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**Efeito moderador da Governança do Conhecimento sobre o engajamento no trabalho de  
servidores públicos**

**Moderating Effect of Knowledge Governance on Public Servants' Work Engagement**

**[TRADUÇÃO INGLESA]**

**KATIA CRISTINA BERGAMINI TITÃO**

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Katia Cristina Bergamini Titão

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**[TRADUÇÃO INGLESA]**

Dissertation presented in partial fulfilment of the requirements for the degree of Master of Science in Administration in the Department of Administration, Western Paraná State University.

Dissertation Supervisor: Dr. Ivano Ribeiro

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## KATIA CRISTINA BERGAMINI TITÃO

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Dissertação apresentada ao Programa de Pós-Graduação em Administração em cumprimento parcial aos requisitos para obtenção do título de Mestre em Administração, área de concentração Competitividade e Sustentabilidade, linha de pesquisa Estratégia e Competitividade, APROVADO(A) pela seguinte banca examinadora:



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Cascavel, 1 de agosto de 2024

## **DEDICATION**

I dedicate this work to my beloved husband, Luiz Henrique Titão, and to my dear children, Ariely, Axel, and Maria Luiza.

Luiz, my love, my companion, my pillar, it is impossible to express in words all the gratitude I feel for you. Your patience, understanding, and unwavering support gave me strength in the most challenging moments of this journey. Your constant love and encouragement motivated me to keep going, even when everything seemed difficult. Every achievement, every step forward is also yours, for without you, none of this would have been possible.

Lily, Ceceu, and Malu, my treasures, my reason for being. You are the inspiration that moves me and the joy that brightens my days. Every smile, every hug, every word of affection fills me with an indescribable strength. You are the proof that love and dedication can overcome any obstacle. This work is for you, to show that with perseverance and unity, we can achieve all our dreams.

To you, my dear family, I dedicate not only this work but also my entire life. Your love and support are the light that illuminate every step of this journey, and without you, nothing would be possible. May this effort serve as an example that together, we are invincible. Thank you for being my constant inspiration and for making each day more meaningful.

I love you with all my heart!

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## RESUMO

Titão, Katia Cristina Bergamini (2024). Efeito moderador da Governança do Conhecimento sobre o engajamento no trabalho de servidores públicos (Dissertação). Programa de Pós-Graduação em Administração (PPGA), Universidade Estadual do Oeste do Paraná – UNIOESTE, Cascavel, PR, Brasil.

A pesquisa explora o efeito moderador da Governança do Conhecimento (GovC) sobre o engajamento no trabalho dos servidores públicos, visando entender a interação desta governança com fatores individuais e contextuais para influenciar o engajamento no trabalho dos servidores. A partir da revisão de literatura, uma série de hipóteses foi formulada para analisar o papel da GovC como construto moderador de variáveis que incluem: a abertura para mudança; satisfação com a vida; satisfação com a carreira; liderança; conflitos e justiça organizacional. A pesquisa se pautou em uma abordagem quantitativa, utilizando um delineamento aplicado e um *survey* como instrumento de coleta de dados. A amostra foi composta por servidores do Tribunal de Justiça do Estado do Paraná. Para análise de dados, foi utilizada a análise de regressão múltipla e moderação, com o auxílio do software estatístico *Jamovi*. A pesquisa se justifica pelo seu potencial em oferecer benefícios tanto para a organização quanto para os servidores. No nível organizacional, a implementação efetiva da Governança do Conhecimento pode aprimorar a produtividade, facilitar a tomada de decisões informadas, otimizar a eficiência dos recursos e fortalecer a cultura organizacional. No nível individual, os servidores podem experimentar um ambiente de trabalho mais motivador, com estratégias direcionadas ao desenvolvimento profissional, resultando em maior satisfação e engajamento no trabalho. Os resultados principais indicam que a Governança do Conhecimento exerce papel como moderadora entre os fatores individuais e contextuais e o engajamento no trabalho dos servidores. Este achado sublinha a importância de práticas de GovC bem estruturadas para melhorar o ambiente de trabalho e a motivação dos servidores. A contribuição da pesquisa inclui preencher lacunas na literatura devido ao baixo número de estudos encontrados, especialmente no contexto brasileiro, e oferecer percepções de como a Governança do Conhecimento pode influenciar positivamente o engajamento dos servidores, impactando a eficiência do serviço público. A novidade identificada reside no aprofundamento da compreensão de como a GovC interage com fatores individuais e contextuais específicos para moldar o engajamento no trabalho, uma área ainda pouco explorada na literatura atual.

**Palavras-chave:** Governança do Conhecimento; Engajamento no Trabalho; Servidores Públicos; Efeito Moderador; Contexto Brasileiro;

## ABSTRACT

Titão, Katia Cristina Bergamini (2024). Moderating Effect of Knowledge Governance on Public Servants' Work Engagement (Dissertation). Postgraduate Program in Administration (PPGA), Western Paraná State University – UNIOESTE, Cascavel, PR, Brazil.

The research explores the moderating effect of Knowledge Governance – from the portuguese *Governança do Conhecimento* (GovC) – on public servants' work engagement, aiming to understand how this governance interacts with individual and contextual factors to influence work engagement. Based on a literature review, a series of hypotheses were formulated to analyze the role of GovC as a moderating construct for variables including openness to change, life satisfaction, career satisfaction, leadership, conflicts, and organizational justice. The research followed a quantitative approach, using an applied design and a survey as the data collection instrument. The sample consisted of employees from the Court of Justice of the State of Paraná. For data analysis, multiple regression and moderation analysis were conducted with the aid of the statistical software Jamovi. The research is justified by its potential to offer benefits to both the organization and the employees. At the organizational level, effective implementation of Knowledge Governance can enhance productivity, facilitate informed decision-making, optimize resource efficiency, and strengthen organizational culture. At the individual level, employees may experience a more motivating work environment with strategies aimed at professional development, resulting in greater satisfaction and work engagement. The main findings indicate that Knowledge Governance acts as a moderator between individual and contextual factors and public servants' work engagement. This finding highlights the importance of well-structured GovC practices to improve the work environment and employee motivation. The research's contribution includes filling gaps in the literature due to the limited number of studies found, especially in the Brazilian context, and offering insights into how Knowledge Governance can positively influence employee engagement, impacting public service efficiency. The novelty lies in the deeper understanding of how GovC interacts with specific individual and contextual factors to shape work engagement, an area still underexplored in current literature.

**Keywords:** Knowledge Governance; Work Engagement. Public Servants; Moderating Effect; Brazilian Context;



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## 1 INTRODUCTION

Knowledge, when held by an individual, can change behaviors or processes and assist in decision-making within a company. Knowledge has the power to transform a company or organization (Nespolo et al., 2015; Ghobakhloo & Iranmanesh, 2021). In this sense, individual knowledge is the foundation for the existence of knowledge in organizations, influenced by a series of personal and organizational factors that either enable or hinder the creation or sharing of knowledge. To manage this knowledge, companies use Knowledge Management (Nonaka & Takeuchi, 1995; Bolisani & Bratianu, 2017).

Knowledge Management – from the portuguese *Governança do Conhecimento* (GovC) – is an increasingly widespread concept in companies seeking to stand out in a competitive market. It can be understood as a set of activities aimed at promoting organizational knowledge, where organizations and their employees utilize the best available information and knowledge to achieve organizational goals and maximize competitiveness (Alvarenga Neto, 2005). However, in most companies or public institutions, information about knowledge management is produced but not evaluated with the scope of setting the direction for KM within the company (Nespolo et al., 2015; Bolisani & Bratianu, 2017).

A new interdisciplinary approach is emerging that penetrates the fields of knowledge management, organizational research, strategy, and human resources management: Knowledge Governance (GovC). GovC involves using management mechanisms that affect and influence the knowledge process (Foss, 2007). In an international context, we can cite Ali et al. (2018), who studied the impact of knowledge sharing and employees' knowledge absorption capacity.

Fumasoli et al. (2017) investigated relevant transnational actors in European knowledge governance, highlighting differences and commonalities in their structures, identities, and roles, as well as the networks they are embedded in and the influence they can exert on knowledge policy formation. Sanz (2019) analyzed whether the governance dimensions often implemented by project management offices and suggested in the literature are also valid for knowledge governance and what challenges exist in this type of approach.

In the national context, recent studies by Almeida et al. (2023) identified perspectives presented in the literature, conducting a content analysis to identify three perspectives of GovC: knowledge economy, economic efficiency and sustainability, and sociocultural factors. Honório (2022) analyzed how data governance can support knowledge governance.

The concept of GovC is relatively new, standing out as a distinct part of the knowledge movement. It addresses a series of core problems that have not been satisfactorily resolved, offering a unique approach to solving these issues (Foss, 2007). It can be defined as a metaprocess aimed at coordinating and integrating the different knowledge processes in a company, allowing for the improvement of its organizational knowledge (Goldman, 2010).

While Knowledge Management focuses on managing specific knowledge production processes, such as making knowledge issues explicit, organizing funding, or sharing knowledge in workshops, Knowledge Governance develops governance mechanisms that influence knowledge processes, sharing, retention, and creation, allowing the adoption of economic perspectives, as well as relationships between knowledge-based units of analysis within Knowledge Management, organizational studies, strategy, and human resource management (Goldman, 2010).

GovC encompasses the domain of projects and organizations, concerning institutional structures, rules, and norms that either enable or restrict knowledge management decisions, engaging actors in innovative ways of addressing social issues (Foss & Michailova, 2009). GovC can be considered a tool for analyzing problems and solutions related to knowledge exchange and co-production, covering costs, risks, resources, and cultural, social, and political factors, involving knowledge management, decision-making, organizational management, sustainability, and sociopolitical elements tied to knowledge creation, sharing, retention, and application (Almeida et al., 2023; Foss & Mahoney, 2010).

In the public context, understanding the variables that affect GovC is essential for improving service delivery and achieving quality service goals for the population, in line with the principles of public administration set out in Article 37 of the Constitution, especially efficiency. The motivations and changes in work organization can play a crucial role in determining productivity in public service (Gonçalves, 2017). This productivity, in turn, is strongly linked to the level of employee engagement at work.

Work engagement is not an isolated factor but the result of a complex interaction of various variables that play a fundamental role in motivating public employees regarding their tasks and responsibilities (Schaufeli & Bakker, 2004). These motivational variables can be individual, group-based, or contextual. In this dissertation, the variables explored were: individual—openness to change, life satisfaction, career satisfaction; group-based—leadership and conflicts; and contextual—organizational justice.

Upon examining the literature, there is evidence suggesting the influence of GovC on these variables and vice versa. This relationship suggests that GovC plays a significant role in

the motivation and engagement of employees in the work environment. Given that work engagement has a considerable impact on the efficiency and quality of the work provided in public service, it is crucial to investigate the existing connections between these variables (Foss & Mahoney, 2010).

This research aimed to analyze the moderating effect of Knowledge Governance on public employees' engagement, as effective knowledge management can transform behaviors and processes within organizations, aiding decision-making and increasing efficiency and competitiveness (Nespolo et al., 2015; Ghobakhloo & Iranmanesh, 2021).

Understanding how knowledge, when well-managed, can influence employee engagement is essential for improving the quality of public service and, consequently, identifying the connections between Knowledge Governance and individual, group-based, and contextual motivational variables, proposing approaches that can optimize knowledge management and, consequently, the performance and satisfaction of public employees.

## 1.1 THE RESEARCH PROBLEM

Knowledge is a highly valuable asset within institutions, and this is no different for Brazilian public institutions. However, there is a gap in research on Knowledge Governance (GovC), particularly concerning the importance of public servants and their personal knowledge, as it forms the foundation for organizational knowledge. This knowledge is influenced by various individual and organizational factors that either allow or hinder the creation or sharing of knowledge. This, in turn, affects work engagement and the enhancement of institutional capacities, which impacts the efficiency and effectiveness of the services provided by the public sector to the population (Almeida et al., 2023; Camões & Gomes, 2021).

GovC is connected to many organizational and knowledge management processes, being susceptible to cultural, social, and political influences. It encompasses areas such as decision-making, organizational management, sustainability, as well as sociocultural and political aspects related to the creation, sharing, retention, and application of knowledge (Almeida et al., 2023; Foss & Mahoney, 2010). In the case of a public institution, this reflects its ability to perform its functions effectively and efficiently, achieving its goals and objectives.

Understanding how GovC affects public servants' engagement is crucial for informing and improving organizational management policies and practices. This research not only

benefits employees by enhancing their work environment and satisfaction but also contributes to improving public services. Therefore, investigating these relationships is essential for promoting the efficiency and effectiveness of public services and advancing Knowledge Governance strategies (Guimarães & Martins, 2008; Camões & Gomes, 2021).

#### 1.1.1 The research question

The central question guiding this research is: **What is the moderating effect of Knowledge Governance on the work engagement of public servants?**

### 1.2 GOALS

#### 1.2.1 General

To investigate the moderating effect of knowledge governance on the work engagement of public servants.

#### 1.2.2 Specific

- a. To evaluate the work engagement of public servants at the Paraná Court of Justice;
- b. To identify the individual and contextual factors that directly affect public servants' work engagement;
- c. To analyze the moderating effect of Knowledge Governance on the relationship between individual and contextual factors and the work engagement of public servants.



### 1.3 JUSTIFICATION AND CONTRIBUTION OF THE TECHNICAL PRODUCTION

In the context of the public sector, efficiency is one of the fundamental principles of Brazilian public administration. Its central objective is to provide higher quality services within minimal timeframes and costs, encompassing a large segment of society. The principle of efficiency gave rise to the managerial public administration model, which focuses on evaluating the results of government action. Efficiency seeks tools that enable the administration to execute its actions with the highest quality, competence, and effectiveness, always keeping the well-being of society in mind (Camões & Gomes, 2021).

Alongside efficiency, another factor that should be considered of great relevance within organizations is knowledge storage, which ensures that important data is not lost. Massingham (2014) states that through studies conducted in the Australian public sector, knowledge management in public institutions contributes to the management of knowledge flow and its facilitators. Complementing this, knowledge management allows public servants to expand their knowledge, skills, and teamwork capacity (Batista, 2012; Mello, 2022).

Knowledge Governance (GovC) involves the choice of organizational structures and mechanisms that can influence the process of utilizing, sharing, integrating, and creating knowledge in preferred directions and levels (Foss & Mahoney, 2010). However, its influence is not limited to knowledge management itself; it also intertwines with another crucial factor for organizational performance: employee engagement.

Thus, understanding the influence of GovC on employee engagement plays a prominent role in formulating this research. This understanding is extremely important as it provides the necessary foundations to inform and improve organizational management policies and practices.

Research on the relationship between knowledge governance and employee engagement can bring various benefits to the organization. Among them, we can cite the enhancement of productivity. By identifying how knowledge governance affects employee engagement, it is possible to develop more effective strategies to increase both productivity and operational efficiency. Another benefit is more informed decision-making, as it will provide evidence for building strategies and policies, allowing the institution to implement measures based on real data (Camões & Gomes, 2021).

Additionally, the institution will be able to achieve greater resource efficiency, as it will be possible to identify specific areas that affect employee engagement, helping in the more efficient allocation of available resources. This direct reflection on strengthening organizational

culture will enable the institution to understand the impact of knowledge governance on engagement, assisting in promoting a culture of learning and continuous improvement within the organization (Lopes & Fadel, 2014).

Another valuable contribution will be the addition this research brings to the literature, as it may fill gaps in existing knowledge, particularly in the public context, since research on knowledge governance and work engagement in Brazil is quite limited. According to data collected by Camões and Gomes (2021), in a search conducted in 2020 with the terms "engajamento no trabalho" (work engagement), "work engagement," and "employee engagement," only 21 articles were found, of which only 3 were related to the Brazilian reality. The scarcity of studies in Brazil exploring moderating variables and providing specific results on engagement makes this field even more limited. Only one study addressed the presence of a moderating variable between values and work engagement/job satisfaction (Cristo-Andrade, 2020), while in others, no moderating variables were identified. The same occurs when researching studies on Knowledge Governance, where results are scarce, and none utilize the dependent construct and the variables that will be addressed in this study.

Given the scarcity of studies exploring the relationship between knowledge governance and work engagement among public servants, this work stands out by investigating the potential moderating effect of this construct (GovC) on engagement. By filling this gap, it is hoped to offer valuable insights on how knowledge governance can positively influence the level of engagement among public servants. Furthermore, by providing a unique perspective on this interaction, it paves the way for replication in various organizations, establishing itself as a significant contribution to advancing research in this specific field.

#### 1.4 DISSERTATION STRUCTURE

This dissertation follows a structured format divided into sections. Section 1 provides an introduction to the topic, offering an overview of the subject in question. In this section, the research question that will guide the study, the general and specific objectives, as well as the justification and contribution of this work will be outlined. Section 2 will address the theoretical framework that underpins the development of this research, exploring key concepts such as work engagement, openness to change, career satisfaction, life satisfaction, conflicts,

organizational justice, and leadership. Additionally, we will present the moderating and dependent constructs, along with all the hypotheses formulated in the research, with the research model. Section 3 will detail the research design, describing the data collection and analysis techniques that will be employed in this study. In Section 4, the research results will be presented and discussed, while Section 5 will focus on a thorough analysis and discussion of these results. Finally, Section 6 will conclude this dissertation with final considerations, highlighting the contribution of this study to the research field in question.

## 2 THEORETICAL AND PRACTICAL REFERENCES

### 2.1 KNOWLEDGE GOVERNANCE

An organization cannot generate knowledge intrinsically without the contribution of individuals. The process of creating organizational knowledge must be understood as a means by which knowledge generated by individuals is expanded and consolidated at the group level through activities such as dialogue, discussion, experience sharing, meaning-making, and communities of practice. The interaction of the individual, who creates knowledge, with the organization, which amplifies it, triggers the formation of a group that collaborates in the process of knowledge creation, allowing for new perspectives and resolving conflicts more harmoniously (Nonaka & Takeuchi, 2007).

It is crucial to address knowledge and compare it with information, both of which are fundamental to knowledge and information management in organizations (Alvarenga Neto, 2005). Davenport (1998) notes the concept of data due to its quantification and ease of structuring through people or appropriate technologies. Information, in turn, is tied to the relevance and purpose of the data, requiring human analysis, mediation, and consensus regarding its meaning.

Finally, knowledge is observed as the most valuable information that cannot be easily structured or transferred, involving synthesis and context. Dretske (1981) argued that information is a commodity that has the potential to generate knowledge, associating knowledge with the belief produced or maintained through information. Choo (2002) argued that the analysis of the elements data-information-knowledge should be viewed from a perspective of fundamental value continuity (processing, management, action, result, learning, and feedback). It is the management of this continuum that results in organizational empowerment, enabling action, strategy development, and new initiatives that generate results favoring problem-solving, crisis management, and opportunity exploration.

An organization operates by transforming tacit knowledge into explicit knowledge and vice versa. Tacit knowledge, which is difficult to formalize and communicate, includes informal skills, while explicit knowledge can be transmitted in a formal and systematic manner. The SECI model (Socialization, Externalization, Combination, and Internalization), central to the knowledge creation process, proposes a spiral trajectory that elevates the quality and quantity

of knowledge. It begins with socialization, followed by externalization, combination, and internalization. This process involves sharing, articulation, systematic application, and practical learning, encompassing individual, group, and organizational levels (Nonaka & Takeuchi, 2007).

The SECI model (Takeuchi & Nonaka, 2007) is one of the main contributions to KM (Knowledge Management) theory and divides the knowledge conversion process into four distinct modes:

**Socialization (S):** Tacit knowledge, which is personal and difficult to formalize, is shared among individuals through informal social interactions. This occurs, for example, when employees share their experiences in casual conversation.

**Externalization (E):** Here, tacit knowledge is transformed into explicit knowledge. This is done by articulating ideas and concepts through language, drawings, or other representations. It is a process of making implicit knowledge more accessible and understandable to others.

**Combination (C):** Now formalized, explicit knowledge is combined and organized to create a set of information. This often occurs in documents, manuals, or information management systems, where various pieces of knowledge are integrated into a coherent whole.

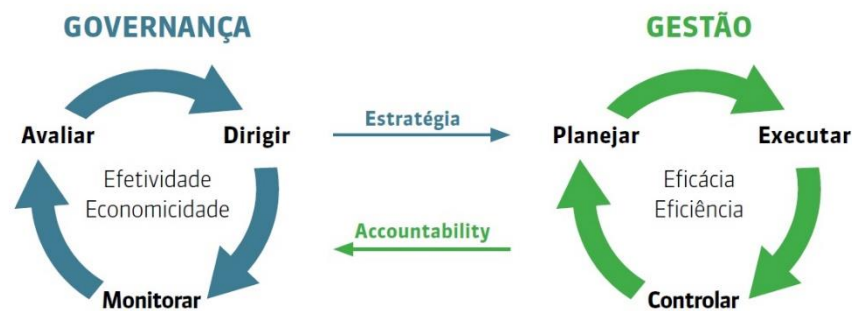
**Internalization (I):** In this phase, the combined knowledge is internalized by individuals, becoming tacit knowledge once again. This knowledge is now incorporated into individual practices and routines, allowing individuals to apply it in their daily activities.

For an organization to acquire and generate innovative knowledge, it needs to share and transfer knowledge among individuals and develop an organizational knowledge base. They define knowledge sharing as the mutual exchange of tacit knowledge among members, which acts as a crucial link between individual knowledge and organizational knowledge. Thus, competencies in knowledge sharing empower individuals to share ideas, experiences, and documents, promoting free and uninhibited expression. They believe this freedom can facilitate the effective dissemination of new knowledge throughout the organization, playing a fundamental role in the successful generation of innovations (Cao & Xiang, 2012).

In this context, Dandolini et al. (2017) identified the creation of an interdisciplinary term in the field of knowledge management that emerged in the late 1990s, which arose from the need to implement corporate governance as a way to recognize the value of knowledge and contribute to organizational learning and network learning. The new concept, Knowledge Governance (GovC), suggests a modernized approach that advances Corporate Governance and transcends the monitoring and control of results (Rizzatti & Freire, 2022).

The concept of Knowledge Governance is still under development, meaning that while it is an established term, it requires further research for its full consolidation (Albuquerque et al., 2017). Therefore, it is impossible to study the topic without understanding the difference between Knowledge Governance and Knowledge Management, as studies on these two themes often become conflated.

The general concept of Governance and Management teaches us that while governance plays the guiding role, management takes on the execution function (TCU, 2020). A simplified visual representation illustrates these distinctions: governance establishes direction based on evidence, considering the interests of society, organizations, or stakeholders, while management is tasked with planning the most appropriate implementation of guidelines, executing plans, and controlling indicators and risks.



**Figure 1:** Difference between Governance and Management

Source: Federal Court of Accounts (2020)

In the public sector, Governance essentially comprises the leadership, strategy, and control mechanisms implemented to evaluate, direct, and monitor management actions aimed at guiding public policies and providing services of societal interest. Knowledge, as an activity, is marked by significant levels of uncertainty, making it challenging to anticipate the outcome of a research process, its scope, its effective economic value, and even its specific content. Consequently, the organization of knowledge generation and application is influenced by various economic challenges, such as transaction costs, agency costs, costs related to networks and communication (Antonelli, 2006; TCU, 2014).

In this sense, knowledge governance is closely related to knowledge management, as both seek to capitalize on knowledge or create value from knowledge, but with different scopes. Therefore, KM (Knowledge Management) produces information, while GovC (Knowledge

Governance) focuses on seeking effectiveness and economy, emphasizing efficacy and efficiency (Guimarães & Martins, 2008).

Addressing Knowledge Governance requires the ability to engage with three different fields of knowledge: knowledge management, organizational studies, and strategy and human resource management (Foss, 2007), as it pertains to how and which strategies, structures, and shared values are necessary to manage knowledge assets.

It permeates various areas, processes, and aspects, encompassing not only knowledge itself but also decision-making, organizational management, sustainability, and the sociocultural and political elements related to the creation, sharing, retention, and application of knowledge (Almeida et al., 2023). Thus, to achieve efficiency within public service, according to the literature, it is not enough to implement KM; it is also necessary to establish Knowledge Governance (TCU, 2014; ENAP, 2021).

In this regard, it is essential to understand the variables that interfere with Knowledge Governance in order to enable better performance in service delivery and the construction of goals and objectives, which justifies the importance of research in this area and this dissertation. Continuous improvements for public servants can greatly contribute to the enhancement of public service quality. In this sense, proposing improvements is not merely an internal demand of public services, but rather an obligation—almost an imperative—for countries to be competitive in ensuring sustainable and less unequal development (Amaral, 2006; ENAP, 2021).

However, Public Administration faces complex challenges in meeting the needs of contemporary society, which requires a strategic and innovative approach. Furthermore, by strengthening institutional capacity, it must promote an organizational culture oriented towards knowledge, encouraging collaboration, information sharing, and evidence-based decision-making (Goldman, 2010).

GovC (Knowledge Governance) seeks to govern the distribution of knowledge both within and outside organizations, favoring the cycle of organizational knowledge creation, ensuring that knowledge is distributed effectively and that policies and practices related to knowledge are aligned with the organization's strategic objectives. In doing so, it manages the resource that is knowledge through policies and practices aimed at ensuring the effective distribution of knowledge within and outside organizations, aligning them with the organization's strategic objectives (Almeida et al., 2023).

This approach allows public organizations to become more agile, adaptable, and capable of effectively addressing complex challenges. The valuing of public servants and the

strengthening of institutional capacity are, therefore, interdependent elements, with Knowledge Governance playing a fundamental role in this dynamic. By integrating accumulated knowledge with innovative practices, Knowledge Governance ensures that decisions are informed and well-founded, promoting a continuous learning environment. Thus, public organizations not only respond to current demands more efficiently but also prepare for future challenges, ensuring the sustainability and continuous improvement of the services offered to society.

## 2.2 DYNAMIC CAPABILITIES

Knowledge Governance is related to dynamic capabilities within organizations, which constitute a field of great interest to researchers in various areas of administration, encompassing strategic management, entrepreneurship, marketing, human resource management, operations, and information systems. They are associated with two fundamental aspects: the component elements and the mechanisms by which the company develops these capabilities, which are essential for organizations to survive and stand out in rapidly and constantly changing environments (Teece et al., 1997).

The concept of dynamic capabilities refers to an organization's ability to integrate, build, and reconfigure external and internal competencies in rapidly changing environments (Teece et al., 1997). Competencies are understood as a set of routines and organizational processes that, along with specific firm assets, are difficult or impossible for competitors to imitate. The dynamic aspect, in turn, pertains to the rapid changes in technology and market forces that influence the firm's performance (Eisenhardt & Martin, 2000).

Over time, the approach to dynamic capabilities has been broadened to include change and innovation efforts, which involve the search, creation, integration, renewal, and deployment of resources, skills, and competencies (Helfat et al., 2007; Teece et al., 1997). The outcomes of these efforts can range from identifying opportunities for change to developing new products, services, and processes, as well as introducing disruptions in the market (McKelvie & Davidson, 2009).

Dynamic capabilities are supported by three main elements: (a) behaviors, capabilities, and skills, both individual and organizational; (b) routines and processes; and (c) learning and Knowledge Governance mechanisms. These three elements form the basis for organizations to



create, extend, modify, or reconfigure their core capabilities and their resource and competency base (Zollo & Winter, 2002).

Dynamic capabilities are influenced by a variety of internal factors, including openness to change, life and career satisfaction, leadership, and conflict. Openness to change is crucial as it reflects the willingness of individuals and the organization to accept and implement new ideas and processes. A culture that promotes openness to change facilitates adaptation and innovation, essential for developing dynamic capabilities. Employee satisfaction with life and career also plays a significant role. Satisfied employees tend to be more engaged, motivated, and willing to contribute to innovation and change processes, which is vital for the effectiveness of dynamic capabilities (Teece, 2007).

Leadership is another critical factor affecting dynamic capabilities. Effective leaders can inspire and motivate their teams, promote a culture of innovation and change, and make strategic decisions that align the organization's capabilities with external environmental demands. Additionally, how conflicts are managed within the organization can directly influence employee engagement. Well-managed conflicts can lead to productive discussions and creative solutions, while poorly managed conflicts can hinder collaboration and organizational effectiveness. Therefore, leadership and conflict management are essential for maintaining a positive and engaged work environment that supports the continuous development of dynamic capabilities (Helfat et al., 2007).

According to Teece (2007), the development of these capabilities is closely linked to the ability to allocate resources efficiently, responding to both opportunities and threats. The author suggests that organizations wishing to develop dynamic capabilities need to decentralize their decisions, develop co-specialized assets, and establish governance that promotes the integration of knowledge and innovation.

Decentralization is essential for organizations to maintain flexibility and responsiveness. However, this decentralization must be balanced with the need for coordination among the various units of the organization. Co-specialization of assets is equally important, as it combines specific firm resources in such a way that these assets cannot be easily replicated by competitors. These co-specialized assets form a solid foundation for sustaining the organization's competitive advantage (Teece, 2007).

Learning processes play a fundamental role in developing dynamic capabilities. Zollo and Winter (2002) identify three main learning mechanisms: (a) experience accumulation, (b) knowledge articulation, and (c) knowledge codification. These mechanisms allow organizations

to continuously improve their routines and processes, drawing on the knowledge accumulated over time.

Knowledge Governance, in turn, involves integrating and sharing knowledge within the organization, as well as ensuring that knowledge is protected against leakage or misuse. This is particularly important in contexts where intangible assets are critical to organizational success (Nonaka & Takeuchi, 1995).

Processes and routines are an integral part of dynamic capabilities, and many authors consider them fundamental for generating new ideas, products, and services. Routines, being repeatable patterns of behavior, connect organizational actors around common activities. They are both designed and emergent, arising when actors find more effective ways to perform their tasks (Gerard, 2009).

Dynamic capabilities involve an integrated view of the organization, requiring an understanding of change at various levels of analysis: individual, group (collective), and organizational. At the individual level, the focus is on change and innovation skills and behaviors. At the collective and organizational levels, the emphasis is on processes, routines, and learning and Knowledge Governance mechanisms (Eisenhardt & Martin, 2000).

Thus, we can conclude that dynamic capabilities comprise an integrated set of behaviors, skills, routines, processes, and governance and learning mechanisms aimed at change and innovation. These capabilities enable organizations to develop new strategies, identify market opportunities, and quickly adapt to dynamic environments, sustaining their competitive advantage over time (Teece, 2007).

Knowledge Governance supports the development of dynamic capabilities by ensuring that the necessary knowledge is available at the right time for the company to respond quickly to changes. The way knowledge is managed directly influences the organization's ability to innovate and adapt to new circumstances, creating a mutually reinforcing relationship. Effective Knowledge Governance ensures that knowledge is shared and used strategically, promoting continuous learning and innovation. In this way, Knowledge Governance and dynamic capabilities complement each other, allowing organizations to remain competitive and resilient in constantly changing environments (Nonaka & Takeuchi, 1995).

Therefore, these two concepts are fundamental for companies in competitive and rapidly changing environments to remain agile, innovative, and capable of sustaining long-term competitive advantages.

## 2.3 WORK ENGAGEMENT

Knowledge governance encompasses the strategic and systematic management of processes related to the creation, sharing, storage, and use of knowledge within an organization (Foss, 2007). This practice aims to ensure efficient knowledge management, aligned with the company's goals and values. For companies to achieve sustainable competitive advantages, it is essential that they manage knowledge effectively (Hine et al., 2010).

In addition to improving operational efficiency, effective knowledge management plays a significant role in employee engagement. It creates an environment where employees feel valued and committed to their tasks by facilitating access to relevant knowledge, promoting information sharing, and encouraging continuous professional development through learning and collaboration (Nonaka & Takeuchi, 1995). This impact is reflected in higher productivity and job satisfaction.

Knowledge governance is essential to stimulate public servants' engagement in their work, offering various approaches to achieve this goal. As evidenced in a collaborative study conducted by the National School of Public Administration (ENAP, 2021) and the Ministry of Economy, participation in relevant projects was identified as a crucial factor in increasing public servants' engagement and productivity. Another relevant factor found was the role played by knowledge management in fostering a learning culture within government entities, allowing the creation, sharing, retention, and integration of the generated knowledge, which significantly contributes to improving the quality of public services and achieving more effective results (ENAP, 2021).

Work engagement refers to the level of dedication, enthusiasm, and commitment that employees have towards their activities and the organization's goals. The topic emerged in the 1990s within the fields of Psychology and management literature, aiming to study positive behaviors in organizations. Previously focused on occupational illnesses, such as stress and burnout, researchers began concentrating on identifying factors that promote positive and effective work environments, driven by the increasing emphasis on positive psychology (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2008).

The concept of engagement was initially formulated by Kahn in 1990 when he introduced the terms "personal engagement" and "disengagement." These terms refer to behaviors in which individuals either bring or withdraw their personal feelings during task execution at work. He identified three main conditions where people are more likely to

personally engage or disengage: the perception of meaning, the sense of security, and the availability of resources (Kahn, 1990; Saks, 2006).

This concept encompasses the full expression of a person in the workplace, involving physical, emotional, and cognitive aspects, contrasting with disengagement, characterized by attitudes of withdrawal and defense during task execution (Camões & Gomes, 2021). Authors such as Malasch and Leiter expanded the concept of Burnout to include the absence of engagement at work, questioning whether engagement and burnout are independent or opposing poles of the same dimension (Martins, 2015). Other authors refer to work engagement as a distinct construct from burnout, a feeling of accomplishment, a work-related state of fulfillment characterized by vigor, dedication, and absorption (Schaufeli et al., 2002).

Work engagement and organizational engagement, although related, are distinct. Both significantly impact job satisfaction, organizational commitment, intention to remain in the organization, and organizational citizenship behavior. The perception of organizational support is a predictor of both types of engagement. Job characteristics influence work engagement, while procedural justice predicts organizational engagement. These findings highlight the connection between both types of engagement and how they affect attitudes, intentions, and behaviors in the workplace (Saks, 2006).

Therefore, it can be affirmed that engagement is understood as a motivational, affective, and positive state linked to work, characterized by high energy levels (vigor), intense involvement in work (dedication), and deep concentration with a strong inability to disengage from it (absorption) (Schaufeli et al., 2002). Many authors also point out that work engagement is closely related to the existence of organizational resources, whether internal (resilience, motivation, life and job satisfaction) or external—such as climate, social support, and feedback (Schaufeli & Bakker, 2004). For engaged employees, work is a source of satisfaction and pleasure (Schaufeli & Bakker, 2004; Cavaleiro, 2012). Although they demonstrate intense dedication to their professional tasks, engaged employees do not become workaholics, as they enjoy activities outside the work environment, such as leisure, sports, and hobbies, successfully disconnecting from work and maintaining an active personal life, regularly participating in social activities (Schaufeli & Bakker, 2004; Cavaleiro, 2012).

Stepping out of the field of psychology and into organizational management, researchers have observed the connection between work engagement and employee performance levels within organizations. They point to at least four reasons why engaged employees perform better: more frequent positive emotions, higher health levels, the ability to create their own personal resources, and the ability to transfer engagement to others (Bakker & Demerouti, 2008;

Schaufeli et al., 2002). Engaged employees experience a high level of energy, demonstrate enthusiasm for their work activities, and apply their physical, cognitive, and emotional resources to perform their responsibilities dynamically. Due to this mental state, engaged employees often exhibit remarkably positive performance within the organization, displaying a desire to support their teammates and exhibiting behaviors that exceed standard expectations (Almeida, 2014).

Thus, GovC (knowledge governance) can affect work engagement in various ways by promoting easy access to knowledge, encouraging the sharing of best practices and lessons learned, stimulating professional development, fostering a continuous learning culture, strengthening informed decision-making, and recognizing and valuing individual contributions to knowledge creation and sharing. This maximizes the benefits of processes for transferring, sharing, and creating knowledge (Cavalheiro, 2012; Almeida, 2014; Foss & Mahoney, 2010). This recognition can be a positive motivational factor for employees, increasing their engagement and sense of belonging.

## 2.4 OPENNESS TO CHANGE

Changes, like other intrinsic elements of organizations and as part of the constant need to improve performance, drive innovations and the quest for survival. The central objective of organizational change management is to supervise and manage human emotions and reactions to mitigate the possible decrease in productivity that often arises as a consequence of change processes. Employee support in implementing change initiatives is an extremely important factor for success; individuals play the role of change facilitators (Machado & Neiva, 2017; Burnes, 2004).

Resistance to change was once attributed to a lack of technological adaptation or knowledge. The approach to overcoming it primarily involved imposing the new order on people. However, as innovation became recognized as a driver of progress, this resistance began to be addressed in different ways. Initially, attention turned to personal characteristics as the cause of resistance, and later, to organizational interests (Guerrero et al., 2002).

Both organizations and individuals can resist change. In the organizational context, resistance is rooted in the conservative nature of institutions and plays a fundamental role in preservation, allowing the continuity of personalities, institutions, civilizations, and cultures.

Thus, the main sources of organizational resistance are associated with structural inertia, the limitation of the change's scope, group inertia, fear of losing expertise, established power relations, and resource allocations (Marques et al., 2005). In the individual context, resistance can involve conflicting feelings, behaviors, and thoughts among workers. Resistance is, therefore, an attitude towards change that involves affective, cognitive, and behavioral variables (Piderit, 2000).

The view of resistance as a negative and harmful phenomenon deserves reassessment, as resistance and its positive aspects are often not encouraged. Organizations often prepare to deal with resistance but rarely organize themselves to diagnose it with the aim of identifying positive factors and transforming it into a beneficial tool (Palakh et al., 2018).

Thus, knowing that change processes are inevitable and that resistance has potential, we need to understand that the prospects for success or failure of these initiatives are strongly related to how the changes are managed. A critical factor in this scenario is the degree of involvement of those affected by the change and their perception of the process. Therefore, it is reasonable to expect that engaged workers tend to view opportunities for improving teamwork and management policies with optimism, which can contribute to enhancing their quality of work life (Borges & Marques, 2011; Machado & Neiva, 2017).

In this sense, openness to change is simultaneously influenced by its content, process, and context, as well as by the characteristics of the people involved. In other words, readiness for change is conditioned both by what it involves (content) and how it is executed (process). Promoting positive attitudes towards the process and mitigating potential resistance emerges as the primary goal of change management (Holt et al., 2007).

We can consider that organizations more open to change are more likely to adopt innovative technologies and processes that facilitate knowledge creation, sharing, and utilization (Heckscher, 2007). This can contribute to more effective GovC, allowing public servants to have more fluid access to relevant information, promoting an environment conducive to continuous learning and collaboration.

Regarding work engagement, openness to change can play an important role in influencing public servants' receptiveness to knowledge management initiatives (Rodrigues, 2003). Organizations that demonstrate a culture of openness to change tend to more effectively engage their employees in knowledge-sharing and creation activities, creating an environment where employees feel valued and encouraged to contribute actively.

Cristo-Andrade and Felix (2020) suggested in their study that work engagement plays a positive moderating role in professionals open to change. Mavigno and Mainardes (2021)

demonstrated a direct correlation between an employee's disposition towards openness to change and their work engagement. Therefore, we can consider that openness to change can be a positive factor in the implementation of knowledge governance, as well as in increasing employees' work engagement.

**Hypothesis 1 (H1):** Openness to change is positively associated with public servants' work engagement.

## 2.5 CAREER SATISFACTION

Worker competence is closely related to career satisfaction, influenced by the values and skills applied in the workplace. Internal organizational policies can impact satisfaction, particularly when promoting continuous knowledge development and skill improvement throughout various career stages (Aryee et al., 1994), aligning with the principles of GovC (Governança Corporativa – Corporate Governance). The efforts of organizations to stimulate continuous learning and competency enhancement highlight the need to assess and analyze career satisfaction as a key indicator of career success (Hall, 1976; Aryee et al., 1994).

Career satisfaction reflects the degree of fulfillment employees derive from their work. The more the work environment meets the personal values, preferences, and needs of employees, the higher their level of career satisfaction (Abraham, 2012).

The topic is explored across various fields, such as Psychology and Business, where it is seen from different perspectives due to its complexity, as it covers multiple aspects of life. It has a strong relationship with the emotional bond between individuals and their work, serving as the primary source of recognition, achievement, development, health, and well-being (Andrade, 2011; Ferreira & Friedländer, 2007).

When performing any task, seeking a reward is natural—whether material or personal. The ability to master an activity and receive positive recognition for it increases motivation, resulting in a sense of self-realization, personal growth, and, most importantly, satisfaction with the work done (Ferreira, 2007).

Beyond the motivations for choosing a profession, career satisfaction also influences professional retention. In a broader sense, career satisfaction is considered a positive assessment of the job itself. Cognitive and emotional elements are incorporated into this assessment, enabling individuals to make judgments more or less objectively, depending on their tendencies (Hall & Chandler, 2005).

Career satisfaction can reflect feelings regarding career-related tasks, achievements, and successes. It assesses how well people perceive their professional trajectory aligns with their own goals, values, and preferences. Thus, career satisfaction is a subjective concept, grounded in the individual's perception of their career and the conditions surrounding it. This perception is intrinsically linked to needs, aspirations, self-esteem, and ultimately, the individual's personal view of what constitutes career satisfaction (Visentin, 2015; Moreira & Gomes, 2018).

It encompasses the level of contentment employees experience in relation to various aspects of their career, including professional growth, compensation, prospects for success, purpose at work, and work-life balance (Wassermann et al., 2017; Visentin, 2015).

Employees who experience high levels of career satisfaction tend to demonstrate greater organizational engagement. When opportunities for growth, promotion, or recognition materialize, this satisfaction increases, contributing to reduced turnover rates (Moreira & Gomes, 2018). Similarly, when organizations invest in professional development and recognize performance and efforts, employees typically respond with greater commitment and improved job performance, making them less likely to leave the company and increasing the effectiveness of their activities (Afsar & Shah, 2018).

Schaufeli and Bakker (2004) note that career satisfaction can act as a psychosocial protective factor against burnout, an emotional and physical exhaustion related to work, which positively impacts work engagement. Faria (2023) showed that career satisfaction, particularly regarding benefits received, correlates with engagement. Therefore, dissatisfaction with benefits can negatively affect work engagement. Furthermore, Hoigaard et al. (2012), in a study of work engagement among teachers, found a positive relationship between career satisfaction and engagement. Mavigno & Mainardes (2021) highlight that public servants' perception of career satisfaction is directly related to their positive judgment of organizational changes, which positively impacts work engagement.

**Hypothesis 2 (H2):** Career satisfaction is positively associated with work engagement among public servants.

## 2.6 LIFE SATISFACTION

Studies on life satisfaction are relatively recent, and due to its nascent nature and the evolving translation of the concept over time, life satisfaction is often approached from various



perspectives—sometimes as quality of life, living conditions, lifestyle, or subjective well-being. In simple terms, life satisfaction is a broad phenomenon encompassing personal emotional responses, a sense of control, and an overall evaluation of life. Research in this field aims to understand why and how people evaluate their lives positively, including the study of personal cognitive judgments and emotional responses (Diener et al., 1999; Pavot & Diener, 2008).

It is generally categorized into three areas: virtues studied through individuals' philosophy of life, positive personal choices analyzed through social sciences, and the current understanding of satisfaction, where positive emotions outweigh negative ones (Diener, 1984). The way people experience their emotions is characterized by both intensity and frequency of positive and negative affects. However, maintaining subjective well-being depends more on the frequent occurrence of positive emotions than on their intensity (Diener et al., 2005).

In this context, life satisfaction can be viewed as a psychological state more related to well-being than to objective evaluations of personal quality of life. This means that a person who enjoys a high quality of life may still express dissatisfaction based on their own subjective evaluations of achievements, which can interfere with performance and, consequently, work engagement (Siqueira & Padovam, 2008; Pavot & Diener, 2008).

Life satisfaction is a broad process, where temporary changes in mood or immediate circumstances can occasionally influence employees' perceptions (Pavot & Diener, 2008). Similarly, significant life events, such as changes in the work environment, can affect an individual's perception of life satisfaction (DiFabio, 2017).

When individuals feel generally satisfied with their lives, they tend to carry this satisfaction into the workplace. This positive attitude toward life may translate into a more positive outlook on professional activities, boosting engagement (Diener, 1984).

Moreover, the frequency of positive emotions resulting from life satisfaction is more crucial for subjective well-being than the intensity of those emotions. Therefore, employees who frequently experience positive emotions due to personal satisfaction tend to be more engaged in their workplace activities (Lyubomirsky, King, & Diener, 2005).

Thus, life satisfaction plays a decisive role in the professional context. Employees who are satisfied with their personal lives tend to show greater commitment to their professional responsibilities and are more likely to proactively engage in their workplace tasks. This is partly because general life satisfaction generates motivation, energy, and willingness—key factors for work engagement. Understanding and fostering life satisfaction can be an effective strategy to promote employee engagement within organizations (Shuck & Wollard, 2010).

Mavignio & Mainardes (2021) concluded that the perception of life satisfaction and its connection to public servants' work engagement tends to positively affect their overall lives and vice-versa. Schaufeli & Bakker (2004) point out that life satisfaction can positively influence work engagement, as it is defined as a positive mental state that triggers well-being, satisfaction, and identification with work. Nazario (2016) adds that when employees are satisfied with their lives, they tend to have a more positive attitude toward work, positively affecting engagement. The study further concludes that job satisfaction also positively impacts engagement, as it creates a reciprocal relationship where everyone benefits. Therefore, life satisfaction can affect workplace productivity in many ways, as employees satisfied with their personal lives are typically more productive, more likely to share knowledge, and more engaged in their work.

**Hypothesis 3 (H3):** Personal life satisfaction is positively associated with work engagement among public employees.

## 2.7 TRANSFORMATIONAL LEADERSHIP

Leadership is widely recognized as a determining factor in the success or failure of a group, organization, or even a nation. Every enterprise faces its own challenges, and the choice of leader and appropriate leadership style plays a fundamental role in overcoming these challenges (Alrowwad et al., 2017). For an organization to remain competitive and keep pace with its competitors in the market, it is essential to have effective leaders who know how to employ appropriate leadership styles and effective approaches to problem-solving. It is crucial to examine how the behavior of leaders influences the attitudes and actions of employees (Abelha & Cavazotte, 2018). In this context, issues related to GovC (Corporate Governance) and work engagement arise.

The connection between individuals and their work has undergone significant transformations, no longer limited to compensation or job stability as the sole sources of personal and professional satisfaction. Leaders today adopt more humanized approaches, demonstrating empathy by listening and engaging in dialogue, valuing individual characteristics (Almeida, 2014). This helps to gain the trust of the group and transform it into a cohesive team. Leadership style has the power to inspire or demotivate employees, directly influencing engagement levels. A well-prepared leader can guide their team toward goals through reliability and the ability to motivate. This results in the creation of a pleasant work

environment where a talented team works in harmony with a common purpose (Oliveira & Perez, 2015; Abelha & Cavazotte, 2018).

The success of a team largely depends on the effectiveness of leadership, as effective leadership is essential to align employees' interests with organizational goals. Increasing employee engagement is a recent management strategy aimed at achieving this alignment. Leadership plays a crucial role in fostering employee commitment to their organizations, and this has been recognized as a critical factor for organizational optimism (Rego et al., 2010).

Other studies have analyzed the influence of ethical leadership on employee engagement. They observed that ethical leaders, who demonstrate integrity and morally correct behavior, can create a more conducive work environment where employees feel engaged and committed (Eisenbeiss, 2012; Eva et al., 2019).

Many studies on organizational change have focused on transformational leadership, considering it one of the most important factors for the success of an organization in its ability to enact change (Pereira, 2022; Wang, 2013). This leadership style focuses on inspiring and motivating followers to achieve common goals and involves creating a shared vision, setting challenging goals, and promoting the personal and professional development of followers. The relationship between leadership and work engagement has been extensively studied by various authors and researchers who have highlighted the importance of transformational leaders who inspire and motivate their followers to achieve common goals (Reis, 2015; Wang, 2013; Bass, 2013).

These studies have shown that leaders practicing this form of leadership are often associated with higher levels of employee engagement. This is because certain styles can motivate employees to seek improvement and enhance their performance, which, in turn, impacts the level of engagement these individuals have with their work environment. Thus, effective leaders play a crucial role in promoting employee engagement, positively influencing the engagement of civil servants in their work.

Shuck and Reio (2011) demonstrated that the leadership function is an antecedent of employee engagement. Decuypere (2020) pointed out that leadership positively affects employee engagement not only by changing working conditions but also directly through inspiration, connection, and motivation. Zhou (2022) indicated that different leadership styles, such as transformational leadership and servant leadership, can have a positive impact on employee engagement. Schaufeli (2021) demonstrated that leadership has a positive effect on individual and team engagement, illustrating its relevance for organizations.

Carless et al. (2000) discuss how transformational leadership can positively impact work engagement. They suggest that leaders who exhibit transformational characteristics, such as inspiration and motivation, significantly influence how employees engage and dedicate themselves to their tasks. Research indicates that an effective transformational leadership style can increase employee engagement, promoting a more positive and productive work environment.

**Hypothesis 4 (H4):** Transformational leadership is positively associated with employee engagement.

## 2.8 AFFECTIVE CONFLICT

As the work environment has evolved in complexity, organizations have increasingly structured activities around teams (Salas et al., 2008). The growing demand for innovations and the frequent changes affecting the organizational landscape, especially in the context of knowledge governance, make understanding the consequences and implications of conflicts within organizations crucial. Conflicts can arise when managing and sharing the knowledge needed to drive these innovations and constant adaptations. The climate for conflict intensifies as organizations bring together individuals with diverse initiatives, ways of thinking, and approaches, creating the need to reconcile individual goals and interests for a shared organizational objective (Sampaio, 2016; Nascimento & Simões, 2010).

Within a workgroup, two main types of conflicts may arise: task-related conflicts, known as substantive conflicts, and conflicts based on interpersonal relationships within the group, referred to as affective conflicts (Guetzkow & Gyr, 1954).

Analyzing the two types of conflicts, it is possible to observe that relationship conflict involves emotional and affective indicators, such as friction, tension, or anger between group members, while task conflict is associated with cognitive indicators, such as different perspectives and opinions related to the group's planning and execution of activities (Jehn, 1994). This perspective on conflict was also adopted by Guimarães & Martins (2008), who highlighted that relationship conflicts are not centered on tasks, as their origin lies in differences in personal preferences and values. Conflicts arising from disagreements among group

members play a crucial role in the relationship between task conflict and the group's affective responses.

Conflicts in the workplace can negatively impact individual, group, and organizational productivity, as well as the satisfaction of team members. Lack of communication between parties, decreased quality engagement, financial losses, management difficulties, increased operational errors, process and operational issues, and a negative impact on the company's reputation are some of the problems caused by poor management of internal conflicts (Moreira & Gomes, 2018; Vergara, 2018).

To address workplace conflicts, it is essential to investigate the causes, listen to all parties involved, and seek to uncover the real reasons behind the problem. It is crucial for managers to resolve the conflict, as unresolved issues can lead to numerous problems. Addressing conflicts at work includes defining company values, establishing clear processes, promoting open and honest communication, encouraging empathy and mutual understanding, investing in training and capacity building, recognizing and valuing individual differences, and seeking external help if necessary (Hansen, 2018; Dimas, 2005).

Adding the variable of time to conflict theories offers several benefits, such as understanding that conflicts do not emerge as isolated phenomena but are related to past interactions; when a conflict is resolved, it has implications for future interactions; over time, different conflict patterns may emerge as a result of different concerns and goals. Analyzing the temporal moment in which the conflict occurs, the types of conflicts that emerge over time, and how they are managed within/by the group constitutes an important avenue for suggesting changes to conflict theories that have been developed (Dimas, 2005; Moreira & Gomes, 2018).

These conflicts can result in a reduction in job satisfaction and engagement, as relationship conflict often acts as a full or partial moderator of this relationship. On the other hand, task conflict, in some situations, can have a positive impact as it stimulates productive discussions about the work to be done, contributing to group effectiveness. However, it is important to highlight that relationship conflict not only negatively affects the group's affective issues but can also have negative consequences for the tasks to be performed (Machado & Neiva, 2017; Moreira & Gomes, 2018).

Thus, it can be stated that affective conflicts have implications for both the organization and the people involved. For the organization, conflicts can have positive effects, such as stimulating communication, promoting mutual understanding, increasing cooperation, inducing change, and improving decision acceptance, resulting in greater creativity and overall performance. However, if not adequately recognized or resolved, they can lead to negative

consequences, especially when involving unfair tactics, which can affect employee engagement. Therefore, it is argued that conflicts are not inherently harmful but must be directed toward a constructive rather than destructive path (Figueiredo, 2012; Moreira & Gomes, 2018).

Another positive factor that conflict can bring is the promotion of information exchange in decision-making groups, as people are encouraged to present and justify opposing positions in the pursuit of defending their viewpoints. This information exchange is very important within GovC (Tjosvold, 1985). Conflicts also stimulate debates and are related to greater information exchange. In this context, there is a perception of openness toward divergent opinions among individuals. Additionally, it is argued that these conflicts, resulting from constructive discussions about different perspectives, positively affect managers' influence on information sharing, which can have a positive impact on the entire organization (Du & Xu, 2018).

Felippe (2012) demonstrates that conflict can create positive outcomes of team cohesion and harmony, highlighting the importance of embracing changes, reevaluations, and restructurings as beneficial opportunities for the group. Thus, conflict is a positive opportunity for organizational growth, as new opinions, expressions, and possibilities are created. Conversely, he emphasizes that disadvantageous outcomes may arise when the team is fragmented and disconnected from the company's objectives, influenced by external factors, disagreements, lack of recognition, and inadequate treatment, negatively affecting engagement and the organization's desired results. Malakowsky (2014) points out that when conflict is well-managed, it becomes beneficial for the company, preventing stagnation, enabling the exploration of new possibilities, and stimulating creativity and engagement among those involved.

**Hypothesis 5 (H5):** Affective conflict is negatively associated with employee engagement.

## 2.9 ORGANIZATIONAL JUSTICE

Justice plays a fundamental role in social groups, significantly influencing how people think, feel, and behave in response to their experiences of fairness or unfairness. People's sense of justice is essential for interpersonal interactions and directly impacts their well-being. Additionally, injustice affects not only the individual but also has ramifications for other

members of the social group. This is equally true in the workplace, where justice significantly influences attitudes and behaviors (Assmar, 1997).

In summary, organizational justice consists of three main dimensions. Distributive Justice refers to the fairness of outcomes such as salaries, promotions, and disciplinary actions. Procedural Justice focuses on the fairness of processes used to achieve these outcomes, such as performance evaluation systems and disciplinary procedures. Interactional Justice concerns the dignified and respectful treatment of employees by superiors (social dimension) and the provision of information and justifications for decisions affecting individuals (informational dimension). Each of these dimensions has distinct impacts on individual behavior. When someone perceives outcomes as fair, the importance of fair procedures and interactions diminishes. However, if outcomes are perceived as unjust, it may lead to negative attitudes and behaviors, such as dissatisfaction and poor performance, unless fair procedures and interactions are present, which may mitigate such reactions (Rego, 2004).

In this organizational context, several elements impact the perception of justice. It is crucial for managers to understand under what circumstances and conditions employees evaluate resource allocations and processes as fair, including both formal policies and interpersonal interactions between leaders and subordinates (Mendonça & Tamayo, 2004).

When an individual experiences satisfaction or well-being at work, their sense of justice plays a vital role in their conduct and attitudes. This perception of justice can result in benefits such as stronger commitment to the organization, superior job performance, and increased organizational citizenship behaviors. Therefore, it is reasonable to assume that this perception also impacts individuals' professional growth and, consequently, greater engagement. On the other hand, if someone perceives injustice within the organization, their motivation for professional development is likely to be hindered (Assmar et al., 2005).

Because employees' perceptions of justice are crucial for establishing trust in the organization and its managers, these perceptions can trigger either defensive mechanisms and refusal or engagement and availability (Greenberg, 1987). This is because the perception of injustice threatens four fundamental psychological needs: control over the environment, belonging to the group, self-esteem, and meaning at work. The relationship between employees and the organization, characterized by respect, trust, and mutual obligations, is shaped by how many employees believe that the organization values their contributions and cares about their well-being, known as the perception of organizational support.

Moreover, the relationship between leaders and employees is also influenced by justice perceptions, which have a direct or indirect impact on organizational outcomes (Roch &

Shanock, 2006). Therefore, the higher the levels of organizational justice felt by employees, the greater their job satisfaction, calmness, and enthusiasm (Sora et al., 2010).

De Oliveira (2016) states that perceptions of organizational justice, such as distributive, procedural, and interpersonal justice, are positively associated with affective organizational commitment, which correlates with job engagement. Souza Rocha (2016) argues that for organizational justice to positively impact employee engagement, companies must invest in policies and practices that promote organizational justice to create a healthy and productive work environment. Pan (2018) concludes that organizational justice has a positive relationship with job engagement. Complementing these findings, Kim (2017) discovered that procedural organizational justice is positively related to job engagement, knowledge sharing, and innovative work behavior.

**Hypothesis 6 (H6):** Organizational justice is positively associated with employee job engagement.

## 2.10 MODERATING CONSTRUCT

Understanding the relationship between GovC (Knowledge Governance) and the various variables affecting job engagement is a crucial topic gaining increasing attention from organizational leaders. Employee engagement profoundly impacts the effectiveness of any company. As highlighted in a report by Gallup, "employee engagement is strongly related to key performance indicators such as productivity, talent retention, and customer satisfaction" (Gallup, 2022).

Knowledge governance is the process of strategically managing knowledge within an organization, involving the creation, sharing, retention, and application of organizational knowledge. It fosters a culture of collaboration and effective communication. Engaged employees tend to contribute more actively to knowledge governance. Employee engagement is one of the key factors for effective knowledge governance. Engaged employees are willing to share their knowledge, contribute ideas and innovations, and participate in learning initiatives. This strengthens knowledge governance processes, ensuring that knowledge is shared and applied more effectively (Sanz, 2019; Camões & Gomes, 2021).

Conversely, when employee engagement is low, they may become demotivated and less inclined to contribute to knowledge governance. This can result in gaps in knowledge sharing,



ultimately harming the effectiveness of knowledge governance. By creating a work environment that fosters engagement, organizations can enhance their knowledge governance and use knowledge more effectively to achieve their goals and remain competitive in a constantly evolving business environment (ENAP, 2021; Mavigno & Mainardes, 2021).

Job engagement is influenced by a series of interconnected variables. Academic research by Kahn (1990) emphasizes that effective leadership plays a crucial role in engagement, creating an environment that promotes employee commitment. Additionally, factors such as recognition and development opportunities are critical in motivating employees (Saks, 2006).

Therefore, investigating how knowledge governance positively moderates the relationship between variables that affect job engagement is essential for organizations to seek strategies to strengthen their organizational policies. This becomes even more complex when addressed in the public sector, as it is necessary to analyze the antecedents of job engagement in this context at three levels: (a) Micro-level, covering individual characteristics; (b) Meso-level, relating to work and team characteristics; and (c) Macro-level, involving organizational characteristics (Camões & Gomes, 2024).

The micro-level addresses individual factors/variables, such as personal characteristics or resources, which are positive self-evaluations that result in resilience and the belief that an individual can positively influence their work environment (Hobfoll et al., 2003; Camões, 2022). In the context of this research, the individual-level variables in the public sector that influence job engagement include openness to change, career satisfaction, life satisfaction, and transformational leadership.

Leadership is a critical factor for the success of knowledge governance, as it can promote a culture of knowledge sharing and encourage employees to contribute their ideas and knowledge. Moreover, leadership can help set clear goals for knowledge governance and provide adequate resources to support knowledge management initiatives (Mendonça & Tamayo, 2023; Zilli & Wittmann, 2020). Additionally, career and life satisfaction can influence employees' motivation to seek new knowledge and skills, contributing to the improvement of knowledge governance within the organization (Passos, 2021; Menezes, 2021).

Thus, knowledge governance impacts variables that influence employee engagement at work, as more engaged employees tend to be more committed and motivated in their tasks. As a result, this leads to greater openness to change and willingness to share knowledge and experiences with colleagues (Mavigno & Mainardes, 2021; Afsar & Shah, 2018). Therefore, strengthening knowledge governance can promote a work environment that values openness to

change, career satisfaction, and life satisfaction among employees, fostering leadership, increasing engagement, and motivation for knowledge sharing.

**Hypothesis 7 (H7):** Knowledge governance positively moderates the relationship between individual factors and employee job engagement.

At the meso level, which addresses group factors/variables, several elements that influence engagement can be identified, such as the physical and social environment, interpersonal social relationships, and some social norms (Bakker & Demerouti, 2008; Mavignio & Mainardes, 2021). The meso variable examined in this work is conflicts, with a particular focus on affective conflicts.

Affective conflicts can negatively impact work engagement due to their detrimental effects on employee motivation, productivity, and well-being. When employees are embroiled in emotional conflicts, they tend to feel demotivated and show lower productivity, which adversely affects their engagement and willingness to share knowledge. Moreover, affective conflicts hinder collaboration among employees, making it difficult to share knowledge and complete tasks as a team (Vergara, 2018; Hansen, 2018).

The lack of collaboration and trust between employees impairs the creation of policies and processes that promote knowledge sharing and teamwork. Thus, organizations must promote an environment that values effective and collaborative conflict resolution to avoid negative impacts on work engagement and, consequently, on knowledge governance (Freire et al., 2017; Zilli & Wittmann, 2020). In this regard, knowledge governance (GovC) can implement more effective conflict management mechanisms, thereby positively moderating this relationship.

**Hypothesis 8 (H8).** Knowledge Governance positively moderates the relationship between conflicts and employee work engagement.

At the macro level, which addresses institutional variables/factors, organizational characteristics come into play, such as perceived organizational support. This concept refers to the extent to which employees perceive that organizational management values and respects their work contributions and cares about their well-being (Eisenberger et al., 1997). According to Camões and Gomes (2024), while this aspect is relevant, it remains underexplored in the literature. In this study, the macro variable considered is organizational justice.

Organizational justice can influence knowledge governance in various ways. Distributive justice, referring to employees' perceptions of fairness in resource and reward distribution, may affect their motivation to share knowledge (Ampessan & Geremia, 2018).

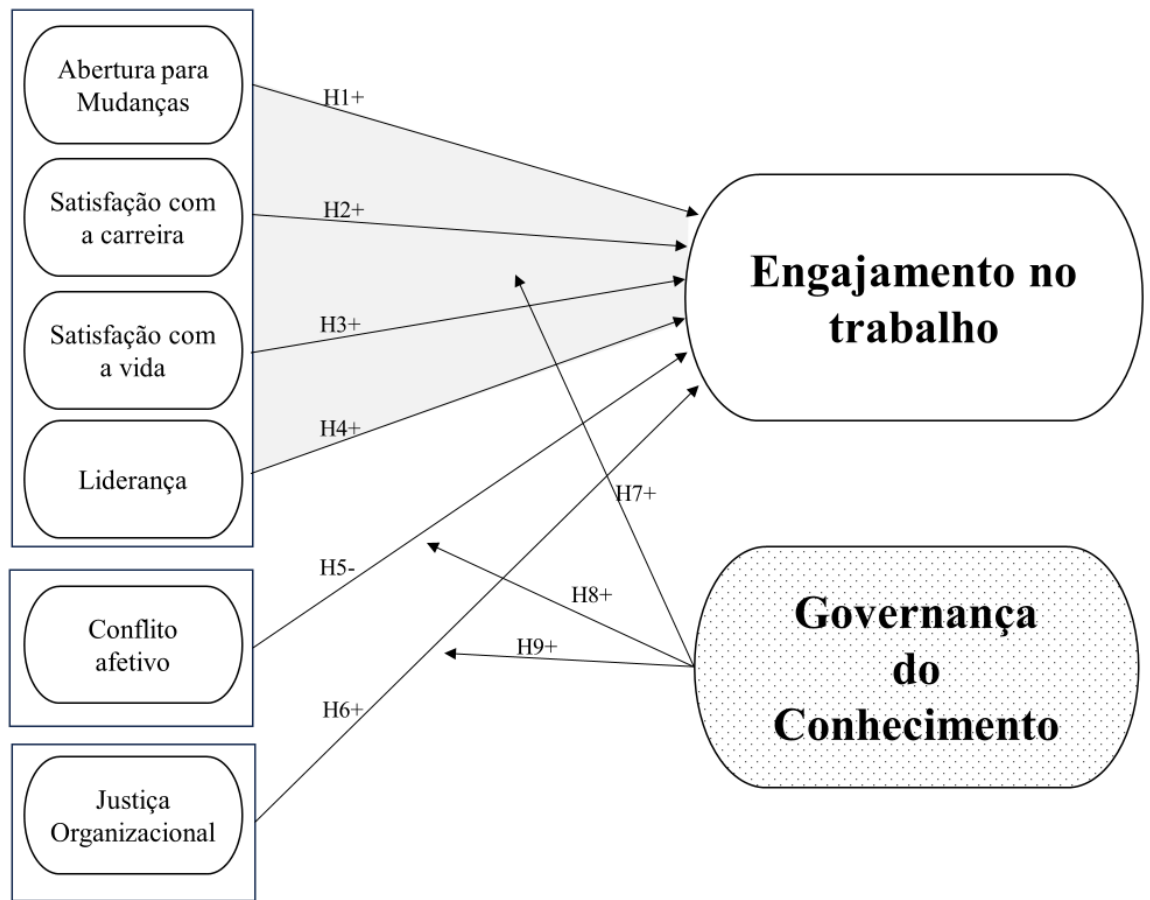
Procedural justice, referring to employees' perceptions of fairness in decision-making processes, can impact their trust in knowledge governance. Interactional justice, referring to the quality of interpersonal relationships between leaders and employees, can affect collaboration and knowledge sharing (Mendonça & Tamayo, 2004).

Thus, organizational justice can enhance the effectiveness of knowledge governance by fostering a culture of learning and innovation, ultimately leading to better organizational outcomes (Rizzatti & Freire, 2022).

**Hypothesis 9 (H9):** Knowledge Governance positively moderates the relationship between organizational justice and employee work engagement.

## 2.11 CONCEPTUAL RESEARCH MODEL

Taking into account all the findings from the literature, a comprehensive approach is necessary. This approach must consider not only individual, group, and organizational factors but also the moderator construct (Knowledge Governance) and the dependent construct (Work Engagement). Accordingly, a model is proposed to test the relationship between the dependent construct (Work Engagement) and individual factors (Openness to Change, Career Satisfaction, Life Satisfaction, and Leadership), group factors (Conflicts), and organizational factors (Organizational Justice), as well as the moderating relationship of Knowledge Governance on each set of individual, group, and organizational variables, as illustrated in Figure 2:



**Figure 2:** Conceptual Model

Source: Author of the research (2024)

This model seeks to investigate the moderating role of Knowledge Governance (GovC) on various individual, group, and contextual variables. Through statistical analysis, it will be possible to identify and measure the relationships between these variables and work engagement, with a primary focus on determining whether Knowledge Governance plays a moderating role in work engagement.

### **3 RESEARCH METHOD AND TECHNICAL PRODUCTION TECHNIQUES**

Breukelen (2010) states that the research methodology is the roadmap that guides the investigator in collecting precise and objective information, demonstrating the importance of research design.

Thus, this section discusses the methodological choices and the respective rationale behind them.

#### **3.1 RESEARCH DESIGN**

This study adopts a quantitative approach, characterized by the use of structured methods and formal instruments for data collection. In this approach, the emphasis is on objectivity in data collection and analysis, applying statistical techniques to interpret results and understand the relationship between the studied variables (Thiollent, 1997; Malhotra, 2012; Creswel, 2013; Gil, 2008).

The Hypothetical-Deductive Method was used, following Popper (1975), where, when knowledge is insufficient to explain a phenomenon, a problem arises, leading to the formulation of hypotheses. From these hypotheses, consequences are deduced that can be tested or refuted. It is a method that seeks solutions through attempts, involving conjectures, hypotheses, and theories, while simultaneously aiming to eliminate errors throughout the process.

#### **3.2 DATA COLLECTION INSTRUMENT**

Based on theoretical alignment and the definition of variables, moderator, and dependent constructs, the questionnaire for this research was developed. To this end, validated scales from the literature were used to structure the questionnaire. This step not only provides methodological robustness to the research, ensuring precision in measuring variables, but also guarantees reliability in the results obtained.

To measure the moderator construct (GovC), the questionnaire by Cao and Xiang (2012) was used, based on the studies of Lawson et al. (2009). This study tested a theoretical

model measuring the impact of formal and informal socialization mechanisms on the level of knowledge sharing in interorganizational product development projects and the subsequent effect on company performance. Cao and Xiang (2012) expanded the study and refined the scale to analyze the impact of knowledge governance, including both formal and informal governance, on knowledge sharing.

It is important to emphasize that this topic is emergent, highlighting that studies on this subject are still in development. Thus, the scale used tests GovC through two dimensions (formal - informal) and consists of 8 questions, suitable for the context and scope of this research.

For the dependent construct (work engagement), the instrument developed by Schaufeli et al. (2006), called the Utrecht Work Engagement Scale (UWES), was used. This was adapted and validated for its Brazilian version by Angst et al. (2009), being capable of measuring the three dimensions of engagement: vigor, dedication, and absorption. Considering the extensive variables in this research, the shortened version of the questionnaire (UWES-9) was used, which, according to Ferreira et al. (2016), is recommended for investigations aimed at evaluating work engagement in Brazilian samples. This shortened version consists of 8 questions.

For the variable openness to change, the questionnaire by Andrade (2008), with eight questions, was used. For the variable career satisfaction, the scale by Hofmans et al. (2008) with 6 questions was employed, and for the variable life satisfaction, the scale by Diener et al. (1985) containing five questions was used.

The choice of these scales is justified not only because they are widely used in research in this area but also because they were recently used in Brazil in a study by Mavigno (2019), in a thesis applied within the public sector context, involving around 700 public servants. This study measured openness and work engagement as factors related to life and career satisfaction in the public service.

To evaluate the leadership variable, the Global Transformational Leadership (GTL) questionnaire by Carless et al. (2000) was used, which was adapted to Portuguese by Van Beveren (2015). The GTL scale consists of seven questions, each corresponding to one of the seven transformational leadership behaviors described in the model by Carless et al. (2000).

For the evaluation of the affective conflict variable, the questionnaire proposed by Jehn (1994) was adopted, consisting of a four-item scale. This scale, well-established in the

literature, is specific to team contexts and allows the measurement of affective conflicts, especially those interpersonal conflicts with significant emotional dimensions, addressing aspects such as the expression of negative emotions like anger and hostility between team or organizational members.

For the organizational justice variable, the Perception of Justice questionnaire by Colquitt (2001) was used, adapted and validated for Brazilian samples in the study by Assmar et al. (2005). This scale consists of twenty questions divided into four dimensions: distributive justice (4 items), procedural justice (7 items), interpersonal justice (5 items), and informational justice (4 items).

The final instrument of this research was presented using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The complete list of questions from the authors' base questionnaires can be found in Appendix A.

### 3.3 POPULATION AND SAMPLE

The sample used in this research consists of public servants and interns from the Court of Justice of the State of Paraná (TJPR).

According to public data provided in the Governance Charter of the Court in November 2022, the structure of the TJPR staff includes 161 Comarcas (judicial districts), 6 advanced posts, 6 decentralized courts, and 177 Judicial Centers for Conflict Resolution, totaling 816 Judicial Units serving the population.

The choice of this location is justified by the implementation of Knowledge Governance in 2020 through the GESPRIJUD Project—the Prioritized Management Program for the 1st Jurisdiction. This program, a finalist in the "Exponential Judiciary Award," which recognizes projects and initiatives within Brazil's national judiciary, started as a voluntary initiative by public servants for knowledge sharing and was later institutionalized by the TJPR.

The GESPRIJUD Program aims to implement and maintain contemporary management tools, particularly related to work processes, to standardize quality routines in management. The project organizes both individual and institutional knowledge into a uniform line of conduct

for projects and actions directed at the Secretariats of Judicial Units in the 1st Degree of jurisdiction, emphasizing the skills of each servant, department, and sector of the Court.

This Project that involves Knowledge Governance at TJPR, *Gesprijud*: Prioritized Management Program of the 1st Degree of Jurisdiction of TJPR) (<https://www.tjpr.jus.br/web/gesprijud>), is an innovative project in the Brazilian scope, which uses Knowledge Governance as a basis for its operation, aiming to assist the server in the routine of their daily procedures, having as pillars continuous improvement and collaboration and its implementation was taken by initiative of servers and was subsequently institutionalized by the Court of Justice, gaining national prominence and being a reference for other courts in the country.

Since its implementation in 2021, the GESPRIJUD program has recorded over 100,000 page visits and provided approximately 748 procedural models for use by all judicial units in the state. It has centralized procedures, provided management guides, and developed various other tools to assist managers and staff in their daily tasks. As of its latest bulletin, 127,498 documents were issued in the Projudi system using the templates provided by the program (GESPRIJUD, 2022).

For this reason, the sample included public servants and interns from the 1st Jurisdiction of the TJPR, as they use the initiatives implemented by the GESPRIJUD program in their daily work. The sample consisted of 180 respondents to the questionnaires, as detailed in the next section.

### 3.4 DATA COLLECTION PROCEDURES

Data collection was carried out through an electronic survey sent to the staff of the TJPR. The survey method is a quantitative research approach characterized by the collection of data and information based on the characteristics and opinions of groups of individuals. The results obtained, provided the group is representative of the population in question, can be generalized to the broader study universe (Fonseca, 2002).

A structured questionnaire was sent to the respondents, offering several advantages: it reduces the time required for its application, making it possible to reach a wider audience simultaneously; it can cover a larger geographic area, in this case, the entire state of Paraná; responses are obtained more quickly and accurately; it promotes greater freedom in responses



while ensuring the anonymity of the respondent, which contributes to greater security in the content of the information; and finally, it provides standardized evaluation due to the impersonal nature of the instrument (Flick, 2013).

Responses were collected between April 18 and June 18, 2024, with the invitation to participate in the research being sent through WhatsApp groups, institutional emails, the GESPRIJUD project's message forum, and direct contact between the researcher and public servants.

The research, conducted with 180 respondents, includes a varied profile of TJPR staff.

<b>Position</b>		
Intern	29	16,1%
Judicial Assistant	4	2,2%
Other Competitive Positions	2	1,1%
Other Commissioned Positions	7	3,9%
Magistrate Advisor	7	3,9%
Judicial Technician	107	59,4%
Court Officer	11	6,1%
Judicial Analyst	11	6,1%
Magistrate	2	1,1%
<b>Leadership Position</b>		
No	141	78,3%
Yes	39	21,7%
<b>Area of Expertise</b>		
Criminal	48	26,7%
Civil	45	25,0%
Small Claims Court	45	25,0%
Other Areas of Expertise	42	23,3%
<b>Location</b>		
Inicial Jurisdiction	65	36,1%
Intermediate Jurisdiction	61	33,9%
Final Jurisdiction	39	21,7%
2nd Degree	15	8,3%
<b>Telecommuting</b>		
Do not practice telecommuting	104	57,8%
Partial	45	25%
Total	17	9,4%
Court Officer (external)	14	7,8%
<b>Average Age</b>		
36 years and 29 days		
<b>Average Length of Service at TJPR</b>		
8 years and 72 days		

**Table 1:** Respondents' Profile

Source: Research Data (2024)

This profile details the distribution of positions and the experience of employees, in addition to telework practices and areas of expertise, providing a clear overview of the workforce composition and working conditions. It also demonstrates the diversity of the sample.

### 3.5 PROCEDURES AND DATA ANALYSIS

For the data analysis, the quantitative method was used, offering a systematic and structured approach to examine relationships between variables through statistical techniques. After data collection, the analysis was conducted using the statistical software Jamovi 2.3.21. Jamovi is a modern and accessible platform that offers a wide range of statistical tools, facilitating rigorous data analysis (Jamovi Project, 2023). Its intuitive interface and robust features make Jamovi an ideal choice for investigations requiring precision and efficiency in statistical analysis.

Within Jamovi, the first analysis performed was the Pearson Correlation Matrix Analysis. This statistical technique is essential for examining the relationship and strength of associations between variables (Pallant, 2021). Through this analysis, patterns of correlation between different variables related to work engagement were identified.

Next, multiple linear regression models were analyzed, which were employed to further explore the relationships between the dependent variable, Work Engagement (ET), the independent variables, and the moderations of Knowledge Governance (GovC). The regression analysis allowed verification of how independent variables explain the variation of the dependent variable, offering a detailed understanding of the underlying mechanisms of the phenomenon studied (Field, 2018).

## 4 DATA ANALYSIS

Two procedures are essential to ensure the reliability and validity of the results obtained: the validation of the scales used and the exact fit test of the theoretical model. The first scale validation was performed by calculating Cronbach's Alpha for each of the variables investigated. Cronbach's Alpha is a measure of internal consistency, indicating how much the items on a scale are correlated, reflecting the cohesion of the scale (Cronbach, 1951). The values obtained for Cronbach's Alpha were as follows: Openness to Change (AM) 0.877; Career Satisfaction (SC) 0.853; Life Satisfaction (SV) 0.883; Leadership (LI) 0.961; Conflicts (CF) 0.927; Organizational Justice (JO) 0.939; Knowledge Governance (GC) 0.810; and Work Engagement (ET) 0.853.

The literature indicates that Cronbach's Alpha values above 0.70 are considered acceptable, while values above 0.80 are considered good. As observed, all the values obtained were above 0.80, demonstrating that the scales used have high internal consistency, indicating that the items on each scale coherently measure the same construct. During the analysis, it was found necessary to exclude only one question from the Organizational Justice dimension, namely JO16, which had a factor loading below 0.6, negatively affecting the Cronbach's Alpha value.

To assess the adequacy of the proposed theoretical model to the observed data, the second test performed was the exact fit test. The results of this test were Chi-square ( $\chi^2$ ): 3864; Degrees of Freedom (df): 1741; p-value:  $< .001$ . In this test, we found that the Chi-square value is high, and the p-value is very small ( $< .001$ ), indicating that the model does not fit perfectly with the observed data. However, the Chi-square test is known to be sensitive to sample size, and it is common for models with large samples to present statistical significance even for minor discrepancies. This applies to the case in question, as the sample consists of a total of 180 responses and the questionnaire has 62 questions.

In addition to the Chi-square test, other fit measures were used for a more detailed evaluation of the model, including: Comparative Fit Index (CFI): 0.756; Tucker-Lewis Index (TLI): 0.744; Root Mean Square Error of Approximation (RMSEA): 0.0823 (90% Confidence Interval for RMSEA: 0.0788 - 0.0858). CFI and TLI values close to or above 0.90 are desirable. The values obtained, 0.756 and 0.744 respectively, indicate that the model has a near-ideal fit. However, the RMSEA of 0.0823 suggests a marginally acceptable fit, as values between 0.06

and 0.08 are considered good, and the 90% confidence interval includes values within the upper acceptable limit.

Although the fit measures indicate that the model is not perfect, the use of this model is justified primarily by the High Internal Consistency of the Scales and the high Cronbach's Alpha values, which indicate that the scales used are highly reliable and have internal consistency, demonstrating that they cohesively measure the proposed constructs, providing a solid foundation for subsequent analyses. Furthermore, the model is based on robust and widely accepted theories in the literature on work engagement and knowledge governance. The variables chosen are supported by a substantial body of previous research, as detailed in the dissertation's literature review.

#### 4.1 PEARSON CORRELATION MATRIX ANALYSIS

The Pearson Correlation Matrix Analysis examines the linear relationships between different variables in the data set, helping identify the strength and direction of associations between pairs of variables (Johnson & Wichern, 2007). The Pearson correlation measures the strength and direction of the linear relationship between two variables, where values can range from -1 to +1, with: 1 indicating a perfect positive correlation; -1 indicating a perfect negative correlation; and the closer to 0, the weaker the linear correlation.

In analyzing the correlation matrix, some important relationships were identified, such as Career Satisfaction (SC), which has a positive correlation of 0.528 with Work Engagement (ET); Organizational Justice (JO) and Work Engagement (ET), with a positive correlation of 0.522, indicating that perceptions of organizational justice are associated with higher levels of work engagement. Knowledge Governance (GC) and Work Engagement (ET), with a positive correlation of 0.549, indicate that knowledge governance practices are associated with higher levels of work engagement.

#### 4.2 REGRESSION ANALYSIS

Regression models were used to explore the relationships between the dependent variable (Work Engagement - ET) and the independent variables, focusing on the moderations

of Knowledge Governance (GC). In Model 1, only individual variables were considered in relation to the dependent variable Work Engagement (ET). In Models 2 and 7, the interactions between GC and each of the individual variables were added. The Control Variables Age, Time, and Position, although included in the models, were not the focus of the data analysis.

Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
<b>Control</b>							
Age	0.253**	0.229**	0.225**	0.216**	0.208*	0.229**	0.215**
Time	-0.102	-0.095	-0.097	-0.093	-0.088	-0.098	-0.091
Position	-0.226**	-0.177*	-0.167*	-0.156**	-0.139	-0.194*	-0.153*
<b>Dependents</b>							
AM	0.196**	0.0275	0.171**	0.168**	0.162**	0.185**	0.163**
SC	0.166*	0.1546	-0.004	0.163*	0.173*	0.152	0.174*
SV	0.241**	0.225**	0.224**	0.011	0.199**	0.238**	0.209**
LI	0.094	0.037	0.030	0.018	-0.277*	0.056	0.036
CF	0.006	0.012	0.010	0.014	0.015	-0.172	0.013
JO	0.204*	0.138	0.141	0.124	0.110	0.172	-0.098
<b>Moderations</b>							
GC*AM		0.284**					
GC*SC			0.314**				
GC*SV				0.378**			
GC*LI					0.529***		
GC*CF						0.196	
GC*JO							0.423**
K-S Teste	0.229	0.175	0.184	0.171	0.120	0.221	0.142
R	0.69	0.49	0.49	0.50	0.51	0.48	0.50
R <sup>2</sup>	0.45	0.46	0.47	0.50	0.48	0.45	0.47
F	17***	16,5***	16,6***	17,2***	17,7***	15,7***	17,1***
VIF	3,24	3,84	4,50	4,73	7,43	4,96	6,36
Durbin-Watson	1,95	1,92	1,95	1,92	1,96	1,94	1,95

Nota. \*  $p < .05$ ,  $p < .01$ , \*  $p < .001$

**Table 2:** Regression Analysis Data

Source: Research Data (2024)

In this study, various independent variables were analyzed without interactions with Knowledge Governance (GovC) to determine their impact on work engagement (ET). Each variable was examined individually to assess its effect on employee engagement.

In Model 1, variables were analyzed separately, revealing different levels of significance and influence on work engagement. Openness to Change (AM) showed a coefficient of 0.196, with a significance of  $p < .01$ , indicating a positive and significant effect on engagement. Career Satisfaction (SC) had a coefficient of 0.166 ( $p < .05$ ), also positively correlating with engagement. Life Satisfaction (SV) showed a coefficient of 0.241 ( $p < .01$ ), similarly indicating a positive impact. Organizational Justice (JO) had a coefficient of 0.204 ( $p < .05$ ), showing a positive effect on work engagement. These results suggest that Openness to Change, Career

Satisfaction, Life Satisfaction, and Organizational Justice are critical factors in maintaining employee engagement.

However, Leadership (LI), with a coefficient of 0.094, did not show statistical significance, indicating that leadership perception alone may not be a strong predictor of engagement. Conflicts (CF) had a coefficient of 0.006 and were not significant, suggesting that conflicts alone do not significantly impact work engagement. These findings might be explained by the complexity of conflicts, which can vary in type and intensity, requiring other contextual or personal factors to be considered in the relationship between leadership, conflicts, and engagement.

Model 2 examined the interaction between Knowledge Governance (GC) and Openness to Change (AM). The interaction GC\*AM presented a coefficient of 0.284 ( $p < .01$ ), indicating that GC amplifies the positive effect of AM on engagement. The Kolmogorov-Smirnov value was 0.175, showing normality of the residuals. The R-value was 0.49, with  $R^2$  explaining 46% of the variance in engagement. The F-statistic was 16.5 ( $p < .001$ ), indicating that the model is a good predictor. VIF was 3.84, suggesting no multicollinearity, and the Durbin-Watson value was 1.92, indicating no significant autocorrelation in the residuals.

In Model 3, the interaction between GC and Career Satisfaction (SC) had a coefficient of 0.314 ( $p < .01$ ), showing that GC increases the positive effect of SC on engagement. The Kolmogorov-Smirnov value was 0.184, with  $R^2$  of 0.47. The F-statistic was 16.6 ( $p < .001$ ), VIF was 4.50, and the Durbin-Watson value was 1.95, supporting the model's adequacy.

Model 4 tested the interaction between GC and Life Satisfaction (SV), presenting a coefficient of 0.378 ( $p < .01$ ), indicating that GC amplifies the positive effect of SV on engagement. The Kolmogorov-Smirnov value was 0.171, the R-value was 0.50, and  $R^2$  was 0.50. The F-statistic was 17.2 ( $p < .001$ ), VIF was 4.73, and the Durbin-Watson value was 1.92, suggesting model adequacy.

Model 5 examined the interaction between GC and Inspirational Leadership (LI). The interaction GC\*LI showed a coefficient of 0.529 ( $p < .001$ ), indicating that GC transforms LI's effect, making it a critical factor for engagement. The Kolmogorov-Smirnov value was 0.120, the R-value was 0.51, and  $R^2$  was 0.48. The F-statistic was 17.7 ( $p < .001$ ), VIF was 7.43, and the Durbin-Watson value was 1.96, all supporting the model's suitability.

Model 6 examined the interaction between GC and Conflicts (CF), which was not significant, with a coefficient of 0.196. The Kolmogorov-Smirnov value was 0.221, the R-value was 0.48, and  $R^2$  was 0.45. The F-statistic was 15.7 ( $p < .001$ ), VIF was 3.24, and the Durbin-

Watson value was 1.95, indicating that GC does not significantly moderate the relationship between CF and Work Engagement.

Model 7 analyzed the interaction between GC and Organizational Justice (JO), showing a coefficient of 0.423 ( $p < .01$ ), indicating that GC increases the positive effect of JO on engagement. The Kolmogorov-Smirnov value was 0.142, the R-value was 0.50, and  $R^2$  was 0.47. The F-statistic was 17.1 ( $p < .001$ ), VIF was 6.36, and the Durbin-Watson value was 1.95, supporting the model's adequacy.

## 5 DISCUSSION

After thorough data analysis, the hypotheses formulated in this study were validated using regression models. Multiple regression enables the evaluation of independent variables' impacts on the dependent variable, providing a deeper understanding of underlying relationships within the data. This approach is crucial for understanding how various factors influence the variable of interest and for identifying which variables have the most significant effect on it (Hocking, 2003).

By examining regression coefficients and statistical significance values, it is possible to confirm or reject the proposed hypotheses, making it a key tool for determining whether the theoretical associations supported by literature hold true in the specific context of this research.

Hypotheses	Description	Result
H1	Openness to Change – <i>Abertura para Mudança</i> (AM) – is positively associated with Work Engagement – <i>Engajamento no Trabalho</i> (ET)	Confirmed
H2	Career Satisfaction – <i>Satisfação com a Carreira</i> (SC) – is positively associated with Work Engagement – <i>Engajamento no Trabalho</i> (ET)	Confirmed
H3	Life Satisfaction – <i>Satisfação com a Vida</i> (SV) – is positively associated with Work Engagement – <i>Engajamento no Trabalho</i> (ET)	Confirmed
H4	Leadership – <i>Liderança</i> (LI) – is positively associated with Work Engagement – <i>Engajamento no Trabalho</i> (ET)	Rejected
H5	Conflicts – <i>Conflitos</i> (CF) – are negatively associated with Work Engagement – <i>Engajamento no Trabalho</i> (ET)	Rejected
H6	Organizational Justice – <i>Justiça Organizacional</i> (JO) – is positively associated with Work Engagement – <i>Engajamento no Trabalho</i> (ET)	Confirmed
H7	Knowledge Governance – <i>Governança do Conhecimento</i> (GC) – positively moderates the relationship between individual factors and Work Engagement – <i>Engajamento no Trabalho</i> (ET)	Confirmed
H8	Knowledge Governance – <i>Governança do Conhecimento</i> (GC) – positively moderates the relationship between Conflicts – <i>Conflitos</i> (CF) – and Work Engagement – <i>Engajamento no Trabalho</i> (ET)	Rejected
H9	Knowledge Governance – <i>Governança do Conhecimento</i> (GC) – positively moderates the relationship between Organizational Justice – <i>Justiça Organizacional</i> (JO) – and Work Engagement – <i>Engajamento no Trabalho</i> (ET).	Confirmed

**Table 3:** Hypotheses Confirmation

Source: Research Data (2024)

The analysis of the data confirmed hypotheses H1, H2, H3, H6, H7, and H9. Hypothesis H1, which proposed that Openness to Change (OTC) is positively associated with Work Engagement (WE), was confirmed with a coefficient of 0.196 ( $p < .01$ ). This aligns with existing literature (Herold et al., 2007; Burke & Litwin, 1992; Vakola & Nikolaou, 2005;



Cunningham et al., 2002), which suggests that individuals open to change tend to be more engaged.

Hypothesis H2, which proposed that Career Satisfaction (CS) is positively associated with Work Engagement (WE), was also confirmed with a coefficient of 0.166 ( $p < .05$ ). This result is supported by Aryee and Chay (1994), Judge et al. (1995), Greenhaus et al. (1990), and Judge et al. (2001), indicating that career satisfaction is a strong predictor of engagement. Hypothesis H3, which proposed that Life Satisfaction (LS) is positively associated with Work Engagement (WE), was confirmed with a coefficient of 0.241 ( $p < .01$ ), consistent with findings from Judge and Watanabe (1993), Tait et al. (1989), Diener et al. (1999), and Hakanen et al. (2006).

Hypothesis H6, which proposed that Organizational Justice (OJ) is positively associated with Work Engagement (WE), was confirmed with a coefficient of 0.204 ( $p < .05$ ). This result is supported by Tyler and Blader (2003), Masterson et al. (2000), Colquitt et al. (2001), and Cropanzano et al. (2007). Hypothesis H7, which proposed that Knowledge Governance (GovC) positively moderates the relationship between Openness to Change (OTC) and Work Engagement (WE), was confirmed. The interaction GovC\*OTC showed a coefficient of 0.284 ( $p < .01$ ), indicating that GovC amplifies the positive effect of OTC on work engagement, consistent with studies by Gold et al. (2001), Alavi and Leidner (2001), Nonaka and Takeuchi (1995), and Davenport and Prusak (1998).

Hypothesis H9, which proposed that Knowledge Governance (GovC) positively moderates the relationship between Organizational Justice (OJ) and Work Engagement (WE), was also confirmed. The interaction GovC\*OJ yielded a coefficient of 0.423 ( $p < .01$ ), suggesting that GovC enhances the positive effect of OJ on engagement, supported by Bock et al. (2005) and Lee et al. (2005).

The analysis rejected hypotheses H4, H5, and H8. Hypothesis H4, which proposed that Leadership (LD) is positively associated with Work Engagement (WE), was rejected with a non-significant coefficient of 0.094. This suggests that, in the studied context, transformational leadership is not a significant predictor of engagement, possibly due to contextual and individual factors (Yukl, 2013; Conger & Kanungo, 1988; Avolio & Bass, 1995; Bass, 1985; Schein, 2010; Judge et al., 2002).

Hypothesis H5, which proposed that Conflicts (CF) are negatively associated with Work Engagement (WE), was also rejected with a non-significant coefficient of 0.006. This result may be explained by the complexity of conflicts and the effectiveness of conflict resolution within the organization (De Dreu & Van Vianen, 2001; Friedman et al., 2000; Jehn, 1995; De

Dreu & Weingart, 2003; Wall & Callister, 1995). Hypothesis H8, which proposed that Knowledge Governance (GovC) positively moderates the relationship between Conflicts (CF) and Work Engagement (WE), was rejected with a non-significant coefficient of 0.196, possibly due to contextual factors that affect the effectiveness of conflict resolution (Jehn & Mannix, 2001; Tjosvold, 2008; Van Knippenberg et al., 2004).

The findings confirmed that openness to change is positively associated with work engagement, which can also be explained by the concept of dynamic capabilities. These refer to an organization's ability to integrate, build, and reconfigure internal and external competencies to respond quickly to changes in the environment (Teece et al., 1997; Eisenhardt & Martin, 2000; Helfat et al., 2007).

Employees open to change are more likely to adopt new technologies and processes, facilitating the institution's rapid adaptation to external changes. Moreover, openness to change fosters an innovation-friendly environment, essential for developing new solutions and continuous improvements. The ability to adapt quickly to changes increases the institution's resilience, enabling it to face challenges more effectively (Teece et al., 1997; Eisenhardt & Martin, 2000).

Career satisfaction also showed a positive association with work engagement. Aryee and Chay (1994) highlight that career satisfaction is directly related to employee commitment and motivation. Satisfied employees tend to be more motivated and engaged, which is crucial for developing dynamic capabilities (Teece et al., 1997; Eisenhardt & Martin, 2000).

Career satisfaction contributes to talent retention, reducing turnover and keeping knowledge within the institution. Furthermore, satisfied employees are more likely to seek professional development, enhancing their competencies and contributing to the institution's ability to innovate and adapt. Thus, career satisfaction can increase engagement and productivity, resulting in superior organizational performance (Aryee & Chay, 1994; Judge et al., 1995).

Life satisfaction was another factor positively associated with work engagement. Diener et al. (1999) assert that life satisfaction is closely linked to subjective well-being and job performance. Employees satisfied with their personal lives tend to bring that satisfaction into the workplace, which benefits dynamic capabilities (Diener et al., 1999; Lyubomirsky et al., 2005).

Life satisfaction contributes to employee well-being and mental health, reducing stress and increasing their ability to handle challenges. Satisfied employees help create a positive, collaborative work environment, essential for innovation and adaptation. Life satisfaction

enhances employee motivation and commitment, improving the effectiveness of knowledge governance initiatives (Diener et al., 1999; Lyubomirsky et al., 2005).

Organizational justice was also confirmed as a positive factor for work engagement. Colquitt (2001) highlights that organizational justice is a significant predictor of positive work attitudes and behaviors. The perception of fairness is fundamental to building a trusting and collaborative environment, key pillars of dynamic capabilities (Colquitt, 2001; Greenberg, 1987). Organizational justice fosters trust and transparency, facilitating collaboration and knowledge sharing.

Employees who perceive fairness are more engaged and loyal to the institution, contributing to the stability and continuity of innovation initiatives. Organizational justice improves decision-making quality, ensuring decisions are based on accurate and shared information (Colquitt, 2001; Greenberg, 1987).

While transformational leadership did not show a significant association with work engagement in the studied context, its role in promoting dynamic capabilities should still be considered. Bass (1985) and Avolio and Bass (1995) highlight that transformational leadership is essential for employee motivation and performance.

Transformational leaders can inspire and motivate employees to engage in innovation and continuous improvement initiatives. They help create a shared vision, aligning employees' efforts with the institution's strategic goals. Moreover, transformational leaders focus on talent development, fostering employee empowerment and professional growth (Bass, 1985; Avolio & Bass, 1995).

Knowledge Governance (GovC) was identified as a positive moderator between various variables and work engagement. Foss and Mahoney (2010) argue that knowledge governance is crucial for creating and maintaining competitive advantages. Integrating GovC practices can enhance the benefits of dynamic capabilities. GovC facilitates continuous improvement of organizational processes and practices, promoting innovation and adaptation. GovC fosters a continuous learning culture where employees are encouraged to develop their skills and share their experiences (Foss & Mahoney, 2010; Nonaka & Takeuchi, 1995).

Integrating the research results with the concept of dynamic capabilities highlights the importance of fostering a work environment that values openness to change, career and life satisfaction, and organizational justice (Teece et al., 1997; Eisenhardt & Martin, 2000; Helfat et al., 2007; Colquitt, 2001; Diener et al., 1999; Aryee & Chay, 1994).

Effective implementation of Knowledge Governance can amplify these benefits, contributing to the institution's innovation, adaptation, and resilience, as it encourages

knowledge sharing, essential for creating new competencies and solving complex problems. It also promotes a continuous learning culture, where employees are encouraged to develop their skills and share their experiences (Nonaka & Takeuchi, 1995; Foss & Mahoney, 2010).

These findings have significant practical implications for the Court of Justice of the State of Paraná (TJPR). The confirmation that openness to change, career and life satisfaction, and organizational justice are positively associated with work engagement suggests that TJPR can benefit by focusing on these areas. Implementing or improving Knowledge Governance (GovC) practices may amplify these positive effects, fostering a more collaborative and innovative work environment.

By promoting employees' career and life satisfaction, TJPR can increase motivation and commitment, resulting in higher productivity and service quality. Organizational justice, when perceived as fair by employees, can strengthen trust and transparency within TJPR, facilitating collaboration and knowledge sharing. This is crucial for creating a positive and resilient work environment, where employees feel valued and engaged.

The results of this research confirm that Openness to Change, Career Satisfaction, Life Satisfaction, and Organizational Justice are key factors for work engagement. Although transformational leadership did not show a direct impact, it may still play an indirect role in facilitating the positive aspects associated with these factors.

## 5.1 LIMITATIONS AND FUTURE RESEARCH

This research was conducted with employees of the Court of Justice of the State of Paraná (TJPR). In this regard, some limitations should be considered. The first limitation is the low response rate. The busyness of the employees resulted in a low response rate to the questionnaires, which limited the representativeness of the sample and may have introduced selection bias, as the participants may not reflect the full diversity of the target population. Additionally, there is the issue of social desirability. Respondents may have provided answers that they believed to be socially desirable or aligned with the expectations of the organization, affecting the accuracy of the data collected and potentially leading to an underestimation or overestimation of the relationships studied.

Another limitation concerns the scales used. Even though scales validated by other studies were employed, there may still be limitations in the ability of these scales to capture all

relevant aspects of the variables under study. Each organization is unique and has its own organizational context, which may require adaptations or additional developments in the scales. The influence of the organizational culture of the Court of Justice of the State of Paraná (TJPR) should also be considered, as it may have influenced the responses of the employees. The participation of the employees may have been directly or indirectly hindered or discouraged, affecting the representativeness and honesty of the responses.

Finally, knowledge governance is an emerging topic and may have a less consolidated theoretical and empirical foundation. The lack of consensus on the definition and associated practices may introduce ambiguities in the interpretation of the results. However, this characteristic also offers the opportunity to contribute significantly to the development of the field. Based on these limitations and the findings of this research, some suggestions for future research are proposed.

It is recommended to expand the sample. Future research may include more employees, allowing for comparative analysis and greater generalization of the results. To this end, a partnership with the court administration itself may institutionalize data collection. The incorporation of qualitative methods, such as interviews and focus groups, may provide a deeper understanding of the mechanisms underlying the relationships studied, enriching the interpretation of the quantitative data.

Another suggestion is to conduct longitudinal studies to examine changes in perceptions of organizational justice, satisfaction, and engagement over time, offering additional perspectives on the dynamics of these relationships. It is also important to explore the influence of different organizational and cultural contexts on the relationship between knowledge governance, organizational justice, and engagement, which may reveal important variations and provide more specific recommendations for different work environments.

Further research could investigate other variables that may moderate or mediate the relationship between knowledge governance and engagement, such as leadership style, organizational structure, and resources available for conflict resolution.

Future research should explore in more detail the mechanisms by which the studied variables influence engagement, considering additional mediating and moderating variables. Investigations into the impact of different leadership styles, conflict resolution strategies, and the role of technology in promoting engagement may also provide relevant information for organizational practice.

## 5.2 PRACTICAL RECOMMENDATIONS FOR THE TJPR

Based on the results of the survey, it is possible to identify some practical actions that the Court of Justice of the State of Paraná (TJPR) can implement to improve employee engagement and organizational efficiency. These recommendations are based on the evidence collected and aim to promote a more collaborative, innovative, and satisfactory work environment for all employees.

The following are some strategies that can be adopted by the TJPR to achieve these objectives:

<b>Recommendation</b>	<b>Practical Action</b>	<b>Description</b>
<b>Promote Openness to Change</b>	Workshops and Training	Organize regular workshops and training sessions on change management and innovation.
	Transparent Communication	Maintain clear and transparent communication about planned changes, explaining the benefits and listening to employees' feedback.
	Incentives for Innovation	Create incentive programs for innovative ideas, where employees can suggest improvements and innovations in work processes.
<b>Increase Career Satisfaction</b>	Career Plans	Develop and implement clear career plans with opportunities for progression and professional development.
	Mentoring and Coaching	Establish mentoring and coaching programs to support employees' professional growth.
	Performance Evaluations	Conduct regular performance evaluations and provide constructive feedback, highlighting opportunities for growth and development.
<b>Improve Life Satisfaction</b>	Work-Life Balance	Promote policies that encourage work-life balance, such as flexible hours and telecommuting options.
	Programas de Bem-Estar	Implement wellness programs that include physical activities, psychological support, and mental health initiatives.
	Positive Work Environment	Create a positive and welcoming work environment where employees feel valued and respected.
<b>Strengthen Organizational Justice</b>	Transparent Process	Ensure that decision-making processes are transparent and fair, with clear criteria and open communication.
	Feedback and Participation	Encourage employee participation in decisions that affect their work and provide regular feedback on those decisions.
	Leadership Training	Offer training in organizational justice for leaders and managers, so they can apply fair and equitable practices in their daily work.
<b>Implement and Enhance Knowledge Governance (GovC)</b>	Sharing Platforms	Develop digital platforms for sharing knowledge and best practices among employees.
	Communities of Practice	Create communities of practice where employees can collaborate and share knowledge specific to their areas.
	Documentation and Access	Ensure that documentation and knowledge resources are easily accessible to all employees.

Recommendation	Practical Action	Description
<b>Foster Transformational Leadership</b>	Leadership Development	Invest in leadership development programs that emphasize the importance of transformational leadership.
	Recognition and Reward	Recognize and reward leaders who demonstrate transformational behaviors and inspire their teams.
	Feedback Culture	Promote a culture of continuous feedback, where leaders and employees can exchange ideas and suggestions for ongoing improvement.

**Table 4:** Practical Recommendations for TJPR

Source: Author of the Research (2024)

This table organizes the practical recommendations that the Court of Justice of the State of Paraná (TJPR) can implement to improve employee engagement and organizational efficiency. By adopting these strategies, TJPR will not only foster a more collaborative and innovative work environment but also increase employee satisfaction and commitment, resulting in higher productivity and quality of services provided to society.

## 6 FINAL CONSIDERATIONS

The central issue of this research was to investigate the moderating effect of knowledge governance on public employees' work engagement. The data analysis confirmed that knowledge governance positively moderates the relationship between individual factors, such as openness to change, career satisfaction, life satisfaction, leadership, and work engagement.

These findings align with the existing literature, which suggests that employees who perceive opportunities for growth and personal development, are satisfied with their career paths, and content with their personal lives, tend to show greater engagement in their work activities.

For managers and human resources professionals, the results suggest several practical strategies, such as fostering an environment that supports openness to change in an engaging manner, and implementing continuous development and training programs that encourage employees to see changes as growth opportunities. Policies that promote career satisfaction, such as clear career plans and progression opportunities, can significantly enhance employee engagement.

The study also highlighted the complexity of the relationships between the variables, suggesting that other contextual factors, such as organizational culture and climate, may moderate these relationships. Although not all hypotheses were confirmed, the proposed model proved to be validated and useful, as the data found, supported by the existing literature, indicate that the proposed model has applicability in other organizations, both in the public and private sectors, to evaluate and enhance employee engagement, whether or not using the moderating variable of Knowledge Governance.

This study helps fill a gap in the literature by offering an important contribution to managers and researchers interested in implementing effective knowledge governance practices to improve employee engagement in various organizational contexts.



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## 8 APPENDIX A – RESEARCH QUESTIONNAIRE APPLIED

Variable/Author	Questions
<b>Knowledge Governance– Governança do Conhecimento</b> (Cao & Xiang, 2012)	<b>GC1.</b> I have more opportunities to cooperate with employees from other departments. <b>GC2.</b> My salary gets approval from my work organization. <b>GC3.</b> Regarding centralization, my organization is ready for decentralization. <b>GC4.</b> At work, I usually complete the task in a team. <b>GC5.</b> My organization has cultural environments that are conducive to sharing. <b>GC6.</b> I work at an open and creative organization. <b>GC7.</b> My organization treats all employees fairly. <b>GC8.</b> Managers often create opportunities for us to communicate.
<b>Work Engagement</b> (Schaufeli, Bakker & Salanova, 2006)	<b>ET1.</b> I am enthusiastic about my work. <b>ET2.</b> I feel strong and energetic in my job. <b>ET3.</b> I feel "immersed" in my work. <b>ET4.</b> I feel happy when I am intensely working. <b>ET5.</b> My work inspires me. <b>ET6.</b> When I wake up in the morning, I feel good about going to work. <b>ET7.</b> I take pride in what I do. <b>ET 8.</b> I forget everything when I am working.
<b>Openness to Change</b> (Andrade, 2008)	<b>AM1.</b> I am original; I always have new ideas. <b>AM2.</b> I am inventive and creative. <b>AM3.</b> I value the artistic, meaning I pay attention to the aesthetics of things. <b>AM4.</b> I am curious about many different things. <b>AM5.</b> I have a fertile imagination. <b>AM6.</b> I am resourceful; I enjoy analyzing things deeply. <b>AM8.</b> I like to reflect and play with ideas.
	<b>SC1.</b> I am satisfied with the success I have achieved in my career.

<p><b>Career Satisfaction</b> (Hofmans, Dries, &amp; Pepermans, 2008)</p>	<p><b>SC2.</b> I am satisfied with the progress I have made toward achieving my overall career goals.</p> <p><b>SC3.</b> I am satisfied with the progress I have made toward achieving my financial goals.</p> <p><b>SC4.</b> I am satisfied with the progress I have made toward achieving my knowledge goals.</p> <p><b>SC5.</b> I am satisfied with the progress I have made toward achieving my goals for developing new skills.</p>
<p><b>Life Satisfaction</b> (Diener et al., 1985)</p>	<p><b>SV1.</b> In many ways, my life is close to my ideal.</p> <p><b>SV2.</b> The conditions of my life are excellent.</p> <p><b>SV3.</b> I am satisfied with my life.</p> <p><b>SV4.</b> Within reason, I have achieved the important things I want in life.</p> <p><b>SV5.</b> If I could live my life over again, I would change almost nothing.</p>
<p><b>Leadership</b> (Carless et al., 2000)</p>	<p><b>LI1.</b> My supervisor communicates a clear and positive vision of the future.</p> <p><b>LI2.</b> My leader treats their employees individually, supporting and encouraging their development.</p> <p><b>LI3.</b> My leader encourages and recognizes their employees.</p> <p><b>LI4.</b> My leader fosters trust, involvement, and cooperation among team members.</p> <p><b>LI5.</b> My leader encourages team members to think in new ways about problems and challenges conventional ideas.</p> <p><b>LI6.</b> My leader is clear about their values and practices what they preach.</p> <p><b>LI7.</b> My leader instills pride and respect in others and inspires me through their high competence.</p>
<p><b>Affective Conflict</b> (Jehn, 1994)</p>	<p><b>CF1.</b> There is emotional conflict among the members of your group or work team.</p> <p><b>CF2.</b> There is anger among the members of your group or work team.</p>



	<p><b>CF3.</b> There is personal friction among your group or team during decision-making.</p> <p><b>CF4.</b> There is a clash of personalities among the members of your group or work team.</p>
<p><b>Organizational Justice</b> (Rego, 2002)</p>	<p><b>JO1.</b> Service is distributed fairly among all members of my team.</p> <p><b>JO2.</b> Considering my professional experience, I believe that the rewards I receive are fair.</p> <p><b>JO3.</b> In their decisions, my superiors show interest in being fair to me.</p> <p><b>JO4.</b> Considering my responsibilities, the rewards I receive are fair.</p> <p><b>JO5.</b> Before making decisions on service matters, I am involved in, my superiors seek to hear my viewpoints.</p> <p><b>JO6.</b> My superiors maintain an ethical and institutionally correct relationship with me.</p> <p><b>JO7.</b> The criteria used for promotions are fair.</p> <p><b>JO8.</b> When making decisions about my work, my superiors provide me with explanations and feedback that make sense to me.</p> <p><b>JO9.</b> Considering the stress and pressures of my professional activity, the rewards I receive are fair.</p> <p><b>JO10.</b> My superiors frame the service relationships they maintain with me based on sincerity.</p> <p><b>JO11.</b> Considering the rigor with which I perform my work, I believe that the rewards I receive are fair.</p> <p><b>JO12.</b> When making decisions about my work, my superiors, as far as possible, try to clarify with me the implications of those decisions.</p> <p><b>JO13.</b> Considering my effort, the salary and benefits I receive are fair.</p> <p><b>JO14.</b> The procedures of my institution ensure that decisions are made without personal favoritism.</p> <p><b>JO15.</b> Decisions are made consistently for everyone.</p>

	<p><b>JO16.</b> Tasks are assigned to me not only based on operational necessity but also based on criteria of fairness.</p> <p><b>JO17.</b> Considering the working conditions offered to me, I find the tasks required of me unfair.</p>
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