
Knowledge Sharing as a Determinant of Turnover Intention of Librarians in South-West Nigerian Universities

Abiodun O. Odunewu
Olabisi Onabanjo University, Nigeria
Email: boduewu@oouagolwoye.edu.ng

Siddiqah Olatope Oyedokun 
Olabisi Onabanjo University, Nigeria
Email: oyedokun.siddiqah@oouagoiwoye.edu.ng

Temitope O. Mabawonku
Olabisi Onabanjo University, Nigeria
Email: mabawonku.temitope@oouagoiwoye.edu.ng

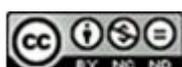
Olufemi Francis Olusanya
Olabisi Onabanjo University, Nigeria
Email: olusanya.olufemi@oouagoiwoye.edu.ng

Abstract

This study probes the place of knowledge sharing in influencing the turnover intention of librarians in South-West Nigerian universities. High turnover rates among librarians pose challenges for organisations, leading to financial losses and a decline in service quality. The study assessed the level of knowledge sharing among librarians, determined their turnover intentions, and examined the influence of knowledge sharing on turnover intentions. The study employed survey methodology, collecting data from 145 librarians in 11 selected university libraries. Data for the study was gathered using a questionnaire comprising two (2) scales for measuring the study's variables. Section A was designed to capture the demographic characteristics of the respondents; Section B to elucidate data on knowledge sharing behaviour of the respondents and comprised 14 items measured using a 5-point Likert-type scale. Section C obtained data on the turnover intention of the respondents and comprised 17 items measured using a Likert-type scale. The study found librarians to have a positive attitude towards knowledge sharing, expressing willingness to share their knowledge, work experiences, and expertise. They perceive it as beneficial and are encouraged by their superiors. However, they generally have low intentions to resign or quit their positions. The study found that knowledge-sharing behaviour significantly influences turnover intention, suggesting that librarians who engage more in knowledge-sharing are less likely to leave their jobs. The study, thus, suggests that university library management should implement policies that encourage knowledge-sharing behaviour to discourage high librarian turnover intentions.

Keywords: Knowledge, knowledge sharing, librarians, turnover, turnover intention, universities

<https://dx.doi.org/10.4314/udslj.v19i2.2>



Introduction

A departing employee typically causes an administrative impediment at the managerial level. When an employee leaves an organisation, the management is burdened with the need to recruit another staff member at the same level as the one who left. Where such is not found, the need to train a new employee also arises. Both the organisation and the remaining employees experience psychological distress because of staff turnover (Ghosh et al., 2013). Particularly among experienced professionals, turnover is a persistent and “intractable urgent problem” (Boles et al., 2012, p. 131). It can result in a loss of cash, assets, expertise, expenses associated with the departure, and revenue (Donaldson, 1998). To replace open positions and continue educating newly hired employees, turnover also necessitates extra expenditure on recruitment and selection. Organisations choose to engage in initiatives to keep employees around because of the costs and efforts involved in replacing employees. Examples of these programs include identifying employees’ attitudes toward their jobs and evolving plans for creating improved employment and workplace conditions (Wickramasinghe and Kumara, 2010). In addition to actual turnover, earlier research, according to Egan et al. (2004), found that the urge for a job change (or turnover intention), reflecting employees’ intentions to quit their positions, is connected to the actual quitting. The intentions to stay and to leave are other comparable concepts found in literature.

The personnel turnover rate has been one of the most frustrating and persistent issues that companies and organisations have faced over the years. Many industries have seen an increase in employee turnover rates over the past few years, and this should generate concern for managers. Investigating whether studies on reducing employees' inclinations to quit their jobs are successful for firms is thus very pertinent. According to Gupta and Shaheen (2017a, 2017b), businesses are increasingly seeking strategies to increase workers’ commitment to their jobs. This connection can be categorized as either quantitative (which lengthens employees' associations with their work) or qualitative (which promotes employee efficiency) (2017b). According to this viewpoint, developing a supportive workplace is a crucial organisational intervention, and this should be rigorously pursued by managers and organisations that want to be competitively advantaged. Promoting knowledge exchange is also a crucial tactic for increasing worker performance and efficiency.

An organisation’s capacity to communicate knowledge is essential to its success and efficient operation (Islam et al., 2020). Therefore, it is generally accepted that knowledge sharing in businesses occupies a critical space in boosting both competence and long-term viability (Kremer et al., 2019). Sharing information is among the most prominently advanced and successful cooperative learning strategies (Murphy et al., 2017). Many people think that knowledge can be transmitted and acquired as part of an occupational position because of the uneven distribution of knowledge and abilities in the field. But beyond knowledge and skills, organizational knowledge does not just appear (Curtis & Taylor, 2018). To effectively accomplish the goals of the organization, knowledge sharing is a mutually beneficial procedure that entails individual undertakings linked to the sharing of information and concepts concerning responsibilities with teammates and superiors (Kim et al., 2015). There is increasing proof that knowledge sharing is crucial, as evidenced by the correlation between it and an establishment’s ability to achieve a comparative edge (Kim et al., 2015). Librarians are skilled workers, and there will always be a need to retain them and discourage them from

changing jobs, as that will come at a huge cost to the libraries. It is therefore necessary to intensify investigation into factors that can enhance librarians' retention. It is given this that this study sets out to examine the contribution of knowledge sharing to librarians' retention.

Statement of Problem

Turnover intention is a prominent enemy of any organisation, including libraries. Retaining trained and competent personnel offers libraries and other organisations a competitive advantage in the competitive business world. Retention of staff reduces the expenses that will be incurred on sourcing, evaluation, recruitment, and training of such personnel. Every personnel lost to turnover is expensively replaced. The expenses are not just funds spent on recruitment and training of the newly recruited personnel but getting the new staff to inculcate the organisational culture and work psychology of the institution on time to keep up with the pace of work in the new workplace. It will often take time before such personnel settle into the organizational business and perform up to expectations. High librarians' turnover intentions will put university libraries at a disadvantage as the quality of services rendered will decline in the face of the high mobility of experienced librarians trained over the years.

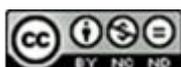
University libraries will face the task of sourcing new librarians and training them to meet the expected standards. This will take time and require intensive cost and effort. As such, the turnover intention of library staff has become a source of consistent concern to library management worldwide, Nigeria included. Literature has predicted a high turnover intention rate among librarians in Nigeria. The preliminary investigation of this study also points to a probable high turnover in Nigerian university libraries, as the Federal Government of Nigeria recently licensed thirty-seven privately owned universities. This development is assumed will put pressure on existing libraries, as the new ones will need experienced librarians to start their libraries. Job retention of librarians, which reduces turnover intentions, is not an isolated occurrence but one that could be predicated on knowledge-sharing practices in university libraries. Knowledge sharing bridges individual and organisational knowledge, thereby improving absorptive and innovative capacity and thus leading to sustained competitive advantage for organisations as well as individuals. Knowledge sharing fuses the individual into the organisational knowledge base, thereby producing an efficient contributor to the value of the organization. It is in this light that this study investigates the contributions of knowledge sharing to librarians' turnover intentions.

Study Objective, Research Questions and Hypothesis

The broad objective of this study is to examine the influence of knowledge sharing on librarians' turnover intention in universities in South-West, Nigeria. The specific objectives were to establish the level of knowledge sharing by librarians in universities in South-West, Nigeria; ascertain the level of librarians' turnover intention in universities in South-West, Nigeria; and determine the influence of knowledge sharing on librarians' turnover intention in universities in South-West, Nigeria. To achieve these objectives, this study generated the following research questions as a guide to data generation and presentation:

- 1) How high is the level of knowledge sharing among librarians in universities in South-West, Nigeria?
- 2) What is the level of librarians' turnover intention in universities in South-West, Nigeria?

Furthermore, the following research hypothesis was formulated to guide the study:



There is no significant influence of knowledge sharing on librarians' turnover intention in universities in south-West, Nigeria.

Literature Review

Research on turnover intention, or the intentional and conscious decision to quit one's current position, is essential since it affects both employee happiness and organizational effectiveness. Using a variety of research and theoretical frameworks, this review investigates resignation, job quitting, and job leaving as predictors of turnover intention. Job unhappiness is a significant predictor of resignation intentions, and resignation is linked to it. Workers who are dissatisfied with their jobs are more prone to think about leaving. The nature of the task, interactions with coworkers and superiors, and the general work environment are all aspects that contribute to job satisfaction (Judge et al., 2001; Locke, 1976). In a similar spirit, Meyer and Allen (1991) found organisational commitment to be a critical factor in determining turnover intentions. Resignation is more common among workers who have low levels of affective commitment (emotional attachment) and continuation commitment (perceived cost of quitting). Another important factor that significantly predicts resignation is a poor work-life balance. Employees who find it difficult to reconcile their personal and professional lives are more inclined to look for other work options, which may result in resignation, according to research by Greenhaus and Beutell (1985). Eisenberger et al. (1986) found a positive correlation between increased resignation intentions and perceived organizational support, which includes insufficient resources, a lack of recognition, and subpar management techniques. Thus, it has been determined that resignation is a result of turnover intention, and this study uses resignation as one of the predictors to look into librarian turnover intention.

Another indicator of librarians' intention to leave their jobs is job quitting. Beehr and Newman (1978) found that a significant contributing factor to employees' resignations was work-related stress brought on by an overwhelming workload, tense deadlines, and role ambiguity. The inclination to quit a job is highly influenced by perceived job instability. According to Ashford et al. (1989), workers who have doubts about the stability of their jobs are more inclined to resign. Employees may also leave their positions due to a lack of opportunities for professional development and career promotion. Arnold and Feldman (1982) assert that workers look for positions that provide greater opportunities for professional advancement. Job resigning intentions are also influenced by unfavourable interactions with coworkers and superiors. Conflicts at work and a lack of social support can be the reason for an employee's departure (Glisson & Durick, 1988).

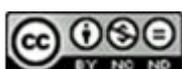
A person's decision to leave their employment is significantly predicted by inadequate pay and perks. Workers frequently depart in search of greater financial rewards elsewhere (Gerhart & Rynes, 2003). An employee may quit their work if their interests and skill set do not align with the requirements of the position. Employees look for roles that better fit their skills and professional goals, according to Edwards (1991). An employee may quit their work if their ideals and the culture of the company do not align. Schein (1985) observed that workers frequently depart from companies if they do not agree with the guiding principles and procedures. The likelihood of leaving a job might be influenced by external job offers. According to Blau (1993), workers are more inclined to quit if they believe there are greater chances elsewhere in the labour market.

In an organisation or agency, knowledge sharing refers to shared beliefs or behaviour patterns linked to the interchange of ideas, perspectives, and skills (Fattah et al., 2022; Yao et al., 2020). To help others and work together to fulfil daily tasks, address problems, and generate new ideas, knowledge sharing is described as the transfer of knowledge, guidance, and experience (Ahmad et al., 2017). Knowledge sharing is associated with the special features and enhancements of the occupational characteristics of employees in a company (Raza & Awang, 2020). A business cannot fully benefit from its investments in knowledge competence without information sharing (Nguyen, 2021). Knowledge sharing adds value to the workplace as knowledge shared remains in circulation and thereby enhances workers' productivity and performance.

Knowledge sharing has been an area of concern for a lot of academics and professionals because it offers a solution to many of the major challenges that institutions confront in an environment that depends on expertise (Maheshwari et al., 2021; Nguyen & Malik, 2020). Information communication between areas of expertise, departments, and even entire enterprises is part of the culture of reciprocal interaction that goes hand in hand with knowledge sharing (Bhatti et al., 2021). Conversely, Islam et al. (2020) claim that knowledge-hiding behaviour is encouraged by a toxic workplace that impedes information sharing and, thus, reduces a company's capacity to compete. Such a culture not only hinders the accomplishment of organizational goals but also negatively affects lower-level results (such as performance, creativity, and inventive thinking) (Fattah, 2022; Pradhan et al., 2019). Therefore, companies ought to encourage a spirit of cooperation and open dialogue. Management may undertake a variety of corrective measures, such as planning leisure excursions, going to social gatherings and clubs, and organizing courses on compassion and understanding for others; these actions, for instance, can help people understand one another better (Islam et al., 2020). This effort will encourage knowledge sharing and participatory knowledge generation, and it will lead to bonding among individuals in the workplace which will, in turn, reduce workers' turnover intention.

According to the Theory of Planned Behaviour (Ajzen, 1991), knowledge-sharing intention is a major factor in determining actual knowledge-sharing behaviour. According to this theory, the best way to forecast behaviour in people is to look at their intentions before engaging in them. According to multiple research (Bock et al., 2005; Lin, 2007), employees are more likely to participate in knowledge-sharing events when they have a strong intention to share knowledge. The knowledge-sharing intention may be adversely affected by turnover intention. Given that they might not recognise the long-term advantages of sharing their knowledge, departing employees may be less inclined to do so (Wang & Noe, 2010). This may result in knowledge hoarding and a reduction in the organization's general flow of knowledge.

Employees' desire to share knowledge is highly influenced by their attitude toward knowledge sharing. The likelihood of participating in knowledge-sharing activity can be increased by adopting a positive mindset that is typified by the conviction that sharing knowledge is advantageous and fulfilling (Ryu et al., 2003). Workers who value sharing knowledge are more likely to take an active role in these kinds of initiatives. An important factor in determining attitudes toward knowledge sharing is organisational culture. Employees are more likely to share their expertise when they work in an environment that promotes and rewards knowledge sharing (De Long & Fahey, 2000). On the other hand, a culture that



prioritizes individual success above group accomplishment may impede attitudes toward sharing knowledge.

Another important predictor of knowledge-sharing behaviour is the subjective norm, or the perceived social pressure to engage in or refrain from engaging in an activity. Employees are more inclined to share knowledge when they believe that significant others—such as superiors or coworkers—expect them to do so (Ajzen, 1991). These norms are shaped in large part by peer pressure and managerial support (Bock et al., 2005). An organisation's social fabric can be weakened and social norms disrupted by high turnover intention, which lessens the perceived pressure to share knowledge. It's possible that departing employees would not experience the same social pressure to add to the organisation's body of knowledge (Cabrera & Cabrera, 2005).

There are numerous research reports accessible on the concepts of Knowledge Sharing and Turnover Intention. According to studies conducted thus far (Fattah et al., 2022; Lindsay et al., 2020; Naim & Lenkla, 2016), the correlation between knowledge sharing and turnover intention is significant. Lower intentions to leave a firm are associated with high knowledge sharing. According to the SET theory, employees who work for businesses that have sufficient and necessary knowledge-sharing resources are less likely to seek job change (Harden et al., 2018). Previous research on the effect of knowledge sharing on employee turnover intention has revealed a relationship between the two variables (Burke, 2011; Li et al., 2019; Li et al., 2017; Fattah et al., 2022). Therefore, further study is required to determine how knowledge sharing affects turnover intention, particularly in university libraries. To the best of the researchers' understanding, there have not been many studies that have looked at the link between information sharing and turnover intention in universities in South-West Nigeria. This effort thus aims at filling that gap.

Methodology

For this study, a method known as descriptive survey research design was used to collect pertinent data for the investigation. The population of the study comprised all 204 librarians working in 11 selected university libraries in South-West, Nigeria. This was derived using the total enumeration sampling technique, as the population is manageable and not too large. The selected institutions were selected based on the number of years of their existence. None is less than 10 years old. The sample for the study therefore comprised all librarians working with four (4) federal universities, four (4) state universities, and three (3) private universities in South-West, Nigeria. A structured questionnaire was the instrument used to elicit the desired data. The instrument consisted of two (2) scales that measured the study variables. Section A was designed to capture the demographic characteristics of the respondents whereas Section B aimed to elucidate data on knowledge sharing behaviour of the respondents, and it comprised 14 items measured using a 5-point Likert-type scale. Meanwhile, Section C was designed to obtain data on the turnover intention of the respondents, and it comprised 17 items measured using a Likert-type scale. The Cronbach alpha method was used in determining the reliability of the scales, and the results were 0.86 and 0.89, respectively, which indicates that the scales are good and reliable for research purposes. The results are more than 0.70, which is an acceptable value. The instrument was also validated by obtaining faculty members' and practising experts' contributions and comments. The study administered 198 questionnaires to the librarians over eight (8) weeks. Of these questionnaires, 167 were retrieved, but only

145 questionnaires were satisfactorily filled out and found usable for analysis. The collated data was analysed using the Statistical Package for Social Sciences.

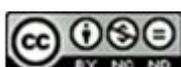
Results and Discussion

Answers to Research Questions

Research Question 1: How high is the level of knowledge sharing among librarians in universities in South-West, Nigeria?

Table One: Knowledge Sharing Behaviour of Librarians

| S/N | Items | \bar{x} | SD |
|-----|--|-------------|------------|
| 1. | If given the opportunity, I would share factual knowledge from work with my co-workers | 4.63 | .49 |
| 2. | If given the opportunity, I would share professional knowledge about the customers, products, suppliers, and competitors with my co-workers. | 4.73 | .45 |
| 3. | If given the opportunity, I would share work experiences with co-workers | 4.46 | .96 |
| 4. | Where the opportunity exists, I would share know-how or tricks of the trade from work with my co-workers | 4.65 | .53 |
| 5. | Where the opportunity exists, I would share expertise from education or training with my co-workers | 4.62 | .76 |
| 6. | Where the opportunity exists, I would share know-why knowledge from work with my co-worker | 4.51 | .80 |
| | Knowledge Sharing Intention | 4.60 | .53 |
| 7. | Knowledge sharing with my co-workers is not harmful | 3.75 | 1.48 |
| 8. | Knowledge sharing with my colleagues is good | 4.52 | .77 |
| 9. | Knowledge sharing with my colleagues is pleasant | 4.57 | .80 |
| 10. | Knowledge sharing with colleagues is not worthless | 4.35 | 1.04 |
| 11. | Knowledge sharing with my colleagues is wise | 4.57 | .80 |
| | Knowledge Sharing Attitude | 4.35 | .64 |
| 12. | My boss believes I should share knowledge with colleagues | 4.16 | .86 |
| 13. | My colleagues think I should share knowledge with my co-workers | 3.15 | 1.36 |



| | | | |
|-----|--|-------------|------------|
| 14. | Generally speaking, I accept and carry out my boss's decision even if it is different from mine. | 4.12 | .89 |
| | Subjective Norm | 3.81 | .53 |
| | Knowledge Sharing Behaviour | 4.25 | .44 |

Table 1 shows the knowledge-sharing behaviour of librarians in university libraries in the Southwest of Nigeria. This was subdivided into three (3) different areas, comprising knowledge-sharing intention, knowledge-sharing attitude, and subjective norm. The result showed the mean and standard deviation of knowledge-sharing intention ($\bar{x} = 4.60$; $SD = 0.53$), knowledge-sharing attitude ($\bar{x} = 4.35$; $SD = 0.64$), and subjective norm ($\bar{x} = 3.81$; $SD = 0.53$) among the librarians. The knowledge-sharing behaviour of the librarians ($\bar{x} = 4.25$; $SD = 0.44$) is significantly above average. This result implies that the respondents have positive knowledge-sharing behaviour and are ready to share their knowledge.

Research Question 2: What is the level of librarians' turnover intention in universities in South-West, Nigeria?

Table Two: Turnover Intension of Librarians

| S/N | Items | \bar{x} | SD |
|-----|---|-------------|------------|
| 1. | I will resign for another job because of inadequate office | 2.43 | 1.08 |
| 2. | I will resign for another job due to the poor welfare package | 3.30 | 1.38 |
| 3. | I will resign for another job if I feel any imbalance in my departmental administration | 3.24 | 1.17 |
| 4. | I will leave my job for greener pastures somewhere else | 3.43 | 1.33 |
| 5. | I will leave this job for another to utilise my talent effectively | 3.45 | 1.29 |
| 6. | I will leave due to inadequate developmental programmes | 2.75 | 1.19 |
| | Resignation | 3.10 | .64 |
| 7. | I will quit due to an unfair career progression process | 3.01 | 1.37 |
| 8. | I will quit for another job due to the poor condition of the service | 3.45 | 1.37 |
| 9. | I will quit for a paying job elsewhere | 3.29 | 1.25 |
| 10. | I will quit this job because of the extensive job pressure | 2.34 | 1.08 |

| | | | |
|-----|---|-------------|------------|
| 11. | I will quit because of the poor attitude of my superiors towards the junior ones | 2.28 | 1.26 |
| | Job Quitting | 2.87 | .82 |
| 12. | How often do you consider leaving your job | 2.75 | 1.16 |
| 13. | My current job is not satisfying my personal needs | 2.34 | 1.41 |
| 14. | How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals | 2.86 | 1.27 |
| 15. | How often do you dream about getting another job that will better suit your personal needs | 3.27 | 1.24 |
| 16. | How likely are you to accept another job at the same compensation | 2.64 | 1.25 |
| 17. | How often do you look forward to another day at work | 3.80 | 1.07 |
| | Job Leaving | 2.94 | .86 |
| | Turnover Intention | 2.97 | .67 |

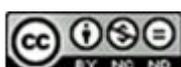
Table two shows the turnover intention of librarians in university libraries in the Southwest of Nigeria. This was subdivided into three (3) different areas, comprising resignation, job quitting, and job leaving. The result showed that the intention of the librarians to resign is slightly above average ($\bar{x} = 3.10$; $SD = 0.64$) based on a test value of 3.00 since the items were measured on a five-point Likert scale. While job quitting ($\bar{x} = 2.87$; $SD = 0.82$) and job leaving ($\bar{x} = 2.94$; $SD = 0.86$) of the librarians are below average, the total turnover intention ($\bar{x} = 2.79$; $SD = 0.67$) of the respondents is below average, which indicated that the librarians do not want to quit their job neither do they want to leave the job, but they are sceptical about resigning. Thus, their turnover intention is low.

Test of Hypothesis

There is no significant influence of knowledge sharing on librarians' turnover intention in universities in south-West, Nigeria.

Table 3: Regression analysis showing knowledge-sharing behaviour as a predictor of librarians' turnover intention

| Unstandardized | | Standardized | | | |
|----------------|------------|--------------|---|------|--|
| Coefficients | | Coefficients | | | |
| B | Std. Error | Beta | t | Sig. | |



| | | | | | |
|-----------------------------|-------|------|------|-------|------|
| (Constant) | 1.856 | .536 | | 3.464 | .001 |
| Knowledge Sharing Behaviour | .262 | .125 | .172 | 2.093 | .038 |

Dependent Variable: Turnover Intention $R^2 = 0.030$, F-statistics = (F (1,143) =4.379

Simple linear regression was used to predict turnover intention based on the knowledge-sharing behaviour of librarians in southwest university libraries. The result indicated that there was a significant effect of knowledge-sharing behaviour on turnover intention (F (1,143) = 4.379, $p < .05$) with an R^2 of 0.03. The predictor indicated that knowledge-sharing behaviour ($\beta = 0.172$, (143) = 2.093, $p < .05$) was a significant predictor in the model. The model explained about 3% of the variation in turnover intention.

Discussion of Findings

The results of this research provide valuable insights into the level of knowledge sharing among librarians in university libraries in South-West Nigeria and their turnover intentions. The findings indicate that the librarians exhibit a positive attitude towards knowledge sharing and are willing to share their knowledge. This attitude is crucial for the improvement of library services and the development of the profession. The librarians' openness to sharing factual knowledge, professional knowledge, work experiences, and various forms of expertise demonstrates a collaborative spirit that is essential for fostering a supportive and innovative work environment.

The study highlights that librarians do not perceive knowledge sharing as harmful but rather as a wise and positive practice. This perception is reinforced by the encouragement they receive from their supervisors, which suggests a conducive organizational culture that promotes knowledge exchange. The strong inclination toward knowledge sharing observed among the librarians bodes well for the creation of a collaborative environment in university libraries, which is vital for addressing the challenges faced by academic institutions and for enhancing the quality of services provided to library users.

Moreover, the findings suggest that librarians in South-West Nigeria are generally content with their current positions and are not actively seeking alternative employment. This contentment is positive for the stability and continuity of the library workforce in the region, implying that the librarians have low turnover intentions. Their sustained willingness to continue with their present workplace contributes to the overall organizational stability and ensures that the knowledge and experience accumulated by these professionals remain within the institutions.

The regression analysis further supports the notion that knowledge-sharing behaviour significantly influences librarians' turnover intentions. The statistically significant coefficient for knowledge-sharing behaviour (Beta = 0.172, $p < .05$) indicates that librarians who engage in more knowledge-sharing are less likely to have turnover intentions. Although the model explains only about 3% of the variation in turnover intention, this finding is still noteworthy. It suggests that while knowledge sharing is not the sole factor influencing turnover intentions, it does play a meaningful role in reducing the likelihood of librarians leaving their positions. In conclusion, the positive attitude towards knowledge sharing among librarians in South-West Nigeria, combined with their low turnover intentions, highlights the importance of fostering a culture of knowledge exchange within university libraries. Encouraging

knowledge sharing can not only enhance library services and professional development but also contribute to the retention of skilled librarians. Future research could explore additional factors that influence turnover intentions and further investigate the mechanisms through which knowledge sharing impacts employee retention in academic settings.

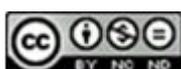
In summary, the findings of this study highlight the importance of fostering a culture of knowledge-sharing in university libraries in South-West, Nigeria. Librarians' positive attitudes and intentions towards knowledge sharing contribute to their overall job satisfaction and reduced turnover intention. Libraries and institutions should recognize the significance of these factors and promote knowledge sharing as a means to enhance library services and retain skilled librarians in their positions. Further research and interventions could explore how to strengthen and promote knowledge-sharing practices among librarians to maximise the benefits for both the librarians and the libraries they serve.

Conclusion

Knowledge sharing can indeed play a role in determining a librarian's turnover intention. The results of this research provide valuable insights into the level of knowledge sharing among librarians in university libraries in South-West Nigeria and their turnover intentions. The findings indicate that librarians exhibit a positive attitude towards knowledge sharing and are willing to share their knowledge, which is crucial for improving library services and fostering professional development. The supportive organizational culture and encouragement from supervisors further enhance this positive attitude, creating a collaborative and innovative work environment. Additionally, the study reveals that librarians in South-West Nigeria are generally content with their current positions and exhibit low turnover intentions. This stability is beneficial for the continuity and effectiveness of library services. The regression analysis underscores that knowledge-sharing behaviour significantly influences turnover intentions, suggesting that promoting knowledge-sharing can help reduce turnover rates. In summary, fostering a culture of knowledge sharing in university libraries is essential for enhancing library services, professional development, and retaining skilled librarians. Organisations need to create an environment that fosters a culture of knowledge sharing and supports librarians in their professional growth. By promoting collaboration, providing recognition and rewards, and facilitating opportunities for learning and development, organizations can mitigate turnover intentions among librarians and create a more engaged and satisfied workforce. Future research should explore other factors influencing turnover intentions and further investigate how knowledge sharing impacts employee retention in academic settings.

Recommendations

1. Librarians' turnover intention should remain a source of interest for university library management as the high turnover rate will affect the overall performance of the libraries. It is therefore recommended that regular probes should be made about the level of turnover intention of librarians to initiate activities that will curb or reduce the rate.
2. Knowledge-sharing behaviour has been found to have a positive influence on the low turnover intention of librarians, it is therefore recommended that each library consistently probes into the knowledge sharing behaviour of librarians.

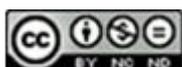


3. University library management should, as a way of discouraging high librarian turnover intentions, initiate policies that will encourage knowledge-sharing behaviour among their personnel. Such policies should be adequately documented to remain a sustainable guide for the practice in the library

References

- Ahmad N., Lodhi M. S., Zaman K., Naseem I. (2017). Knowledge management: A gateway for organizational performance. *Journal of the Knowledge Economy*, 8(3), 859–876.
- Ajzen, I. (1991). The theory of planned behaviour. *Organizational Behaviour and Human Decision Processes*, 50(2), 179-211.
- Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*, 67(3), 350.
- Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32(4), 803-829.
- Beehr, T. A., & Newman, J. E. (1978). Job stress, employee health, and organizational effectiveness: A facet analysis, model, and literature review. *Personnel Psychology*, 31(4), 665-699.
- Bhatti S. H., Vorobyev D., Zakariya R., Christofi M. (2021). Social capital, knowledge sharing, work meaningfulness, and creativity: Evidence from the Pakistani pharmaceutical industry. *Journal of Intellectual Capital*, 22, 243–259.
- Bock, G. W., Zmud, R. W., Kim, Y. G., & Lee, J. N. (2005). Behavioural intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS Quarterly*, 29(1), 87-111.
- Burke M. E. (2011). Knowledge sharing in emerging economies. *Library Review*, 60, 5–14.
- Cabrera, E. F., & Cabrera, A. (2005). Fostering knowledge sharing through people management practices. *International Journal of Human Resource Management*, 16(5), 720-735.
- Curtis M. B., Taylor E. Z. (2018). Developmental mentoring, affective organizational commitment, and knowledge sharing in public accounting firms. *Journal of Knowledge Management*, 22, 142–161.
- De Long, D. W., & Fahey, L. (2000). Diagnosing cultural barriers to knowledge management. *Academy of Management Executive*, 14(4), 113-127.
- Edwards, J. R. (1991). Person-job fit: A conceptual integration, literature review, and methodological critique. In C. L. Cooper & I. T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology* (Vol. 6, pp. 283-357). John Wiley & Sons.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.
- Fattah, J., Yesiltas, M., Atan, T. (2022) The Impact of Knowledge sharing and participative decision-making on employee turnover intention: The mediating role of perceived organizational support. *Sage Open* 12(4). <https://doi.org/10.1177/21582440221130294>
- Gerhart, B., & Rynes, S. L. (2003). *Compensation: Theory, evidence, and strategic implications*. Sage Publications.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 33(1), 61-81.

- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88.
- Harden G., Boakye K. G., Ryan S. (2018). Turnover intention of technology professionals: A social exchange theory perspective. *Journal of Computer Information Systems*, 58(4), 291–300.
- Islam T., Ahmad S., Kaleem A., Mahmood K. (2020). Abusive supervision and knowledge sharing: Moderating roles of Islamic work ethic and learning goal orientation. *Management Decision*, 59, 205–222.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376-407.
- Kim S. L., Kim M., Yun S. (2015). Knowledge sharing, abusive supervision, and support: A social exchange perspective. *Group & Organization Management*, 40(5), 599–624.
- Kremer H., Villamor I., Aguinis H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, 62(1), 65–74.
- Li J., Bonn M. A., Ye B. H. (2019). Hotel employee's artificial intelligence and robotics awareness and its impact on turnover intention: The moderating roles of perceived organizational support and competitive psychological climate. *Tourism Management*, 73, 172–181.
- Li J., Kim W. G., Zhao X. (2017). Multilevel model of management support and casino employee turnover intention. *Tourism Management*, 59, 193–204.
- Lin, H. F. (2007). Knowledge sharing and firm innovation capability: An empirical study. *International Journal of Manpower*, 28(3/4), 315-332.
- Lindsay S., Sheehan C., De Cieri H. (2020). The influence of workgroup identification on turnover intention and knowledge sharing: The perspective of employees in subsidiaries. *The International Journal of Human Resource Management*, 31(3), 432–455.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1297-1343). Rand McNally.
- Maheshwari B., Sarrion M., Motiani M., O'Sullivan S., Chandwani R. (2021). Exploration of factors affecting the use of Web 2.0 for knowledge sharing among healthcare professionals: An Indian perspective. *Journal of Knowledge Management*, 25, 545–558.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Murphy J., Goossen W., Weber P. Eds (2017). *Forecasting informatics competencies for nurses in the future of Connected Health: Proceedings of the Nursing Informatics Post Conference 2016* (Vol. 232). IOS Press.
- Naim M. F., Lenkla U. (2016). Knowledge sharing as an intervention for Gen Y employees' intention to stay. *Industrial and Commercial Training*, 48, 142–148
- Nguyen T. M. (2021). Four-dimensional model: A literature review in online organisational knowledge sharing. *VINE Journal of Information and Knowledge Management Systems*, 51, 109–138.
- Nguyen T. M., Malik A. (2020). Cognitive processes, rewards, and online knowledge sharing behaviour: The moderating effect of organisational innovation. *Journal of Knowledge Management*, 24, 1241–1261.
- Pradhan S., Srivastava A., Mishra D. K. (2019). Abusive supervision and knowledge hiding: The mediating role of psychological contract violation and supervisor directed



- aggression. *Journal of Knowledge Management*, 24, 216–234.
- Raza, I., Awang, Z. (2020). Knowledge sharing in multicultural organisations: Evidence from Pakistan. *Higher Education Skills and Work-based Learning*, 10, 497 – 517.
- Raza I., Awang Z. (2020). Knowledge sharing in multicultural organizations: Evidence from Pakistan. *Higher Education Skills and Work-based Learning*, 10, 497–517.
- Ryu, S., Ho, S. H., & Han, I. (2003). Knowledge sharing behaviour of physicians in hospitals. *Expert Systems with Applications*, 25(1), 113-122.
- Schein, E. H. (1985). *Organizational culture and leadership*. Jossey-Bass.
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 20(2), 115-131.
- Yao J., Crupi A., Di Minin A., Zhang X. (2020). Knowledge sharing and technological innovation capabilities of Chinese software SMEs. *Journal of Knowledge Management*, 24, 607–634.