


**VERIFICATION OF A MEDIATIONAL THEORETICAL MODEL BETWEEN ORGANIZATIONAL SUPPORT, KNOWLEDGE MANAGEMENT AND POSITIVE PSYCHOLOGICAL CAPITAL IN WORKERS IN THE STATE OF RIO GRANDE DO NORTE** <https://doi.org/10.56238/sevened2024.035-001>**Nilton S. Formiga<sup>1</sup>, Adelmaria C. Sena<sup>2</sup>, Fabiana P. Santiago<sup>3</sup> and Jefferson Vitoriano Sena<sup>4</sup>****ABSTRACT**

The main objective of this chapter is to evaluate the relationship between organizational support, knowledge management and positive psychological capital, and their impact on employee satisfaction in public and private organizations. In a scenario of constant transformations in organizational structures and dynamics, the role of individuals has proven to be strategic for the achievement of companies' objectives. In this context, knowledge management, which involves the creation, sharing, and application of knowledge, and organizational support, based on expectations of exchanges and mutual benefits between organization and worker, play fundamental roles in the development of positive psychological capital of employees. The research had the participation of workers from public and private institutions in Natal, RN, who answered the sociodemographic data, the knowledge management scale, perception of organizational support and positive psychological capital at work. In the verification of the theoretical model, it was observed that the model, which hypothesized a mediational effect of knowledge management between organizational support and positive psychological capital at work, was confirmed. It was also observed that the greater the organizational support, the greater the knowledge management as a function of positive psychological capital. The mediational effect of knowledge management is considered important as a variable that contributes to the development and maintenance of organizational work events aimed at identifying and elaborating emotional elements in the work environment.

**Keywords:** Organizational support. Knowledge management. Positive psychological capital. Public and private organizations.

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## INTRODUCTION

Studies related to the challenges faced by organizations, in a context marked by continuous transformations in their structures, processes, and operational dynamics, increasingly reinforce the idea that individuals play a fundamental strategic role in achieving organizational objectives (Nogueira; Oliveira, 2022). These transformations range from the adoption of new technologies, the restructuring of business models and the implementation of innovative management practices aimed at productivity.

In addition, the ability of workers to adapt to rapid change and to contribute their specific skills and knowledge is seen as a crucial competitive differentiator. Valuing human capital, therefore, not only facilitates the implementation of organizational strategies, but also promotes a more collaborative and resilient work environment, which is essential for the sustainability and long-term success of organizations (cf. Moreira, 2010; Santos, Bishop, Abbad, 2014; Vasconcelos, Cyrino, D'Oliveira, Prallon, 2015; Mamede, 2024).

Since the foundation of management science, with Henry Fayol as its first precursor, organizational management has been associated mainly with the economic dimension, prioritizing only competitiveness and financial stimuli as the foundations for success and employee satisfaction (cf. Melo Neto, 2008; Andrade, Amboni, 2011; Verstegen, 2011; Fidelis, Formiga, 2023). According to the aforementioned authors, the recent challenges faced by organizations (continuous transformations in structures, processes and operational dynamics), knowledge management has become an increasingly relevant area of study in the organizational context, reinforcing the idea that individuals play a fundamental strategic role in achieving organizational objectives.

Thus, according to Sena (2024; Almeida et al., 2020; Franco et al, 2021), knowledge management plays a key role in organizations, involving the creation, sharing, use, and management of knowledge and information. In this context, the company assumes a crucial role in the formation of organizational identity, being responsible for establishing and maintaining social practices, coordination and learning between worker and organization (Kogut, Zander, 1996). These practices aim to improve dynamics and productivity, as well as promote the appreciation of human capital and a collaborative work environment.

Therefore, knowledge management can be related to the positive psychological capital of workers, which covers aspects such as well-being at work, spirituality and authentic leadership. Positive organizational behavior (COP), proposed by Luthans (2002), is based on the positive psychosocial aspects of workers, highlighting themes such as psychological capital (CAPSI), well-being at work (BET), spirituality and authentic



leadership, which are becoming increasingly widespread (Luthans, 2002; Siqueira, 2014; Estevam et al., 2022; Franco et al., 2022).

The relationship between knowledge management and the perception of organizational support suggests that organizations should pay attention to the fulfillment of the psychological contract established with their workers. This contract is based on the expectations of exchanges and mutual benefits between the organization and the worker (Formiga, Fleury, Souza, 2014; Santos Silva, Cappellozza, Venelli Costa, 2015; Figuera Marzall, Rizzetti, Almeida dos Santos, Flores Costa, 2020. Formiga *et al.*, 2020).

Therefore, it is essential for managers to be attentive to the needs and expectations of employees, offering resources, recognition, and opportunities for growth (Kurtessis et al., 2017). By strengthening the perception of organizational support, management can favor an environment conducive to knowledge management, promoting innovation, continuous learning, and the achievement of organizational objectives (Cabrera, Cabrera, 2005; Cavazotte, Moreno Jr., Turano, 2015; Dourado *et al.*, 2018).

In theoretical and empirical terms, it is intended to contribute, both as a conceptual element referring to the variables addressed in this research, as well as guidelines for managers and workers with regard to perception and practical implementations aimed at a greater impact on worker satisfaction, productivity and more positive and interdependent work dynamics for the organizational space. The condition of this proposal also refers to the existence of a low production of studies that relate the constructs contemplated for the present study, since some of these productions were concentrated only in the pairs of these variables (cf. Paschoal, Torres, Porto, 2010; Martins, Lima, Agapito, Souza, Siqueira, 2011; Santana-Cárdenas, Viseu, López-Nuñez, Jesus, 2018; Nogueira, Oliveira, 2022; Freire, Formiga, Fernandes, 2020; Estevam *et al.*, 2022; Franco *et al.*, 2022).

Seeking to prove the assertion of the existence of few studies on the subject, a research survey was carried out in scientific articles, dissertations and seminal theses, as well as what has been discussed at the frontier of knowledge in these areas. The databases of Google Scholar, SciELO, CAPES Journal Portal, SPELL database and the repository of ANPAD annals of scientific events, in Portuguese and English, were used. The keywords used for the search in Portuguese were: Organizational Support, Knowledge Management, Positive Psychological Capital, Public Organizations and Private Organizations. For the terms in English, the following keywords were used: *Organizational Support, Knowledge Management, Positive Psychological Capital, Public Organizations and Private Organizations*. For the terms in Spanish, the keywords were: *Organizational Support, Knowledge Management, Positive Psychological Capital, Public and Private Organizations*.



To obtain the largest number of articles related to the purpose of this research, the Boolean logical operator "OR" was used in the abstracts. In addition, searches were carried out combining the terms with the "AND" operator to find studies that addressed the relationships between the constructs of interest, a condition that revealed the existence of few studies that addressed the three variables as a theoretical model.

Given the panorama described, this study has as its central point of interest, to analyze the relationship between the variables of organizational support, knowledge management and positive psychological capital and their impact on worker satisfaction. In addition, it seeks to evaluate the internal consistency of the scales on organizational support, knowledge management and positive psychological capital in workers and to verify the differences between the mean scores in the variables of these constructs.

The Perception of Organizational Support (PSO) is a construct that has been widely studied in the field of organizational psychology. Introduced by Eisenberger et al. (1986), PSO refers to employees' beliefs about how much the organization values their contributions and cares about their well-being. This perception is reinforced when employees feel valued and supported by the organization (Rhoades, Eisenberger, 2002; Kurtessis *et al.*, 2017; Al-Hussami, Hammad, Alsoleihat, 2018).

Organizational Support Theory (OST) provides a conceptual basis for understanding OSP. According to the TSO, workers are seen as active agents within the organization, and their motivation and productivity are not exclusively their responsibility (Freire, Formiga, Fernandes, 2020; Sena, 2024). OST is also based on the notion of reciprocity, suggesting that workers will perform well to the extent that they perceive that the organization treats them well (Dabos, Rousseau, 2004).

Several authors have highlighted the importance of organizational support as a mediating construct in the relationships between organization, work, and the individual (Diógenes, Paschoal, Neiva, Meneses, 2016; Fleury, Formiga, Souza, 2017; Jain, Giga, Cooper, 2013; Kurtessis *et al.*, 2015). The PSO makes it possible to identify the beliefs and values of the workers in relation to the recognition and appreciation demonstrated by the organization.

Eisenberger, Huntington, Hutchison and Sowa (1986) argue that OSP influences professional commitment and the bond between the worker and the organization. Empirical studies have shown that PSO is related to several organizational outcomes, such as knowledge socialization, motivation, procedural justice (Tsai *et al.*, 2015), organizational commitment, adaptability, and acceptance of change (Al-Hussami, Hammad, Aldoleihat, 2018).



The relationship between PSO and psychological capital at work, according to Formiga, Sousa and Freire (2018; Formiga, Freire, Azevedo, Faria, 2020) has a positive relationship between the PSO and the dimensions of psychological capital, such as optimism, resilience, self-efficacy, and hope. These findings highlight the importance of comprehensive organizational support, which considers both the emotional and professional health of workers. In summary, the Perception of Organizational Support (PSO) plays a crucial role in understanding the interactions between employees and companies. This construct exerts influence on various facets of behavior in organizations, encompassing employee engagement, professional performance, and overall well-being. It is important to continue evaluating the factors that precede and follow the OEP, as well as its implementation in different organizational settings and in different cultural contexts. To gain a deeper understanding of this phenomenon and develop effective strategies, it is necessary to promote a more favorable and productive work environment, highlighting in particular, a social-cognitive perspective in the work environment would be very useful and knowledge management would be one of them.

With regard to Knowledge Management (KM), it has been a topic of great relevance in several areas of the humanities and social sciences, especially in the field of administration. Since the 1990s, researchers have been dedicated to studying how KM can transform organizational knowledge into a valuable resource for companies (Azevedo, 2018), especially when it comes to evaluating the relationship between KM, organizational support, and the positive psychological capital of workers in public and private organizations. Based on the contributions of authors such as Nonaka and Takeuchi (1995), Davenport and Prusak (1998), Kluge, Stein and Licht (2002), Cardoso (2003) and Fandiño, Formiga and Menezes (2018), we seek to understand how KM can positively influence employees' performance, creativity and problem-solving skills, considering the mediating role of organizational support and the impact on positive psychological capital.

Azevedo (2018) points out that the management of organizations, until the 1980s, had as its main factors access to low-cost labor, natural resources, and financial capital. Little relevance was given to knowledge as part of the asset, a form of capital, or even an organizational resource. However, at the end of that decade and during the following decade, the characteristics of management evolved into other themes that still stand out today, especially knowledge management.

The acquisition of knowledge through daily practices, daily processes, organizational routines and internal norms is emphasized by Davenport (2000). Knowledge management aims to convert this knowledge into a precious and irreplaceable resource, especially for



companies that operate in uncertain and unpredictable environments, with the premise that organizations cannot fully take advantage of all the knowledge they have (Azevedo, 2018).

For an organization to develop effective knowledge management, it is necessary to focus and pay attention to strategies; flexibility in internal and external relations; deep and individualized understanding of all employees involved; agility in decision-making; and, above all, a broad procedural capacity for innovation through the use of internal and external knowledge (Cassapo, 2008).

For Chomley (2015; Franco, Formiga, Grangeiro, Oliveira, Estevam, 2021; Formiga, Marques, Santos, Almeida, 2024), existing knowledge is something unmeasured and is the most valuable resource both individually and collectively, in the public and private spheres. The belief of each individual who makes up the organization, as well as behavior and particularity, directly influences the organizational culture. Knowledge, when disseminated, brings benefits and growth indicators to organizations, thus characterizing their organizational culture and relating directly to other areas, such as information and people management.

The study developed by Sena (2024) with workers in Rio Grande do Norte, proved the existence of positive and significant relationships between organizational support, knowledge management and intention to turnover; for the aforementioned author, in the work environment, when the worker realizes that the organization offers him links and support for a productive and healthy development (understood as organizational support) the management would not only be competent, but, able to manage more applied knowledge and with an efficiency content 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.

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, Franco, Nascimento, 2020).

For both Sena (2024) and Formiga, Franco and Nascimento (2020), the explanation that organizational support has about the intention to turnover, reflects the condition of value and importance of the labor phenomenon, as well as 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 rather a matter of in particular, on how to manage. In addition, knowledge management has been associated with positive psychological capital of workers, highlighting that high levels of self-efficacy, hope, resilience, and optimism tend to be more likely to share knowledge and contribute to organizational learning (Luthans, et al., 2006; Luthans *et al.*, 2007).

Positive psychological capital (CAPSI) is a relatively recent concept in organizational and work psychology, which refers to a positive psychological state of individual development, characterized by four pillars: self-efficacy, optimism, hope, and resilience; these pillars are considered essential for the individual's adaptation to the organizational context (Luthans *et al.*, 2007).

Luthans and Youssef (2004) associated the term "capital" with the possibility of investments that organizations can make in their employees, considering that the dimensions of the construct are measurable, susceptible to development and significantly influence individual performance.

CAPSI is considered a personal resource that can be developed and improved, contributing to the well-being and performance of employees. Studies have shown that individuals with a high level of Psychological Capital tend to be more engaged, committed, and satisfied with their work (Luthans *et al.*, 2007; Avey *et al.*, 2011). The four dimensions of CAPSI (self-efficacy, optimism, hope, and resilience) act as protective and motivational factors, helping employees to deal with the challenges and demands of work in a more positive and effective way.

Over the years, research has shown the importance of Psychological Capital in the organizational context. Cavalcante, Siqueira and Kuniyoshi (2014) identified positive and significant correlations between engagement, well-being at work and Psychological Capital in people management professionals. Badran and Youssef-Morgan (2015) associated the construct with job satisfaction, while Choi and Lee (2014) verified its relationship with perceived performance, turnover intention, and well-being.

Some studies have broadened the understanding of Psychological Capital, for example: Rehman, Qingren, Latif and Iqbal (2017) observed that it is related to a decrease in the levels of burnout syndrome and an increase in work performance. Singhal and Rastogi (2018) emphasized their significant associations with career commitment and well-being. Tüzün, Çetin and Basim (2018) related it to professional performance, while Li, Castaño and Li (2018) and Kang and Busser (2018) identified its relationship with leadership and engagement at work. Schneck, Cabral and Vaccaro (2019) found that the development of Psychological Capital adds value to the competitive advantage of



organizations, fostering a positive thinking model in which the individual has the ability to modify or replace the beliefs and assumptions acquired over time (Luthans, Youssef-Morgan, 2017). In the study developed by Formiga *et al.* (2019) it is highlighted that Psychological Capital applied to the organizational context has the potential to promote confidence, emotional regulation, and quality of life at work.

In addition, Positive Psychological Capital has been associated with several desirable organizational outcomes, such as increased productivity, creativity, innovation, and lower turnover (Luthans *et al.*, 2007; Avey *et al.*, 2011). Employees with high CAPSI tend to be more proactive, persistent, and adaptable, which contributes to better individual performance and, consequently, to the success of the organization.

Thus, Positive Psychological Capital has been studied in relation to other variables of the organizational context, such as leadership, culture, and organizational climate. Leaders with high CAPSI tend to be more effective in promoting the engagement and well-being of their teams (Avey *et al.*, 2011). In addition, organizations that value and promote the development of their employees' Psychological Capital tend to have a more positive and healthy culture, which contributes to talent retention and long-term organizational success (Luthans, Youssef-Morgan, 2017). Soraggi and Paschoal (2021) emphasize the relevance of investigating the interaction between personal and organizational variables in the workplace. Its findings confirm that the perception of organizational support and Psychological Capital play significant roles in explaining well-being at work, being fundamental to understand its interactions in the organizational context; as well as, developing a source of positive emotions and behaviors impacting employee satisfaction (Saraswati, 2019; Singh, Singh, 2019; Perugini, Solano, 2019).

Finally, Tang, Shao, and Chen (2019) state that Psychological Capital has a positive effect on employee satisfaction and organizational commitment, in addition to a positive relationship between innovative behavior, job satisfaction, and organizational commitment on the part of employees. They suggest that companies should consider adopting measures to increase the Psychological Capital of employees, in order to improve their innovative behavior.

Therefore, positive psychological capital represents an important personal resource that can be developed and managed to promote individual and organizational growth and performance, constituting a relevant theme for research and practice in people management and organizational behavior. In this theoretical context, it is intended to evaluate the between Perception of Organizational Support (PSO), Knowledge





Management (KM) and Positive Psychological Capital (CAPSI) in public and private organizational contexts.

## METHOD

Considering the nature of this investigation, it contemplates a quantitative perspective, having in its research typology an empirical, descriptive and correlational identity. With this, it seeks not only to identify, but also to generate theoretical propositions capable of responding to the phenomenon presented and suggestions for future and, probably, interventional research regarding the work system and its forms of management that will contribute to a healthy productive development for workers of public and private organizations in the city of Natal, RN.

In this sense, it is required that the research method to be adopted has a convergence with both the type of research and the theoretical and empirical perspective to be developed in this project. For this, the quantitative method was used as a defining basis for the systematic procedures regarding the description and causal explanations of the facts to be evaluated.

The theoretical and practical condition of the use of this method is of interest, because according to Richardson (1989) and Perovano (2016), it is capable of providing greater precision of the results, as well as testing the hypotheses adopted. By assuming this nature of perspective, the central interest is in the condition of measuring and evaluating specific dimensions, facts and phenomena in a given reality.

As for the methodological procedures, the chosen option included data collection research through field research, with a view to examining a representative sample of the population to be surveyed and obtaining an understanding of part of the reality evaluated based on statistical analyses, as recommended by Creswell (2010) and Sampieri, Collado and Lucio (2013; Alves-Mazzotti, Gewandsznajder, 2004).

## SAMPLE DESCRIPTION

The survey was conducted electronically through *Google Forms*, individually directed to workers currently working in the labor market in the city of Natal, RN, in public and private organizations. Those interested in participating were led to access the electronic form, distributed through social networks and/or previously registered emails. It is worth mentioning that participation was 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 pattern of analysis was considered, with a probability of 95% ( $p < 0.05$ ), a magnitude of the sample effect ( $r \geq 0.50$ ) and a hypothetical power pattern ( $\pi \geq 0.80$ ). A sample of 360 workers from public and private organizations in the city of Natal-RN presented statistical indicators ( $t \geq 1.98$ ,  $\pi \geq 0.97$ ,  $p\text{-value} \leq 0.01$ ) that ensured the quality of the sample for research.

Regarding the ethical criteria of the research, information about the purpose of the research was provided, along with clear instructions on the questions presented in the instruments. The practices followed the guidelines of Resolution 466/2012 of the National Health Council for research involving human beings. Participation was requested through the virtual signing of the Informed Consent Form (ICF), approved by CAAE: 63498422.4.0000.5296, in the CEP – UnP.

Participants were told that their responses would be personal and not influenced by the survey administrator. There will be no right or wrong answers, and the answers will 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 will be available to answer questions, and it is estimated that an average time of five minutes is enough to complete the activity.

## RESEARCH INSTRUMENT

The research participants answered a questionnaire containing the following evaluation 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; Informal Knowledge Management Practices 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, developed by Eisenberger et al. (1986) and adapted and validated for the Brazilian context by Siqueira (1995). This measure aims to assess the extent to which people (who work in public and/or private organizations) perceive that the company cares about the employee's well-being. To respond to the construct, participants were asked to indicate their perception by marking the corresponding response on a seven-point scale, ranging from 1 = strongly disagree to 7 = strongly agree.

Regarding the reliability of the scale, in the pioneering study by Siqueira (1995), it was observed that this measurement presented an alpha of 0.86, revealing internal consistency in the measurement of the construct. In addition, in a sample of Brazilian workers, Formiga, Fleury and Souza (2014) conducted a study to verify the consistency of the scale's factor structure through confirmatory factor analysis. These authors observed psychometric indicators that confirmed the factorial structure proposed by the EPSO scale.

**Positive Psychological Capital at Work Scale (ECP)** – Instrument developed by Luthans, Youssef and Avolio (2007) and adapted in its reduced form with 12 items, by Viseu, Jesus, Rus, Nunes, Lobo and Cara-Linda (2012) for the Portuguese context. These items describe content referring to a positive psychological state with the objective of facing and employing the effort necessary to achieve success in challenging tasks. According to the authors, four factors, or dimensions, are composed as follows: Self-efficacy, Hope, Resilience, and Optimism. The participant had to answer on a Likert-type scale that ranged from 1 = Strongly disagree to 6 – Strongly agree, the degree of agreement with each question presented. Studies in Brazil, developed by Formiga, Viseu and Jesus (2014; Formiga et al., 2019) with Brazilian professionals, has revealed very reliable psychometric indicators, confirming the proposal by Luthans, Youssef and Avolio (2007) and Viseu et al. (2012) in Portugal.



**Sociodemographic Questionnaire:** Consists 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. In this statistical program, descriptive statistics, internal consistency analysis, correlational analysis and variance were performed, respectively, mean and standard deviation, Cronbach's alpha, Pearson's correlation, Student's t-test and ANOVA (Dancey, Reidy, 2006).

A structural equation modeling (SEM) analysis was performed for the multivariate explanation of the hypothesized theoretical model. For this type of calculation, version 25.0 of the program was used *AMOS Graphics*, which has the function of presenting, in a more robust way, psychometric indicators that aim at a better construction of the adaptation and accuracy of the instruments used in the thesis, as well as allows the design of the theoretical model intended in the study. To this end, the covariance matrix of the items of the measures used, the estimator *ML (Maximum Likelihood)* (Fleury, Ant, Souza, Souza, 2017). For this type of analysis, some indices allow evaluating the quality of fit of the data to the proposed factorial and theoretical model (Hair. *et al.*, 2005; Lattin, Carroll e Green, 2011), the following should be considered: the calculation of composite reliability (CC) and the extracted mean variance (VME); In the first indicator, the score level is required to be above 0.70, while in the second indicator, a level above 0.50 is required. The proposal of the intended theoretical model will be verified regarding the association between the variables; for this, the following statistical indicators were considered:  $\chi^2/g.l.$ , RMR, *GFI*, *AGFI*, *RMSEA* and CFI). In addition to these calculations, it will perform the calculation of the multivariate analysis (MANOVA), associated with the test *Post-hoc* from *Scheffé*, to verify the significant effect of differences between the groups.

## RESULTS

Once the data collection was completed, the central objective of the dissertation was met; with this, the analyses regarding the quality of the sample were carried out, presented: with regard to the missing data from the research, these were below the percentage of 5%; as for the multicollinearity between the variables, the correlations were within the



parameters defined by Tabachnick and Fidell (2018), which should be  $\leq 0.90$  and that it was observed in this results ratios ranging from  $-0.13$  to  $0.59$ , making it possible to develop explanatory models with low measurement error. Also, the Kolmogorov-Smirnov (KS) normality test was performed, aimed at evaluating samples of more than 100 subjects, aiming to verify the multivariate *outliers* in the sample, having observed statistical indicators that proved normality in the sample ( $K-S = 0.71$ ,  $p < 0.38$  (Nascimento *et al*, 2014).

Once the quality of the sample was confirmed, the sociodemographic characteristics of the research participants stand out: a total sample of 361 workers, most of whom were female (54%), with a mean age of 42.79 years (s.d. = 10.77); As for the length of service, 47% had been more than ten years old, 52% were in the private sector and 48% in the public sector and 59% worked both shifts.

Before responding to the main objective of the chapter, we sought to meet one of the specific objectives; this fact is due to the condition that the measures used were already previously validated in samples of Brazilian workers and that they revealed consistent psychometric indicators, as well as significant conditions between the factor scores and reliability in the evaluation of the phenomena they addressed, as well as, it has been developed in the last five years (namely: Perception of Organizational Support, positive psychological capital at work and organizational knowledge management [respectively, Franco *et al.*, 2021; Formiga, Paula, Silva 2022; Fidelis, Formiga, Fernandes, 2022).

Having observed the maintenance of the psychometric indicators of the factorial structure of these measures in samples of workers, the organization of the factorial structure and their factorial invariance were verified; The factorial organization of a single factor of the scale of perception of organizational support, four factors of positive psychological capital at work, and four factors of knowledge management was considered. To perform the statistical analyses at this stage, the statistical package AMOS GRAFICS 25.0 was used, intended for confirmatory factor analysis for which the aforementioned factor organizations, observed in the original studies and those developed by the aforementioned authors, were presumed.

Covariance between the items of the scales ( $\phi$ ,  $\varphi$ ) was left free and indicators of quality of fit were observed in the range recommended in the literature (Hair *et al.*, 2010; Maroco, 2010). The proposed factor structures, in the specificity of each scale, presented statistical indicators that theoretically and empirically corroborated the measure in question. It was observed both adequate statistical indicators, as well as having identified in all saturations ( $\Lambda$ ,  $\lambda$ ) that they were in the expected range  $|0 - 1|$ , with no problems with the proposed estimation (see table 1).

It was observed that they were statistically different from zero ( $t > 1.96, p < 0.05$ ) proving the existence of factor models in their respective organizations of the measures of Perception of Organizational Support, Positive Psychological Capital at Work and Anxiety, depression and stress; they presented positive Lambdas associations and with scores higher than 0.50.

Regarding the validity of these constructs, the calculation of composite reliability (WC) and extracted mean variance (EMV), respectively, were above 0.70 and 0.50, above what is required in the statistical literature (Hair et al., 2010; Maroco, 2010), thus highlighting the existence of evidence in the quality of the factorial structure of the constructs used. As a complement to the internal validity and consistency, Cronbach's alpha was  $> 0.70$ , corroborating the internal consistency of the measurements. Table 1 presents these statistical indicators referring to the quality of the factorial organization of the constructs used in the dissertation; For all of them, the psychometric criteria were met, corresponding to the condition of the factorial specificity of each measure (respectively, uni-factorial, four-factorial and four-factorial) of these constructs.

Table 1 - Statistical analysis of the factoriality of the scales.

Scales	Statistics						Psychometric indicators				
	Confirmatory factor analysis			Construct validity and internal consistency			$\chi^2/gf$ $\geq 1 \leq 3$	GFI $> 0,90$	AGFI $> 0,90$	CFI $> 0,90$	RMSEA $\leq 0,08$
	Factor Scores ( $\lambda$ )	E (errors)	Items	CC $> 0,70$	VME $> 0,50$	Alfa (a) $> 0,70$					
Organizational Support Perception Scale (EPSO)	0,61-0,78	0,34-0,61	9	0,85	0,56	0,81*	2,19	0,94	0,95	0,96	0,05 (0,01-0,08)
Positive psychological capital scale at work (ECP)	0,68-0,82	0,43-0,64	12	0,93	0,70	0,90*	1,26	0,95	0,96	0,99	0,03 (0,02-0,04)
Organizational Knowledge Management Scale (EGCO)	0,61-0,81	0,31-0,50	21	0,85	0,59	0,90*	2,93	0,93	0,96	0,94	0,03 (0,01-0,04)

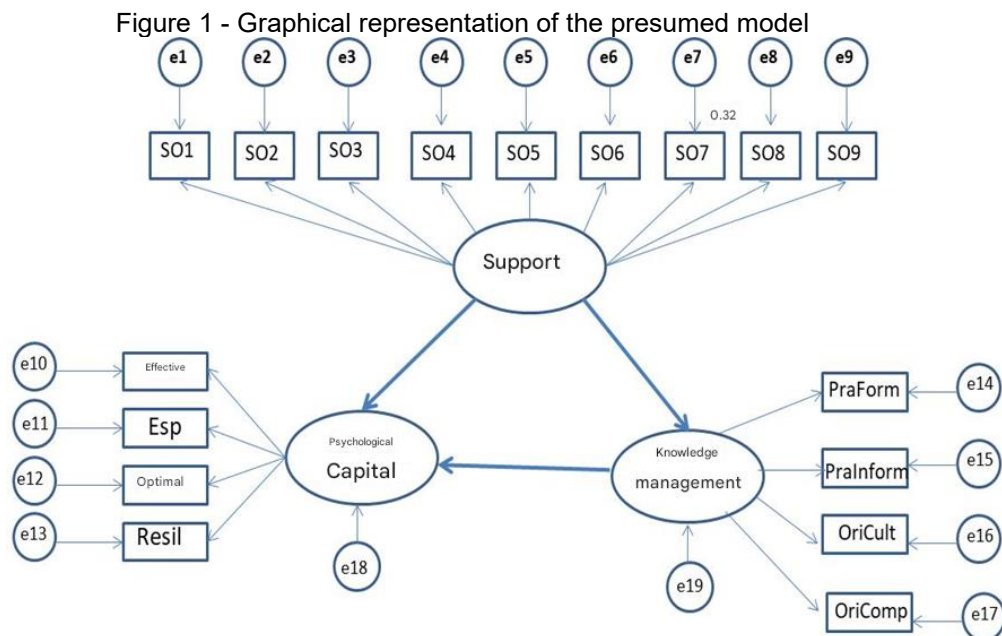
Notes:  $\chi^2/gf$ , GFI and AGFI = measures of absolute adjustment; CFI and RMSEA = incremental adjustment measure;  $\alpha$  = Cronbach's alpha. \*p-value  $\leq 0.001$ . CC = Composite Reliability; VME = Extracted Mean Variance

Source: Authorship.

Based on the statistical findings regarding the reliability of the scales as well as invariants in the measurement of the phenomena highlighted in workers in this chapter; after all, the scales presented indicators in accordance with what the statistical and

psychometric literature requires, which ensured the consistent evaluation of the content proposed in this study. Based on these results, we sought to verify the central objective, which, as a reminder to the reader, intends to evaluate the influence of the perception of organizational support on positive psychological capital at work and of these two variables on the perception of general health in workers.

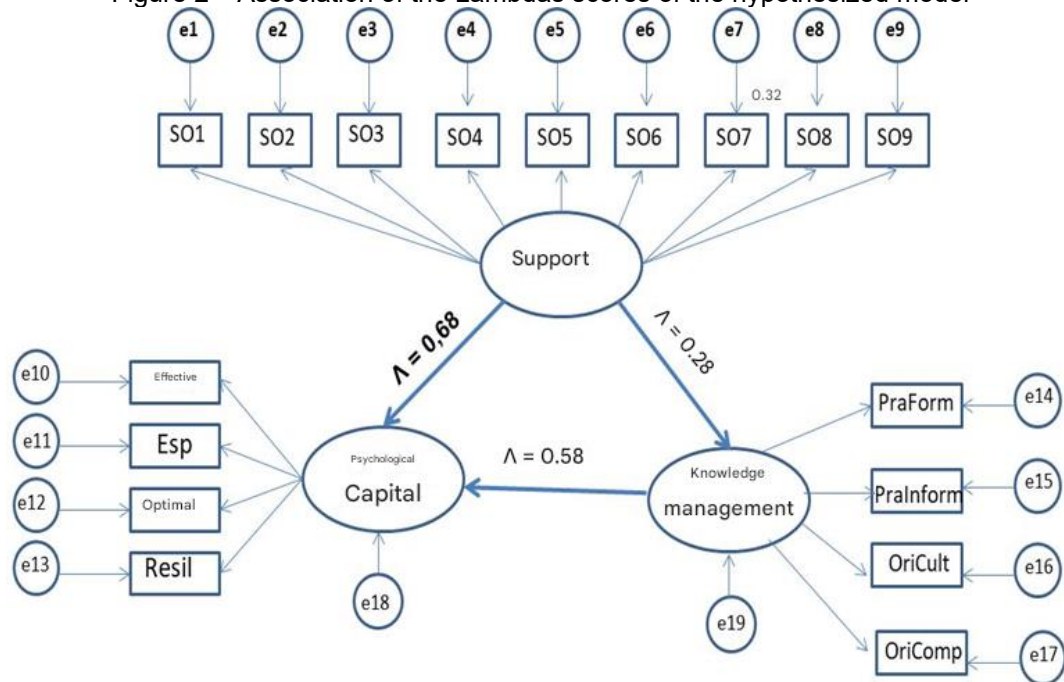
Thus, in figure 1, a representation of the reflective construct was organized, which, from the analysis and modeling of structural equation, was considered a recursive model of structural equations that was previously established in the central objective of this dissertation and in its hypotheses and that intended to prove it. For details, the suggested model is below.



Notes: Support = Perception of Organizational Support; Eric., Esp., Otim., Resil = dimensions of positive psychological capital at work; PraForm., Pralnform., OriCult., OriComp = dimensions of knowledge management.

In this sense, the hypothesized model was designed in such a way that it assumed a direct relationship (Figure 2), in which the construct of **Support** would be positively predicting **Positive Psychological Capital** and these, **Knowledge Management**. Initially, the calculation for this model was generated and with the necessary modifications made to the error adjustments, the proposed model presented the following statistical ratio:  $\chi^2/gf = 1.70$ , RMR = 0.08, GFI = 0.93, AGFI = 0.91, CFI = 0.96, TLI = 0.95, RMSEA = 0.05 (0.04-0.07).

Figure 2 – Association of the Lambdas scores of the hypothesized model



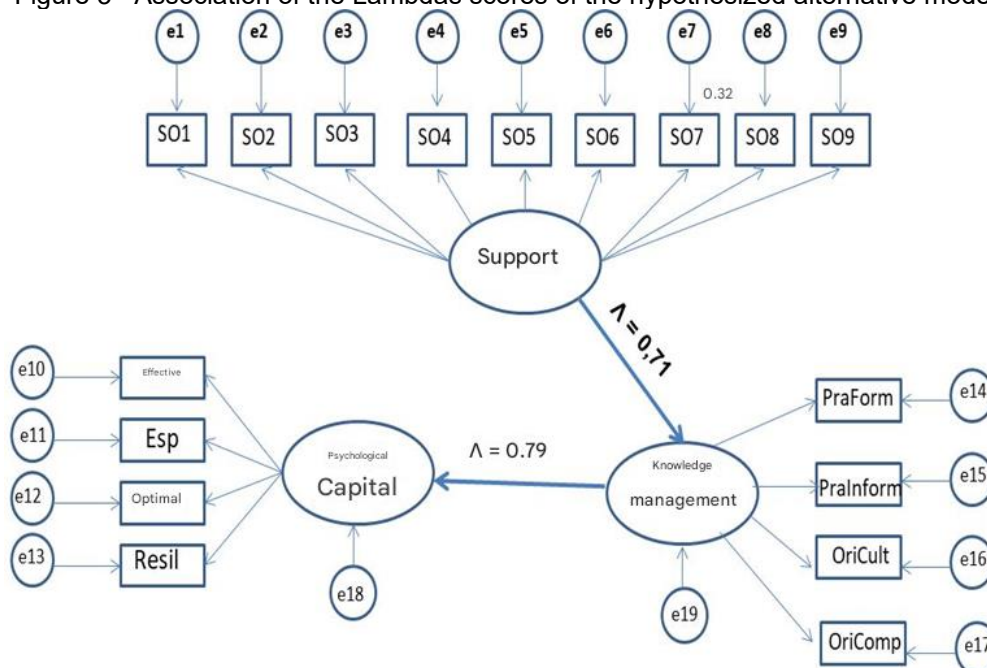
Notes: Support = Perception of Organizational Support; Eric., Esp., Otim., Resil = dimensions of positive psychological capital at work; PraForm., PralInform., OriCult., OriComp = dimensions of knowledge management.

Figure 3 presents the Lambdas scores of the association between the constructs, which suggest that the expected prediction is expected. It is noted that all saturations (Lambdas,  $\lambda$ ) were within the expected range  $|0 - 1|$  and that there were no error problems in the measurement, as well as all the associations were significant and non-zero ( $t > 1.96$ ,  $p < 0.05$ ); Note that psychometric indicators (e.g.  $\chi^2/gf$ , RMR, GFI, AGFI, CFI, TLI, and RMSEA) presented acceptable scores recommended by the statistical literature. But, it was observed that the Lambda association of the **Support About Positive Psychological Capital**, despite presenting a positive relationship, this was lower than expected, because, for a consistent model that has already been evaluated in previous studies, it suggests that it is  $> 0,30$  (cf. Maroco, 2010).

Thus, an alternative model was generated, which suggested an associative direction that between organizational support and positive psychological capital, knowledge management would act as a mediating variable. Thus, statistical analysis was generated for this model and it was observed that the Lambda association scores between the constructs were not only in the range  $|0 - 1|$ , highlighting that there were no problems of error in the measurement, but also the associations were significant and different from zero ( $t > 1.96$ ,  $p < 0.05$ ) and  $> 0.30$ , which were much higher than those observed in the interdependent model (namely: 0.28 and 0.58) (see figure 3); and presented the following statistical ratio:  $\chi^2/gf = 1.46$ , RMR = 0.05, GFI = 0.97, AGFI = 0.95, CFI = 0.97, TLI = 0.98, RMSEA = 0.04 (0.03-0.06).



Figure 3 - Association of the Lambdas scores of the hypothesized alternative model



Information that guarantees the proposal of this alternative theoretical model was observed when consulting the prediction estimate between the associations of the variables, all of which were significant at a  $p < 0.001$  (see Table 2). Thus, comparing the psychometric indicators of the concurrent model with the first model, it is possible to highlight that the concurrent model presented better results, a condition that suggests that the mediational model is better than a systemic theoretical model (in which all variables are interrelated).

Table 2: Indicators of predictive estimates among the model variables

Constructs	Relation	Items	Estimate	d.p.	Reason Criterion
Knowledge management	<---	Support	1,49	0,33	4,49*
Psychological Capital	<---	Knowledge management	1,89	0,16	5,35*
GRIEF1	<---	support	1,00	---	---
GRIEF2	<---	support	1,18	0,14	8,30*
GRIEF3	<---	support	1,38	0,21	6,41*
GRIEF4	<---	support	1,79	0,26	6,89*
GRIEF5	<---	support	1,64	0,24	6,66*
GRIEF6	<---	support	1,40	0,22	6,25*
GRIEF7	<---	support	1,89	0,26	7,05*
GRIEF8	<---	support	1,75	0,15	4,94*
GRIEF9	<---	Support	1,46	0,23	6,39*
EAST. COMPETED.	<---	Knowledge management	1,000	---	---

Constructs	Relation	Items	Estimate	d.p.	Reason Criterion
EAST. CULTUR.	<---	Knowledge management	2,29	0,38	6,07*
PRATIC. FORM.	<---	Knowledge management	2,58	0,42	6,15*
PRATIC. INFORM.	<---	Knowledge management	1,79	0,18	4,33**
AE	<---	Psychological Capital	1,00	---	---
ESP	<---	Psychological Capital	1,46	0,12	11,33*
RESIL	<---	Psychological Capital	1,75	0,09	7,62*
OTIM	<---	Psychological Capital	1,54	0,07	7,01*

NOTES: \*p-value = 0.001

The proof of the alternative theoretical model was guaranteed, and the psychometric indicators were reliable when compared to the initially intended model (i.e., the existence of an interdependence between the proposed variables); This condition allowed the establishment of the direction of a mediating model, with the variables of knowledge management, intermediating the organizational support and positive psychological capital of the worker, which was more theoretically and empirically consistent.

Seeking to ensure the consistency of the results of the proposed theoretical model, as well as to evaluate the effect of the mediational variable, the Sobel test (z) was performed; a statistic that evaluates the difference and/or influence that the mediating and/or moderating variables can influence the others. Thus, the level of direct and indirect mediation between the independent (VI) and dependent (VD) variables was verified (Baron, Kenny, 1986).

According to the aforementioned authors, the mediating variable (eMV) is a third variable that should predict the dependent variable (DV), with the independent variable (VI) being a predictor of the mediating variable. Thus, in the presence of the two variables – VI and eVM – a previous significant relationship between VI and RV decreases in magnitude, demonstrating the mediational effect.

More specifically, this model is characterized by a relationship that changes the score to more or less the influence of VI on HV. A mediational model explains the different ways in which VI influences RV; in this sense, there is a direct relationship between VI and RV, as well as a relationship mediated by a third variable, indirectly influencing HV (cf. Formiga, Pereira, Estevam, 2020).

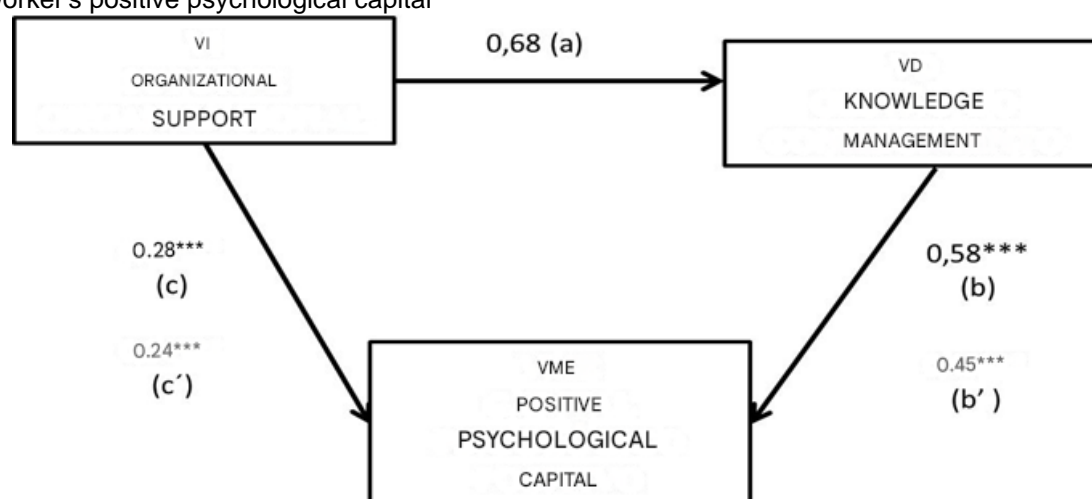
After the calculation, it was observed that there was a mediation model, which suggests that organizational support (VI, 'a') positively influenced knowledge management

(VMe), which influenced positive psychological capital (DV, 'b') ( $z = 3.87$ ;  $p < 0.001$ ).

Considering these results, organizational support influences positive psychological capital much more when it is mediated by knowledge management. The directions of the paths between the variables were observed, highlighting that the predictive effect is greater from the indirect or mediational explanatory path ( $R^2 = 0.45$ ) than from the direct path ( $R^2 = 0.25$ ) [95% CI = 0.42-0.71;  $p < 0.001$ ].

In figure 1, it can be observed that, in path  $a \rightarrow b$ , with e-VM, the Beta ( $\beta$ ) was even lower, but influenced, through mediation, the score of the VI  $\rightarrow$  RV ratio (c), thus being able to observe a decrease in the score  $c'$  (from 0.28 to 0.24), with an indirect effect of beta of 0.45 as already highlighted above (see figure 4).

Figure 4. Mediation model for explaining organizational support through knowledge management in relation to the worker's positive psychological capital



Based on the confirmation of the theoretical models, a statistical analysis of comparisons was performed; for this, an ANOVA was performed in order to evaluate the differences in the mean scores in the dependent *versus* independent variables (see Table 3). The calculation of ANOVA, associated with *Scheffé's post-hoc* test, revealed that the mean scores were significant for the variables of organizational support and knowledge management as a function of positive psychological capital, which were all significant.

Table 3 shows that the highest scores were for the high level of organizational support and high level of knowledge management with a view to positive psychological capital. In the *Scheffé* test, these results were proven ( $c > b > a$ ), i.e., for the respondents, the greater the organizational support, the greater the management of knowledge aimed at a better positive psychological capital ( $F(359/4) = 4.06$ ,  $p < 0.01$ ;  $R^2 = 0.30$ ).

It is also necessary to highlight that in the direct effect on each variable (organizational support and knowledge management), respectively, the level of high organizational support as a function of psychological capital ( $F(359/2) = 3.80, p < 0.01$ ), as well as the level of knowledge management ( $F(390/2) = 13.86, p < 0.05$ ).

Table 3 - Differences in the mean scores between the constructs of organizational support and knowledge management as a function of positive psychological capital in workers

Level Support organizational	Knowledge Management Level	Average	D.P.	95% IC		Statistics		
				Baixo	High	F	GI	p-value
Lowa	Lowa	1,48	0,11	1,27	1,70	4,06	4	0,01
	Moderatorb.	1,64	0,18	1,27	2,01			
	Altoc	2,00	0,18	1,64	2,35			
Moderatorb.	Lowa	1,81	0,15	1,50	2,11			
	Moderatorb.	2,00	0,13	1,72	2,27			
	Altoc	1,95	0,15	1,64	2,26			
Altoc	Lowa	1,16	0,28	0,60	1,73			
	Moderatorb.	2,39	0,14	2,10	2,68			
	<b>Altoc</b>	<b>2,77</b>	<b>0,10</b>	<b>2,57</b>	<b>2,98</b>			

Based on these findings, the importance of the mediational effect of knowledge management is highlighted, which reports the need for knowledge that contributes to the development and maintenance of work events that is capable of organizing the emotional elements in the work environment by the worker himself. It is not enough just to prove the moderation effect (i.e., the theoretical-empirical condition in which the variables are maintained, as well as the causal understanding between the constructs), but by understanding the differences between these constructs, it is possible to reflect on the possibility of developing psychosocial practices aimed at the work environment.

## DISCUSSION

In this chapter, we sought to evaluate the relationship between organizational support, knowledge management and positive psychological capital: a predictive-mediation model in workers in public and private organizations in the state of Rio Grande do Norte. The research is part of the field of psychology and occupational health studies, especially with regard to the evaluation and implementation of positive policies in organizations and in the work environment aimed at quality of working life.

In terms of specific objectives, based on the discriminative and reliability analyses of the measures used, the psychometric indicators revealed their consistency for the aforementioned organizational context. The statistical results of this dissertation, in all measures, are both reliable and reproducible.



In this last condition, this can be affirmed when the CCI is based, which corresponds to the conceptual and empirical directions of the evaluation of the constructs proposed by the original authors (cf. Pais, 2014; Luthans, Youssef, Avolio, 2007; Viseu, Jesus, Rus, Nunes, Lobo, Cara-Linda, 2012; Formiga, Viseu, Jesus, 2014; Formiga et al., 2019; Siqueira, 1995; Formiga, Fleury, Souza, 2014). Based on this indicator, it is possible to reinforce that the conceptual and evaluative direction of the phenomenon addressed in the dissertation is a safe evaluative event for the organizational context.

The results obtained in this study provide empirical evidence that corroborates the relationship between organizational support, knowledge management and positive psychological capital in workers of public and private organizations in the state of Rio Grande do Norte. The statistical analyses carried out confirmed the validity and reliability of the scales used, as well as the existence of a mediational model in which knowledge management acts as a mediating variable between organizational support and positive psychological capital.

Initially, the confirmatory factor analysis of the Perception of Organizational Support (EPSO), Positive Psychological Capital at Work (ECPW) and Organizational Knowledge Management (EGCO) scales demonstrated adequate psychometric indicators, corroborating previous studies (Franco et al., 2021; Formiga, Paula, Silva, 2022; Fidelis, Formiga, Fernandes, 2022). This reinforces the robustness and applicability of these measures in the Brazilian organizational context, specifically in the region studied.

The theoretical model initially proposed, which assumed a direct relationship between organizational support, positive psychological capital and knowledge management, presented acceptable statistical indicators. However, the association between organizational support and positive psychological capital, although positive, was lower than expected ( $\lambda < 0.30$ ). This result led to the proposition of an alternative model, in which knowledge management would act as a mediating variable between organizational support and positive psychological capital.

The proposed mediation model presented better psychometric indicators compared to the initial model, with significant associations greater than 0.30 between the constructs. This finding suggests that the relationship between organizational support and positive psychological capital is strengthened when mediated by knowledge management. This result is in line with previous studies that highlight the importance of knowledge management as a crucial element in organizational dynamics (Nonaka, Takeuchi, 1995; Davenport, Prusak, 1998).



The analysis of the mediational effect, performed through the Sobel test, confirmed that organizational support positively influences knowledge management, which in turn impacts the positive psychological capital of workers ( $z = 3.87$ ;  $p < 0.001$ ). This result indicates that the effect of organizational support on positive psychological capital is enhanced when mediated by knowledge management, with an indirect effect ( $R^2 = 0.45$ ) higher than the direct effect ( $R^2 = 0.25$ ).

These findings corroborate the perspective that organizational support, when perceived by workers, contributes to the development of effective knowledge management practices, which, in turn, foster positive psychological capital. This relationship can be explained by the fact that when workers perceive that the organization values and supports them (Eisenberger et al., 1986), they become more likely to share knowledge and actively participate in knowledge management processes (Cabrera, Cabrera, 2005).

Consequently, this learning and sharing environment contributes to the development of the dimensions of positive psychological capital: self-efficacy, hope, resilience, and optimism (Luthans et al., 2007).

Analysis of variance (ANOVA) revealed significant differences in the mean scores of organizational support and knowledge management as a function of positive psychological capital. The results indicated that higher levels of organizational support and knowledge management are associated with higher levels of positive psychological capital. This finding reinforces the importance of organizations investing in practices that promote organizational support and effective knowledge management as strategies to develop the positive psychological capital of their employees.

These results have significant practical implications for organizations. First, they highlight the importance of companies developing policies and practices that demonstrate appreciation and support for their employees, strengthening the perception of organizational support. This can be achieved through recognition programs, professional development opportunities, and wellness policies at work.

Second, the findings underscore the relevance of implementing effective knowledge management systems. Organizations must create environments that facilitate the creation, sharing, and application of knowledge, fostering a culture of continuous learning. This can include implementing technology platforms for sharing information, encouraging communities of practice, and mentoring programs.

Finally, the study highlights the importance of developing positive psychological capital as a valuable resource for organizations. Training and development programs



focused on strengthening employees' self-efficacy, hope, resilience, and optimism can contribute to a more positive and productive work environment.

In addition to its theoretical contributions, this study provides valuable practical implications for managers and organizational leaders. He underlines the need for a holistic approach to human resource development, which integrates organizational support policies, robust knowledge management systems, and initiatives aimed at strengthening the psychological capital of employees.

## FINAL CONSIDERATIONS

In general, the results of this study demonstrated that the proposed scales have good psychometric quality, which suggests their applicability in future research on the subject. Based on these findings, it is suggested that the development of positive psychological capital at work is not only related to organizational factors, but also to the practice and implementation of attitudinal orientations to workers regarding the knowledge and application of the culture learned in the organizational dynamics.

Therefore, with a view to emotional development and its maintenance in the work environment, it is highlighted that the responsibility should not be attributed only to the organization, but also to the way of managing by the manager of the work sector.

Although the results revealed favorable statistical conditions, both in the empirical validation of the scales and in the causal relationships between the variables, thus fulfilling the objectives of the research, it is believed that future studies could explore the relationship of these variables with other more subjective ones.

For example, it would be interesting to conduct a mixed study that addresses both nomothetic and ideographic analyses (in the sense of projective evaluations of the personality structure), specifically with managers, evaluating both the meaning and dynamics of the work system generated in relation to the employee's activities and the fulfillment of the demand, as well as associating evaluations of the personality traits of leadership related to the cognitive organization and the management pattern.

Finally, a promising study for future research could involve comparing respondents and their managers, associating a measure of positive leadership and organizational culture in the conception of managers and subordinates. The proposed theoretical model presented a correlation, especially with regard to the mediation process through effective knowledge management, but it would have been very useful to verify the mediating influence of the dimensions of knowledge management (e.g., Formal Practice, Informal Practice, Cultural Orientation and Competitive Orientation) on positive psychological capital,



a condition that will be realized later, because the specific interest of the dissertation was only in the sense of understanding the constructs as a whole.

The fact is that, until the moment this dissertation was carried out, the Capes Journals database was consulted in order to search for new productions on the subject, but no study was found as a whole; only research with pairs of variables and with different measures, but still focusing on the same concepts attributed to positive psychological capital, knowledge management and organizational support. Thus, this condition appears as an opportunity for replicability of the proposed model in a new sample of workers and/or managers.

It would also be very important to test another direction of association of the model proven here, namely: if the organizational support-knowledge management-positive psychological capital model is functional, why not verify positive psychological capital as a mediator? This would allow us to reflect that, with the worker developing a good psychological capital, he would probably be able to better perceive the management of his manager's knowledge, and this situation is no longer a problematization of management, but rather a matter of the ability to constantly self-evaluate his emotional organization in the work environment.

Another study proposal for comparison between the variables would be the possibility of administering them to workers in different professions and cultural contexts, seeking to evaluate how, in this "niche" of professionalism, the variables would be organized.

Finally, this study contributes to the literature by empirically demonstrating the mediating role of knowledge management in the relationship between organizational support and positive psychological capital. The results provide evidence of the importance of an integrated approach that considers these three constructs in the development of effective organizational strategies.

For managers, these findings offer practical guidelines for creating work environments that promote employee well-being, learning, and positive development, thereby contributing to long-term organizational success.





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