



## **Effect of Personality Traits on Knowledge-Sharing Intentions of Academic Librarians of Baluchistan, Pakistan**

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### **Abstract**

This study is designed to investigate the relationship between personality traits (PTs) and knowledge-sharing intentions (KSI) of academic librarians (ALs) and to expose the ALs's PTs effect on their KSI. This research used a quantitative research method and adopted measures for data collection that were administered online among 350 librarians working in academic institutions of Baluchistan. The questionnaire was comprised of 60 items. The researcher ensured the reliability and validity of the adopted measures and the normality of the data set to opt for parametric statistics. ALs of the Baluchistan province of Pakistan were keen to exchange information to get honor and develop relationships; they were inspired and interested to share information and; exchange information to develop relationships with colleagues. The results reveal ALs with high openness, agreeableness, and extroversion traits will boost their KSI. If ALs are in a state of neuroticism or anxiety, their knowledge-sharing (KS) will decrease. This is an interesting topic that was not explored earlier in the local literature. This could be an interesting phenomenon: how the Big Five PTs— agreeableness, extraversion, neuroticism, conscientiousness, and openness to experience—affect the KSI of ALs of underdeveloped provinces in the underdeveloped circumstances. This research is crucial for crafting tailored interventions that address regional challenges regarding PTs and KSI of ALs, thus fostering a more effective research and collaborative academic environment. The study contributes to understanding that how PTs influences KSI and offers practical implications for developing strategies to improve collaborative practices in academic libraries.

### **Keywords**

Knowledge Sharing Intentions, Personality Traits, Academic Librarians, Baluchistan, Pakistan



## Introduction

Personality traits (PTs) play an important role in exposing human behavior, and different aspects of life are influenced by it, from interpersonal relationships to occupational success. Defined as “enduring patterns of thought, emotion, and behavior, PTs provide insight into individual differences and help predict how people are likely to respond to various situations (McCrae & Costa, 1997).” PTs have been explained widely in the world in the Five Factor Model (FFM), which elaborates on five models: “conscientiousness, openness to experience, agreeableness, extraversion, and neuroticism (Goldberg, 1993).”

PTs impact the academic interest, personal development, social dynamics, and mental health of the humans (Roberts & Mroczek, 2008). Adaptive and flexible PTs improve the mental health of humans (Lomas et al., 2021).

PTs of the librarians influences the information needs of the users of the academic libraries. Academic libraries are considered the treasure of knowledge and literature for the students, researchers, and faculty members. These libraries provide expert guidance, extensive resources, and specialized services for the researchers to invigorate the knowledge-sharing (KS) practices of the libraries and librarians. KS means to exchange task-related information, foster collaboration, idea development, policy implementation, and problem-solving among libraries and librarians (Wang & Noe, 2010).

The Big Five PTs — agreeableness, extraversion, neuroticism, conscientiousness, and openness to experience—of the librarians of the Baluchistan province of Pakistan were not studied earlier in the local literature, which are the necessary things that influence the information needs of the users of the libraries. Each PT of librarians has impacts on the knowledge-sharing intentions (KSI) of the librarians.

First of all, we define the big five PTs of humans. Extraversion is defined as “the quality of being a lively and confident person who enjoys being with other people”. Agreeableness is defined as “pleasant and easy to like”. Conscientiousness is defined as “the quality of doing things carefully and correctly”. Neuroticism is defined as “to experience negative emotions like anxiety, worry, and moodiness more intensely and frequently”. Openness to experience is defined as “the quality of being honest and not hiding information or feelings” (Oxford University Press, 2025).



It is the primary responsibility of the librarians to share information or knowledge with their users to enhance the research culture in the academic environment. Their users may be students, researchers, and faculty members. The KS may be through online or physical forms. The online resources are also the most fruitful way to disseminate the knowledge. Wang and Noe (2010, p. 117) elaborated that KS involves exchanging task-related information and expertise to foster collaboration, idea development, problem-solving, and policy implementation. Individual PTs significantly affect how people engage in and contribute to this process.

A number of studies in the world have been conducted to explore the effect of PTs on KSI among librarians in academic settings (Agyemang, Dzandu, & Boateng, 2016; Ahmed & Rasheed, 2020; Akbar, Malik, & Warraich, 2023; Anwar, 2017; Shaukat, Ahmad, Naveed, & Ur Rehman, 2023; Warraich, Riaz, & Ali, 2024). However, in Baluchistan, a province of Pakistan, no study was available on the subject. By land area, Baluchistan is Pakistan's largest province, but almost an underdeveloped province due to its less population, barren land, and dry desert climate. Although it has larger land area but cultivatable land is only 5%. They may face barriers such as limited resources, insufficient professional development opportunities, or a less collaborative work environment (Khan & Ullah, 2017; Riaz-ud-Din, 2018; Valivand, Moniri, & Shabani, 2022). The effect of PTs on the KSI of its academic librarians (ALs) in this province will be an interesting topic that was not explored earlier in the local literature. This could be an interesting phenomenon: how the Big Five PTs — agreeableness, extraversion, neuroticism, conscientiousness, and openness to experience — affect the KSI of ALs of underdeveloped province in the underdeveloped circumstances. It may reveal how a backward environment may affect the PTs and KSI of the librarians.

This study will enable our policymakers, social protection institutions, library associations, and governments to address the challenges regarding PTs and KSI faced by the librarians of Baluchistan, a backward province of Pakistan. This study may enable the academic communities to collaborate and enhance the capabilities of the PTs and KSI of the librarians of the Baluchistan province of Pakistan. This research is crucial for crafting tailored interventions that address regional challenges regarding PTs and KSI of ALs of Baluchistan, Pakistan, thus fostering a more effective research and collaborative academic environment. The results and recommendations of this study may be generalized to other developing or underdeveloped provinces of the developing



countries due to the same socio-economic conditions of the underdeveloped provinces of the developing countries.

### **Research Objectives**

- To measure the knowledge-sharing intentions (KSI) among academic librarians (ALs) of Baluchistan.
- To test the relationship between personality traits (PTs) and KSI of ALs.
- Do the ALs 's PTs affect their KSI?

### **Research Hypotheses**

Based on the extensive review of the past literature, the following hypotheses are postulated:

*H1: Agreeable PTs has a positive and significant effect on KSI.*

*H2: Conscientiousness PTs has a positive and significant effect on KSI.*

*H3: The neuroticism PTs has a positive and significant effect on KSI.*

*H4: Openness PTs has a positive and significant effect on KSI.*

*H5: The extroversion PTs has a positive and significant effect on KSI among librarians in Baluchistan.*

### **Research Design and Methodology**

This study is part of a larger study for an M.Phil. thesis. A quantitative research method based on a survey was used to meet the objectives of the study. Such types of research in which individuals' attitudes, beliefs, thoughts, and experiences related to certain phenomena are explored use quantitative methods (Creswell, 2012). Moreover, the selection of a survey research method was inspired by previous studies investigating similar variables and interconnections between knowledge-sharing intentions (KSI) and personality traits (PTs) among individuals belonging to various settings (Akbar et al., 2023; Warraich et al., 2024). The researchers administered a survey questionnaire that comprised 60 items, of which 44 items represented 5 dimensions of Big Five PTs, 9 items assessed KSI, and 7 items pertained to research respondents' demographic information, such as age, gender, qualification, experience, job status, designation, and nature of academic. The population of this study consisted of 350 librarians working in academic institutions in the Baluchistan province of Pakistan. Considering the small number of total working librarians,



the research used a census sampling approach to collect data from all the librarians working in the academic institutions of Baluchistan.

This study used the Big Five PTs, including their dimensions, i.e., agreeableness, conscientiousness, neuroticism, openness, and extroversion, as independent variables adopted from the study of Akbar et al. (2023). Hence, the KSI were treated as a dependent variable in this study. The 9 statements related to KS were extracted from the study of Akbar et al. (2023). These particular items related to both core variables were adopted because the items are widely acknowledged and used to evaluate the interconnection between PTs and KSI among the librarian population. A detailed description of the reliability and validity of the measures is given under the following heading:

The reliability of the items adopted in this research was measured by calculating Cronbach's alpha ( $\alpha$ ), standardized factor loadings, and composite reliability (CR). The suggested cut-off value for  $\alpha$  and CR should be 0.7 and more significant for explanatory research (Hair et al., 2019). Garson (2013) recommended that observed item loadings from 0.3 and higher indicate the loading of items under their latent variables. Table 1 presented the observed  $\alpha$  from 0.755 to 0.855 for all the study variables and CR from 0.894 to 0.912, indicating that both reliability tests are significant and are under the proposed range of 0.7 and above. Similarly, the factor loadings from Tables 2 to 7 are within the recommended range. Hence, the reliability of the measures is achieved.

The validity of the measures was analyzed through average variance extracted (AVE). AVE is an appropriate method to test adopted measures' convergent and divergent validity (Mughari et al., 2023). The proposed thresholds for AVE are 0.50 and higher (Hair et al., 2019). Likewise, Fornell and Larcker (1981) revealed that the square root of AVE should be higher than the observed correlation among the variables. The computed AVE in this study in Table 1 achieved the thresholds of 0.5 and above except for the variable agreeableness, which was slightly lower at  $AVE = 0.491$ . However, the lower value of agreeableness is trivial because other tests met the reliability and validity assumptions. Similarly, the observed square root of AVE for all the variables is higher than the correlation between the variables. Therefore, it can be inferred that measures derived from the study meet all the reliability and validity assumptions for further statistical computation.



**Table 1:** *Reliability and validity analyses*

SR#	Variables	No. of Items	Cronbach's Alpha	CR	AVE	Squire root of AVE
1	Agreeableness	9	0.799	0.896	0.491	0.700
2	Consciousness	9	0.772	0.898	0.500	0.707
3	Neuroticism	8	0.754	0.912	0.564	0.750
4	Openness	10	0.855	0.926	0.558	0.746
5	Extroversion	8	0.757	0.894	0.514	0.716
6	Knowledge sharing Intention	9	0.855	0.908	0.523	0.723

Source: Authors' own work

The researcher developed an online questionnaire on Google Forms that was administered to 350 academic librarians (ALs) in Baluchistan through their email addresses that researchers obtained from WhatsApp groups and official websites of the academic institutions. The selected librarians were assured of their anonymity and confidentiality and were requested to participate in the study voluntarily. After sending the questionnaire and request, the researcher persistently sent reminders after some time to acquire more responses from the librarians. The researcher's efforts resulted in the collection of all 350 responses from the librarians during the period of 8 months from August 2023 to April 2024. The data were entered into a statistical package of social sciences-v.25 (SPSS) for descriptive statistics, i.e., percentage, frequency, standard deviation, and mean. Pearson correlation and regression tests were also applied to find the results.

**Literature Review**

This section reviews related literature on knowledge-sharing intentions (KSI) and personality traits (PTs) of academic librarians (ALs) in Baluchistan. PTs, as outlined by established psychological theories, can significantly influence how individuals interact with their peers and participate in information exchange. Scholarly search engines were used to retrieve the relevant literature.

**Personality traits**

Rafiq et al. (2020) elaborated that university librarians can enhance their KSI by improving their PTs. Likewise, Williamson and Lounsbury (2016) conducted a quantitative study at the



University of Tennessee Knoxville, USA, which explored that librarians are more cautious, apprehensive, flexible, focused, open-minded, serious, respectful, and trusting.

In general, library and information science (LIS) students that possess conscientious personality qualities do well in the libraries. Although extraversion personality qualities were rare among LIS students, they tended to demand more information than students with the other four personality types (Ahmed et al., 2019).

Anwar (2017) conducted a quantitative study on connections between knowledge-sharing behavior (KSB) and PTs among university teachers in Pakistan. The study has concluded that tasks that demand scientific innovation and creativity are better suited for individuals with high creative self-efficacy. At the same time, knowledge involving manual dexterity, such as technology transfer and industry-academia linkages, is best performed by proactive individuals.

To evaluate the direct influence of five PTs components on KSB, a quantitative study was carried out by Khan and Zaman (2022). They examined how perceived organizational incentives (POI) might moderate this relationship at Islamabad's University of Science and Technology. The study has supported the belief that personal attributes influence workplace behavior, including KSB. However, contrary to our expectations, perceived organizational incentives were not found to moderate this relationship positively (Khan and Zaman, 2022).

### **Knowledge sharing (KS)**

Akbar et al. (2023) highlighted the link between the Big Five PTs and Pakistani university librarians' intentions to share their expertise. This study concluded that openness and agreeableness to experiences positively influence university librarians' intentions to share knowledge, and on the other side, neuroticism has a negative impact.

In an Indian-based quantitative study about KS practices (Khan and Ali, 2019), it was revealed that LIS professionals are familiar with knowledge sharing. They were familiar with the fact that KS is passing knowledge from one person to another and from one group to another. This sharing often involves sharing reports, documents, and skills with others.

Rafique and Anwar (2020) highlighted the KSI of medical students at the University of the Punjab, Lahore. This study concluded that face-to-face interaction and SMS were the preferred source of channels for KS among medical students. Emails and instant messages were not their preferred sharing channels.



In a Quetta, Pakistan-based study, Khan et al. (2024) elaborated on the KSI and social networking channels among faculty members of higher education institutions in Quetta City. Instrumental ties and sharing goals were the most important predictors of cognitive and effect-based trust.

Rafique and Anwar (2017) conducted a quantitative study to explore the factors that motivated and impeded medical students from sharing knowledge at the University of Lahore, Pakistan. The study has reported that medical faculty should receive training to understand the importance of KS and how to incorporate KS activities into their teaching methods.

A quantitative study was carried out to evaluate how university students shared personal information on online social networks. It was revealed in a study that a growing concern with the use of social networks is the erosion of privacy—the amount of personally identifiable information shared, such as photos and videos. Female students are more cautious about sharing personal information on social networks than males (Rafique, 2017).

Rafique and Mehmood (2018) conducted a quantitative study aimed at systematically gathering data and reviewing English-language research that provides statistical proofs on the relationship between KS and job satisfaction (JS) and how these factors influence each other at the University of Sargodha. The study has revealed that (KS) positively influences (JS), while job satisfaction significantly affects KS among individuals working in various organizations.

In a quantitative study on KS at the Thomas Mofolo Library in Lesotho to assess whether it was being utilized to enhance service delivery. The study revealed that (KS) at TML is not formalized but is necessary for service delivery. However, despite the availability of some such tools, TML staff do not utilize technology-based tools for KS (Tahleho and Ngulube, 2022).

Ngozi et al. (2014) described in a Nigerian-based study how information communication technologies (ICT), and KS platforms were used by ALs. It was concluded in the study that academicians were not inclined to the global trends of information-sharing intentions. Majid and Chitra (2013) illustrated the KSI of the students in a quantitative study of Singapore. It was concluded that students were using preferred communication channels of ICT.

The association between PTs and digital literacy skills among university librarians in Punjab, Pakistan, was exposed. It was revealed in the study that conscientiousness, neuroticism, and agreeableness were negatively associated with Facebook addiction. It was found that online



interpersonal relationships and neuroticism were critical predictors of Facebook use (Ahmed and Rasheed, 2020). Rahman et al. (2018) highlighted the academic staff members' unspoken KS practices in higher education institutions. It was concluded that all five PTs, except conscientiousness, influence the academic staff members' tacit KS practices. Moreover, additionally, mutual trust, self-efficacy, and motivation play an important role in shaping this behavior.

Shaukat et al. (2023) examined a quantitative study that explores the influence of PTs on KSB among academics in the public sector; data was gathered from 237 participants through a questionnaire. The finding revealed that academicians with higher openness to experience were more inclined to share knowledge across all dimensions of KSBS. These insights can also assist human resource departments in recruiting university academic staff.

The reviewed literature revealed that the KSI of the librarians and the PTs of the librarians. It also highlighted the impact of PTs on KSI of the librarians. KSI of the librarians are crucial for vital dissemination of the knowledge through the use of ICT. Librarians are more cautious, apprehensive, flexible, focused, open-minded, serious, respectful, and trusting and have KSI for the dissemination of the knowledge.

### **Findings of the Study**

Table 2 provides the demographic information of research respondents. The analyses observed that of 350 participants, 196 (56%) ALs participated from the public sector, and 154 (44%) participated from private sector academic institutions of Baluchistan, Pakistan. Most 333 (95.1%) library personnel had permanent jobs, and only 17 (4.9%) worked in contractual positions. The 276 (78.9%) research respondents reported their gender as male, and 74 (21.1%) reported their gender as female. These library professionals reported their age as 305 (87.1%) between the ages of 31 and 40, followed by 39 (11.1%) between 41 and 50, 3 (0.9%) between 21 and 30, and similarly, 3 (0.9%) reported their age as between 51 and above years. Regarding ALs' qualifications, the majority of 307 (87.7%) of librarians had BS or master's degrees in LIS, followed by 34 (9.7%) who had MS or MPhil degrees, and only 9 (2.6%) who had PhD qualifications. Further, these librarians



**Table 2 : Demographic Information of Research Respondents (N = 350)**

SR#	Variables	Characteristics	Frequency	Percentage (%)
1	Nature of Institution	Public	196	56.0
		Private	154	44.0
2	Job Status	Permanent	333	95.1
		Contractual	17	4.9
3	Gender	Male	276	78.9
		Female	74	21.1
4	Age	21-30	3	0.9
		31-40	305	87.1
		41-50	39	11.1
		51 and above	3	0.9
5	Qualification	BS/Masters	307	87.7
		MPhil/MS	34	9.7
		PhD	9	2.6
6	Designation	Assistant Librarian	21	6.0
		Librarian	82	23.4
		Senior Librarian	70	20.0
		Deputy Librarian	127	36.3
		Chief Librarian	50	14.3
7	Experience	Up to 5 years	134	38.3
		6 to 10 years	138	39.4
		11 to 15 years	51	14.6
		16 to 20 years	21	6.0

Source: Authors’ own work

Designation-wise analysis depicted that 21 (6.0%) assistant librarians, 82 (23.4%) librarians, 70 (20.0%) senior librarians, 127 (36.3%) deputy librarians, and 50 (14.3%) chief librarians participated in this research. Moreover, 134 (38.3%) librarians had the experience of up to 5 years, 138 (39.4%) had 6 to 10 years of working experience, 51 (14.6%) had 11 to 15 years of professional experience, and 21 (6.0%) had 16 to 20 years of experience working in libraries.

**Knowledge-Sharing Intention among Academic Librarians**

The perceived KSI of the ALs were analyzed using nine items in Table 3. The items used to measure KSI obtained the mean score of (M = 3.48, SD = 0.749) for all nine items, indicating that these librarians had high perceived KSI as they intend to share their knowledge to gain respect from others (M = 3.78, SD = 0.980), motivated and encouraged to share knowledge with their colleagues (M = 3.72, SD = 1.048), they share knowledge to develop relationships with their



colleagues (M = 3.56, SD = 1.134), they have no problem in sharing their skills with their colleagues in their library (M = 3.40, SD = 1.168), share their knowledge to improve understanding of the concepts regarding their field, and share their ideas with their colleagues while working on individual projects or assignments (M = 3.36, SD = 1.085).

**Table 3:** *Knowledge Sharing Intension among Academic Librarians*

SR#	Variable	Mean	Standard Deviation	Factor Loadings
1	I intend to share my knowledge to gain respect from others by portraying my image as a knowledgeable person	3.78	0.980	0.754
2	I am motivated and encouraged to share my new knowledge with my colleagues	3.72	1.048	0.76
3	I share my knowledge to develop relationships with my colleagues	3.56	1.134	0.618
4	My experience has increased my confidence in sharing knowledge with my colleagues	3.49	1.122	0.7
5	Knowledge sharing (KS) helps in better library planning	3.48	1.082	0.701
6	I think (KS) and communication skills will help to improve the productivity of my library	3.42	1.106	0.759
7	I have no problem sharing my skills with my colleagues in my library	3.42	1.168	0.709
8	I share my knowledge to improve my understanding of the concepts related to my field	3.40	1.104	0.713
9	I share my ideas with my colleagues while working on individual projects or assignments	3.36	1.085	0.779
10	Knowledge Sharing Intention (Overall)	3.48	0.749	

Scale: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

Source: Authors' own work

**Gender-wise Differences in Opinion Regarding Personality Traits**

The researcher used an independent sample t-test to assess the gender-based difference in opinion among librarians' PTs in Table 4. The results found no significant difference in male and female librarians' PTs, i.e., agreeableness, consciousness, neuroticism, openness, and extroversion, based on their gender, as all the observed values were higher than the significant range of  $p > 0.5$ .



**Table 4 :** *Gender-wise Difference in Opinion Regarding Dimensions of Personality Traits*

SR#	Variable	Male <i>n</i> =276		Female <i>n</i> = 74		T value	P value
		Mean	Standard Deviation	Mean	Standard Deviation		
1	Agreeableness	2.9324	.65297	2.9242	.59707	0.199	0.508
2	Consciousness	2.7861	.61358	2.8732	.57763	-1.332	0.184
3	Neuroticism	2.8375	.63864	2.8063	.61635	0.452	0.651
4	Openness	3.0869	.75209	3.1681	.69848	-1.021	0.308
5	Extroversion	2.9014	.67851	2.8951	.60790	0.090	0.929

Source: Authors’ own work

**Gender-wise Difference in Opinion Regarding Knowledge Sharing Intention**

Similarly, the independent sample t-test examined the gender-based difference among these librarians’ KSI. Table 5 revealed no significant difference between male and female ALs’ opinions regarding KSI because the figures accede to the range of significance of  $p > 0.5$ .

**Table 5:** *Gender-wise Difference in Opinion Regarding Knowledge Sharing Intention*

SR#	Variable	Male		Female		T value	P value
		Mean	Standard Deviation	Mean	Standard Deviation		
1	Knowledge Sharing Intention	3.4276	0.79738	3.5253	0.71834	-1.180	0.239

Source: Authors’ own work

**Relationship between personality traits and knowledge-sharing intentions of academic librarians**

Pearson’s Product Moment (Pearson’s  $r$ ) was calculated to evaluate the correlation between agreeableness, consciousness, neuroticism, openness, extroversion, and KSI among librarians. The results in Table 6 exhibited that KSI were significantly and positively associated with agreeableness with  $r = 0.651^{**}$ ,  $p < 0.01$ ; consciousness with  $r = 0.561^{**}$ ,  $p < 0.01$ ; neuroticism with  $r = 0.568^{**}$ ,  $p < 0.01$ ; openness with  $r = 0.754^{**}$ ,  $p < 0.01$ ; and extroversion with  $r = 0.643^{**}$ ,  $p < 0.01$ .



**Table 6: Correlation Matrix**

SR#	Variables	1	2	3	4	5	6
1	Agreeableness	1					
2	Consciousness	0.772**	1				
3	Neuroticism	0.755**	0.737**	1			
4	Openness	0.753**	0.689**	0.765**	1		
5	Extroversion	0.708**	0.704**	0.753**	0.803**	1	
6	Knowledge sharing Intention	0.651**	0.561**	0.568**	0.754**	0.643**	1

Note: \*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Authors’ own work

**Effect of personality traits on knowledge-sharing intentions**

The multiple regression analyses adopted to investigate the effect of the Big Five PTs on KSI among ALs’ in Baluchistan are in Table 7, which presents that three out of the Big Five PTs, including agreeableness with observed beta = .216,  $p < 0.05$ , confirmed H1; openness with beta = 0.531,  $p < 0.05$ , supported H4; and extroversion with beta = 0.179 positively and significantly affects the KSI among ALs, accepting H5. Whereas consciousness had an insignificant effect on KSI with beta = 0.031,  $p > 0.05$ , H2 is rejected. However, neuroticism significantly affected KSI among ALs, with beta = -0.132,  $p < 0.05$ . Hence, H3 is also rejected. The results demonstrated that the Big Five PTs cause a 61.5% change in KSI, with observed  $R^2 = 0.615$ .

**Table 7: Multiple Regression Model (N = 350)**

SR#	Variables	Unstandardized Coefficient		Standardized Coefficient	t-Value	P-value	Comments
		B	Std. error	Beta			
1	Agreeableness	0.262	0.072	0.216	3.645	0.000	Supported
2	Consciousness	0.039	0.067	0.031	0.578	0.564	Rejected
3	Neuroticism	-0.158	0.069	-0.132	-2.311	0.021	Rejected
4	Openness	0.553	0.072	0.531	7.714	0.000	Supported
5	Extroversion	0.211	0.068	0.179	3.089	0.002	Supported

Note: Dependent variable = Knowledge sharing Intention; Adjusted  $R^2 = 0.610$ , Std. The error of estimates is 0.46795.

Source: Authors’ own work



## Discussion

This empirical study aims to evaluate the Big Five PTs (e.g., agreeableness, conscientiousness, neuroticism, openness, and extroversion) and knowledge-sharing intentions (KSI) among librarians in Baluchistan Province, Pakistan. Baluchistan is the largest province of Pakistan by land but almost an underdeveloped province due to its smaller population. Although it makes up about 44% of the land area of Pakistan, only 5% of it is arable, and it is noted for an extremely dry desert climate. The PTs and KSI of its ALs may be interesting.

The three statements measuring KSI among librarians obtained higher mean scores, indicating that these librarians wanted to exchange knowledge to earn honor and grow good bonds with peers; they are motivated and encouraged to share knowledge and share my knowledge to develop relationships with my colleagues. However, in the majority of the statement, respondents were neutral in terms of sharing knowledge, increasing their confidence, planning better libraries, and improving library productivity; they have no problem sharing knowledge, KS improves their understanding related to their field, and they share ideas of individual projects with their colleagues. The respondents need motivation and training from library associations, social welfare organizations, social protection institutes, the government, and other professional bodies for KSI. Akbar et al. (2023) also found high KSI among librarians. These results are corroborated by Ahmed et al. (2019), who revealed that academicians had high KSB.

Although Baluchistan is Pakistan's largest province in terms of land area, it is 44% of the country's total size. They could encounter obstacles including scarce resources, a lack of chances for professional growth, or a less cooperative workplace. An intriguing subject that was not previously covered in the local literature will be the character attributes and KS goals of this province's ALs. This is an interesting phenomenon: how the Big Five PTs—extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience—and KSI of ALs of underdeveloped provinces affect the KSI of the ALs in the underdeveloped circumstances. This study reveals how a backward environment may affect the PTs and KSI of the librarians that should be addressed by the governments, provincial as well as federal, welfare organizations, and professional libraries.

The testing of H1 revealed that agreeableness was a positive and significant predictor of KSI among ALs, which supports H1. It means if the ALs are agreeable or friendly, their KSI will



increase and vice versa. However, these results are not supported by Akbar et al. (2023), who exhibited that the agreeableness PTs had an insignificant effect on librarians' KSI. These results are partially supported by Rasheed et al. (2024), who found that agreeableness predicts librarians' specific competencies. Shaukat et al. (2023) also partially endorsed these findings by confirming the effect of agreeableness on KSB among academicians in Pakistan. In an international context, the findings of Opesade and Alade (2021) were also similar to this study, showing that the Nigerian librarians' agreeableness PTs is positively associated with their KSB.

H2, the analysis revealed that consciousness had no significant effect on KSI, which rejects hypothesis 2. These findings are supported by Akbar et al. (2023), who found that consciousness did not predict KSI among ALs. Shaukat et al. (2023) also supported these results and depicted that consciousness had no significant favorable influence on KSB. Hence, these results are contrary to those of Rahman et al. (2018), who revealed that academicians' Big Five PTs, including consciousness, had a relationship with the tactic of KSB.

The results found that the neuroticism PTs had a significant but negative effect on KSI, and it rejects H3. It means when the neuroticism or anxiety increases, the KSI of the ALs will decrease and vice versa. These results were fully supported by Shaukat et al. (2023), who revealed that neuroticism had a significant impact on KSB. However, these results contradict the results of Akbar et al. (2023), whose findings presented a connection between neuroticism and KSI among librarians in Pakistan.

Openness to experience positively and significantly affected KSI, which confirmed H4. It means if the ALs have the quality of openness or a welcoming nature, the KSI of them will rise and vice versa. Openness to experience positively and significantly influenced KSB, including its subsumes, such as communities of practice, personal interactions, written contributions, and organizational communication among academicians (Shaukat et al., 2023). These findings align with the findings of Akbar et al. (2023), who also found that openness to experience positively and significantly influenced KSI. These results are the same as those of Opesade and Alade (2021) found in Nigeria, where ALs' openness to experience correlated with their KSB.

H5 related to the connection between extroversion and KSI revealed a positive and significant effect of extroversion on KS by confirming the H5. It means if the ALs are extroverted or sociable, their KSI will escalate, and vice versa. These results are aligned with the results of



Shaukat et al. (2023), whose findings appeared to be partially supported, indicating an association between extroversion and KSB among academicians. However, these results disagreed with the findings of Akbar et al. (2023), who depicted that extroversion did not influence KSI.

It appeared that agreeableness, openness to experience, and extroversion had a positive and significant effect on KSI among librarians in Baluchistan. It revealed that if the ALs are agreeable, open, and extroverted, their KSI will boost. However, consciousness was insignificant, while the neuroticism PTs had a negative but insignificant effect on KSI among ALs in Baluchistan. If ALs are in a state of neuroticism or anxiety, their KS will decrease.

### **Limitations of the Study**

The quantitative research approach among ALs in Baluchistan was the main emphasis of this study. Future studies may be conducted on qualitative and pragmatic approaches. Further studies may also be conducted on the ALs from other provinces of Pakistan, such as Sindh, Khyber Pakhtunkhwa, Baltistan, and Punjab. Future research should also consider the outcomes of KS practices, such as improvements in library services, professional development, or user satisfaction. Expanding the study to include a more extensive and diverse sample of librarians across various regions and types of libraries (e.g., academic, public, special) could improve the generalizability of the results.

### **Conclusion**

Academic librarians (ALs) of the Baluchistan province of Pakistan were keen to exchange information to get honor and develop relationships; they were motivated and encouraged to share knowledge and exchange information to build good bonds with peers. However, in the majority of the statement, respondents were neutral in terms of sharing knowledge: increasing their confidence; planning better libraries; and improving library productivity; they have no problem sharing knowledge; KS improves their understanding related to their field; and they share ideas of individual projects with their colleagues. The respondents need motivation and training from library associations, social welfare organizations, social protection institutes, the government, and other professional bodies for KSI.

This study comprehensively evaluates how the Big Five PTs impact KSI among librarians in Baluchistan, Pakistan. Each trait influences KSI to varying extents. Specifically, agreeableness, openness to experience, and extroversion positively correlate with librarians' intention to share



knowledge, reinforce their roles as cooperative, inventive, and socially engaging professionals. Conversely, conscientiousness showed no significant impact on KSI, while neuroticism had a negative effect. These results align with existing studies but highlight discrepancies with others, suggesting a nuanced understanding of how PTs affects KSI. Overall, the study emphasizes the importance of certain PTs in fostering a collaborative and KS culture within libraries, with implications for both local and international contexts.

### **Recommendations of the Study**

Personality traits (PTs) and knowledge-sharing intentions (KSI) of academic librarians (ALs) of Baluchistan, an underdeveloped province of a developing country, may be generalized for other underdeveloped provinces of the other developing countries of the world due to the same socio-economic conditions of the underdeveloped provinces of the developing countries.

1. In the majority of the statements, respondents were neutral in terms of sharing knowledge, increasing their confidence, planning better libraries, and improving library productivity; they have no problem sharing knowledge, KS improves their understanding related to their field, and they share ideas of individual projects with their colleagues. The respondents need motivation and training from library associations, social welfare organizations, social protection institutes, the government, and other professional bodies to increase the KSI of the librarians of Baluchistan province.
2. This study concluded that agreeableness, openness to experience, and extroversion PTs have a positive and significant effect on KSI among librarians in Baluchistan. Therefore, these PTs of the ALs must be upheld and supported by the governments, social protection institutes, social welfare organizations, and the library associations.
3. If ALs are in a state of neuroticism or anxiety, their KS will decrease. This type of PTs may be avoided by the ALs, and social protection institutes may play their role for this.
4. With the increasing use of digital tools for KS, research could examine how technology interacts with PTs to influence KSI and behaviors. This could involve studying the effects of specific tools or platforms on librarians' willingness to share knowledge.
5. Collaborating with psychology, organizational behavior, and information science researchers could provide a more comprehensive understanding of how PTs affects KS in different contexts. Cross-disciplinary approaches could lead to innovative insights and applications.



6. Future research should also consider the outcomes of KS practices, such as improvements in library services, professional development, or user satisfaction. Understanding the broader impact of KS on organizational and individual outcomes could provide additional value to the field.

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