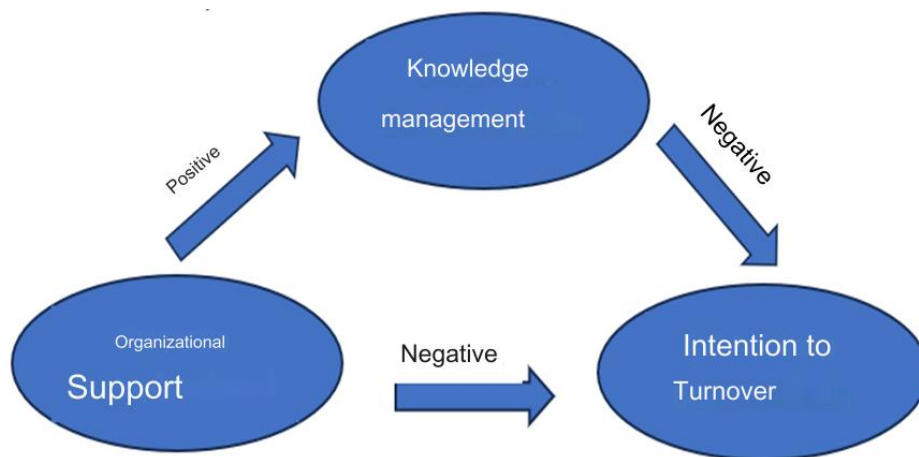
Table 4: Correlational scores between organizational support, dimensions of knowledge management, and turnover intention.

Variables	Organizational Support	PRAINFOGEST	PRAFORMGEST	ORINTCOMP	ORINCULCONH	Intention to churn
Organizational Support	---					
PRAINFOGEST	0,32*	---				
PRAFORMGEST	0,55*	0,62*	---			
ORINTCOMP	0,45*	0,62*	0,75*	---		
ORINCULCONH	0,32*	0,25*	0,39*	0,36*	---	
Intention to churn	-0,31*	-0,20*	-0,44*	-0,43*	-0,24*	---

Notes: * $p < 0.001$. PRAINFOGEST = Informal Management Practice, PRAFORMGEST = Formal Management Practice, ORINTCOMP = Competitive Orientation, ORINCULCONH = Cultural Orientation for Knowledge.

Seeking a better reading of the correlations between the variables presented in Table 4, which, with the main constructs addressed, revealed correlational scores > 0.30 ; This condition denotes a conceptual and empirical similarity of the construct with its dimensions and that allows us to affirm that they measured in the expected theoretical-empirical direction. It was decided to present a graphic representation that meets the central objective of this dissertation. In figure 1, it is possible to observe both the direction and strength of the correlations between the variables, which corroborated the hypothesis proposed in the research.

Figure 1: Graphical representation of the correlations of organizational support, knowledge management, and turnover intention in workers



Once the established hypothesis was proven, which, expressed in Figure 1, it was decided to perform a statistical comparison analysis; through ANOVA, associated with the *post-hoc Scheffe*

test, the differences in the mean scores in the dependent versus independent variables were evaluated (see Table 3).

The results revealed the existence of mean scores in the direct effects on the high level of organizational support and high level of knowledge management, as well as on the SOrg *versus* CG interaction effect, which were all significant due to the intention to turnover.

Table 3: Differences between the means in the constructs as a function of intention and turnover.

Construct	Levels	Average	D.P.	Statistics		
				F Friedman	GI	p-value
Organizational Support	Low	2,50	0,11	2,43	2	0,05
	Moderate	2,22	0,11			
	High	2,50	0,59			
Knowledge Management	Baixo	2,00	0,27	2,06	2	0,05
	Moderate	2,12	0,28			
	High	2,64	0,16			
Organizational support <i>versus</i> Knowledge management	Low	2,52	0,13	2,60	3	0,05
	Moderate	2,13	0,16			
	High	3,00	0,81			

In general, it is highlighted that the main objective is to verify the influence between three variables: perception of organizational support, knowledge management and intention to turnover in workers of public and private organizations in the city of Natal-RN. In general terms, the research developed is inserted around psychological science applied to the evaluation and implementation of organizational policies for people management and functional quality in the work environment. Condition for which, it is stated that this objective was fulfilled and corroborated as the main hypothesis.

About the specific objectives, taking as a guideline for analysis, the discriminative statistics and internal consistency of the scales, it is highlighted that the psychometric indicators were reliable in the organizational context evaluated. It is noteworthy that in all measures both reliability and reproducibility were feasible and adequate, corresponding to the conceptual and empirical criteria for the evaluation of each construct proposed by the authors who developed the studies with these scales (cf. on knowledge management - Pais, 2014, Almeida; Formiga, Junior; Souza, 2020 and Araújo; Formiga, 2023; Veloso, 2023; on the perception of organizational support - Siqueira, 1995; Ant; Fleury; Souza, 2014 and Franco et al., 2021; Intention to rotate - Siqueira *et al.* 1997; Silva, 2016; Formiga *et al.*, 2021; Ant; Saints; Nascimento, 2022 and Neto; Santana, 2022).

In the conceptual evaluation of the indicators evaluated, it is possible to suggest that, for the measures-constructs applied to the quantitative research in this dissertation, the results revealed a



confidence in the confirmation of the hypothesis, reinforcing the conceptual and evaluative direction of the phenomenon verified in the study.

With regard to the correlational model, positive and meaningful relationships were expected; and because there are few studies on the subject in Brazilian production, there was a great expectation in the results. This condition is due to the belief that, in the labor system, when the worker perceives that the organization offers him links and support for a productive and healthy development (it is understood as organizational support), the management would not only be competent; Able to manage more applied knowledge and with a content of efficiency for the administration of the function and quality of the service, consecutively, a low interest in leaving the job or work function, creating organizational value.

Thus, when observing figure 1, which is presented as a general representation of the main results, it is possible to affirm the interdependent relationship between the variables, highlighting a system of organizational conduct stabbed in the human resource, because, when there is good organizational support, there would also be good management and better commitment of the employee, inhibiting interest (think, volition and planning) to leave the organization or work sector.

From these findings, it is considered that the central objective, which, confirmed, highlights that the theoretical proposal can be applied, based on the perspective of the cognitive approach applied to organizational and work psychology. Regarding the administration of the scales for the evaluation of the work process and the dynamics of the human resource in the work environment. A fact to be considered is that labor is not a phenomenon that would occur in a labor vacuum, especially when it is intended to develop and maintain functional qualification and productivity in the organizational system.

In this context, the role of organizational support is of great importance, as it would not only meet the organization's norms and the implementation of a more humane organizational policy, as well as the condition of an identity process of the worker-organization dyad and vice versa, as it would contribute to the formation and development of an evaluative perception of the professional regarding the bond established by the organization with him, being able to lead to work with well-being and satisfaction with the work environment in their work space (cf. Formiga et al., 2015; Formiga, Franco, Nascimento, 2022).

In this sense, it is necessary not only to make it clear that the beliefs, values, and attitudes that emerge in the organizational culture, as proposed by Formiga and Souza (2019), that this construct is capable of influencing the way in which people-workers can behave and relate in their work environment, because, from this culture, the information about the appropriate and legitimate conducts expressed symbolically or concretely in the behaviors of leaders, in organizational policies



and human resource management practices, etc., would be able to integrate new and old employees, with a view to better administration and organizational productivity.

An issue that draws attention is not only regarding the condition of organizational support that is related to all dimensions of knowledge management, a situation that is quite comprehensive, because, by establishing a good bond and appreciation with the employee, it is quite possible that the worker assimilates the manager's ways of managing in the face of the numerous management conditions highlighted by Paes (2014) (namely: Informal Management Practice, Formal Management Practice, Competitive Orientation and Cultural Orientation for Knowledge), thus promoting a dynamic of knowledge (tacit or not) capable of managing desirable practices to remain in the sector and/or in the organization itself, leading the worker to an efficient function and with a good interpersonal relationship.

In general terms, by highlighting the need for greater interaction between organizational support-knowledge management-turnover intention, it is believed in the contribution to a better presentation of organizational normative criteria, but also to a possible adherence to institutional management policies for productivity and functional quality; this issue has already been highlighted by Formiga, Franco and Nascimento (2022), because, for these authors, the greater the organizational support, the lower the intention of turnover. What the results present as a condition of value and importance of the phenomenon is regarding the perspective of management being a mediating variable; Leaving the sector or organization in which one works would no longer be a material issue, but a human one, especially on how to manage.

Within this context, it is feasible to consider the idea of creating and applying an organizational education that empowers both employees and managers. Through training, continuous development and employee support programs, focused on transformation opportunities, it seeks to value, recognize and empower each individual, investing in their growth not only professionally, but also personally. The goal is to go beyond the simple condition of being a professional, aspiring to be a fully developed person.

The fact is that, when considering the concept proposed by Paes (2014) on knowledge management, which attributes to this construct a set of daily activities related to the creation and development of internal organizational conditions that catalyze all processes related to knowledge, as a resource. Because, based on the results, it is not an exclusive assimilation for the worker's 'self', but so that such knowledge is shared and applied in the best way to maintain the norm and belief in work and organization; Probably, good organizational support will trigger perceptive processes based on knowledge management, for the identification and control of a bad system and devaluation of the employee, consecutively, harming the work system.



This reflection can be understood by observing the high scores in the relationship that the Formal Practice of Management and Competitive Orientation of knowledge management presented both with organizational support and with the intention of turnover, respectively, a positive and negative relationship (cf. Table 4); thus considered, management is based on the normative system of the organization, a condition that would probably have its structure and function based on the organizational culture.

In the studies developed by Formiga, Andrade Junior and Almeida (2022), they observed that an organization, whether public or private, that implements an organizational culture more structured in values and practices, is able to manage knowledge, especially management based on knowledge of cultural orientation and practical form of knowledge, making the work environment more transparent and willing to learn.

Also, Araújo and Formiga (2023), with the adaptation of the concept of knowledge management applied to the phenomenon of digitality and organizational strategies, observed how a work dynamic centered on the highest level of knowledge management was able to lead employees to a greater understanding and digital strategic application and greater agility in solving organizational problems.

FINAL CONSIDERATIONS

Even though these results were significant and corroborate the objectives of this dissertation, it is noted that there is low productivity in the association of the triad of variables presented in this study; Thus, it suggests for future research, the realization of studies with workers from other work systems, as well as contemplating in the socio-professional variables, information about the profession and satisfaction with it, with a view to evaluating the processes of professional satisfaction and the constructs addressed in the dissertation.

Another very useful study is to compare the same variables in different crops and companies that were implemented in rural and urban areas; Also, it would be important to study how to engage in the methodologies of worker-manager self-confrontation in the socio-cognitive organization of culture understanding, organizational support and knowledge management. Finally, another useful study would be to compare these same constructs between companies formed by families and public companies, as well as small, medium and large companies.

In general, it is necessary to highlight that the present dissertation has its academic contribution when it comes to guidance in the professional and cultural training environment that the way people generate knowledge, this, could not be considered an egocentric, individualistic or even fanciful structure, but should occur through the appreciation that the organization offers to its professionals, allowing them to develop satisfactorily.



In relation to professional contribution, it is very important that the HR of organizations or even university-company cooperation can indicate paths that lead to better functional productivity, highlighting that the norm by the norm is not enough, and rather, associated with the perception of organizational support could better develop the way in which the professional will manage his knowledge in the organization's own system, without biases and noise, harming the work dynamics.



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