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ENCOURAGING KNOWLEDGE SHARING THROUGH SOCIAL MEDIA: A SYSTEMATIC ANALYSIS OF DRIVERS AND INFLUENCES

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ABSTRACT

This study systematically investigates the dynamics of knowledge sharing on social media, focusing on identifying driving factors and their impacts. By employing a conventional literature review method and the PICOC structure, this research analyzed 73 studies from 2019 to 2024, revealing key insights into the role of social media in facilitating knowledge sharing. The findings categorize drivers into technological, social, motivational, knowledge-based, and organizational factors, each playing a significant role in enhancing or hindering knowledge sharing activities. The technological infrastructure and user-friendly interfaces, coupled with social dynamics, motivational incentives, the quality of knowledge, and organizational support, emerged as pivotal in propelling knowledge sharing. Conversely, challenges such as privacy concerns, information overload, and the threat of misinformation highlight the need for cautious optimization. This study contributes to the academic and practical understanding of knowledge sharing on social media, offering a foundation for future research and strategies to maximize its potential for innovation and organizational learning.

KEYWORDS *Knowledge management; Knowledge sharing; Motivational incentives; Organizational learning; Social media*

INTRODUCTION

In today's digital era, social media has evolved into an important platform for information and knowledge exchange, providing new opportunities for individuals and organizations to facilitate knowledge sharing. Social media has revolutionized communication, information sharing, and collaboration. It has also changed the way we think, interact, and consume information [1].

Social media has gained widespread recognition as the most significant knowledge management resource in recent times due to its transparent and cooperative approach in sharing non-explicit knowledge [2]. However, despite its significant potential, various driving and inhibiting factors affect the effectiveness of social media in its role as a tool for knowledge sharing. These factors include aspects of technology, individual motivation, social norms, and organizational culture, all of which contribute to the complex dynamics of knowledge sharing.

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The increased use of social media has revolutionized the way individuals share knowledge, making it a key platform for fast and effective information exchange, underscoring the importance of understanding the factors that influence the implementation of knowledge sharing on social media as well as its impact on users [3]. Virtual learning communities have emerged as a key platform for sharing knowledge and facilitating social interaction, showing significant potential in supporting the development of learners' collaborative and communicative abilities, as well as optimizing the knowledge building dimension, enriching the discussion on how certain factors influence the implementation and impact of knowledge sharing through social media on users [4].

Knowledge is a vital resource for organizations that can offer competitive advantage. Knowledge sharing includes a set of behaviors that help in the exchange and distribution of learned knowledge. In the modern era, online knowledge sharing has become a new channel through which organizations can obtain useful information to support development, analysis, and decision-making. The importance of employee motivation in an organization's knowledge management process needs to be emphasized, focusing on how companies can improve knowledge management activities by integrating knowledge into business strategy and changing employee attitudes towards their motivation and participation in these activities [5].

With the rapid growth of social media and the diverse ways people use these platforms to communicate, understanding how these factors interact and influence knowledge sharing is important. A systematic analysis of these drivers and their effects will not only provide valuable academic insights but also practical guidance for organizations seeking to maximize the potential of social media to enhance innovation and organizational learning.

Two influential studies have laid a foundational understanding of social media's role in knowledge sharing, yet both leave space for further exploration. First, Razmerita et al. (2014) identified social media as a critical enabler for knowledge sharing due to its ability to foster collaborative environments and reduce hierarchical barriers. However, their study primarily emphasized organizational contexts, particularly in Western corporations, and did not sufficiently address how individual motivational or cultural factors affect knowledge sharing behavior on public platforms. Second, Eid & Al-Jabri (2016) examined the influence of trust, perceived ease of use, and social norms on knowledge sharing via social media. While comprehensive, their research was largely quantitative and lacked a nuanced qualitative exploration of user experience and community dynamics.

This current study addresses these limitations by incorporating both technological and sociocultural dimensions using a mixed-methods approach. It bridges the gap by examining not only the determinants of knowledge sharing via social media but also its perceived impacts on users themselves—a dimension often underrepresented in prior work. Additionally, it extends the discussion beyond corporate or formal learning environments into broader user contexts, allowing for a more holistic understanding of the phenomenon in digitally connected communities.

This study aims to identify and analyze the driving and inhibiting factors affecting the implementation of knowledge sharing through social media and to explore its impacts on users. By investigating both the enablers and outcomes of knowledge sharing practices, this research provides a more comprehensive model that considers motivational, technological, and social influences. The results are expected to benefit both academics and practitioners by offering a conceptual framework that informs digital

knowledge management strategies, enhances virtual collaboration, and optimizes the use of social media platforms for collective learning and innovation.

METHOD

The study applied the conventional literature review method, which starts with the process of collecting and selecting appropriate sources, followed by the process of extracting and analyzing data. The structure of the research question in this study is based on the PICOC structure as shown in Table 1 below:

Table 1. PICOC structure

Population	**Social media user**
Intervention	Knowledge Sharing
Comparison	-
Outcome	Factors and impact of knowledge sharing in social media
Context	Social media

At the initiation stage, guided by the 2 research questions as mentioned in the Introduction chapter, we compiled a collection of search keywords based on the main theme, namely Knowledge Sharing on social networks, from 5 online databases as shown in Table 2 below. We limited our inclusion criteria to full texts in English published from 2019 to 2024. From these five databases, we retrieved 336 papers (without duplicates), which we then selected based on titles and abstracts that were relevant to the topic of our paper, resulting in 97 papers. We proceeded to select full-text papers using extensive manual search and filtering methods to ensure breadth and inclusiveness in our search of this evolving topic. In the early period of March 2024, we conducted a database search and identified 93 literatures after a full text screening process and team discussions. In our evaluation of these documents, our main focus was on studies that are relevant and applicable to the context of knowledge sharing in social networks, ruling out less relevant sources, and of course those that can provide answers to the two research questions in this paper.

Table 2. Boolean search for 5 online databases

ACM Digital Library	("Knowledge sharing" OR "Knowledge transfer") AND ("social network" OR "social media") AND factors AND impact
IEEE Xplore	
ProQuest	
Science Direct	
Scopus	

In mid-March 2024, we conducted quality testing on 93 pieces of literature by referring to the checklist of questions in Table 3. We gave each piece of literature a rating point of 0 or 1, where 0 points did not meet the quality and 1 point met the quality. There are 8 checklists in this final scoring system, and the threshold we use is 8 because it is to get papers that are really relevant to the research in this paper. From this quality testing stage, we managed to get 73 final papers.

Our data consists of 73 final sources published over the period 2019 to 2024, the majority of which are from 2022 (22) and 2023 (20), with additions from 2021 (11), 2020 (10), 2019 (9), and 2024 (1). Most of the literature we found applied quantitative analysis using survey and questionnaire methods that focused on objective measurement and the application of statistical procedures. Focusing on the two main concepts of looking for factors and impacts, the lead author identified relevant findings from each source and

formed initial categories, which were then expanded through extraction. The second author engaged in discussions on the categories and emerging findings, so that we reached consensus on the categories and sub-categories.

Table 3. Quality test question checklist table

Checklist	Questions Checklist
C1	Does the article clearly describe the research objectives?
C2	Does the article include the literature review, background, and context of the research?
C3	Does the article present related work from previous research to show the main contribution of the research?
C4	Does the article describe the proposed architecture or methodology used?
C5	Does the article have research results?
C6	Does the article present conclusions that are relevant to the research objectives/problems?
C7	Does the article recommend future work or improvements for the future?
C8	Scopus indexed (Q1/Q2/Q3) or Conference paper?

RESULTS AND DISCUSSION

The results of the extraction and synthesis of data from a total of 73 research papers that have passed the quality assessment will be explained in this section. The discussion in this part will be divided into two sections, with each addressing the respective research question.

1. Driving factor and impact of knowledge sharing in social media

This research focuses on analyzing the factors that affect the implementation of knowledge sharing on social media and the impact of such activities on social media users. Based on a systematic literature review, it was found that the driving factors and impacts of knowledge sharing on social media can be grouped into several main categories: Technology and Platform, Social and Community, Motivation and Incentives, Knowledge and Information, and factors originating from the organization.

A. Technology and Platform.
   This factor emphasizes the crucial role of technology infrastructure, ease of use, and social media features that support the knowledge sharing process. The technological factors that drive knowledge sharing on social media include the presence of technology that provides social media as an enabler of knowledge sharing activities itself, as discussed in [6], [7], [8], [9], [10], [11] then also the good User Interface[12]. The existence of Artificial Intelligence (AI) can also help users to facilitate knowledge sharing [13], [14] and lastly, the presence of anonymous social media platforms [15].
B. Social and Community.
   This aspect covers the social dynamics, the culture of sharing within communities, interactions among users, and the formation of social networks that support knowledge exchange. The supporting factors for knowledge sharing derived from social and community aspects include enhancing social interaction in the form of knowledge sharing as discussed in [4], [16], [17], [18], [19], [20], [21], [22], and the factor of E-WOM (Electronic Word of Mouth), which influences an individual's intention to engage in knowledge sharing [23].
   Moreover, the social and community impacts of knowledge sharing on social media can be divided into positive impacts such as increased social relations [12], [16], [24],

[25], [26] and an enhanced culture of collaboration [9], [27], [28], [29], [30], [31], [32], [33], [34], [35], [36], [37], [38]. However, there are also negative impacts such as increased anxiety levels [39], caused by the overwhelming amount of knowledge received, which can become disruptive.

C. Motivation and Incentives

This factor relates to internal and external drives that motivate individuals to share knowledge, including incentives, recognition, and personal satisfaction. These factors include providing incentives [7], [16], [29], [40], [41]. Moreover, sharing knowledge is also done to increase self-satisfaction [1], [3], [6], [42], [43], [44], [45], such as the pleasure derived from sharing knowledge and experiences. Then, there is the desire to contribute [5], [26], [27], [37], [46], [47], [48], [49], [50], [51], whether to the company, the community, or others. Competition among workers [52] is also a supporting factor, which, besides increasing personal knowledge, also benefits the company from this activity. Furthermore, responsibility [44], [53], [54] and the desire to gain new knowledge [55] also act as driving factors for knowledge sharing on social media.

Moreover, the impacts that can be analyzed from this factor include increased motivation [3], [4], [6], [17], [20], [42], [47] and self-confidence [6], [46] caused by increased trust in knowledge [52], [56], [22]. Thus, employees or users are more confident in sharing knowledge and are not worried about misinformation.

Table 4. Driving factor and impact of knowledge sharing in social media table

Driving Factor (RQ1)	References	Impact (RQ2)	References
Technology and Platform	• Technology enabler [6], [7], [8], [9], [10], [11] • Well built UI [12] • AI tools to suppot KM [13], [14] • Social media anonymity aspect [15]	Technology and Platform	
Social Factors	• Enhancing Social Interraction [4], [16], [17], [18], [19], [20], [21], [22] • E-WOM [23]	Social Factors	• Enhanced Social interraction [12], [16], [24], [25], [26] • Enhanced collaborative culture [9], [27], [28], [29], [30], [31], [32], [33], [34], [35], [36], [37], [38] • Enhanced anxiety level [39]
Motivations and Incentive	• Incentive program [7], [16], [29], [40], [41] • self-satisfaction [1], [3], [6], [42], [43], [44], [45] • Desire to contribute [5], [26], [27], [37], [46], [47], [48], [49], [50], [51]	Motivations and Incentive	• Enhanced sharing knowledge motivation [3], [4], [6], [17], [20], [42], [47] • Enhanced Self-confidence [6], [46]

Driving Factor (RQ1)	References	Impact (RQ2)	References
	• Employee competitiveness [52] • Responsibility [44], [53], [54] • To acquire new knowledge [55]		• Enhanced trust towards knowledge [52], [56], [22]
Knowledge and Information Factors	• Expert Availibilty [7], [36] • The needs to share knowledge [32], [57], [58] • The need to new knowledge content [59] • The need to enhance trust towards knowledge [35], [56] • Avoid misinformation [60]	Knowledge and Information Factors	• Enhanced knowledge quality [7], [13], [16], [27], [28], [59], [61], [62], [63], [33], [64], [65] • Acquiring new knowledge [7], [23], [66] • Improved access to information [8], [30], [48], [57], [67], [68] • Enhanced knowledge sharing efectiveness [50] • Improved product quality and improved skill [61], [69] • Decentralization of knowledge [70] • Enhanced problem solving skill [1], [19] • Facilitates the spread of misinformation [71]
Organization factors	• Top management support [1], [5], [6], [31], [33], [72], [73], [74] • To acquire competitive advantages [29] • To help distance learning [70] • Creating safe space [24] • To acquire Social Capital [38]	Organization factors	• Benefits gained from promotion [40] • Increase in Social Capital [1]

D. Knowledge and Information.
This aspect relates to the effectiveness of knowledge transfer, including how knowledge is conveyed and received by social media users. Supporting factors originating from knowledge and information sources include the availability of experts who can share their knowledge, as in [7], [36], besides, knowledge-sharing activities are currently very much needed [32], [57], [58], the need for knowledge content [59] both in quantity and quality, moreover, the need for trust in knowledge

also becomes a factor in knowledge sharing [35], [56] and the last factor is to avoid misinformation as in [60].

Then, the impacts of knowledge sharing on social media on knowledge and information include the improvement of knowledge quality [7], [13], [16], [27], [28], [59], [61], [62], [63], [33], [64], [65], the addition of new knowledge [7], [23], [66], increased access to information [8], [30], [48], [57], [67], [68], improved effectiveness of knowledge sharing [50] improving product quality/capability [61], [69] decentralization of knowledge [70], facilitating in providing solutions [1], [19] conducted from lessons learned in knowledge sharing. However, these impacts are not solely positive; there can also be negative impacts such as the increased spread of misinformation [71].

E. Organization factors.

This aspect relates to support coming from the organization. This includes support from top management [1], [5], [6], [31], [33], [72], [73], [74]. In addition, companies also encourage knowledge sharing on social media to gain a competitive advantage [29] and to build the company's social capital [38]. Furthermore, knowledge sharing on social media also supports distance learning [70]. Companies also encourage knowledge sharing on social media to create a safe space, especially for women in the digital space [24]. The impacts on the organization can also be identified, such as benefits from promotions [41] conducted by users on social media and an increase in the company's Social Capital [38].

2. Literature sources

The literature in this Systematic Literature Review (SLR) primarily comes from the journal 'Proceedings of the ACM on Human-Computer Interaction' (ISSN 25730142), featuring 29 papers. This journal, a Q1 journal from the United States, covers areas such as Computer Networks and Communications, Human-Computer Interaction, and Social Sciences. Following this, 4 papers come from the 'ACM Transactions on Information Systems' (ISSN 10468188, 15582868), also a Q1 journal from the United States. The scope of this journal includes Business, Management, Accounting, Computer Science Applications, and Information Systems. Additionally, 3 papers are sourced from the 'Information and Management' journal (ISSN 03787206), a Q1 journal from the Netherlands, covering areas like Information Systems, Information Systems and Management, and Management Information Systems. For the remaining papers, there are 24 papers from Q1 indexed journals, 11 papers from Q2 indexed journals, and 2 papers from Q3 indexed journals.

Table 5. Table of literature sources

Journal	Total
ACM J. Comput. Sustain. Soc.	1
ACM Trans. Asian Low-Resour. Lang. Inf. Process.	2
ACM Trans. Comput. Educ.	1
ACM Trans. Comput.-Hum. Interact.	2
ACM Trans. Inf. Syst.	4
ACM Trans. Manage. Inf. Syst.	1
ACM Trans. Softw. Eng. Methodol.	1
ACM Trans. Web	1
Applied Computing and Informatics	1
Architectural Engineering and Design Management	1

Journal	Total
Asia Pacific Journal of Information Systems	1
Computers and Education	1
Computers in Human Behavior	1
Construction Innovation	1
Digit. Gov.: Res. Pract.	1
Frontiers in Psychology	1
Future Generation Computer Systems	1
Heliyon	1
IEEE Access	1
Information and Management	3
Information Processing & Management	1
Interdisciplinary Journal of Information, Knowledge, and Management	1
International Journal of Information Management	1
International Marketing Review	1
Journal of Applied Research in Higher Education	1
Journal of Industrial Information Integration	1
Journal of International Consumer Marketing	1
Journal of Knowledge Management	2
Knowledge Management and E-Learning	1
Kybernetes	1
Management and Labour Studies	1
On the Horizon	1
PLoS One	1
Proc. ACM Hum.-Comput. Interact.	29
Sustainability (Switzerland)	1
Telematics and Informatics	1
VINE Journal of Information and Knowledge Management Systems	1

3. Study design and research location

This study also highlights that the most commonly used research type is quantitative, with surveys and questionnaires as effective data collection tools, as shown in Table 6 and Figure 1. Knowledge Management (KM) research is often conducted online (25 papers) and in the United States (11 papers) and China (8 papers). This indicates that KM research is global and focused on developed countries. These results show that there's still a need to explore the supporting factors and impacts of using social media for knowledge sharing, specifically focusing on the context of developing and underdeveloped countries like Indonesia, as shown in Table 7.

Table 6. Table of study design of the literature

Study Design	Quantity
Mixed-method	9
Qualitative	25
Quantitative	39
Grand Total	73

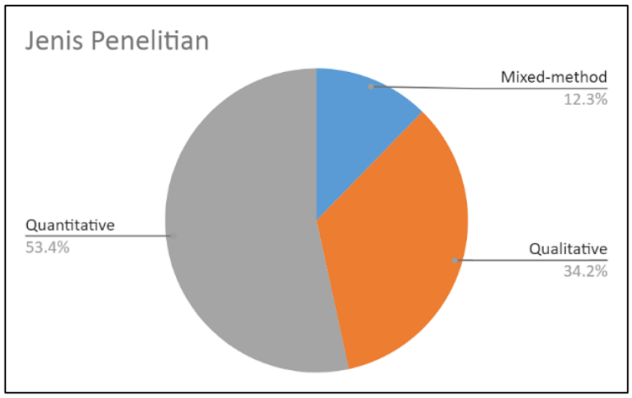

Figure 1. Study design of the literature

Table 7. Table of research location of the literature

Location	Total
United States of America	11
Australia	2
Azerbaijan	1
Bangladesh	1
Brazil	1
Europe	1
Ghana	1
Global	1
India	3
United Kingdom	4
Iran	2
Ireland	1
Italy	1
Germany	3
South Korea	2
Virtual (Online)	25
France	1
Portugal	1
Saudi Arabia	1
Somalia	1
Taiwan	1
Thailand	1
China	8
Baltic Sea Region (Estonia, Latvia, Finland, Lituania, Denmark, and St. Petersburg)	1
Jordan	2

The present study embarked on a systematic journey to unravel the multifaceted dynamics of knowledge sharing through social media, driven by a twofold objective: identifying the determinants influencing the implementation of knowledge sharing on social media and examining the effects of these knowledge-sharing activities on users. Drawing from a robust compilation of 73 rigorously selected studies, our findings delineate a comprehensive landscape of the drivers and impacts of knowledge sharing, categorized into technological, social, motivational, informational, and organizational facets.

Technological Enablers and Constraints

Our analysis underscores the pivotal role of technology as a double-edged sword in the realm of social media-based knowledge sharing. While the technological infrastructure and user-friendly interfaces significantly enhance the sharing experience, concerns related to privacy and data security emerge as substantial barriers. The advancement in artificial intelligence (AI) offers a promising avenue for automating and personalizing knowledge dissemination. However, the potential for AI to inadvertently propagate biases or misinformation warrants cautious optimization.

Social Dynamics and Community Engagement

The social and community aspect of knowledge sharing reveals a rich tapestry of human interactions, fostering a culture of collaboration and mutual learning. The emergence of virtual communities and the power of electronic word-of-mouth (E-WOM) amplify the reach and impact of shared knowledge. Yet, the shadow of social media-induced anxiety looms large, hinting at the need for mechanisms to filter and manage the information overload effectively.

Motivation and Incentive Mechanisms

Intrinsic and extrinsic motivations play a crucial role in fueling the knowledge-sharing engine. While incentives, recognition, and personal satisfaction serve as powerful motivators, the nuanced interplay of these factors with individual values and organizational cultures suggests a complex motivational landscape. Crafting incentive mechanisms that resonate with diverse participant motivations remains a critical challenge for organizations.

Knowledge Quality and Information Authenticity

The quality of knowledge and the authenticity of information shared on social media stand out as critical concerns. The availability of expert contributors and the relentless pursuit of high-quality, reliable information are essential for the efficacy of knowledge sharing. The specter of misinformation, however, poses a significant threat to the integrity of social media as a knowledge-sharing platform, necessitating robust verification and fact-checking processes.

Organizational Support and Culture

The organizational dimension highlights the significance of top management support and a conducive culture in nurturing knowledge sharing. Organizations that strategically leverage social media for knowledge dissemination can reap substantial benefits in terms of innovation, competitive advantage, and social capital. Nevertheless, the challenge of aligning organizational strategies with the dynamic landscape of social media requires continuous adaptation and engagement.

Future Directions and Conclusion

This study illuminates the complex ecosystem of social media-based knowledge sharing, characterized by a delicate balance between technological affordances, social dynamics, motivational factors, information quality, and organizational strategies. As we navigate this intricate landscape, several avenues for future research emerge, including the exploration of cross-cultural differences in knowledge sharing behaviors, the impact

of emerging technologies like blockchain on information authenticity, and the development of sustainable models for incentivizing knowledge sharing.

In conclusion, while social media platforms offer unprecedented opportunities for knowledge exchange, the journey towards harnessing their full potential is fraught with challenges and opportunities for innovation. By adopting a holistic approach that addresses technological, social, motivational, informational, and organizational dimensions, we can pave the way for more effective and impactful knowledge sharing in the digital age.

CONCLUSION

This study concludes that knowledge sharing on social media is shaped by a multifaceted set of factors—technological, motivational, social, knowledge-based, and organizational—that together determine its effectiveness. Social media serves not only as a platform for interaction but also as a dynamic ecosystem where individual intent, digital literacy, organizational encouragement, and the credibility of shared content intersect to either support or obstruct knowledge exchange. While technology facilitates immediacy and reach, barriers such as usability issues or data overload persist. Social dynamics like trust and reciprocity significantly impact willingness to share, and personal motivation, such as recognition and satisfaction, further influence engagement. The findings reinforce the importance of designing strategic, user-centered approaches for digital knowledge ecosystems. For future research, it is recommended to explore cross-cultural knowledge sharing behaviors, the role of emerging technologies (e.g., blockchain or AI) in validating information, and incentive models tailored to diverse user motivations. These paths will not only deepen theoretical insights but also offer practical solutions for organizations aiming to strengthen knowledge management through social media.

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