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EMO OKPIDI-URHIBO Barr.

DELTA STATE UNIVERSSITY, OLEH, emookpidi@yahoo.com

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Knowledge sharing and use as correlate of performance-driven career fulfillment: a case of law library personnel in Nigeria

ABSTRACT

Knowledge management is an efficient way of improving service provision and employee satisfaction. The study tends to examine the correlation among knowledge sharing, and use and career fulfillment in law libraries in Nigeria. Survey design of correlational type was adopted using a population and sample of 113 personnel drawn from ten universities with fully functionalised law library through the census sampling technique. Results show that there were positive relationship between knowledge sharing ($r = 0.256$), use of shared knowledge ($r = 0.569$) with career fulfillment. Their pool effect contributes 32.6% variance to career fulfillment with knowledge use contributing more ($\beta = 0.769$, $\text{sig.} = 0.000$) when compared to knowledge sharing ($\beta = 0.056$, $\text{sig.} = 0.67$). Both knowledge management practices had significant effect ($F = 19.329$, $\text{sig.} = 0.000$). It was recommended that training of law library personnel on effective knowledge management will be excellent.

Keywords: knowledge sharing, knowledge use, career fulfillment, library, performance, job satisfaction, law library

Background

As libraries are considered a vital part of teaching and learning, law libraries are known to be an integral part of the undergraduate law student's search for legal information. The law library is the preparatory laboratory that moulds the lawyer or solicitor for the legal work ahead. Tice (2011) fondly referred to it as the heart of every school of legal studies because it supports and enhances the understanding of law. The law library holds a wide range of legal information products, resources and services (reported in Ukpanah & Afolabi, 2011; Onwudinjo, Nwosu & Ugwu, 2014; Haddison, 2017) relevant to the undergraduates and upon request, law library personnel grants access or supply services at their disposal. The level of satisfaction with the services provided at the law libraries and the performance of the library is dependent on its staff strength, working conditions and most importantly law library staff knowledge on important aspects of law librarianship including techniques to accessing legal materials, sorting them, classifying and cataloguing, answering law students queries and inquires promptly. The performance of any library is dependent on the ability of its staff to precisely provide services effectively to serve the growing information need of the immediate academic community (Marouf, 2017). For libraries and their staff to achieve fulfillment, proper knowledge management is paramount.

Knowledge management has always supported long term strategic planning in both academic and special libraries for improved user patronage. Knowledge management in simple terms involves the dissemination of knowledge from a source, entrapping, decoding, storage, reproduction/replication and re-dissemination through appropriate channels among staff (i.e. law library). Khouli and Saleh (2015) reported it as the process of discovery, capture, sharing and application of knowledge from one person to another or by a single individual. It is a manageable intellectual capital that has a multiplier effect when applied (Kordestani and Aghazadeh, 2014). Capturing crucial knowledge from information and library professionals is pertinent, since, at various moments, highly knowledgeable and skilful personnel in these particular work places may travel, be transferred or drift to another location (Kumaresan, 2010). On this basis, it is very important for knowledge to be transferred or shared among staff in a workplace. Knowledge sharing and use are crucial parts of knowledge management and it has impact on the career fulfillment of library staff. It helps to sustain the delivery of service in law libraries.

Law libraries serve as the information hub for students carrying out legal studies in support of building capacity and competence of a lawyer in training (Dauda, 2011) and law library personnel's discharge of duty is closely linked to the level of satisfaction derived from working in the library, thus knowledge sharing and use can help improve and sustain the achievement of career goals in librarianship. The nexus between knowledge management and career fulfillment needs to be fully interpreted and this study tends to find out the predictive power of knowledge management on career fulfillment in law libraries in Nigeria. In recent times, the irregular and unstrategised transfer and rotation of personnel from main libraries to special (law) libraries in academic institutions has made it a bit difficult for persons with no legal background or understanding of law to effectively discharge duties in law libraries leading to poor performance and ill career fulfillment. Inclusively, there are several reports on the effect of knowledge management practices and process on the job satisfaction, performance of staff of different organisations, however, there is limited or very scarce reports focusing on law libraries which are the brain box of legal research. With the presumption that knowledge sharing and use are pivots of organisational competitive advantage and improved service performance, this study was necessitated.

Literature review

Having an excellent knowledge of what to do in a work place drives performance and fulfillment. Contextually, knowledge can be said to be complex of framed experiences, expertise, insight, embedded information, skill and/or technical know-how in accordance with Davenport and Prusak (1998) while career fulfillment can be satisfaction with career or job, enjoying work, becoming financially independent and been able to solve work related puzzles without stress in agreement with Walker (2013). For library staff, career fulfillment means becoming part and parcel of the library system, decision making, being involved in staff development and getting satisfied with service provision (McDermott, 2013). Knowledge management have played a vital role in mediating positively in the intricate relationship that existed between job satisfaction and learning in organisations with recognition of the underlying cultural dynamisms (Kijpokin, 2014). It has supported personnel in keeping and building a sustainable career service time in any organisation. On the contrary, Tsirikas and Katsaros (2014) did not find any significant link between satisfaction and work productivity in the workplace most probably because of factor (self-monitoring, attitude, job involvement, organisational commitment) which may have affected it; they however noted that knowledge management influences both.

World over, knowledge management has always had a significant impact on the career fulfillment of employees in different fields of endeavour over the years. Having understanding of the purpose and goals of business, profession or organisation through knowledge sharing and use assists in providing a suitable platform of effective work. The management of knowledge in any career area of specialisation can potentially create a sustaining proficiency in service delivery in that chosen field of study or work force. Several reports are available on this basis. Kordestani and Aghazadeh (2014) after their survey of 106 nurses working in an Iranian health facility averred that the development, dissemination and application of knowledge in hospitals is responsible for 64.3% of the vicissitudes associated with the satisfaction derived by workers of that health sector which is an important component of the society.

In accounting firms in Greece, Trivellas *et al.* (2015) reported that the fulfillment an employee gets, and the work outcome from shared knowledge is moderated by the level of employee competence (including intellect) and that employees who work in an environment where knowledge is frequently shared are more likely to gain satisfaction in

service provision than others who do not share knowledge. They revealed also that a positive relationship exists between knowledge sharing and job satisfaction which was in accordance with Khoulati and Saleh (2015) report in Saudi public universities. According to Masa'deh (2016), knowledge management play a crucial role in improving the level of satisfaction. He reported on its effect using staff of a five star hotel in Jordan and found a significant positive effect. Alyoubi *et al.* (2018) measured the effect of knowledge management on the job performance of staff of an Arabian National Library in Jeddah-Saudi to see if there will be an increase in their level of satisfaction in that career field using knowledge acquisition and sharing as variables. They found a significant positive interactive effect of knowledge management processes with performance of staff. Oprong *et al.* (2018) investigated the impact of knowledge management on the job performance and satisfaction of 20 employees of an automobile manufacturing company in Kenya. They found that policies and strategies formulated for knowledge management are preferred by staff whilst the firm facilitated the reception and distribution of knowledge through training programs and mentorship which has now had a positive effect on the job satisfaction derived from providing services. Several other reports have been published on the positive relationship between satisfaction in workplace and knowledge management especially looking at knowledge sharing and use. For example, through a web-based questionnaire, Kianto *et al.* (2016) found similar results in municipal organisations in southeastern Finland, Pruzinsky and Mihalcova (2017) in southeastern Slovakia, Kumar (2018) in commercial banks in Nalgonda, India, Farah and Safawi (2018) and Mobasshar *et al.* (2014) amongst Malaysian health and university sector workers respectively, and Masa'deh *et al.* (2019) in Zarqa University, Jordan.

Conceptual model

The conceptual model for this study is shown in Figure 1. It shows the relationship between the career fulfillment and the knowledge management and how they interconnect themselves. Career fulfillment is said to be influenced by knowledge sharing and knowledge use. The conceptual model to guide the study is a self-constructed model. The model tries to explain the correlation among knowledge sharing, its use and impact on career fulfillment as presented in Figure 1. The model posits that sharing of knowledge on law library services and products among staff or personnel can improve the efficiency in service delivery to law library users. The continual and consistent use of

knowledge can lead to sharing of it having got an understanding of the services offered. This illustrates the connection between use and sharing of knowledge in the library. Knowledge on legal information by law librarian and other library officers will improve the performance of the library and initiate fulfillment in career as a law library personnel. Having adequate knowledge on work ethics in the law library, legal practices and the ability to retrieve information from online legal databases can improve the services provided by the individual or the library in a larger context. This will improve teaching and learning of law. The law library services offered to law students will improve once knowledge is shared and effectively utilised. Thus, there is cyclic relationship between the use of shared knowledge in law libraries and career fulfillment in the library.

[Insert Figure 1]

Objectives of the study

The main objective of the study is to ascertain the correlation between knowledge sharing and use and career fulfillment of law library personnel in universities in Nigeria.

The specific objectives are to:

1. find out the level of career fulfillment in law library;
2. determine the relationship between knowledge sharing and career fulfillment;
3. assess the influence of knowledge use and career fulfillment and
4. ascertain the joint influence of knowledge sharing and use on career fulfillment.

Hypotheses

The following hypotheses were tested in the study at a 0.05 level of significance:

1. There is no significant relationship between knowledge sharing and career fulfillment.
2. There is no significant relationship between knowledge use and career fulfillment.
3. There is no significant joint relationship of knowledge sharing and knowledge use on career fulfillment.

Method

Design/Sample: The survey design of correlational type was adopted since the study was concerned with finding out the relationship between two variables. Questionnaire was used to collect data from 113 law library personnel (see Table 1) drawn through a census sampling technique from southern Nigeria. It was developed with reference to other

reported researches (Okonedo and Popoola, 2012; Fatoki, 2017). The instrument reliability was tested in sections using *Cronbach Alpha* and face and content validated by experts in Library and Information Studies research in accordance to Nworgu (1993) and Ofo (2009). Four and five point Likert scale was used for the study. The instrument was self-administered to respondents at the various universities.

Data Analysis: Data collected were coded and entered into the Microsoft Excel Version 2010 Spreadsheet and IBM SPSS Version 20 software applications for descriptive statistics (means, standard deviations, frequency counts and percentages) for the achieving the specific objectives and inferential statistics (Pearson Correlation Coefficient and Multiple Regression analysis) for the hypotheses formulated. The choice of statistical tool used was in accordance with Tong *et al.* (2013), Masa'deh (2016) and Olajo and Oyeboade (2016) who worked on knowledge sharing, use and job fulfillment in libraries. The schools used, cadre and return rate of the samples is presented in Table 1 below.

Results

Below presents the information elicited from respondents in an attempt to achieve the purpose of the study. From Table 2 shows elicited responses on career fulfillment level of law library personnel. It was revealed that the level of career fulfillment was generally satisfactory (mean = 3.28, SD = 1.39). Very little differences in the different aspects on the level of career fulfillment were observed. Information and communication technology (ICT) operational skills had a mean of 3.57 and standard deviation of 1.33 and for being content in the progress in career had a mean response of 3.57 and deviation of 1.31, while enjoying user services in the library had a mean of 3.35 and deviation of 1.29. These ones form the highest of career fulfillment while financial stability recorded the lowest (mean = 3.28, SD = 1.39) and thus was not accepted.

The relationship between knowledge sharing and career fulfillment was analysed in Table 4.9 and shows that there is a positive but low correlation with r-value of 0.26. Thus, the result revealed that knowledge sharing and career fulfillment show a positive significant relationship. An increase in knowledge sharing will lead to an increase in career fulfillment. Table 4.10 revealed that relationship between knowledge use and career fulfillment was moderate positive with the r-value of 0.569 which was much higher than that of knowledge sharing. This means that knowledge sharing is positively correlated with career fulfillment and an increase in shared knowledge use for service delivery will

improve performance and career fulfillment in the long run. The significance among knowledge sharing, knowledge use and career fulfillment was analysed in Table 4.11 and revealed that the relationship is significant at 0.05. The F value of 19.33 and significance of 0.000 with a regression and residual mean of 395.63 and 20.47 respectively reveal that the relationship among these three variables is strong, positive and significant.

Testing of hypotheses

Hypothesis 1: There is no significant relationship between knowledge sharing and career fulfillment. The hypothesis one was tested and presented in Table 6 as shown below. The correlation coefficient r-value of 0.256 (N = 83) in Table 6 was found to be greater than the 1-tailed significant value of 0.010 which was significant at 0.01 level of significance and clearly showed that the null hypothesis which states that there is no significant relationship between knowledge sharing and career fulfillment of law library personnel in universities in Nigeria is rejected and the alternate hypothesis which states that there is a significant relationship between knowledge sharing and career fulfillment of law library personnel in universities in Nigeria was accepted following the decision rule. It could be established herein that knowledge sharing has influence on career fulfillment, thus the sharing of knowledge by law library personnel can improve satisfaction or career fulfillment.

Hypothesis 2: There is no significant relationship between knowledge use and career fulfillment. The Hypothesis 2 was tested and presented in Table 7 as shown below. Analysis of the correlation for the relationship between knowledge use and career fulfillment in Table 7 showed that there was a moderate positive relationship ($r = 0.569$) that was significant at 0.01 level of significance, that is at 99% confidence intervals. This means that the null hypothesis which states that there is no significant relationship between knowledge use and career fulfillment among law library personnel in universities in Nigeria is rejected and the alternate hypothesis which states that there is a significant relationship between knowledge use and career fulfillment among law library personnel in universities in Nigeria is accepted.

Hypothesis 3: There is no significant joint relationship of knowledge sharing and knowledge use on career fulfillment. The Hypothesis 3 was tested and presented in Table 8 as shown below. Table 8 shows the Multiple Regression on the joint contribution of

knowledge sharing and knowledge use to career fulfillment of law library personnel. The result shows that which was revealed a 32.6 % ($R^2 = 0.326$) of this pool effect, knowledge use was found to be more impactful (unstandardised $\beta = 0.769$, $t = 5.559$, sig, = 0.000) than knowledge sharing which lower values (unstandardised $\beta = 0.056$, $t = 0.433$, sig, = 0.67). The results have revealed that knowledge sharing and knowledge use has significant relationship with career fulfillment as shown in their t-values ($t = 5.559$) and significant value (sig, = 0.000). However, knowledge sharing did not show significant relationship ($t = 0.433$, sig, = 0.67) using its contribution to the variance in career fulfillment. These conclusions follow the decision rule that if the t-values are higher than the sig. values, then the relationship is significant and vice versa.

Discussion

Libraries occupy an important part of learning and teaching process in universities and other institutions of higher education. The services provided by libraries, aid teaching and learning to a great extent and hence the human resources are the pivot upon which these services are rendered. This in turn determines the functionality and performance of the library. The law library is a crucial part of the training of lawyers or solicitors. It is a central hub for information retrieval and dissemination and research. The precise, prompt and effective provision of information to law students is dependent on the knowledge, skill and experience acquired by personnel working in the law library for effective service delivery. The knowledge on service delivery is required daily and at large influence career fulfillment which is measured by the job satisfaction, productivity of the employee and performance of the library. Although, this knowledge is sometimes embedded in the mind or acquired through working experience over time as the case may be. It is shared by interaction with colleagues helping to appreciate the level of career fulfillment (Nove & Dyah, 2013). Aspects of the sharing and use of knowledge and its implications on career fulfillment are discussed within.

The overall level of career fulfillment among law library personnel was investigated and it showed that they were satisfied with working in the law library. The most satisfactory aspect was the progress made so far, and ICT operational skill in the law library (Koloniari & Fassoulis, 2016). Another important part of their being fulfilled is answering user queries when confronted with one. These findings are not far-fetched as satisfaction with ICT operations could have been acquired through personal training before been

employed or transferred to the library or it could have been regular ICT trainings organised by the library or parent institutions for library staff following automation of the libraries as a sign of organisational commitment (supported by Tsirikas and Katsaros, 2014) in the attempt to uphold healthy knowledge management practices. These would have assisted library staff in carrying out user services in the library (Table 2). McDermott (2013) and Kostagiolas (2012) opined that a sense of fulfillment for library works comes from being able to provide services for library users since libraries rely on knowledge for services. Walker (2013) averred that when individuals enjoy work they do, they could be seen as been fulfilled career-wise, a case which was clearly reflected in this study. Although, Walker (2013) opined that financial stability is also a part of career fulfillment that cannot be neglected, the present study revealed that law library personnel are not financially fulfilled despite the fact that they enjoy rendering services in the library. This could be attributed to the adverse economic status of Nigeria and the insatiable nature of staff financial demands in accordance with the Adams economic theory of unlimited wants of humans on a lighter note.

The relationship between knowledge sharing and career fulfillment was found to be positive (Table 3 and 6) such was supported by Nove and Dyah (2013), Trivellas *et al.* (2015), Oprong *et al.* (2018), Kianto *et al.* (2016), Pruzinsky and Mihalcova (2017), Alyoubi *et al.* (2018) who averred that knowledge shared increases staff confidence and build working culture. This correlation was also supported by White (2004) that it enhances prompt service delivery. Similarly a positive correlation was also found between knowledge use and career fulfillment (Table 4 and 7) which was even much more than knowledge shared. It is more effective to use knowledge in career fulfillment. The pool effect of knowledge sharing and use on career fulfillment indicated that both variables are essential part of career fulfillment and knowledge management in organisations which was similar to the findings of Kordestani and Aghazadeh (2014). The more impactful nature of knowledge use to the less the impactful knowledge sharing showed that knowledge shared without use is almost not effective in career fulfillment which was supported by Larapedia (2006).

Table 8, revealed therein that knowledge use again is much more significant than knowledge sharing. It was also found that knowledge sharing and its use largely accounts for or contributes to the variance of the overall fulfillment derived from

working in the law libraries. This finding is not far from what Almahamid *et al.* (2010) who reported that knowledge sharing practices contributes 3.45% to the satisfaction gotten from working in a manufacturing company. The much variance would have been due to the single variable (knowledge sharing) examined and the kind of organisation involved. When knowledge is shared, and personal intellect is combined, its application avail much in the performance of the library, which was revealed in this study. Trivellas *et al.* (2015) said intellect moderates the outcome of shared knowledge used by an employee, thus the combined effect is not surprising.

Knowledge shared but not used benefits less or sometimes is irrelevant, thus the use of shared knowledge is a factor that determines the level of fulfillment derived from working in an organisation of specialised function. It could be concluded that the level of career fulfillment among law library personnel in universities in Nigeria is satisfactory to a moderate extent though they are not financially satisfied. There is positive influence of knowledge use in the discharge of duty by personnel in law libraries in universities in Nigeria which reflected in their career fulfillment level. A sense of career fulfillment comes with an enhancement of service provision and been able to satisfy law students in their query. Effective knowledge sharing and use in the law library influences positively the job satisfaction and performance of personnel. The study revealed that knowledge sharing and use is significant and crucial to career fulfillment of law library personnel in universities in Nigeria. Knowledge shared without use could be irrelevant to career fulfillment of law library personnel. Knowledge use is more predictive than knowledge sharing for career fulfillment. Thus, knowledge sharing and use can be used as correlates for career fulfillment.

Findings of the study

Based on the result of the data analysis, the following findings were made:

- i. The level of career fulfillment was generally satisfactory, although law library personnel were not financially stable or content, they still enjoy carrying out user services, answer student queries and are satisfied with their ICT skills.
- ii. There was a low positive correlation between knowledge sharing and career fulfillment. Although the relationship was significant only at 0.05 level of significance.

- iii. There was a high positive relationship between knowledge use and career fulfillment which was also found to be significant at $P > 0.05$.
- iv. There was a significant relationship among knowledge sharing, use and career fulfillment. Knowledge sharing and knowledge use contributes a 32.6% improvement in career fulfillment with knowledge use contributing more quota to the improvement and knowledge sharing less which revealed that knowledge shared and not used is most likely irrelevant to the functionality of law library and that used knowledge is more impactful than shared knowledge.

Conclusion

The services of law library staff in the context and confines of human relations and interaction with clientele in the law library showed very low extent of career fulfillment as the enthusiast tendencies are extremely low. The performance of the law libraries in academic institutions is observed to be below standard as legal research is paramount to the development of law in a nation. Some level of dissatisfaction and lack of fulfillment among law library staff has been observed, especially the relatively inexperienced ones in librarianship and those without legal background. This is because a vast majority of staff find it difficult to provide services to law undergraduates when there is little or no knowledge about legal practices and proceeding. Without sharing knowledge, the library personnel cannot widely use such locally available knowledge to improve library services. Members of staff usually complains that they find it stressful finding text, reports and document differentially sorted accordingly, function and service which requires, at least, some pre-requisite knowledge about law.

Sharing of vital legal research data and/or information, and collaborative research in legal studies is known to improve the use of law library and service provision therein. This can translate to fulfillment in career and eventually better performance. Inadequacy and some form of incompetence in the discharge of duties of these library staff can be traced to technical expertise in career field. Knowledge on one's job definitely provides an avenue to render quality services to customers. However, this can only happen for employees with a fulfilled career life. Therefore, the study examined the extent to which law library personnel share knowledge, use it and how much it influences their career fulfillment. It could be concluded that knowledge sharing has positive relationship with career fulfillment. Use of shared knowledge also has positive relationship with career

fulfillment. Knowledge use influences career fulfillment more than knowledge sharing. Therefore, knowledge sharing and use were correlates of career fulfillment of law library personnel in selected universities in Nigeria.

Recommendations

The following recommendations were drawn from the findings of the study:

1. Knowledge sharing and use are an important part of the educational system and in the law library, therefore, there is a need for new training programmes for law library personnel to gain new knowledge for sharing and use to support their professional development in the law library career wise as a positive correlation was found among knowledge sharing, use and career development.
2. Since knowledge use is more impactful than knowledge sharing, modalities should be put in place for effective use of shared knowledge during trainings on knowledge management in academic libraries.

Originality

The study has given more insight on the relevance of the effectiveness of knowledge sharing and use by law library personnel in the discharge of their duty. This study has established a correlation amongst knowledge sharing and use and career fulfillment among law library personnel in selected universities in Nigeria even as a pioneer study. The study has clearly shown the importance of sharing knowledge in libraries and how it could improve and support the actualisation of organisation and personal career goals.

Declaration

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APPENDIX I:

TABLES

Table 1: Collection of instrument

S/N	University	State/Ownership	Law librarian(s)	Librarian(s)	Library officer(s)	Library assistant(s)	Population	Percentage return (%) N = 113
1	Ambrose Ali University, Ekpoma	Edo/State	1	4	6	5	16	89
2	Benson Idahosa University, Benin	Edo/Private	1	3	4	1	9	100
3	Delta State University, Oleh	Delta/State	1	2	7	2	12	60
4	Edo University, Iyamho	Edo/State	-	3	1	2	6	75
5	Igbenedion University Okada	Edo/Private	-	1	1	1	3	75
6	Niger Delta University, Amassoma	Bayelsa/State	-	3	5	2	10	100
7	Rivers State University, Port Harcourt	Rivers/State	-	2	2	1	5	83
8	University of Benin, Benin	Edo/Federal	1	1	7	4	13	81
9	University of Calabar, Calabar	Cross Rivers/Federal	-	1	2	1	4	40
10	University of Uyo, Uyo	Akwa Ibom/Federal	1	1	1	2	5	42
	Total		5	21	36	21	83	73.5
	Percentage (%)		6	25	44	25	100	

Table 2: Level of career fulfillment of law library personnel

S/N	Details	Mean	SD	Remark
1	I am satisfied with my ICT operational skills in the library	3.57	1.33	Accept
2	I enjoy cataloguing and classification of legal information materials	3.30	1.37	Accept
3	I have adequately achieved organisational goals in my work place	3.29	1.37	Accept
4	I enjoy carrying out user services in the library	3.35	1.29	Accept
5	I am financially stable due to my job	2.64	1.28	Reject
6	I would be happy to continue working as a law library personnel till I retire	3.27	1.39	Accept
7	I feel much joy in answering users' query.	3.37	1.50	Accept
8	I am proud to be identified as law library personnel.	3.25	1.54	Accept
9	I am content with the progress I have made in my career so far.	3.57	1.31	Accept
10	I am enthusiastic about work related knowledge to further enhance my job performance	3.19	1.56	Accept
	Total	3.28	1.39	Low but Satisfactory

*Criterion mean = 3.0, weighted mean = 3.28, SD = standard deviation

Table 3: Relationship between knowledge sharing and career fulfillment

Variables	Mean	SD	N	r	Remark
Career fulfillment	31.2289	5.44221	83	0.26	Low positive relationship
Knowledge sharing	37.1446	4.19097	83		

Table 4: Relationship between knowledge use and career fulfillment

Variable	Mean	SD	N	r	Remark
Career fulfillment	31.2289	5.44221	83	0.57	Moderate positive relationship
Use of knowledge	41.9759	3.91363	83		

Table 5: Relationship among knowledge sharing, knowledge use and career fulfillment

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	791.250	2	395.625	19.329	.000 ^b
	Residual	1637.401	80	20.468		
	Total	2428.651	82			

a. Dependent variable: Career fulfillment
b. Predictors: (Constant), Use of knowledge shared, Knowledge sharing

Table 6: Correlation between knowledge sharing and career fulfillment

Variables		Career fulfillment	Knowledge sharing
Career fulfillment	Pearson Correlation	1	.256**
	Sig. (1-tailed)		.010
	N	83	83
Knowledge sharing	Pearson Correlation	.256**	1
	Sig. (1-tailed)	.010	
	N	83	83

*. Correlation is significant at the 0.01 level (1-tailed).

Table 7: Correlation between knowledge use and career fulfillment

Variable		Career fulfillment	Use of knowledge
Career fulfillment	Pearson Correlation	1	.569**
	Sig. (1-tailed)		.000
	N	83	83
Use of knowledge	Pearson Correlation	.569**	1
	Sig. (1-tailed)	.000	
	N	83	83

** . Correlation is significant at the 0.01 level (1-tailed).

Table 8: Influence of knowledge sharing and knowledge use on career fulfillment

Model	R	R ²	Adj. R ²	Std. Error of the Estimate		
1	.571 ^a	.326	.309	4.52410		
Coefficients^a						
Model		Unstandard. Coeff. B	Std. Error	Standard Coeff. B	T	Sig.
1	(Constant)	-3.118	5.961		-.523	.602
	Knowledge sharing	.056	.129	.043	.433	.666
	Use of knowledge shared	.769	.138	.553	5.559	.000

a. Predictors: (Constant), use of knowledge shared, Knowledge sharing
b. Dependent Variable: Career fulfillment

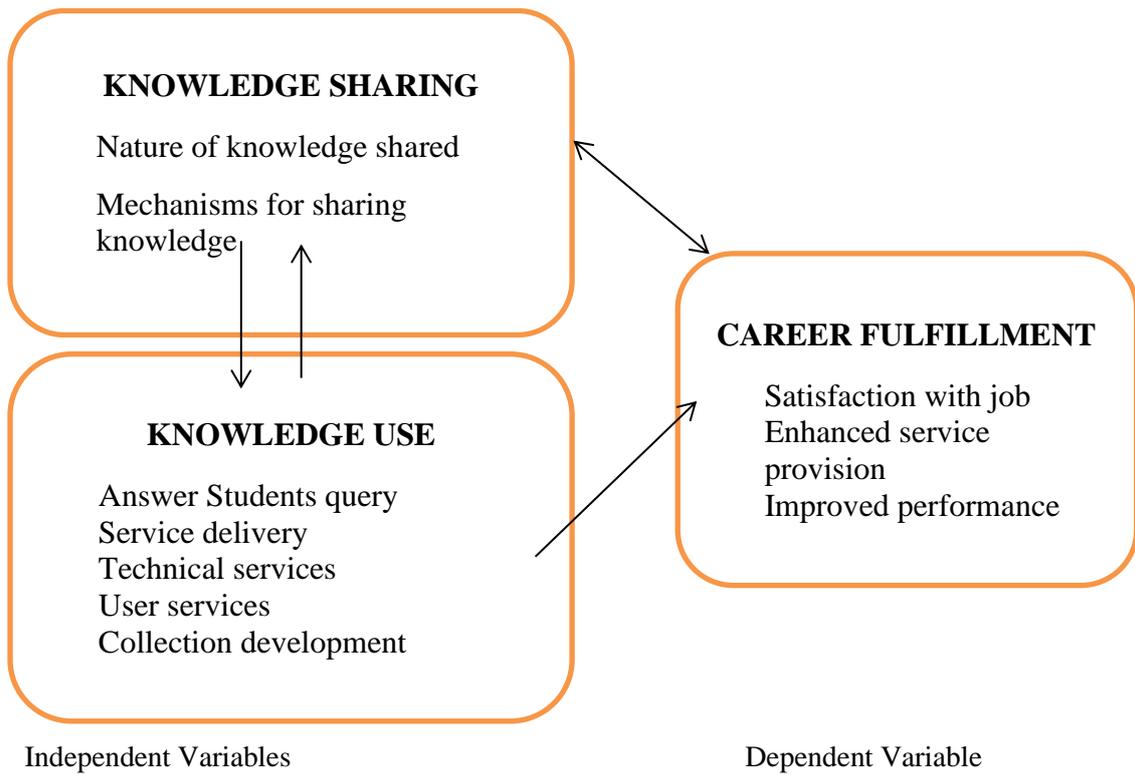


Figure 1: Conceptual model on knowledge sharing, use and career fulfillment