The Impact of Knowledge Sharing and Participative Decision-Making on Employee Turnover Intention: The Mediating Role of Perceived Organizational Support

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Abstract
In order for an organization to thrive and operate well, it is dependent on its ability to share knowledge. It is consequently well accepted that knowledge sharing in companies is a key success factor for enhancing company performance and sustainability. Therefore, knowledge sharing and employee participation in decision-making are positively associated with perceived organizational support, and turnover intention. Notwithstanding, the inherent advantages of knowledge sharing and participative decision making, promoting organizational support is a concern for many organizations. As such, the purpose of this study is to examines the interaction between knowledge sharing, participative decision-making, and turnover intention, mediated by perceived organizational support using a structural equation model. The result of the analysis of data collected from 323 staffs of telecommunication company in Iraq indicated that perceived organization support mediates the relationship between knowledge sharing, participative decision making, and turnover intention. Furthermore, knowledge sharing and participative decision making affect turnover intention. This study was able to infer that employees who are considered, recognized and treated positively benefit the organization, and this eliminates any intent to leave.

Keywords
knowledge sharing, participative decision making, perceived organization support, turnover intention

Introduction
In order for an organization to thrive and operate well, it is dependent on its ability to share knowledge (Islam et al., 2020). It is consequently well accepted that KS in companies is a key success factor for enhancing company performance and sustainability (Kremer et al., 2019). One of the most effective and cutting-edge methods of cooperative learning is the practice of sharing one’s knowledge (Murphy et al., 2017). Since knowledge and skills are distributed unevenly in the workforce, people believe that knowledge may be shared and learned as part of a professional career. However, knowledge and skills do not immediately or simply change into organizational knowledge (Curtis & Taylor, 2018). KS is a two-way process that incorporates individual activities connected to the exchange and learning of knowledge and ideas about tasks with coworkers and supervisors in order to efficiently execute the objectives of the company (Kim et al., 2015). Growing evidence shows that KS is important, as it has been connected to a company’s capacity to gain a competitive advantage (Kim et al., 2015).

Employees are the most valuable resource of any organization. A growing body of research demonstrates that knowledge sharing (KS) and employee participation in decision-making (PDM) are positively associated with
perceived organizational support (POS), and turnover intention (TI) (Huang et al., 2021; Kodden & Groenveld, 2019; Lindsay et al., 2020; Mohsen & Sharif, 2020; Scuotto et al., 2020; Srivastava & Agrawal, 2020). Notwithstanding, the inherent advantages of KS and PDM, promoting KS is a concern for many organizations. Employees might paradoxically lack confidence in their knowledge, or have to face the erosion of individual authority or supervisor in expressing their unique thoughts and experience (French et al., 1959; Jeung et al., 2017).

However, many organizations have realized that KS and PDM in institutions are unlikely to take effect, owing to several reasons like organization rules, corporate processes or tradition (Lindsay et al., 2020; Valverde-Moreno et al., 2021). These reasons have contributed to an increasing interest in stimulating the KS and PDM methods. Additionally, identifying the factors that promote KS and PDM has also prompted an important area of academic inquiry. The antecedents through which those factors interact to influence the willingness to share knowledge, and the concept of PDM have not yet been fully addressed in literatures. Moreover, scientific research is still lacking as to how POS mediates KS, and PDM influences TI. Also, the direct effect of KS and PDM on TI in the telecommunication industry is much less well-known, while awareness of organizational support is necessary to achieve KS and PDM, acting as a catalyst (Chang, Zhou et al., 2021; Purwaningrum et al., 2022). Utilizing organizational support theory (OST) (Eisenberger et al., 1986) and social exchange theory (SET) (Blau, 1964), this current study contends that KS, employee PDM, and POS are significant in the telecommunication industry to minimize employee TI.

The purpose of the present study is threefold. First, this study explores the underlying mechanism of KS and PDM, and how it influences TI. Second, this study explores the influence of KS and PDM on POS. Lastly, this study has been undertaken to investigate the mediating effects of POS on the relationship between KS, PDM and TI. POS is considered a distinct variable representing employees’ perceptions. This study contributes to the literature (e.g., Ghasempour Ganji et al., 2021; Kim & Bang, 2021) on KS and PDM by providing a basis for understanding the mediating mechanism of POS, through which it influences TI. Also by investigating the underlying logic of employee intention to share knowledge and PDM, this study expands the current spectrum for knowledge management and decision-making literature (Chang, Zhou et al., 2021; Mounjид et al., 2017; Pereira & Mohiya, 2021).

Theoretical Framework

Social Exchange Theory (SET)

Blau (1964) suggested that the SET involves workplace arrangements that go beyond a specific business exchange agreement. Based on the promise of reciprocity (Gouldner, 1960), staff contribute beyond the scope of the organization’s demand, in anticipation of future rewards. The SET stresses that people’s relationships are designed to uphold the balance between seeking and receiving (Blau, 1964). When an organization promises to provide workers with incentives, respect, fairness, and other elements, employees create a high degree of confidence in an organization that increases their readiness to work hard, and thereby reduces TI (Masterson et al., 2000). The conviction of employees that the organization supports KS and PDM builds a sense of duty and value (Bernarto et al., 2020; Fazal & Siddiqui, 2020; Goh et al., 2020). This opinion is based on different researches, which have identified a wide variety of positive effects of KS, PDM, and POS at work (Giao et al., 2020; Lindsay et al., 2020). TI is one of the most widely recognized effects of the KS, PDM, and POS (Almatrooshi et al., 2020; Eisenberger et al., 2002). Following the theory of social exchange, KS and PDM create a sentiment of duty to provide for the interests of the organization and contribute to achieving its aims (Eisenberger et al., 2001; Rhoades et al., 2002).

Moreover, POS helps members meet their socioeconomic and organizational recognition needs, such as KS and PDM, thus reducing TI (Uğural et al., 2020), allowing them to integrate organizational participation and status into their social identification, identifying the wellbeing of the group with themselves, and feeling connected emotionally with it. Then, SET helps promote KS and PDM in a business.

Organization Support Theory (OST)

OST takes POS development, nature and results into account (Rhoades & Eisenberger, 2002). Organizations generally build POS for their social and emotional interests, and are willing to pay for their improved contributions. The principle of OST applies to the connections between employer and employee. As such, OST maintains that employer business and employee commitment as a result of tangible incentives such as pay, and socio-emotional advantages such as gratitude, acknowledgment and PDM are based on the concept of reciprocity (Eisenberger et al., 1986). Previous OST academic studies indicate a relationship between POS and other
employee related outcomes (Han et al., 2010; Rhoades & Eisenberger, 2002). In this current analysis, KS and PDM are the main effects of POS, as proposed. OST distinguishes three mechanisms underlying the POS-related consequences (Kurtessis et al., 2017). First, employees who receive tangible benefits of funding feel bound by the idea of reciprocity to return the corporation. Second, POS supports social and emotional needs such as recognition needs, which contribute to the organizational commitment, engagement and employee interest in decision-making, and reduces the number of TIs and improves employee efficiency (Rhoades & Eisenberger, 2002). Lastly, POS seeks to determine how an organization is willing to honor the contributions of workers (Rhoades & Eisenberger, 2002).

Literature Review and Hypothesis Development

Knowledge Sharing (KS) and Turnover Intention (TI)

KS refers to mutual values or behavior routines relating to the exchange of ideas, perceptions and abilities within an organization or agency (Yao et al., 2020). Sharing knowledge is described as the exchanging of information, advice and experience to support others and cooperate with others in carrying out everyday tasks, solving problems and developing new ideas (Ahmad et al., 2017). KS relates to the effects and improvements of job-related behaviors of workers in an organization through sharing knowledge (Raza & Awang, 2020). Without sharing of knowledge, a company cannot take full advantage of its investments in knowledge capability (Nguyen, 2021). KS has also drawn many professionals and academics, as it provides a solution to many of the serious problems facing organizations, in a world dependent on expertise (Maheshwari et al., 2021; Nguyen & Malik, 2020). The sharing of knowledge involves a culture of mutual contact that includes the exchange of information between expertise, departments, and even organizations (Bhatti et al., 2021). on the other-hand, knowledge concealment behavior, according to Islam et al. (2020), generates a poisonous workplace culture that limits the flow of information and, as a result, hurts a company’s ability to compete. In addition to having a negative impact on lower-level outcomes (such as creativity, innovation, and performance), such a culture impedes the achievement of organizational goals (Pradhan et al., 2019). As a result, businesses should promote a culture of open communication and collaboration. Many remedial measures may be implemented by management, such as arranging leisure tours, attending to clubs, and social events, and setting up training on empathy and compassion for others; they can help individuals better understand each other, for example (Islam et al., 2020).

Several articles on the principles of KS and TI are available. The surveys carried out so far indicate that the association between KS and TI is important (Lindsay et al., 2020; Naim & Lenkla, 2016). High KS in a company leads to lower intention to turnover. Based on the SET theory, workers benefiting in organizations from adequate and required KS resources will be less likely to leave the company (Harden et al., 2018). The results of previous studies on the impact of KS on employee turnover intention show that the two variables are related (Burke, 2011; Li et al., 2019; Li et al., 2017). Therefore, more research into KS’s impact on TI, particularly in the North of Iraq context, is needed. According to the researchers’ best knowledge, limited studies have examined the relationship between KS and TI in North of Iraq, especially in the telecommunications field. Based on the above discussion, we hypothesize that:

H1: Knowledge sharing is negatively related to turnover intention.

Participative Decision Making (PDM) and Turnover Intention

PDM in different literature is utilized interchangeably with “employee engagement,” or “employee involvement” (Jurburg et al., 2019; van Assen, 2021). A “process by which workers control their workplace” is also explained as PDM (DeMaria, 2018). Also, PDM involves honoring and recognizing workers at the highest order, and providing the foundation for a social rather than economic transaction. Thus, employees will appreciate this effort through reciprocity and commitment to the organization, eliminating their intention to leave (Atouba, 2018).

Data shows that the TIs of employees are more influenced by organizational factors (Sania Zahra et al., 2018), which can easily be minimized by enhancing the PDM in an organization. When an employee is more recognized and respected by employees via PDM, their goal of attrition will be minimized (Scanlan & Still, 2019). Many results of studies have highlighted the importance of PDM to TI (Magbity et al., 2020; Panicker & Sharma, 2020; Paros, 2021). This shows that PDM is a valuable approach that helps workers, and the company as a whole, achieve good results. A raised degree of employee PDM leads to the achievement of corporate objectives (Srinivasan, 2021). In the absence of PDM, the intention of workers to stay is negatively affected (Posadzinska et al., 2020). PDM forecasts an employee’s decision to stay or leave the job (Effendi,
Based on the above discussion, we hypothesize:

$H2$: participative decision making is negatively related to turnover intentions.

**Perceived Organizational Support (POS) and Turnover Intention**

POS has been described in different forms in the literature (e.g., Huning et al., 2020; Nurcholis & Budi, 2020). Early research of Eisenberger et al. (1986) described POS as employees in a global organization who believe that the organization values their efforts and looks after their welfare. POS is also known as how important the organization considers the value of employee contributions (Eder & Eisenberger, 2008).

POS often contributes to the views of workers that their employer is highly aware of their efforts and encourages their wellbeing (Eisenberger et al., 1986). The theory of social exchange (Blau, 1964) and organization support theory (OST) (Eisenberger et al., 1986) both suggest that workers have the responsibility to contribute by cultivating beneficial attitudes toward the organization, and helping it achieve its aims by taking advantage of their positive perception of the organization and compassionate care (e.g., Maan et al., 2020; Zagenczyk et al., 2021). OST also says that POS fulfills the social-emotional desires of workers (e.g., need for appreciation), contributing to beneficial corporate behavior and attitudes (e.g., Dirican & Erdil, 2022). According to SET, workers whose contributions are recognized by their organization have a positive feeling toward the organization (Zagenczyk et al., 2021). OST also states that the advantage of expanded KS cultures in organizations must be evaluated to fulfill the social and emotional needs of POS of the staff, who want their efforts and wellbeing appreciate. As a result of the organization’s responsibilities toward KS culture, POS can increase among employees (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Based on the above discussion, we hypothesize that:

$H3$: Perceived organizational support is negatively related to turnover intention.

**Knowledge Sharing and Perceived Organization Support**

In recent and primordial research, KS has long been an attractive term, where studies in information and technology management focus mostly on POS (Ficapal-Cusi et al., 2020). Moreover, sharing knowledge is also a vital step in knowledge management, as this can assist organizations by sharing their expertise to use their most valued assets in the form of staff (Yang et al., 2020). Employees cannot combine vital expertise, talents or abilities to conduct inventive and challenging work through POS (Le & Lei, 2019; Sahban, 2019). Likewise, OST also states that the advantage of expanded KS cultures in organizations must be evaluated to fulfill the social and emotional needs of POS of the staff, who want their efforts and wellbeing appreciate. As a result of the organization’s responsibilities toward KS culture, POS can increase among employees (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Based on the above discussion, we hypothesize that:

$H4$: Knowledge sharing is positively related to Perceived organizational support.

**Participative Decision Making and Perceived Organization Support**

PDM relates to the promotion and use of employee feedback in decision-making (Hayat Bhatti et al., 2019). Thus, PDM can promote POS to the degree to which the company values and cares about its employee contributions (Ding & Shen, 2017).

Various theoretical models indicate that PDM stimulates POS. The OST shows that workers are valued and accepted as POS-enabled when managers deliberately request advice from PDM subordinates. According to Atouba (2021), PDM may provide the foundation for a social exchange in IT organizations that exceeds the standard economic agreement. These social exchanges occur as supervisors or bosses expect the opinion of workers to be responsible for this assistance. Improved PDM may improve the feeling of commitment and care of employees to the company or POS (Lythreatis et al., 2019). The beneficial association between PDM and POS between lecturers at higher education institutions is supported by Nazaruddin et al.’s (2020) research. In summary, the
PDM and POS relationship is supported by several theoretical and empirical data (Eva et al., 2020; McBey et al., 2017; Shahzad et al., 2018). Based on the above discussion, we hypothesize that:

\[ H_5: \text{Participative decision making is positively related to perceived organization support.} \]

**The Mediating role of Perceived Organization Support**

POS is seen as an important element in creating a positive PDM environment and services needed for KS activities (Alnaimi & Rjoub, 2021; Hameed et al., 2019). In terms of the mediating role of POS, the activities of top leaders and supervisors help the working environment in an organization (Huang et al., 2021). Almatrooshi et al. (2020) suggested that help from management affects the employee’s ability to share knowledge and skill with subordinates, thereby reducing negative organizational circumstances such as TI. Gadi and Kee (2020) indicated that deliberate and substantial leadership reinforcement through the employee PDM process can influence TI in companies.

Several pieces of literature (e.g., Giao et al., 2020) suggest that POS plays a significant role in KS, PDM and TI relationships. The OST states that the acts or activities of managers are regarded by workers as actions of the organization. Thus, KS and PDM are indirectly influenced by employees’ positive perceptions about POS in reducing TI. Employees who feel that their workplace supports KS and PDM are more likely to get POS, which ultimately reduces the company’s TI rate. POS, therefore, promotes a win-win solution through a positive KS/PDM climate (Wu & Lee, 2017). Specific employers’ objectives are usually consistent with the interests of other workers in supporting work conditions for KS and PDM, or with even corporate objectives that endorse POS and minimize TI (Bukhari & Kamal, 2019). It is also possible that the degree to which a company is shown to be welcoming can affect whether both the employee and the organization’s results are positive. Perceived support is intended to minimize and tackle negative organizational conditions (e.g., TI). Moreover, some scholars have shown that KS, PDM and POS affect TI (Huning et al., 2020; Mathafena & Grobler, 2021; Purwaningrum et al., 2022). Based on the above discussion, we hypothesize the following:

\[ H_6: \text{POS mediates the effects of KS on TI.} \]
\[ H_7: \text{POS mediates the effects of PDM on TI.} \]

**Methodology**

**Data Collection Procedure and Sample Characteristics**

The data used for this study’s analysis was collected from employees of communication company in the Northern part of Iraq. A self-administered online questionnaire was used to collect data. Informed consent to respond to the survey was received from the respondents before collecting data and we assured them that the data will be kept strictly confidential, and will be used only for research purposes. Convenient sampling method was employed for this study, by collecting data from the available and willing employees in a telecommunication firm. The population size for this study is 2000 employees, the employees work in the four different governorates in Northern Iraq. All the questions for the online questionnaire were all made required thereby making it impossible to submit without completing the form, as such there was no missing data. Consequently, using the sample calculator, the appropriate sample size for this study is 323.

**Measurement Tools**

Sections of the questionnaire were broken up into three groups. To help participants understand the study’s overarching goal, we explained the study’s purpose and methodology in Section 1. Despite our assurances that their comments would remain anonymous, they were never requested to reveal their identities. Measurement instruments and products are included in Section II. The Likert scale ranged from strongly disagree (1) to strongly agree (5) for each item. In Section III, respondents were asked to describe their personal demographics. To measure knowledge sharing, measures were adopted from Cheng and Li (2011), it has 10 items. Participative decision making’s scale was adopted from Locke and Schweiger (1979) and it has four items. Items for perceived organization support was adopted from Eisenberger et al. (1986) and it has five items. And finally, turnover intention was adopted from Dalessio et al. (1986), the construct has three items.

**Data Analysis**

The theoretical framework was analyzed using structural equation model. The two-way approach proposed by Anderson and Gerbing (1988) has been the basis for testing confirmatory factor analysis (CFA) and the hypothesized model structure. The first step used CFA to
evaluate the reliability and validity of the measurement model. The second step tested the structural model by estimating and assessing the overall model fit.

Result and Findings

Demographics Characteristics

As shown in Table 1, the majority of the respondents were male (60.7%). More than half of the respondents (59.4%) were between 26 and 35 years old. One-third of the respondents (39.9%) had a bachelor’s degree. More than half of the respondents had company experience (77.1%). Concerning the location where the respondents work, a higher percentage worked at Sulaymaniyah (46.1%).

Measurement Model

To begin, preliminary data validity was confirmed using an EFA metric of Principal and Exploratory Factor Analysis (EFA). In the end, the eigenvalues of the components of the derived variables were 2.879 and the proportion variance was 0.719. Skewness and kurtosis values were also examined to ensure that the data was normal. To ensure data normality, the skewness and kurtosis indices must not exceed /2.3/. (Shrestha, 2021). These data are all within the recommended ranges for their respective items’ values for indices of skew and kurtosis. Therefore, this study’s respondent data is deemed appropriate for factor analysis purposes. KMO and Bartlett sphericity tests were also employed to determine the appropriateness of the sample for analysis. According to the data, the KMO measure is 0.811% < 0.001, X2 (863.274) and the df is 6.000 (p = .000 < .01). So the data acquired is suitable for investigation. Second, the validity and reliability of the constructs were tested by assessing the measurement model. For each construct, alpha coefficient values were obtained using Cronbach’s alpha coefficient, and the alpha coefficient values ranged between 0.791 and 0.841, which shows a high degree of internal consistency. Additionally, the convergent validity was assessed by determining the composite reliability (C.R), factor loading, and average variance extracted (AVE). There was a range in the composite dependability of 0.790 to 0.983, meaning that all constructions fulfilled the required value of 0.6 as advised by the authors (Bagozzi et al., 1998). Fornell and Larcker (1981) recommend an acceptable value of >0.50 when calculating the factor loading for each item, which ranged from 0.579 to 0.918 as shown in Table 1. These values, along with the AVE values, indicate that the factor loading for each item was above the recommended value of 0.5 (Kline, 2011). As a result, the common method bias (CMB) is utilized to detect full collinearity in the partial least square approach, ensuring that all items are fully collinear (Kock, 2015). Hair et al. (2006) state that for the items to be free of CMB, the VIF values must be below 3.3 criteria, and all of the VIF values were below this mark. We also implemented the suggestions made by Podsakoff et al. (2003). First and foremost, it was made sure that everyone involved had given their consent. Second, we ensured the respondents’ privacy and anonymity. The form also noted that there were no right or wrong answers, and that they should provide honest responses.

It is necessary, according to (Chin, 1998) and as indicated in Table 2, that the square root of the AVE for each concept be greater than the correlation between the components in order to assess discriminant validity. To summarize the theoretical model, the reliability, convergent validity, and discriminant validity are sufficient to move on to CFA.

Testing of Hypothesis

An appropriate way to assess model fit is to use the Goodness of Fit Index (GFI), the Normed-Fit index (NFI), the CFI, the Tucker-Lewis index (TLI), and the Root Mean Square Error of Approximation (RMSEA).
The CFA model fit was acceptable in this study with $X^2 = 448.461$, and $df = 203$, $X^2/df = 2.21$. The standardized root mean square residual (SRMR) was 0.049 and the goodness of fit index (GFI) was 0.994. The NFI was 0.993. The incremental fit index (IFI) was 0.998. The Tucker-Lewis index (TLI) was 0.997. The comparative fit index (CFI) was 0.998. The root mean square error of approximation (RMSEA) was 0.040 and the p-value was less than 0.05. Hence, RMSEA is at the required limit of 0.08 (Hooper et al., 2008). These fit indices all meet the criterion set out by the authors (Bagozzi et al., 1998; Hair et al., 2006). The results of the analysis reveal that the model has a good fit.

As mentioned in the conceptual model (Figure 1), fit is determined by regression coefficients ($\beta$) and p values. Table 3 shows a range of ($\beta$) values, from 0.09 to 0.44. There are therefore no negative hypotheses, which confirms that the postulated links are valid and well-founded (Figure 2).

### Discussion

The purpose study is a unique effort to look at the mediating impact of POS on the relationship between KS, PDM and TI in the telecommunication industry of Northern Iraq. This current study is meaningful in the light of the fact that it is the first study, according to the best of the researchers’ knowledge that investigates the mediating effect of POS on KS, PDM and TI. Through the SEM of 323 telecommunication employees in Northern Iraq, several study findings have been elicited. There are seven hypotheses in this current study. First, it was hypothesized that KS, PDM and POS would have a negative effect on TI; thus, the study supports hypothesis 1, 2 and 3. The findings show that organizations with KS and employee PDM attitudes have a lower level of TI. Also, an employee with the perception of POS is expected to have a declining TI. Second, this finding supports the argument that organizations with KS and PDM have employees who perceive that employers value their interests and care about their wellbeing, which relates to POS; thus, hypothesis 4 and 5 are supported.

Lastly, the study findings also support the argument that POS has a partial mediating effect on predicting the relationship between KS and PDM on TI. The findings show that telecommunication organizations with KS and employee PDM culture help their employees understand that they are being supported; this then decreases TI. The results reported in this study regarding POS appear to make it a potential solution to decrease the voluntary TI of employees. These results have important theoretical and practical significance for the study of employees’ relation to KS, PDM and POS in the telecommunication industry.

Blau (1964) and Eisenberger et al.’s (1986) proposals of SET and OST, respectively, suggest that people contribute positively instead of negatively when they get a favor, which is examined in this study. Results from this current analysis suggest that KS, PDM, and POS reduce staff turnover. This study is supported by the research carried out by Naim and Lenkla (2016), while Lindsay et al. (2020) suggestion of an organization’s optimistic approach toward its workers, with KS in mind, also support the results of this current study. In this study, there is a negative association between PDM and TI. The findings of Panicker and Sharma (2020), Paros (2021), and Magbity et al. (2020), conclude that the PDM of workers can help achieve good organizational results and reduce negative outcome, such as the TI, thereby also supporting this study.

Furthermore, in this research, POS has a negative influence on TI. This result is confirmed through the
Knowledge Sharing

H1

Perceived Organization Support

H3

Turnover Intention

H4

H6

Participative Decision Making

H2

H7

H5

Figure 1. Conceptual Model.

Figure 2. Path diagram.
research of Afzal et al. (2019), who maintained the idea that workers who are considered, recognized and treated positively benefit the organization, and this eliminates any intent to leave.

KS and PDM lead to a series of gains such as increased POS perception of employees and decreased intention to leave (Kurtessis et al., 2017). The findings of this analysis suggest that KS and PDM seem to be the possible solutions to TI. This corresponds to additional scientific research, reporting that KS and PDM improve employee perceptions about POS (Ding & Shen, 2017; Yang et al., 2020). This result indicates workers who see their interests supported and some commitment, deem themselves as being meaningful to the company, because of the KS and PDM effects. The results suggest that this leads to their efforts being significantly increased.

In this study, it was discovered that POS mediates the interaction between KS and TI, and that when an organization has a KS culture, employees perceive belonging and support from the organization, which in turn decreases TI. This discovery is in line with different research studies (Giao et al., 2020; Mathafena & Grobler, 2021; Purwaningrum et al., 2022). This study also found that POS mediates the PDM and TI interaction. This result shows that the willingness of workers to be part of the organization’s decision-making is influenced by their perception toward POS, which further influences the decision to leave. By investigating the mediation process of POS, this analysis encourages and reinforces SET and OST, showing that when workers are aware that knowledge is openly exchanged and that management wants to maximize their involvement in decisions, the employee’s desire to leave the organization decreases.

**Theoretical Implication**

There are numerous ways in which this study contributes. In spite of several studies looking at the connection between knowledge sharing and turnover intention, these variables effect differently with distinct variables (Chen & Wang, 2019). This new study will examine the link between knowledge sharing, participation in decision-making, and turnover intention mediated by perceived organizational support.

As Blau (1964) argued, people reciprocate favors from their employers in the form of a better job performance. A creative culture is built on the foundation of knowledge sharing, which in turn fosters employees’ inventiveness. Consequently, a number of studies have examined the relationship between POS and KS and other factors (Jeung et al., 2017). However, POS’s role as a mediator for KS, PDM, and TI has gone mostly unnoticed. In light of this backdrop, the findings of this study emphasized the relevance of POS that inspire individuals to enhance information sharing and thereby reduce turnover intention.

**Practical Implications**

The results of the study show that KS, PDM and POS should be the priorities of an organization, if workers are to be positively affected. For practitioners, in particular organizations, employees must rethink their intention of leaving, whereby KS, PDM and POS offer this option. Managers can establish platforms to exchange knowledge and expertise with employees through different functional disciplines, and take input from employees that affect TI in the enterprise. This study also indicates that management KS and PDM initiatives can affect employees’ view of POS, which can lead to a decrease in their intention of leaving. Also, findings suggest that organizations with a strong Knowledge Sharing Culture (KSC) may go the extra mile in providing resources that benefit executive retention, and HR managers may seek to develop and encourage a stronger organizational culture around knowledge sharing to help reduce cynicism and aid retention (Haar et al., 2021).

The KS and PDM of an organization represent the desire of workers to learn and share and exchange valuable information with other representatives of the company, and for their own intervention (Wong et al., 2018). Building on the principles, norms, behaviors or views expressed by employees, PDM and KS are applied and treated as part of the organizational culture, which molds the perception and behavior of the employees (Wong et al., 2018). The results of this analysis demonstrate explicitly that KS and PDM are the catalysts and progenitors to POS and TI reduction. Also, POS indicates the mediating influence in the relationship of KS and PDM on TI. This research makes many theoretical and functional contributions that can enable the management to select and apply the relevant knowledge management and PDM mechanisms. The aim of this study was to understand the views of employees in the telecommunications institutions, and how PDM and knowledge sharing help improve POS and reduce TI among employees. Management or organizations must implement PDM to share techniques and practices, and foster the management of information and PDM by means of appropriate processes and technology, in order to increase POS and reduce TI. Knowledgeable and adaptable staff are key tools to retaining success in an ever-changing and turbulent market climate. With the evolution of KM and of the decision-making mechanism, and the introduction of new variables, information exchange and PDM for employees must be captured. With organizations switching to a more diverse work force, it is essential that the
organizations incorporate information sharing and staff PDM to enhance employee adaptability, and a good feeling toward POS, so that they appreciate the effects of KS and PDM on POS, and thereby TI.

**Limitations and Future Research Suggestions**

As in every research study, this study also has many limits. First, the survey adopted a convenience sampling method. The study included questionnaires that were self-administered and made available to the first available personnel. The sample size is the second limitation of this analysis. The sample number included staff from a selected telecommunication firm. Thus, these theories have been examined only in terms of a survey from a telecommunication institution in Northern Iraq; therefore, it might not be suitable to generalize the findings to other cultures and nations.

KS, PDM and POS were the key subjects of this analysis. In this study, the methodological paradigm introduced can open many doors for potential research. The model analyzed and used KS, PDM and POS from the point of view of telecommunications workers, as an indicator for positive organizational outcome. This study showed that KS, PDM, POS have a clear positive relationship and a negative TI outcome. Also, while current studies have been quite modest in establishing their connections to KS, PDM, POS and TI, further research should be carried out on the effects of personality on the experience of POS by the employees. For example, due to an employee’s confidence and high social audacity, this may initiate and gain more input and autonomy, with regards to KS and PDM. Further study could help consider the moderating impact of personality traits on the relationship between KS and POS, and the relationship between PDM and POS.

**Conclusion**

In order for an organization to thrive and operate well, it is dependent on its ability to share knowledge. It is consequently well accepted that knowledge sharing in companies is a key success factor for enhancing company performance and sustainability. Therefore, it is important for practitioners to put in place policies to ensure knowledge sharing and participation in decision making which will affect employees’ perception about organization’s support, which can lead to a decrease in their intention of leaving their job.

**Appendix 1.**

| No | Items                                                                 |
|----|-----------------------------------------------------------------------|
|    | 1. Usually, I do my best and offer suggestions while discussing work-related matters with my colleagues |
|    | 2. I am usually willing to share my knowledge and experience with others |
|    | 3. When my colleagues consult me, I am willing to answer their questions as well as I can |
|    | 4. I usually record as much as possible when I am writing a document or a report |
|    | 5. If something is hard to explain, I gladly give my colleagues a demonstration |
|    | 6. I am willing to offer less-experienced colleagues opportunities to perform |
|    | 7. When my colleagues are in need, I do my best to offer them needed information and documents |
|    | 8. When I can’t help my colleagues solve their problems, I tell them where to look for assistance |
|    | 9. I encourage my colleagues when they are facing difficulties at work |
|    | 10. When I teach my colleagues, I express my ideas in a way in which they can be fully understood |
|    | 1. I have a say in selection and training decisions |
|    | 2. I can participate in strategy making of organizational administration |
|    | 3. I can participate in measurement of organizational performance and compensation |
|    | 4. I can participate in decision making in work processes |
|    | 1. My organization values my support to its well being |
|    | 2. My organization strongly considers my goals and values |
|    | 3. My organization really cares about my well being |
|    | 4. My organization is willing to help me when I need a special favor |
|    | 5. My organization takes pride in my accomplishments at work |
|    | 1. I often think about quitting my present job |
|    | 2. I will probably look for a new job in the next year |
|    | 3. As soon as possible, I will leave the organization |
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