

Exploring Knowledge Sharing Determinants in Public Sector: A PRISMA-Based Systematic Review

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Abstract

Knowledge sharing (KS) plays an essential role for improving organizational performance and innovation, enabling faster problem-solving and collaboration. However, in the public sector, participation in KS remains low, hindering organizational learning and development. As Indonesia adopts knowledge management systems in its public sector, challenges emerge in fostering knowledge-sharing behaviors. This study uses the systematic review method, following PRISMA 2020 guidelines, to identify key factors influencing knowledge-sharing intention (KSI) and propose solutions. Through a rigorous selection process, 20 relevant studies were analyzed, categorizing factors into individual, organizational, and technological groups. The results indicate that attitudes, perceived behavioral control, subjective norms, reward systems, and the perceived usefulness of technology have a significant impact on KSI. This study offers a comprehensive reference for future research on KS in the public sector and provides insights for policymakers to design initiatives that enhance organizational learning.

A. Introduction

Within the context of knowledge sharing in government institutions, the low participation in sharing case studies and reviews has become a crucial challenge [1]. Knowledge Sharing (KS) plays an essential role in ensuring that valuable insights and experiences related to problem-solving are not confined to individuals, but can be accessed and utilized by the entire organization [2]. Specifically, sharing knowledge about problem-solving, it provides significant organizational learning opportunities when facing similar challenges in the future [3]. In developing countries such as Indonesia, the underdevelopment of knowledge management in the public sector is closely linked to the low level of knowledge sharing activities among employees [4], [5].

However, in many government institutions, participation in sharing case studies and reviews remains relatively low. Yet, Knowledge Sharing (KS) is highly beneficial for organizations, as it helps accelerate problem-solving processes, strengthens the consistency of solutions and enhances overall effectiveness [2], [3]. The low engagement in knowledge sharing can be attributed to various factors, including the lack of motivation or intention to share knowledge among employees [6].

To get better understanding about the factors caused low knowledge sharing intention (KSI), an in-depth analysis through a Systematic Literature Review (SLR) is essential. This research can pinpoint various elements that affect the intention to share knowledge and its impact on organizational outcomes. SLR findings are anticipated to guide organizations in formulating strategies to enhance employee participation in knowledge sharing, which is vital for fostering organizational learning and boosting efficiency. The research questions developed in this study are:

1. **RQ1:** What are the factors that can influence Knowledge Sharing Intention?
2. **RQ2:** What are the impacts of Knowledge Sharing Intention on organizations?

B. Literature Study

a. Knowledge Management in Public Sector

Knowledge management (KM) has garnered significant interest within public organizations, although with more pronounced growth in private sectors [7]. KM in public sector is conceptualized as a social process where knowledge is formed through the collection, interpretation, and sharing of information. This perspective addresses criticisms of KM's internal focus and emphasizes the importance of meaning in decision-making and policy formulation [8].

Recent studies highlight the increasing importance of KM in the public sector, emphasizing its benefits for allowing institutions to work smarter and enhancing efficiency, improving service quality, and fostering innovation [9], [10].

b. Knowledge Sharing Intention

Knowledge sharing intention refers to an individual's deliberate willingness or motivation to share their knowledge, skills, or experiences with others. [11]. Knowledge sharing intention is derived from the theory of planned behavior (TPB), which asserts that intention in knowledge sharing can influence behavior related to

knowledge sharing [6]. Previous studies have shown that knowledge sharing intention can have an impact on knowledge behavior [11], [12], [13], [14].

The development of knowledge-sharing behavior encompasses activities that deliver task-specific information and practical insights to support others, as well as work together with them to address challenges, innovate, or execute policies and procedures [13]. In the context of a lesson learned system, which is a type of knowledge sharing system, knowledge sharing intention can foster sharing behavior, enabling the study of previously handled cases to leverage experiences from past situations. This allows organizations to avoid repeating the same mistakes in the future, enhance efficiency in problem-solving, and improve existing processes or procedures.

C. Research Methodology

This study adhered to the latest guidelines outlined in the Preferred Reporting Items for Systematic Reviews (PRISMA) 2020 while conducting the systematic literature review (SLR). The updated PRISMA framework ensures a comprehensive and transparent approach in reporting systematic reviews, enhancing the reliability and reproducibility of the research findings [15]. This protocol aims to formulate research questions and explain the chosen sources of information, search strategies, selection criteria, as well as the processes for data extraction and analysis.

a. Information Resource Selection

We conducted comprehensive searches using various academic databases known for their vast collections of scholarly publications, including:

1. Scopus(scopus.com)
2. ScienceDirect(scencedirect.com)
3. IEEE Xplore (ieeexplore.ieee.org)
4. Semantic Scholarship
5. ACM Digital Library

In addition to database searches, we also reviewed the reference lists of selected articles to uncover additional relevant studies. Articles that were inaccessible in full text to the authors were excluded from the final selection.

b. Research Selection

The process of selecting studies was carried out in by formulated the correct keywords. The keyword search, or search string, was chosen according to our research interest in reviewing related factors that influence trust on used of e-government. The first part of keywords detect and identify the factors/determinant defined as (**"FACTORS" OR "DETERMINANT"**). The second part was focused on influences/affects defined as (**"INFLUENCES" OR "AFFECTS"**). The third part was focus on knowledge sharing intention or knowledge sharing motivation formulated as (**"KNOWLEDGE AND SHARING" AND ("INTENTION" OR "MOTIVATION")**). The combination of all keywords became final query as (**"FACTOR" OR "DETERMINANT") AND ("INFLUENCE" OR "AFFECT") AND ("KNOWLEDGE AND SHARING" AND ("INTENTION" OR "MOTIVATION")**). The search query was utilized to explore and select titles, abstracts, and keywords of identified articles, adhering to specific eligibility criteria.

c. Eligibility Criteria

This study involves four stages in selecting relevant research. These stages include initiation, title and abstract selection, full-text selection, and quality assessment. Each stage employs specific inclusion and exclusion criteria. In the quality assessment stage, five questions are used to evaluate the quality of previous studies. The tables outlining the stages and inclusion/exclusion criteria are provided in Table 1, and the questions used for quality assessment can be found in Table 2.

Table 1. Stage of SLR

Phase	Inclusion Criteria	Exclusion Criteria
Initiation	Boolean search Published in 2019-2024 Using English Language The article focuses on Information Technology (IT) and related fields. Open Access	Paper SLR, Literature Review, Conference Notes, Speaker Notes
Stage 1 (Title and abstract selection)	The article focuses on Knowledge Sharing	Duplicate literature
Stage 2 (Full-Text Selection)	The article discusses factors influencing knowledge sharing intention. The article explores the impact of knowledge sharing. The article focuses on public service as its scope	The paper is not available from the source.

In the initiation phase, a search across five databases resulted in the identification of 918 journal articles. Subsequently, in stage 1, a screening process was conducted to eliminate duplicate articles and retain only those focused on Knowledge Sharing. This screening yielded 194 articles, which were then subjected to a full-text review for relevance. Following this review, 20 articles were selected for further quality assessment using a predefined checklist of questions. The quality assessment revealed that all 20 articles met the criteria for high quality and were therefore included in this study. All the steps undertaken in the process are illustrated in Figure 1.

Table 2. Statements of Quality Selection

Checklist	Checklist Statement
M1	Are the problems stated clearly and solutions provided?
M2	Are the research objectives clearly stated?
M3	Is there a discussion on Knowledge Sharing Intention?
M4	Are the research findings clearly explained?
M5	Do the conclusions in the article answer the research questions?

In this study, the extracted data from the selected articles will include information such as title, publication year, authors, country of origin, influencing factors, and the impact of knowledge sharing intention. After the extraction phase, the data will be processed and analyzed in-depth using a data-driven synthesis approach. This method enables the integration of research findings to provide a more comprehensive and structured empirical overview of the topic discussed. The

approach also allows for the exploration of trends and common patterns that emerge from the analyzed literature.

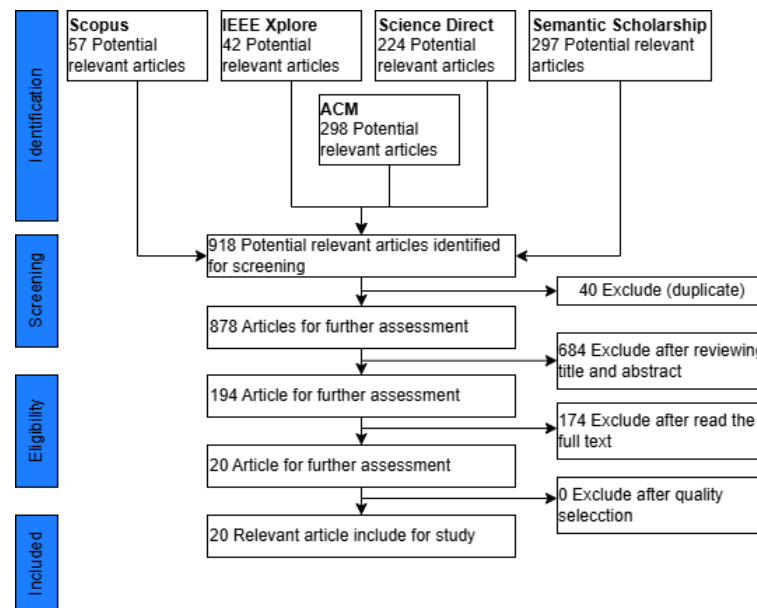


Figure 1. PRISMA Flow Diagram

D. Result and Discussion

After data analysis, the result is that organizational and technological complexity often drives the need for innovation, especially in IT projects within the public sector. Such complexity demands novel solutions to manage diverse and challenging project components. In Indonesia, where government organizational structures are rigid and resources are limited, innovation becomes essential to navigate technological uncertainties and address diverse stakeholder needs. This case illustrates how technological and organizational complexity can act as catalysts for innovation, pushing project teams to develop adaptable and creative solutions for success. One of the key focuses in this discussion is identifying the countries of origin of the literature reviewed as figured in table 3. This is important for illustrating the geographical and socio-cultural contexts that underpin previous studies, as well as highlighting how the issue of knowledge sharing in the public sector is understood and addressed across different parts of the world.

Table 3. Country of Research Sources

Country	Article	Total
Portugal	[16], [17]	2
Vietnam	[18]	1
Pakistan	[19]	1
Indonesia	[11], [20], [21], [22], [23]	5
China	[6], [12]	2
Saudi Arabia	[24]	1
Malaysia	[13], [14]	2
Sudan	[25]	1
British	[26]	1
Ethiopia	[27], [28]	2
Oman	[29]	1
Iran	[30]	1
Total		20

Based on the identification of countries of origin from the reviewed literature in Table 3, Indonesia emerges as the most prominent contributor to studies on knowledge sharing in the public sector, with a total of five articles. This indicates a significant level of attention toward knowledge sharing issues in Indonesia's public sector, which may be related to complex bureaucratic challenges, administrative reforms, and the need to improve organizational performance. Other notable contributors include Portugal, China, Malaysia, and Ethiopia, each with two articles. Meanwhile, nine other countries—such as Vietnam, Pakistan, Saudi Arabia, Sudan, the United Kingdom, Oman, and Iran—each contributed only one article. The variation in the number of publications across countries reflects differences in levels of attention, contextual needs, and the maturity of research on knowledge sharing within the public sector. These findings also suggest that, while studies on public sector knowledge sharing have been conducted globally, research remains concentrated in certain countries, particularly those undergoing administrative reforms or transitions in knowledge resource management.

In deeper analysis, The table 8 reveals an interesting comparison between countries in terms of the factors influencing knowledge sharing behavior and the theories used to analyze them. In Iran and Vietnam, although the sectors studied differ (libraries in Iran and international universities in Vietnam), both countries employed behavior-based models. Iran utilized the Theory of Reasoned Action, which emphasizes that knowledge-sharing behavior is driven by intention, influenced by individual attitudes toward the behavior. Meanwhile, Vietnam adopted the Theory of Planned Behavior, which adds the element of perceived behavioral control, i.e., how much individuals feel they are capable of sharing knowledge, particularly in the context of students and academic settings. This distinction suggests that in educational environments, behavioral control (such as student motivation and lecturer roles) plays a larger role compared to organizational settings like libraries, where intention and attitude are the primary drivers.

Additionally, significant differences emerge in the choice of theories between Pakistan and Indonesia. In Pakistan, the Competing Values Framework was used to examine how informal knowledge management mechanisms and top management support influence knowledge-sharing performance. This model focuses on balancing different organizational values, such as flexibility and control, as well as internal and external orientation. This contrasts with Indonesia, where the Theory of Planned Behavior was employed in two studies to analyze psychological factors such as self-efficacy and subjective norms. This highlights that Pakistan's approach is more oriented towards organizational structure and overall values, while in Indonesia, individual behavior and perceptions of their capability, along with prevailing social norms, are the key factors influencing the knowledge-sharing process.

Table 4. Year of Publication

Year	Article	Total
2019	[12], [18], [26]	3
2020	[16], [20], [24], [25], [30], [31]	6
2021	[19], [21], [32]	3
2022	[6], [11]	2

2023	[13], [22], [23], [27], [28]	5
2024	[14]	1
Total		20

a. Factor Affecting on Knowledge Sharing Intention

In this session, the author aims to address the first research question. The classification process involves organizing the studies into four distinct categories: individual, organizational, technological, and environmental. This framework allows for a comprehensive analysis of the research findings, facilitating a clearer understanding of how each aspect contributes to the overall context of the studies. By segmenting the research in this manner, researchers can better identify trends across these different dimensions. Individual factors refer to those originating from the employees themselves, while organizational factors stem from the internal dynamics of the organization. Technological factors pertain to the tools and resources employed by employees to engage in knowledge-sharing activities. These tools are essential for facilitating effective communication and collaboration among team members, ultimately enhancing the overall knowledge-sharing process within the organization. Meanwhile, environmental factors are external influences beyond the individual, organizational, and technological.

Based on Figure 2, it is evident that the individual aspect is the most frequently discussed, accounting for 57% in the most recent studies, followed by the organizational aspect at 28%, and the technological and environmental aspects at 7% each.

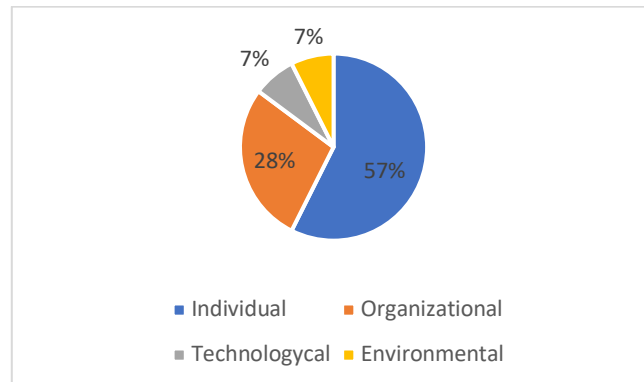


Figure 2. Frequently Aspect Discussed

In the individual aspect, the factor of attitude is one of the most discussed factors that can influence knowledge sharing intention. Attitude refers to an individual's desire to do something, which is influenced by their feelings and views toward that matter [31]. In the context of this study, attitude toward knowledge sharing indicates how an individual's perspective on the practice can influence their intention to share knowledge [25], [27], [31], [32]. Meanwhile, another factor within the individual aspect that impacts knowledge sharing intention is Perceived Behavioral Control (PBC). PBC refers to an individual's belief or assumption about their ability to perform a behavior under specific conditions. Several studies have shown that PBC can influence knowledge sharing intention [21], [22], [25], [33].

In the organizational aspect, the factors that are frequently discussed and can influence knowledge sharing intention are subjective norms. Subjective norms refer to the social pressure perceived by an individual regarding their decision to engage

in or refrain from a particular behavior [31]. In addition, subjective norms are external factors that lie outside the individual and influence a person in making decisions [22]. In the context of this study, organizations, particularly in the public sector, play a crucial role in creating a social environment that supports individuals in developing knowledge sharing intention. In addition to subjective norms, another factor frequently discussed is the reward system. The reward system is a mechanism for providing recognition from the organization to individuals who engage in knowledge sharing activities [27], [28].

The next aspect is technology. This aspect is not discussed as extensively as the individual and organizational aspects. The factor of interest in this study is perceived usefulness. Perceived usefulness refers to an individual's belief that using a particular technology or system will enhance their performance or make their work easier [26]. In the context of knowledge sharing intention, the presence of a system or technology can encourage individuals or staff within an organization to develop an interest in engaging in knowledge sharing.

Table 5. Summary of Factors Influence Knowledge Sharing Intention

Factor	Article	Definition	Total
Individuals			
Enjoyment	[11]	This reflects the satisfaction people feel when helping others through knowledge sharing.	1
Reciprocity	[26], [28]	A social norm where individuals are expected to reciprocate what they have received from others or contribute toward mutual benefit.	2
Trust	[12], [26], [28]	Related to people's belief in others.	3
Motivation	[18]	These are the internal or external incentives that drive individuals to engage in knowledge sharing.	1
Individual Characteristic	[18]	Refer to personal traits such as motivation, personality, and cognitive style.	1
Attitude	[6], [16], [21], [22], [24], [25], [27], [30], [31], [32]	An individual's outlook toward sharing knowledge with others.	10
Self-Efficacy	[11]	It can be expressed in an individual's belief that their knowledge can contribute to solving problems and generating work-related ideas.	1
Self-control	[6]	Adhere to their intentions in their efforts to achieve long-term and persistent personal behaviors.	1
Privacy risk	[12]	Reflects the potential losses and uncertainties that arise from disclosing information.	1
Perceived behavioral control	[13], [21], [22], [25]	People's perceptions of their ability to perform a given behavior.	4
Individual Perception	[14]	An individual's judgment regarding the significance and delivery of information or teaching materials is crucial for knowledge sharing.	1

Intrinsic Motivation	[23]	Motivation derived from internal satisfaction and interest in tasks.	1
Need to Belong	[20]	The individual's drive to connect with others and feel part of a group.	1
Altruism	[20]	The motivation to help others without expecting anything in return.	1
Personal Growth	[20]	The desire for continuous learning and self-development.	1
Personality	[14]	A person's behavior	1
Total			31
Organizational			
Reward	[27], [28]	The incentive comes in a variety of forms and includes both financial and non-financial motivating forces.	2
Extrinsic Motivation	[23]	Motivation derived from external factors such as rewards or pressure.	1
Organizational Climate	[30]	the quality of an organization's internal environment that can be felt and is able to influence its members.	1
Organizational Environmental	[18]	These involve the external conditions affecting students, such as classroom atmosphere, technological tools, or team structure	1
Role	[18]	Includes the contribution and influence of authority figures within the organization.	1
Informal Knowledge Management Mechanisms	[19]	Informal mechanisms are those not governed by official policies, but rather are shaped by social interactions and the trust that exists among members of the organization.	1
Top Management Support	[19], [28]	The support from Top management plays an important role in encouraging knowledge sharing behavior	2
Formal Knowledge Management Mechanisms	[19]	Includes formal structures and mechanisms designed by organizations to organize knowledge sharing.	1
Trust in community	[12]	User confidence in capabilities and community integrity.	1
Subjective Norm	[16], [17], [21], [22], [24], [31]	Perceptions regarding social pressure or expectations from people around them (such as colleagues, superiors, or the social environment) to share knowledge.	6
Knowledge Sharing Policy	[28]	Policies that provide guidance on the externalization of knowledge from tacit to explicit.	1

Shared vision	[28]	Collective shared understanding group goals and corresponding social systems behavior.	1
Empowering by Leader	[27], [30]	Leaders are role models who will guide and direct the entire process of sharing knowledge online.	2
Organizational Citizenship Behavior	[23]	Voluntary behavior enhances organizational success without the expectation of specific rewards.	1
Institutional Collectivism	[26]	The extent to which an institution or organization supports and encourages collective knowledge sharing behavior.	1
Total			15
Technological			
Perceived Usefulness	[26]	User perceptions of the benefits of sharing knowledge	1
Perceived Online Attachment Motivation	[26]	The extent to which users are motivated to participate in an online community and share knowledge based on their involvement with that community	1
Electronic Word of Mouth Quality	[26]	The quality of information shared online. Trusted and useful information tends to be shared more.	1
Perceived Online Relationship Commitment	[26]	Users' commitment to relationships in online communities.	1
Total			4
Environmental			
Other Support	[6]	Refers to the spiritual and material assistance received from the family members, friends, colleagues, and social groups.	1
Perceived environmental concern	[21]	Awareness of environmental effects that will motivate individuals to adopt pro-environmental behaviors.	1
Other Motivations	[23]	Include trust that fosters knowledge-sharing, leadership that plays a crucial role in guiding team members, and the impact of information technology in enhancing technological skills and competencies in knowledge-sharing.	1
Social Interaction	[28]	Relationship between person.	1
Total			4

The literature reviewed indicates that the intention to share knowledge is significantly shaped by the interplay between attitude, subjective norms, and perceived behavioral control, as described in the Theory of Planned Behavior (TPB). Attitude pertains to how favorably individuals perceive knowledge sharing, considering it a valuable and advantageous act for both personal and organizational benefit. A positive attitude generally enhances one's willingness and motivation to engage in such behavior [6], [16], [21], [22], [24], [25], [27], [30], [31], [32]. Subjective norms represent the social influences or expectations from the individual's environment such as peers, superiors, or the broader organizational

culture which can encourage knowledge sharing, particularly when individuals believe that significant others support or expect it [16], [17], [21], [22], [24], [31]. Perceived behavioral control involves the individual's assessment of their ability to perform knowledge sharing, including perceived obstacles and available resources. Those who feel confident in their capabilities and have access to necessary resources (time, supportive systems, and technology) are more inclined to develop a strong intention to share knowledge [16], [17], [21], [22], [24], [31]. Together, these three components create a reinforcing psychological mechanism that drives knowledge sharing behavior, highlighting TPB as a widely adopted and appropriate framework in public sector knowledge sharing research.

In addition to the factors mentioned earlier, this study also considers the theories used to map the influence of several factors on knowledge sharing intention. The theory that is frequently utilized is the Theory of Planned Behavior (TPB). The Theory of Planned Behavior states that an individual's behavior can be predicted by their intention to act, and that intention is influenced by their attitude toward that behavior. [20], [24], [31]. In other words, if an individual has a positive attitude toward a behavior, they are more likely to intend to perform that behavior, which in turn will affect whether they carry it out or not. This study incorporates technology-related theories to investigate the impact of technology on knowledge-sharing intentions. Specifically, it uses the Unified Theory of Acceptance and Use of Technology (UTAUT) and the Technology Acceptance Model (TAM) to analyze how technology influences individuals' willingness to share knowledge. UTAUT is a framework designed to understand the factors that influence technology acceptance and usage [24]. The Technology Acceptance Model (TAM) is a framework designed to explain and predict how users come to accept and use technology. It focuses on two main factors: perceived usefulness, which is how much a user believes the technology will improve their job performance, and perceived ease of use, or how effortless they expect the technology to be. Together, these factors help predict a user's willingness to adopt new technology [28].

Table 6. Summary of Theory Used

Theory	Article	Total
Theory of Planned Behavior	[6], [11], [12], [13], [14], [16], [18], [20], [22], [24], [25], [31], [32]	13
Competing Values Framework	[19]	1
Theory of Reasoned Action	[17], [24], [27], [30], [31]	5
Social Capital Theory	[13], [28]	2
Technology Acceptance Model	[24], [26], [28]	3
Resource Based Theory	[23]	1
Social Exchange Theory	[23]	1
Stimulus Organism Response	[21]	1

b. Impact of Knowledge Sharing Intention Sharing

In this section, the author aims to address the second research question. The identification process was conducted based on the common understanding and intent described in previous studies. After identifying the selected research, as shown in Table 7, seven types of impacts influenced by Knowledge Sharing Intention were found.

Table 7. Summary of Impact of Knowledge Sharing Intention

Impact	Article	Total
Knowledge Sharing Behavior	[6], [11], [12], [13], [14], [16], [17], [18], [19], [22], [25], [26], [27], [28], [30], [31]	16
Internal Collaborative Behavior	[16]	1
External Collaborative Behavior	[16]	1
SDGs Realization	[21]	1
Actual Knowledge Sharing Adoption	[24]	1
Performance	[20], [23]	2

Tabel 7 identifies the several types of impacts influenced by Knowledge Sharing Intention, one significant impact is on Knowledge Sharing Behavior. Knowledge Sharing Intention serves as a motivator, driving individuals to actively engage in the behavior of sharing knowledge [6], [11], [12]. The studies listed in the table show that when someone has a strong intention to share knowledge, it affects how actively they share information, ideas, or experiences within an organization [13], [14], [16]. The referenced articles highlight the close relationship between intention and knowledge-sharing behavior in enhancing productivity, innovation, and collaboration in the workplace [4], [8], [9], [10], [11], [13], [14], [15], [16], [19], [22], [23], [24], [25], [28].

In addition, Knowledge Sharing Intention also affects Tacit Knowledge Sharing and Collaborative Behavior (both internal and external) [16], [33]. Individuals with the intention to share knowledge tend to be more open in sharing tacit knowledge, which is typically more difficult to express or document [33]. A strong intention also facilitates collaborative behavior, both within and outside the organization. The analyzed articles also highlight how Knowledge Sharing Intention influences better collaboration, both internally among colleagues in solving problems and developing innovations, and externally with partners or other organizations [16].

Another impact of Knowledge Sharing Intention can be seen in the context of SDGs Realization, Behavior Intention, and Performance. Articles related to the SDGs highlight that the intention to share knowledge supports the realization of the Sustainable Development Goals (SDGs) by enhancing collective capacity to achieve sustainable objectives [21], Performance is also positively impacted by the intention to share knowledge, as individuals with the intention to share knowledge tend to improve their efficiency, innovation, and work outcomes [20], [23].

Knowledge sharing intention has a significant impact on organizational performance, especially in the public sector. When individuals are willing to share knowledge, they become more open to exchanging information, experiences, and ideas, which can accelerate decision-making, foster innovation, and improve operational efficiency [20], [23]. This ultimately strengthens overall organizational performance. Additionally, the intention to share knowledge serves as a foundation for collaborative behavior, as it fosters trust and openness among employees and across departments—key elements for effective cross-sector collaboration [16].

Furthermore, knowledge sharing contributes to the realization of the Sustainable Development Goals (SDGs), particularly in strengthening public institutions, promoting partnerships, and enhancing the quality of education and

training [21]. The stronger the intention to share knowledge, the greater the potential for public organizations to support global development targets through inclusive, transparent, and collaborative policies [24].

Existing research indicates that knowledge sharing behavior can have significant impacts on organizational outcomes. This study categorizes the impacts of knowledge sharing behavior into four key dimensions (people, process, product, and organizational performance) adapting the classification proposed by Fernandes (2015) [34]. Figure 3 reveals that the impact of knowledge sharing behavior is most pronounced in the people aspect, accounting for 70%, followed by process at 15%, performance at 10%, and product at 5%. The focus on the people aspect is significant, as knowledge sharing behavior can enhance job satisfaction, employee adaptability, and learning among staff members within the organization. This emphasis aligns with findings that knowledge sharing fosters stronger interpersonal connections and a collaborative culture. Additionally, it highlights the essential role of human resources in maximizing organizational learning and performance through shared knowledge.

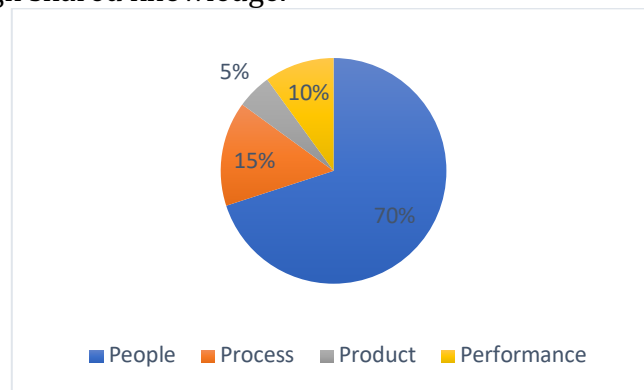


Figure 3. Impact Outcome

E. Conclusion

The aim of this research is to identify the factors influencing knowledge-sharing intentions within organizations in the public sector. These factors encompass individual, organizational, and technological aspects. Individual aspects, particularly the role of attitude and perceived behavioral control, play a crucial role in shaping a person's intention to share knowledge. Individuals with a positive attitude and strong confidence in their ability to share knowledge tend to be more active in engaging in knowledge-sharing behaviors. These findings highlight the importance of fostering positive attitudes and self-efficacy among individuals to enhance their willingness to share knowledge within organizations.

On the organizational aspects, subjective norms and reward systems emerge as crucial determinants of knowledge-sharing intentions. The presence of a supportive organizational culture, characterized by social pressure to share knowledge and recognition for sharing efforts, can significantly enhance individuals' intentions to engage in knowledge sharing. These findings underscore the necessity for organizations, particularly in the public sector, to create an environment that not only encourages knowledge sharing but also recognizes and rewards such behaviors. This approach can enhance a culture of collaboration and mutual support.

Technological aspects, particularly perceived usability, indicate that the implementation of effective technology systems can facilitate knowledge sharing. When individuals believe that the available technology will enhance their performance and make their tasks easier, they are more likely to share knowledge. This highlights the need for organizations to invest in user-friendly and efficient technological solutions that promote knowledge sharing. Overall, these insights suggest that a comprehensive approach, which considers individual attitudes, organizational culture, and technological support, is essential for promoting knowledge-sharing intentions and improving organizational performance.

In this study, the theories used to map the influence of factors on knowledge-sharing intentions include the Theory of Planned Behaviour (TPB) and the Technology Acceptance Model (TAM). TPB emphasizes the importance of individual intention in predicting knowledge-sharing behaviour, where a positive attitude toward knowledge sharing is a key factor. UTAUT and TAM provide insights into how technology acceptance can influence knowledge-sharing intentions. This theoretical framework shows that the intention to share knowledge is shaped not only by individuals' attitudes but also by their confidence in the technology involved in the sharing process.

The impact of knowledge sharing intentions is evident in several aspects, such as knowledge sharing behavior, internal and external collaboration, and actual knowledge-sharing adoption. The research indicates that individuals with a strong intention to share knowledge are more likely to engage in active sharing behaviour, which in turn enhances collaboration within the organization and with external partners. Furthermore, knowledge-sharing intentions contribute to the achievement of the Sustainable Development Goals (SDGs) by enhancing collective capacity and fostering innovation.

Overall, this research highlights the relationship between the theories and models used and the impacts resulting from knowledge sharing intention. By understanding the influence of individual, organizational, and technological factors, and by applying relevant theories, organizations can design more effective strategies to enhance knowledge-sharing intentions and outcomes in the context of collaboration and the achievement of common goals.

Future research may focus on the government sector, particularly in developing countries or developed countries. Additionally, there is a need to broaden the investigation to encompass factors beyond the individual, organizational, and technological aspects. Future research could investigate how organizational culture contributes to the development of knowledge sharing intentions. Finally, cross-sector comparisons may serve as a focal point for understanding how the distinctions between the public and private sectors influence knowledge sharing intentions and the relevant influencing factors.

Table 8. SLR Studies Synthesize

Articles	Country	Year	Factor	Theory	Impact	Outcome	Sector
[30]	Iran	2020	- Organizational Climate - Leadership empowerment - Attitude	Theory of Reasoned Action	Knowledge Sharing Behavior	People	Library
[18]	Vietnam	2019	- Environmental Factor - Student's motivation - Student individual characteristic - lecture role	Theory of Planned Behavior	Knowledge Sharing Behavior	People	International University
[19]	Pakistan	2021	- Informal Knowledge Management Mechanisms - Top Management Support - Formal Knowledge Management Mechanisms	Competing Values Framework	Knowledge Sharing Behavior	Performance	Universities
[11]	Indonesia	2022	- Self-efficacy - Enjoyment in help others	Theory of Planned Behavior	Knowledge Sharing Behavior	Process	State-Owned Enterprises
[22]	Indonesia	2023	- Attitude - Subjective norms - Perceived Behavioral Control	Theory of Planned Behavior	Knowledge Sharing Behavior	Process	Higher Education
[16]	Portugal	2020	Attitude, Subjective norms	Theory of Planned Behavior	Internal Collaborative Behavior & External Collaborative Behavior	People	Higher Education Institution
[6]	China	2022	- Personal attitude - Other support - Self-control	Theory of Planned Behavior	Knowledge Sharing Behavior	People	University
[12]	China	2019	- Trust in community - Trust in other member - Privacy risk	Theory of Planned Behavior	Knowledge Sharing Behavior	People	Online Health Communities
[21]	Indonesia	2021	Perceived environmental concern	Stimulus Organism Response	SDGs Realization	Product	The District Level in the Central

Articles	Country	Year	Factor	Theory	Impact	Outcome	Sector
			- Attitude toward knowledge - Subjective norm about knowledge sharing - Perceived behavioral control				Kalimantan Province of Indonesia
[24]	Saudi Arabia	2020	- Attitude toward knowledge sharing - Subjective norm	Theory of Planned Behavior, Theory of Reasoned Action, Technology Acceptance Model	Actual Knowledge Sharing Adoption	People	Ministry of Education
[17]	Portugal	2021	- Attitude toward - Subjective norm	Theory of Reasoned Action	Knowledge Sharing Behavior	People	Healthcare Research Centers
[13]	Malaysia	2023	- Attitude toward - Subjective norm - Perceived behavioral control	Social Capital Theory	Knowledge Sharing Behavior	People	Tertiary academics
[25]	Sudan	2020	- Attitude toward - Subjective norm - Perceived behavioral control	Theory of Planned Behavior	Knowledge Sharing Behavior	People	Research Institutions
[26]	British	2019	- Institutional Collectivism - Mutual Trust - Reciprocity - EWOM - Perceived Usefulness - PORC - POAM	Technology Acceptance Model	Online Knowledge Sharing Behavior	Process	Universities
[28]	Ethiopia	2023	Organizational Factors (Management support, Reward systems, Knowledge sharing policy)	Social Capital Theory	Knowledge Sharing Behavior	People	Higher Education Institution

Articles	Country	Year	Factor	Theory	Impact	Outcome	Sector
			• Social Capital Factors (Structural Dimension (Social interaction)) • Relational Dimension (Norm of reciprocity, Trust) • Cognitive Dimension (Shared vision)				
[14]	Malaysia	2024	• Individual Perception • Personality	Theory of Planned Behavior	Knowledge Sharing Behavior	People	Vocational Education and Training Institutions
[27]	Ethiopia	2023	• Knowledge Sharing Attitude, Empowering by leaders • Effective reward system	Theory of Reasoned Action	Knowledge Sharing Behavior	People	Higher Education
[23]	Indonesia	2023	• Extrinsic Motivation • Intrinsic Motivation • Other motivations • Organizational Citizenship Behavior	Resource Based Theory, Social Exchange Theory	Performance	People	National Police
[20]	Indonesia	2020	• Need to belong • Altruism • Personal growth	Theory of Planned Behavior	Individual Performance	People	Higher Education
[31]	Oman	2020	• Attitude • Subjective Norms	Theory of Reasoned Action	Knowledge Sharing Behavior	Performance	Educational Institution

F. Study Implication and Limitation

This research has implications for both academics and practitioners in understanding the factors that influence knowledge sharing intention and its impacts. In this study, new findings were obtained that illustrate the classification of these factors into three aspects: individual, organizational, and technological. This division into three aspects can provide a new perspective on the grouping of existing factors. These findings also indicate that knowledge sharing intention can encourage the emergence of knowledge sharing behavior among employees. For practitioners, particularly in the public service sector, this research can serve as a valuable reference in considering strategies to enhance knowledge sharing intention among employees. By understanding the individual, organizational, and technological factors, practitioners can design more effective policies and approaches to enhance knowledge sharing intention among employees. By implementing the right strategies, it is hoped that employees can be more proactive in sharing knowledge. This, in turn, can improve organizational performance and service to the community.

This study has several limitations that should be noted. First, the research was conducted within the context of the public sector, which primarily includes educational and health institutions. This context may differ significantly from organizations outside the public sector. Second, the study is not restricted to either developed or developing countries, which may yield different results between these two types of nations. Additionally, the focus of this research is solely on knowledge sharing intention, which may differ from other variables within the knowledge management process. Furthermore, the limited number of studies analyzed may affect the generalizability of the findings, particularly as some relevant literature may not have been identified.

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