Knowledge sharing and turnover intention of librarians in private university libraries in southern Nigeria

Omobolanle Seri Fasola[1,*], Sunday Olanrewaju Popoola[2]

[1]Department of Library and information Science, Faculty of Education, Ajayi Crowther University, Oke-Ebo, Oyo 211271, Oyo, Nigeria

[2]Departmentof Library, Archival and Information Studies, Faculty of Education, University of Ibadan, Ibadan 200001, Oyo, Nigeria

Abstract

Purpose. This research aims to investigate whether or not knowledge sharing would predict the intention to voluntarily leave a work place of librarians in private universities in southern states of Nigeria.

Methodology. The survey research design of the correlational kind was used for this study to test the relationship between the variables. The sampling technique used total enumeration of the 308 librarians in all 46 private universities in Southern Nigeria. The instrument used was a questionnaire which was distributed physically and via Google Forms. The data analysis technique was simple statistics of percentages, mean and standard deviation to answer the research questions and Pearson Product Moment Correlation (PPMC) for the hypothesis.

Results and discussion. The results showed that knowledge sharing level of the respondent was high, they shared knowledge using informal channels and face to face interactions accounted for occasions they shared knowledge. It was also revealed that the turnover intention of the librarians was high. The results of the correlation test revealed that there was a negative correlation between knowledge sharing and turnover intention.

Conclusions. The research results concluded that there was a significance negative relationship between knowledge sharing and turnover intention. This indicates that when knowledge sharing is high, the turnover intention of the librarians will be low. Improving the knowledge sharing attitudes of librarians through formulation of knowledge sharing policies that encourage knowledge sharing practices will lead to a decrease in turnover intention of the librarians.

1. Introduction

Knowledge sharing (KS) has become essential to the success of organisations, especially in places like libraries where intellectual capital and the dissemination of information are crucial. Effective knowledge sharing among librarians is essential to the establishment of best practices, ongoing service improvement, and overall operational efficiency in academic libraries. The necessity for collaborative knowledge-sharing settings that promote innovation and resource management has increased due to the changing role of libraries in the digital era. This procedure is seriously threatened by librarians' turnover intention, which measures how likely they are to leave their jobs voluntarily (Idiegbeyan-

---

ose & Opeke, 2018; Thier, 2019). Intentional turnover can impede the exchange of knowledge, erode institutional memory, and eventually lower the standard of services offered to students and faculty. The prevalence of skilled librarian turnover has become increasingly problematic in private university libraries, especially in Southern Nigeria. These institutions, which frequently have fewer resources than their public counterparts, rely heavily on a stable and knowledgeable workforce to maintain high standards of library service delivery (Olawore & Ajayi, 2016). A number of factors, including inadequate institutional support, limited opportunities for career growth, unsatisfactory working conditions, and lack of recognition, contribute to the intention of turnover, which in turn lowers motivation and decreases knowledge-sharing behaviours among librarians.

There is a dearth of research on the relationship between librarians' intentions to leave their positions and their willingness to share knowledge (Onifade, 2015). It is imperative for library management to understand the ways in which knowledge-sharing practices impact librarians' decisions to remain or depart in order to formulate effective tactics that promote a positive work environment and enhance staff retention. Furthermore, this kind of knowledge can be used to pinpoint the behavioural and organizational elements that either support or obstruct knowledge sharing in libraries.

Mahlasela and Chinyamurindi (2020) found in a study of government employees in South Africa while investigating factors related to technology and how they influenced turnover intention, that the respondents' level of turnover intention was high. Their findings show that work overload, lack of job autonomy and lack of work privacy as a result of monitoring were factors responsible for the high level of turnover intentions exhibited by the respondents. Technical jobs such as the ones of the respondents require being allowed to work at their own pace in order to avoid burnout. Burnout could happen because of overwork or due to dissatisfaction with the organisation.

Similarly, the study of Khan and Aleem (2014) discovered in research on private workers from universities in Pakistan, that organisational and human resource policy were factors that significantly impacted on turnover intention. Their research on the relationship between job satisfaction and human relations policy found that when employees were satisfied with the organisation, it fosters job satisfaction and job satisfaction fosters commitment to the organisation leading to low turnover intention. What their findings shows is that when an employee is committed to the organisation, such employee will not nurse thoughts of quitting. Turnover intention is usually characterised by a psychological withdrawal or anti-organisational behaviour of late coming, absenteeism, insubordination and truancy, usually preceding the actual turnover (Bello & Bello, 2021; Bwowe, 2020).

Libraries are currently facing pressure to provide more services with fewer resources due to inadequate funding, in order to remain relevant and sustainable. As knowledge-intensive organizations, libraries require a combination of expertise to continually deliver value to their users. Therefore, it is essential for librarians to develop enhanced skills and competencies to support this goal. Since no individual possesses all knowledge, it is important to encourage knowledge sharing among colleagues within the same library (Onifade, 2015). When librarians keep knowledge to themselves rather than sharing it, it fosters an atmosphere of distrust and hinders relationships. The effectiveness of librarians relies more on their knowledge than on manual skills, which is why they are often referred to as knowledge workers. Thus, it is crucial to incorporate a strong knowledge-sharing process among all librarians.

Knowledge sharing is the process of mutual exchange of know-how and know-what knowledge (explicit and implicit) between individuals and in the process, new knowledge is jointly created by them (Akparobore, 2015; Ogunmodede & Popoola, 2019). Knowledge sharing is essential in libraries because it plays an important part in assisting the parent institutions to attain their aims and objectives. In addition, when librarians share

knowledge, this creates an avenue for creation of more opportunities to successfully engage in cooperative activities that will foster the exchange of ideas which will then ensure creation of new knowledge. The study of Olatokun and Njideaka (2020) of 45 cataloguers from academic libraries in Nigeria on their knowledge sharing practices, found that the informal channel of face-to-face interaction was mostly used by the librarians to share their knowledge. Skaik and Othman (2015) found in a study that investigated academics' knowledge sharing behaviour in the United Arab emirate that knowledge sharing level of the respondents was high. Their findings revealed that intention to share formed the greatest determinant of knowledge sharing. The implication of this is that institutions of higher learning should establish a knowledge sharing culture in order to breed intent to share knowledge.

In a study investigating how knowledge is shared among health workers in Ghana, Assem and Pabbi (2016) discovered that, despite lacking a structured policy on KS in the health facilities studied, respondents used informal contact channels such as face-to-face discussions to share knowledge. Individuals who genuinely want to contribute and gain knowledge will look for alternative ways to do so if their libraries do not have a structured knowledge sharing policy.

Turnover intention of librarians may be influenced by the knowledge sharing behaviour of fellow librarians in private university libraries. However, researchers have termed knowledge sharing as being 'unnatural' (Al Qeisi & Al Zagheer, 2015; Awodoyin et al., 2016) because of the view by people that sharing the knowledge they have may be detrimental to their own advantage on the job. Therefore, whenever such a person disengages from the university library, the tacit knowledge he possesses becomes lost. Al Mamun and Hasan (2017) found that turnover intention is a strong predictor of whether an employee will remain with or leave an organization.

Fattah et al. (2022) discovered in a study on a structural equation model was used in research of 323 employees of telecommunication businesses in Iraq to investigate the relationship between knowledge sharing, participatory decision-making, and turnover intention. The examination of data from 323 employees of the Iraqi telecommunications company revealed that perceptions of organizational support play a mediating role in the connections between information sharing, participatory decision-making, and intention to leave. Additionally, participation in decision-making and knowledge exchange also influenced turnover intention.

The study of Abukhalifa et al. (2023) looked at how HR practices and knowledge sharing affected turnover intention. The method through which arbitrary HRM policies affect employees' attitudes and behaviours is explored via the authors' theoretical model. The relationship between perceived discretionary HRM practices and employees' knowledge sharing behaviour and turnover intentions was examined using data from three different data collection methods. Work engagement, organizational identification, and the mediating role of career satisfaction served as relevant moderators and mediating factors, respectively. A close relationship between librarians that foster knowledge sharing encourages librarians to stay and learn from older colleagues who have been in the system for long unlike a library where the knowledge sharing practice is poor and senior, older and more experienced librarians hoard knowledge (Lindsay et al., 2020)

The staff and place of work are increasingly becoming critical factors of an organisation's ability to deliver on its goals and objectives and the library has similar issues. The problems of unmitigated staff turnover and turnover intention are a concern to the library. One of the major challenges of private universities in Nigeria is high staff turnover (Olawore & Ajayi, 2016). Having to constantly replace staff that have willingly withdrawn their services would affect the already scare finances of these universities as observed by Amponsah and Onuoha (2013). Analysis of the challenges they raised in their

study shows that retention of staff may therefore continue to be a challenge to private universities unless impeding factors are corrected.

The issue of knowledge sharing and turnover intention among librarians in private university libraries in Southern Nigeria is a growing concern, as ineffective knowledge-sharing practices may lead to higher turnover rates. Knowledge sharing is crucial for the sustainability and innovation of library services, but librarians may feel unsupported or demotivated, hindering their willingness to share knowledge. This problem could be exacerbated by factors such as lack of institutional support, limited professional development opportunities, and dissatisfaction with working conditions, all of which may contribute to increased turnover intention. This study aims to examine the relationship between knowledge sharing and turnover intention, providing valuable insights to develop retention strategies. Research questions will focus on the level of knowledge sharing, the channels and occasions for sharing, and the extent of turnover intention, while testing the hypothesis that there is no significant relationship between knowledge sharing and turnover intention at a 0.05 significance level.

2. Method

The study adopted a correlational survey research design to collect data from participants. The population consisted of librarians working in private universities in southern Nigeria. All 308 librarians from the 46 private universities in the region were included in the study. A questionnaire served as the instrument for data collection, and 289 completed questionnaires were retrieved and deemed suitable for analysis. Data were analyzed using descriptive statistics to address the research questions, while the sole null hypothesis was tested using Pearson Product-Moment Correlation at a 0.05 level of significance.

3. Results and discussion

3.1 Result

The level of knowledge sharing exhibited by librarians in private university libraries in southern Nigerian can be shown in Table 1a.

Table 1a. Level of KS of librarians in private universities in southern Nigeria

S/N	Knowledge sharing	SA	A	D	SD	$\bar{x}$	S.D
1.	knowledge about library users is shared by me to fellow librarians in my library	71 (24.2%)	208 (71.0%)	10 (3.4%)	0 (00.0%)	3.21	0.48
2	I share knowledge on readers services with fellow librarians in my library	53 (18.1%)	213 (72.7%)	16 (5.5%)	7 (2.4%)	3.10	0.57
3.	I share knowledge on reference services with fellow librarians in my library	80 (27.3%)	177 (60.4%)	29 (9.9%)	3 (1.0%)	3.20	0.62
4	I share knowledge on serials usage with fellow librarians in my library	52 (17.7%)	218 (74.4%)	19 (6.5%)	0 (00.0%)	3.10	0.48
5	I share knowledge on library automation with fellow librarians in my library	64 (21.8%)	203 (69.3%)	22 (7.5%)	0 (00.0%)	3.14	0.52

Continued Tabel 1a...

No	Statement					Mean	SD
6	I share knowledge on classification and cataloguing of library materials with fellow librarians in my library	63 (21.5%)	198 (67.6%)	28 (9.6%)	0 (00.0%)	3.12	0.54
7	Knowledge on new trend in librarianship is shared by me with fellow librarians in my library	89 (30.4%)	174 (59.4%)	16 (5.5%)	10 (3.4%)	3.20	0.68
8	Only important knowledge on library matters is shared by me to fellow librarians in my library	67 (22.9%)	123 (42.0%)	89 (30.4%)	10 (3.4%)	2.85	0.81
9	I share knowledge on new library practice with fellow librarians in my library	74 (25.3)	196 (66.9)	19 (6.5)	0 (00.0)	3.20	0.53
10	Fellow librarians in my library share knowledge on new library practice with me	35 (11.9)	232 (79.2)	15 (5.1)	7 (2.4)	2.21	0.52
11	It is not easy to share from my fellow librarian's experience	10 (3.4)	54 (18.4)	183 (62.5)	42 (14.3)	2.11	0.67
12	New work skills that I have learnt is shared by me with my fellow librarians	51 (17.4)	197 (67.2)	34 (11.6)	7 (2.4)	3.01	0.62
13	My fellow librarians share their new work skills with me	27 (9.2)	224 (76.5)	31 (10.6)	7 (2.4)	2.93	0.54
14	All librarians in my university library usually share new knowledge with one another	57 (19.5%)	145 (49.5%)	73 (24.9%)	14 94.8%)	2.84	0.78
15	Knowledge sharing is normal in this library	70 (23.9%)	170 (58.0%)	42 (14.3%)	7 (2.4)	3.04	0.69
16	I am always reluctant to share my knowledge with fellow librarians	16 (5.5%)	46 (15.7%)	133 (45.4%)	94 (32.1)	1.94	0.83
	Arithmetic mean =	Overall	$\overline{X}$ and	SD		46.20	9.97
			Weighted	Mean =	2.89		

Table 1b showing the test of norm on knowledge sharing of respondents in private universities in southern Nigeria. Grand mean = 46.20, maximum score = 4, interval $\frac{64}{3}$ = 21.3, classification = High, Moderate and Low.

Table 1b. Test of Norm Table

Interval	mean	Level	Frequency	%
1-21		Low	4	1.4
22-43		Medium	97	33.6
44-64	46.20	High	188	65

Table 1a presents data on respondents' knowledge sharing level while Table 1b shows the Test of Norm in lieu of knowledge sharing since level is to be determined. A score of 1–21 indicates poor knowledge sharing, 22–43 medium knowledge sharing, and 44–64 high knowledge sharing, according to the test norm of the KS scale of librarians in private universities in southern Nigeria derived from the mean on knowledge sharing. The respondents' aggregate mean score for knowledge sharing is (= 46.20, SD = 9.97). As this lies inside the 44–64 range, this shows that the respondents' knowledge sharing level is high.

The channels of knowledge sharing in private universities in southern Nigeria can be shown in Table 2.

Table 2 Channels of knowledge sharing

S/N	Channels of knowledge sharing	Frequency	Percentage %
1	Bulletin boards	18	6.2
2	Library blog	12	4.1
3	On-line social networks	10	3.5
4	Coffee room discussions	46	15.9
5	Library database	24	8.3
6	Face to face interactions	134	46.4
7	E-mail	15	6.2
8	Library portal	08	2.8
9	Library news bulletin	12	4.1
10	Mobile phones	10	3.5
	Total	289	100

Table 2 shows the channels of knowledge sharing used by the respondents. Their response showed that the channel of knowledge sharing most used was the informal channel as majority of the respondents 134 (46.4%) chose the most common type of engagement as face-to-face channel. This was followed by coffee room discussions with 46 (15.9%) respondents answering in the affirmative. The use of the library database came a distant third with 24 (8.3%) of the librarians studied choosing it as a channel of knowledge sharing.

The occasions when librarians in private universities in southern states of Nigeria share knowledge can be shown in Table 3.

Table 3. Occasions when librarians share knowledge

S/N	When librarians share knowledge	Frequency	Percentage %
1	Departmental meetings	36	12.4
2	Seminars and workshops	42	14..5
3	Whenever I am asked	35	12.1
4	During interpersonal interaction	126	43.6
5	When I notice the need for it	25	8.7
6	Within a community of practice	25	8.7
	Total	289	100.0

Table 3 reveals when librarians normally share knowledge in private university libraries in southern Nigeria. During interpersonal interaction was shown to be the period when librarians normally shared knowledge the most as 126 (43.6%) of them responded in the affirmative to sharing their knowledge during this period. This was followed by seminar and workshops with 42 (14.5%) respondents. Departmental meetings were also occasions when librarians normally shared their knowledge with colleagues with 36 (12.2%) of the respondents answering in the affirmative.

The level of turnover intention of librarians in private universities in southern Nigeria can be shown in Table 4a.

Table 4a: Level of turnover intention of librarians

S/N	Variable	SA	A	N	D	SD	$\overline{X}$	S.D
1.	I often think of quitting my present job	108 (36.9)	83 (28.3)	73 (24.9)	15* (15.1)	10 (3.4)	2.91	0.00
2	In the coming year, I will most likely hunt for a new employment.	108 (36.9)	107 (36.5)	50 (17.1)	24* (8.2)	0 (00.0)	3.16	0.02

Continued Tabel 4a...

							$\overline{X}$	SD
3.	Newspaper employment advertisements have piqued my curiosity.	116 (7.8)	91 (31.1)	56 (19.1)	23 (39.6)	3 (1.0)	3.05	0.03
4	I am going to leave this library as soon as I can.	107 (36.5)	69 (23.5)	92 (31.4)	18* (6.1)	3 (1.0)	2.97	0.94
5.	At the earliest opportunity, I will leave my current employment for a similar post with better compensation in another library.	59 (20.1)	116 (39.6)	56 (19.1)	52 (17.7)	6 (2.0)	3.58	0.06
6.	Continuing in my current position will not allow me to achieve my life's goals.	6 (2.0)	112 (38.2)	88 (30.0)	73 (24.9)	10 (3.4)	3.10	0.92
7.	This work most times compromises my personal values	18 (6.1)	50 (17.1)	95 (32.4)	110 (37.5)	16 (5.5)	2.80	0.99
8.	I will disengage from this job immediately I am able to get a better one.	69 (23.5)	108 (36.9)	63 (21.5)	43 (14.7)	6 (2.0)	3.66	0.06
9.	When I am not given the opportunity to attain a personal job-related goal, I am usually upset at work.	33 (11.3)	105 (35.8)	51 (17.4)	94 (32.1)	6 (2.0)	3.22	0.08
10.	Apprehension about the unknown frequently inhibits me from leaving this job.	42 (14.3)	68 (23.2)	89 (30.4)	70 (23.9)	20 (6.8)	3.14	0.14
11.	I often consider leaving this job and starting my own business	31 (10.6)	41 (14.0)	89 (30.4)	109 (37.2)	19 (6.5)	2.84	0.09
12.	It is extremely improbable that I will ever leave this library.	18 (6.1)	25 (8.5)	83 (28.3)	93 (31.7)	70 (23.9)	2.40	0.12
13.	I would much rather not continue working in this library.	40 (13.7)	101 (34.5)	67 (22.9)	75 (25.6)	6 (2.0)	2.73	0.03
14.	I frequently check the internet for alternate job options.	67 (22.9)	91 (31.1)	54β (18.4)	49 (16.7)	28 (9.6)	3.32	0.23
15.	I frequently consider changing jobs in order to effectively meet my personal needs.	68 (23.2)	92 (31.4)	80 (27.3)	40 (13.7)	9 (3.1)	3.58	0.08
	Arithmetic mean =			Overall	$\overline{X}$ and	SD	46.46	5.87
					Weighted	Mean=	3.19	

Table 4b shows the test of norm on turnover intention of librarians in private universities in southern Nigeria. Grand mean = 46.46, maximum score = 60, interval = $\frac{60}{3}$ = 20, classification = High, Medium, Low.

Table 4b. Test of Norm Table

Interval	mean	Level	Frequency	%
1 to 20		Low	42	14.5
21 to 40		Medium	94	32.5
41 to 60	46.46	High	153	53

Table 4a presents the level of turnover intention of the librarians in private universities in southern Nigeria. In testing for level of turnover intention of the librarians, a test of norm was used. Table 4b showcases the test of norm score for turnover intention as contained in table 4.7a. In accordance with the test norm of turnover intention of the respondents, a score of 1-20 implies low turnover intention, 21–40 implies medium turnover intention and 41–60 implies high turnover intention. The aggregate mean score of the turnover intention of the respondents is ($\overline{X}$ = 46.46, SD = 5.87). Since this lies in the range interval of 41–60, it is safe to posit that the turnover intention of the respondents is high.

The test of hypotheses examines whether there is a significant correlation between knowledge sharing and librarian turnover intention, with the null hypothesis proposing that there is no significant relationship between the two variables.

Table 5: Correlation of knowledge sharing and turnover intention of librarians.

Variable	Mean	Std. Dev.	N	r	Sig.P	Remark
Knowledge Sharing	2.9223	0.72516	289	-0.815	.000	Sig.
Turnover Intention	3.1073	1.10817	289			

In a bid to determine the connection between KS and turnover intention of librarians in private universities in southern Nigeria, one hypothesis was stated. Data from table 5 using Pearson Product Moment Correlation showed a negative and significant relationship between knowledge sharing and turnover intention of librarians. Data revealed that r = -0.815, N= 289, P < 0.05. This means that any P value that is not up to 0.05 degree of freedom stated for the hypothesis will have the null hypothesis rejected. As a result, the null hypothesis, which claims that there is no significant association between knowledge sharing and librarian turnover is rejected. However, it should be noted that the correlation is negative, therefore, as turnover intention increases, the knowledge sharing practices reduces. This is sufficed to say, as knowledge sharing increases, turnover intention will become unnecessary. The result attest to the fact that knowledge sharing is an organisational factor.

3.2 Discussion

3.2.1 Level of knowledge sharing by librarians

It is revealed in this research that knowledge sharing level of librarians in private universities in southern part of Nigeria is high since the librarians share knowledge with one another. This finding supports that of Ogunmodede and Popoola (2019) who found that knowledge sharing level of librarians working in Federal universities was high. It also corroborates Sahabi et al. (2020) who investigated the knowledge sharing level of librarians in Ahmadu Bello University, Zaria, Nigeria. Their study showed that the librarian's knowledge sharing level was high. The findings also support that of Olatokun and Njideaka (2020) who found that there is significant level of KS in terms of scholarly know how and being experts in the area of cataloguing and classification, publishing in journals and lecturing among librarians.

3.2.2 Channels of Knowledge Sharing

The findings revealed the various channels through which librarians in southern Nigeria private universities shared their knowledge. The majority shared their knowledge through

interpersonal interactions, indicating that it is the most common channel used by librarians. Coffee room discussion was the second channel used while library database came in third. This result supports Awodoyin et al. (2016) findings, that librarians in Nigerian libraries predominantly used interpersonal contact, social networks, electronic mails, and library database as platforms for sharing knowledge.

The study also supports the findings of Olatokun and Njideaka (2020) that cataloguers in Nigerian university libraries mainly shared knowledge with their colleagues through informal channels of face-to-face communication. Similarly, the study of Akparobore (2015) found that librarians exchanged knowledge informally. Compared with Onifade (2015) findings on knowledge sharing practices of librarians, which stated the opposite, this is a positive trend. This finding indicates that, despite the fact that there was no formal policy on knowledge sharing in the university libraries surveyed, it occurred both informally and formally.

3.2.3   Occasions when librarians normally shared knowledge

The study's results revealed that librarians shared knowledge during both informal and formal occasions although the informal one was when knowledge was normally shared most as shown in the findings. A vast majority of the respondents mostly shared knowledge during interpersonal interactions, whenever they were asked or when they notice a need for it. This finding corroborates that of Ogunmodede and Popoola (2019) whose study showed that librarians shared knowledge during both formal and informal occasions and it also supports Assem and Pabbi (2016) who found in research on knowledge sharing among professional healthcare providers in Ghana that knowledge was mostly shared during informal occasions and seminars.

3.2.4   Level of turnover intention of librarians

It was also shown that turnover intention of librarians in private universities in Nigerian southern states was high. Test of norm showed that most of the respondents were already nursing the intention to leave. This study corroborates the findings Idiegbeyan-ose and Opeke (2018) in a study of turnover intention of librarians in private universities in South-Western Nigeria showing that their level of turnover intention was high.

Similarly, the findings of this study support that of Mahlasela and Chinyamurindi (2020) who found in a study of government employees in South Africa that burnout and overwork led to high turnover intention of the respondents and that of Bwowe (2020) whose findings showed that internal or organisational factors such as lack of advancement on the job, job insecurity, inadequate salary and benefits, and overwork led the respondents to nursing high turnover intentions. Furthermore, the study of Bello and Bello (2021) who investigated job satisfaction and employee turnover intention in hotels in Lagos, Nigeria and found that because of job dissatisfaction, the turnover intention level of the respondents was high.

3.2.5   Test of correlation of KS and turnover intention of librarians

The test of relationship between knowledge sharing and turnover intention of librarians showed that knowledge sharing had negative correlation with the turnover intention of librarians. The findings showed a strong negative correlation between librarians' intention to turnover with Knowledge Sharing. This affirms the stance of Lindsay et al. (2020) in Australia, who saw a correlation of Knowledge Sharing and turnover intention while studying subsidiary workers. They posit that workplace with a conducive knowledge

sharing policy is more likely to reduce turnover intention.

4. Conclusion

The findings of this study shows that knowledge sharing significantly has negative relationship on turnover intention of librarians in private universities in southern states of Nigeria. The expectation is that if management of private university libraries focus on providing a conducive knowledge sharing environment, the level of turnover intention will be low. This can be done through (i) fostering a collaborative culture that encourages knowledge sharing sessions, and frequent meetings that foster open communication and teamwork among librarians (ii) provision of digital platforms such as intranets, shared databases, or knowledge management systems that allow librarians to easily share resources, best practices, and innovations and (iii) creating knowledge repositories where valuable information, experiences, and expertise can be stored and accessed by all staff members, promoting seamless sharing. Reducing turnover intention will lead to lower turnover rates, which in turn will save management the costs associated with replacing librarians who leave. Additionally, it will result in decreased knowledge loss and increased knowledge creation. The parent institution stands to gain the most from this improvement, as a satisfied workforce is typically more productive, contributing to the institution's overall growth. Addressing the current challenge of high turnover in private university libraries can be minimized, if not fully eradicated. Having a complete team of librarians ensures that the library can effectively provide information resources, which directly impacts the university's success.

5. References

Abukhalifa, A. M. S., Kamil, N. L. M., & Yong, C. C. (2023). Work Engagement and Turnover Intention in the Palestinian Nonprofit Sector: Do Personal Resources Matter? *Journal of Social Service Research*, *49*(2), 222–239. https://doi.org/10.1080/01488376.2023.2217222

Akparobore, D. (2015). *Information and Knowledge Management Knowledge Sharing Among Librarians in University Libraries in Nigeria*. *5*(2). www.iiste.org

Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: a conceptual view. *Problems and Perspectives in Management*, *15*(1), 63–71. https://doi.org/10.21511/ppm.15(1).2017.06

Al Qeisi, K. I., & M. Al Zagheer, H. (2015). Determinants of Knowledge Sharing Behaviour among Personnel in Banking Industry. *International Journal of Business and Management*, *10*(4). https://doi.org/10.5539/ijbm.v10n4p49

Ali Shah, I., Fakhr, Z., Shakil AHMAD, M., & Zaman, K. (2010). Measuring push, pull and personal factors affecting turnover intention: a case of university teachers in Pakistan. *Review of Economics and Business Studies, 3*(1), 167–192. https://www.ceeol.com/search/article-detail?id=23901

Amponsah, E. B., & Onuoha, L. N. (2013). The Performance and Challenges of Private Universities in Ghana and Nigeria. In *International Journal of Business and Social Science, 4*(5). https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=577c3751723071a068a079000cd1a1a4f2f4fdb4

Assem, P. B., & Pabbi, K. A. (2016). Knowledge sharing among healthcare professionals in Ghana. *VINE Journal of Information and Knowledge Management Systems*, *46*(4), 479–491. https://doi.org/10.1108/VJIKMS-08-2015-0048

Awodoyin, A., Osisanwo, T., Adetoro, N., & Adeyemo, I. (2016). *Knowledge Sharing Behaviour Pattern Analysis of Academic Librarians in Nigeria*. https://doi.org/10.16918/bluj.39024

Bello, M. B., & Bello, Y. (2021). Job satisfaction and employees' turnover in hotel industry: Evidence from Lagos state Nigeria. *Journal of Tourism Theory and Research*, *7*(1), 32–43. https://doi.org/10.24288/jttr.844747

Bwowe, P. W. (2020). Employee Turnover Intention at a Historically Disadvantaged South African University. *Journal of Educational and Social Research*, *10*(6), 162–172. https://doi.org/10.36941/jesr-2020-0117

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), 215824402211302. https://doi.org/10.1177/21582440221130294

Idiegbeyan-ose, J., & Opeke, R. (2018). Influence of organisational culture on turnover intention of library staff in private university libraries, South-West Nigeria. *Academy of Strategic Management Journal, 17*(4), 1-13. https://www.academia.edu/download/112835039/Influence-of-organisational-culture-on-turnover-1939-6104-17-4-241.pdf

Khan, A. H., & Aleem, M. (2014). Impact of job satisfaction on employee turnover: an empirical study of autonomous medical institutions of Pakistan. *Journal of International Studies*, *7*(1), 122–132. http://bazekon.icm.edu.pl/bazekon/element/bwmeta1.element.ekon-element-000171310983

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. *International Journal of Human Resource Management*, *31*(3), 432–455. https://doi.org/10.1080/09585192.2017.1355836

Mahlasela, S., & Chinyamurindi, W. T. (2020). Technology-related factors and their influence on turnover intentions: A case of government employees in South Africa. *Electronic Journal of Information Systems in Developing Countries*, *86*(3). https://doi.org/10.1002/isd2.12126

Ogunmodede, T. A., & Popoola, S. O. (2019). Knowledge Sharing Behaviour by Librarians in Federal Universities in Nigeria. *Journal of Balkan Libraries Union*, *6*(1), 20–33. https://dergipark.org.tr/en/pub/jblu/issue/50569/584475

Olatokun, W., & Njideaka, T. M. A. (2020). Knowledge sharing practices among cataloguers in Nigeria's academic libraries. *Library Management*, *41*(4–5), 295–309. https://doi.org/10.1108/LM-12-2019-0090

Olawore, P. O., & Ajayi, B. T. (2016). The Emergence of Private Universities in Nigeria and Their Various Challenges. *Journal of Applied Information Science and Technology*, *9*(1), 31–38. https://www.jaistonline.org/vol9_no1_Olawore_Ajayi.pdf

Onifade, F. N. (2015). *Information and Knowledge Management Knowledge Sharing among Librarians in Federal University Libraries in Nigeria*. *5*(3). www.iiste.org

Sahabi, M. K., Unobe, E. S., & Askia, N. (2020). Knowledge Sharing and Service Delivery of Librarians in. *Inter. J. Acad. Lib. Info. Sci*, *8*(9), 289–297. https://doi.org/10.14662/IJALIS2020.265

Skaik, H. A., & Othman, R. (2015). Investigating Academics' Knowledge Sharing Behaviour in United Arab Emirates. *Journal of Business and Economics*, *6*(1), 161–178. https://doi.org/10.15341/jbe(2155-7950)/01.06.2015/016

Thier, C. M. (2019). *The moderating effect of emotional intelligence on the relationship between servant leadership and turnover intentions among air force personnel.* Saint Leo University. https://www.proquest.com/openview/667f78f468a5522dae1f9572fa0bd226/1?pq-origsite=gscholar&cbl=18750&diss=y