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Research Article

A PRISMA-based Systematic Literature Review: Geographic and Subject Area Contributions to Knowledge Sharing and Innovation Research

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Abstract:

This study evaluates the dynamic interaction of information sharing, creativity, and behavioural characteristics by integrating data from 64 high-quality studies. The primary goal is to investigate the link between psychological and organizational characteristics in terms of knowledge sharing and innovation results. Such a study combines actual research with conceptual models to examine correlations between them. In the suggested frameworks, moderating elements include leadership styles, digital platforms, and corporate culture. The findings revealed a significant increase in research activity since 2014, as well as an immense number of published content. The majority of contributions come from China, Vietnam, and Taiwan. Knowledge management, business strategy, and technology integration are the three primary study fields. Citations were graded based on how key works affected the field's progress, ensuring that empirical discovery is translated into practical applications. The current study adds to complete models that incorporate these aspects and provides insights for future research and ways to improve organizational performance. The present research examines the dynamic interplay between information sharing, creativity, and behavioral variables by combining data from 64 high-quality studies. Major issues include the impact of psychological and organizational variables on knowledge exchange and innovation results. The approaches employed span from empirical research to conceptual models, with leadership styles, digital platforms, and organizational culture serving as intermediaries. The findings show that research in this field has been rapidly expanding, with a substantial number of publications since 2014. Geographically, China, Vietnam, and Taiwan provide the most contributions. Research areas include knowledge management, corporate strategy, and technological integration. Citations identify seminal works as those that impacted the field's direction, allowing empirical discoveries to be used practically. The paper proposes for incorporating these elements into complete models to guide future inquiry, hence boosting organizational performance.

1. Introduction

The latest studies stress the importance of psychological capital and knowledge sharing in creativity and innovation. Liu et al. (2023) discussed how the performance of breakthrough innovation depends on information sharing and psychological capital among employees[1]. Their work proves that these variables do indeed have a positive relation with innovative outcomes. On similar grounds, Norena-Chavez (2023) studied the success of projects through big data analytics[2]. The study focused on the mediating roles played by knowledge sharing and innovative performance. In continuation with the above, Arsanti et al. (2024) extended this research line by examining collaborative innovation [3]. In their work, they took into consideration inter-organizational knowledge flow mechanisms in establishing how knowledge is shared and absorbed from the bottom up. Khraishi et al. (2023) determined critical factors affecting the performance benefits of offshoring innovation for SMEs [4]. The findings of such studies emphasize the significance of knowledge

creation, absorption, and formal knowledge-sharing routines. Le and Le (2023) revealed that high-involvement HRM practices induce incremental and radical innovation as knowledge sharing plays a crucial role in it [5]. Zhang (2023) found out that a knowledge-sharing culture performs a protective function and constructive deviant behaviour [6]. All of these factors decrease the stress of technostress from academic self-efficacy and resistance to change. Chen et al. (2023) discussed how entrepreneurial team psychological capital works with innovation performance [7]. They, in their study, enlightened the mediating roles of knowledge sharing and knowledge hiding. Van Lamoen et al. (2023) investigated military organizations, and findings indicated that knowledge sharing combined with learning from failure along with transactive memory systems significantly enhances innovation performance [8]. Olaleye et al. (2024) analyzed the structural relationships among innovation capability, knowledge sharing, environmental turbulence, and organizational sustainability[9]. The authors indicated that environmental turbulence is a moderating variable of significant importance. Alnatsheh et al. (2023) discussed the interaction of knowledge sharing with intellectual capital and, more importantly, in light of the COVID-19 pandemic [10]. Here, it is proved how knowledge sharing in business networks, including Silicon Valley, creates the effect of cumulative innovation, bringing high growth and technology to all parties involved in it. To this end, Saint-Paul (2024) argued for the revolutionary effects of cumulative innovation [11]. Lee et al. (2023) studied the case of real estate agents in Taiwan and found that organizational culture and structural capital indirectly improve innovation performance through knowledge sharing[12]. Human resource management practices did not have a significant impact, however. Jalowski et al. (2022) addressed the design principles of persuasive digital technologies about knowledge sharing in open innovation projects [13]. The results underlined the need for common understanding, alignment of the phases of design, and user-friendly applications.

2. Theoretical Background

The Role of Human Capital and Knowledge Sharing: Human capital plays an essential role in knowledge sharing; it helps small businesses produce novel ideas [14]. Big Data Analytics and Knowledge Sharing discusses the association between big data analytics and knowledge sharing in the context of manufacturing. They discovered that good knowledge sharing contributes to the fact that big data analytics affects product growth [15]. Knowledge Sharing in Disaster Risk Reduction focuses on how innovation labs may support knowledge sharing in community-based disaster risk reduction [16]. Leadership and Knowledge Sharing examines how different types of leadership affect information sharing as well as employee performance within the technology sector [17]. Social Controls and Knowledge Sharing examine the role of promoters as a social control agent in knowledge sharing and conflict resolution of innovation projects [18]. Strategic information sharing asserts that information sharing acts as an enabler for enhancing the innovative capabilities and performance of firms inside the pharmaceutical sectors [19]. Knowledge Sharing in Hospitality and Tourism analyzes the relationship between disseminating business ethics, service innovation, and information sharing in the hospitality and tourist sectors [20]. Psychological Contracts and Information Sharing look into how non-standard service relationships, psychological contracts, and information-sharing practices affect innovation in the green manufacturing industry [21]. Sustainable Leadership and Knowledge Sharing Learn the relationship between sustainable leadership styles and cheap innovation, with knowledge sharing acting as a mediator [22].

Leadership and innovation are closely interrelated, and various styles of leadership have a very significant influence on online data sharing and staff creativity. According to research, transformational, transactional, and creative leadership styles are critical for the development of innovation, with creative leadership having the greatest impact [23]. Strategic knowledge sharing is an enabler of improving innovative capabilities and performance in pharmaceutical companies. This highlights the significance of organizational culture, management commitment, and proper technological infrastructure in encouraging innovations [24]. The relationship between fuzzy leadership and exploratory innovation, therefore, suggests that opposite leadership facilitates information sharing; information sharing fosters exploration innovation. However, this relationship is adversely affected by environmental dynamism [25]. Entrepreneurial orientation and green innovation also have important functions in the success of small and medium-sized enterprises. This relationship is mediated by green information sharing, according to research findings, as this information sharing underlines the fact that sustainable practices should also drive innovation [25]. The knowledge exchange and innovation processes are greatly affected by the network architectural factors in an open network of tourism

enterprises. These factors decide the flow of information and creativity in such networks [26]. Supply chain alliances have a considerable influence on innovation performance in manufacturing enterprises. Information sharing mediates this relationship while knowledge remoteness negatively impacts it [27].

3. Methodology

The Scopus database was searched for appropriate research using comprehensive searches to identify the relevant studies in the database. The design for the search strategy ensured coverage of all relevant literature produced between 2014 and 2024. In this search, terms had been modified to focus on the areas of business management and accounting, social sciences, psychology, arts, and humanities. Inclusion criteria for the studies: publication in the chosen period (2014–2024); subject area restricted to business management and accounting, social sciences, psychology, arts, and humanities; publication type limited to articles and reviews; source type restricted to journals; and publication in the English language. Exclusion criteria: duplicate records; publication outside the specified subject areas; other types of publication than articles and reviews; sources other than journals; and publications in languages other than English. The initial search resulted in 649 records. Removing 2 duplicates, 647 records were screened based on their titles and abstracts. During the screening process, 336 records were excluded for the following reasons: 143 records were outside the publication period (2014–2024), 131 records fell outside the specified subject areas, 52 records were not of the article or review type, 1 record was from a non-journal source, and 9 records were in languages other than English. Of the 647 screened records, 311 reports were available for retrieval. However, it was not possible to obtain 16 reports due to their unavailability. The remaining 295 reports were examined for inclusion. In this phase, 231 reports were excluded because they were of low quality and were below the A* or A category criteria.64 total studies met the inclusion criteria and hence are incorporated in the final systematic review. These studies were analyzed to synthesize the findings relevant to the research questions. The quality of the included studies was appraised based on predefined criteria, focusing on methodological rigor and relevance to the research objectives.

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3.1 Research Questions

RQ1 How has the volume of publications in these areas changed annually?

The number of publications on the given topics has generally risen from 2014 to 2024. Starting with just 1 publication in 2014, there was a gradual growth, peaking at 12 publications in 2024. Notable rises occurred in 2016 and 2020, with 6 and 9 publications. However, there were small reductions in 2018 and 2019, with only 3 and 2 publications. The data suggests an increasing interest and productivity in these subjects, notably in the last

several years, suggesting a larger research emphasis and probably more resources being committed to these areas.

RQ2 Which countries have contributed the most to innovation, knowledge sharing, and behavior research?

The data reveals several interesting patterns based on the number of publications by countries. There is an apparent gulf between the numbers of publications emanating from China, as it accounted for 16, indicating lively production within research activities. Vietnam and Taiwan took up the second and third places, at seven and five, respectively. It was four each by Italy and France, which indicated fairly active levels of research. The Netherlands, Malaysia, Brazil, South Korea, and the UK have been significant contributors with 2–3 documents. Countries like Australia, Croatia, Finland, Hungary, Kuwait, Lebanon, Nigeria, Pakistan, Turkey, and the United Arab Emirates have each provided one publication, which indicates emerging research efforts or a lack of focus in the specific area covered by these publications. Four periodicals are not country-specific, and one has a worldwide viewpoint, contributing to the diverse environment. This distribution shows a varying level of research effort in each location.

RQ3 What are the primary subject areas covered in research on innovation, knowledge sharing, and behavior?

RQ4 Which articles are the most cited in innovation, knowledge sharing, and behavior?

The study on innovation, knowledge sharing, and behavior covers various significant subject areas. It includes the most widely represented area, knowledge management, where 18 articles focused on its crucial role in enabling organizations to create, share, and use knowledge in order to innovate and perform better. Business Management and Organizational Behavior/Learning each have 10 articles with a strong emphasis on how businesses manage the process of innovation and the individuals and groups in the organizations as they behave and learn in order to produce a culture of innovation. Technology Management- four articles present the role of technology in supporting innovation and knowledge sharing. Other disciplines, such as Hospitality Management and Information Systems Management with 3 articles each present these concepts within specific contexts. Other disciplines, like engineering management, human resource management, library and information sciences, marketing, psychology, regional development, and transportation systems while not as abundant provide great insights into innovation, knowledge sharing, and behavior. Based on the citation counts, the most cited articles in the fields of innovation, knowledge sharing, and behavior are led by Chang & Lin [28] with 226 citations, making it the most influential work among the listed articles. The next most influential works are Yang et al. [29] with 171 citations and Choi et al. [30] with 169 citations, showing the significant impact of these studies on the research community. Muhammed & Zaim [31] is also prominent with 158 citations, which reflects the relevance of the work in the recent literature. Friedrich et al. [32] with 137 citations and Scuotto et al. [33] with 129 citations indicate strong recognition in the literature. Singh et al. [34] with 125 citations reflect its relevance in current research. Both Xiong et al. [35] and Hau & Kang [35] have 101 citations each, which means that both are equally influential. Podrug et al. [36] are among those highly contributed with 98 citation scores still contributing substantially. This, by far indicates that the articles of Chang & Lin, Yang et al. [29] and Choi et al. [30] stand in top cited scores to their respective works probably showing a larger influence towards any further innovations in such concepts.

RQ5 What types of papers are published on innovation, knowledge sharing, and behavior?

From the distribution of paper types in terms of innovation, knowledge sharing, and behavior, it appears that the empirical study is dominated by 58 studies. Such a focus indicates that collecting and analyzing data takes the topmost priority so as to conclude the evidence. Quantitative or qualitative methods of study help explore the world in action, offering invaluable practical insights. Conceptual papers are few, with just two entries, indicating a lack of attempts to develop theoretical frameworks or new models. Case studies and meta-analyses are

also few, with only one paper for each. The scarcity suggests a gap in the analysis of specific instances, such as case studies, and synthesis of existing research, that is, meta-analyses, to derive wider insights.

RQ6 What strategies can be implemented to enhance knowledge sharing and innovation within organizations?

This flowchart summarizes the essential factors that support knowledge sharing in innovation and categorizes them into four areas: Leadership Styles, Organizational Culture, Technology and Digital Platforms, and Structural and Process Factors. Leadership styles help in the sharing of knowledge, better innovation outcomes, and the reduction of psychological distress as a barrier. Organizational culture promotes safety psychologically, reduces the impacts of bad leadership, fosters the exchange of knowledge, and increases the effects of innovation. Technology platforms, for instance, ESM enable knowledge-sharing activities that contribute considerably to innovative work behavior. It optimizes the supply of knowledge sharing by restructuring networks and social capital that enforce such effects on innovation.

RQ7 How can these variables be integrated into comprehensive models to guide future research in the field?

These models are meant to integrate leadership styles, mediating factors, and organizational outcomes in the exploration of the interplay between them in determining knowledge-sharing dynamics and innovation. Transformational, tyrannical, and inclusive leadership are independent variables; however, they affect knowledge-sharing behaviors differently. Transformational leadership motivates and promotes collaboration, thus furthering knowledge exchange, whereas tyrannical leadership leads to psychological distress, which does not favor sharing and supports knowledge hiding. Inclusive leadership is more about cooperation and encourages an environment conducive to the sharing of both tacit, experience-based, and explicit, formalized, knowledge.

The mediators are knowledge-sharing psychological distress and the nature of knowledge sharing (tacit and explicit), which bridge leadership styles and outcomes. Psychological distress is a barrier, especially under negative leadership, whereas effective knowledge-sharing mechanisms facilitate organizational innovation and trust. The dependent variables are supply chain innovativeness, knowledge hiding, and frugal innovation; these are the tangible manifestations of these dynamics. Supply chain innovativeness is represented by the application of shared knowledge to facilitate innovation, while knowledge hiding marks the negative impacts of adverse leadership. Frugal innovation represents resource-efficient outcomes due to positive leadership as well as effective knowledge sharing.

4. Findings of the study

From 2014 to 2024, the number of publications has significantly increased on innovation, knowledge sharing, and behavior, indicating an increasing academic and practical interest in these fields. Starting with one publication in 2014, the number reached 12 in 2024, with significant growth periods in 2016 and 2020. Although there were minor declines in 2018 and 2019, the overall trend indicates an increase in research activity and resource allocation toward this field in recent years.
China has emerged as the top contributor with 16, followed by Vietnam and Taiwan with 7 and 5, respectively. Italy and France each contributed 4 publications, while the number of contributions from countries such as the Netherlands, Malaysia, Brazil, South Korea, and the UK is 2 to 3. Emerging contributions are now coming from Australia, Finland, and Nigeria, which is indicative of an increasing geographic diversity in research efforts. Additionally, non-country-specific and global studies enrich the research landscape, demonstrating the universal relevance of the topic.
The research spans a diverse range of subject areas, with Knowledge Management leading the way with 18 articles, focusing on how organizations manage and utilize knowledge for innovation and performance enhancement. Business Management and Organizational Behaviour/Learning have 10 articles, focusing on innovation processes and individual and group behavior in innovation. The areas of Technology Management, Hospitality Management, and Information Systems Management are also critical to the study.

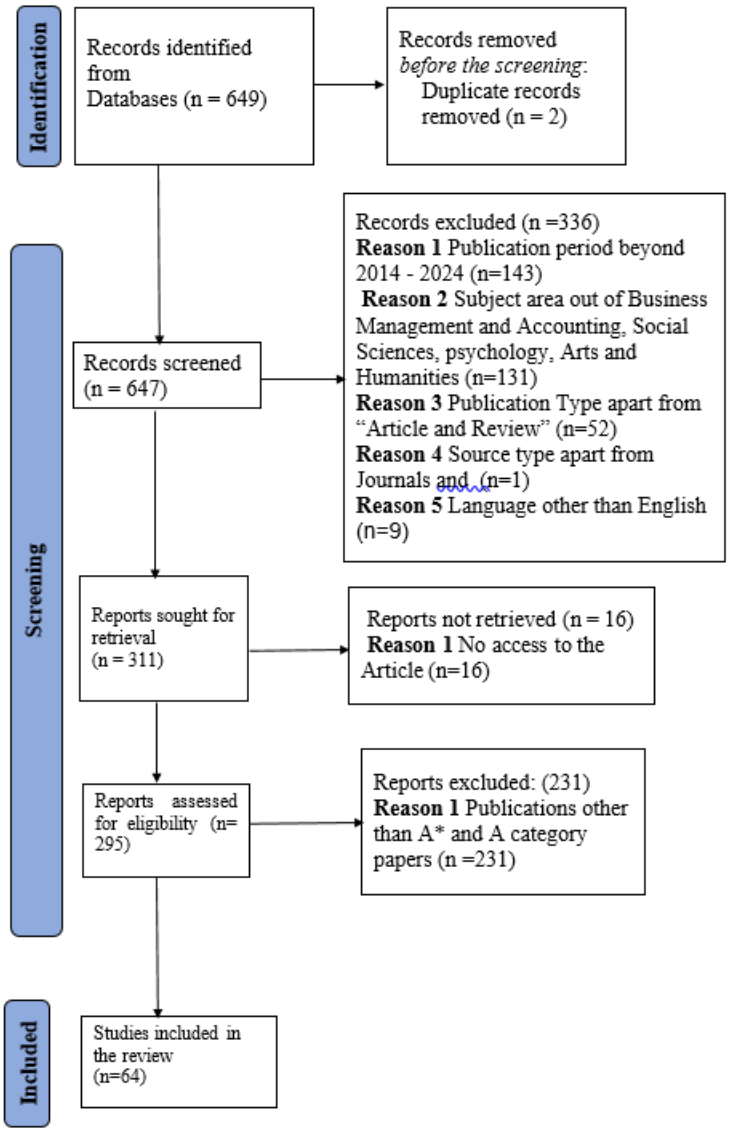

Figure 1. *PRISMA Frame Work*

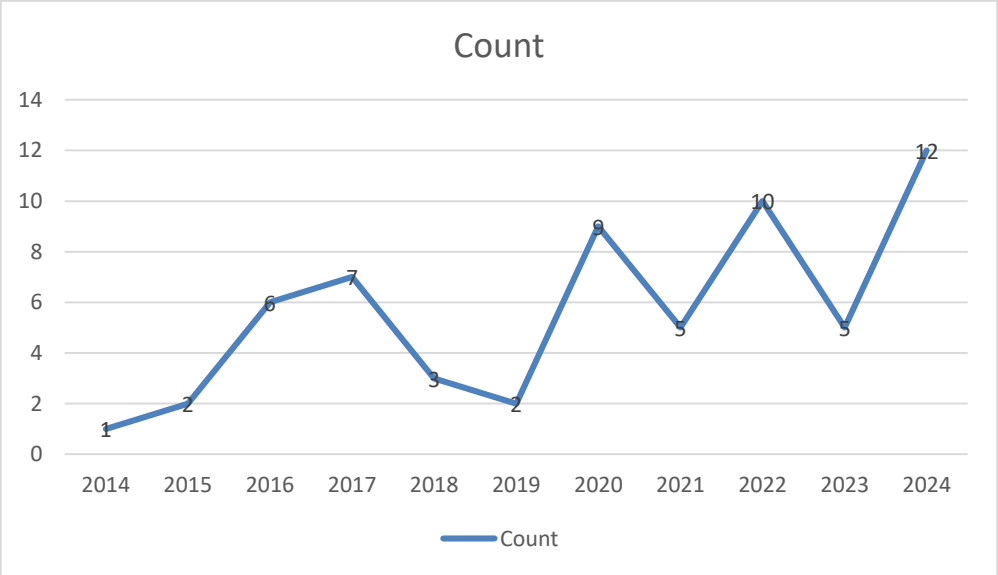

Figure 2. *Volume of publications annually*

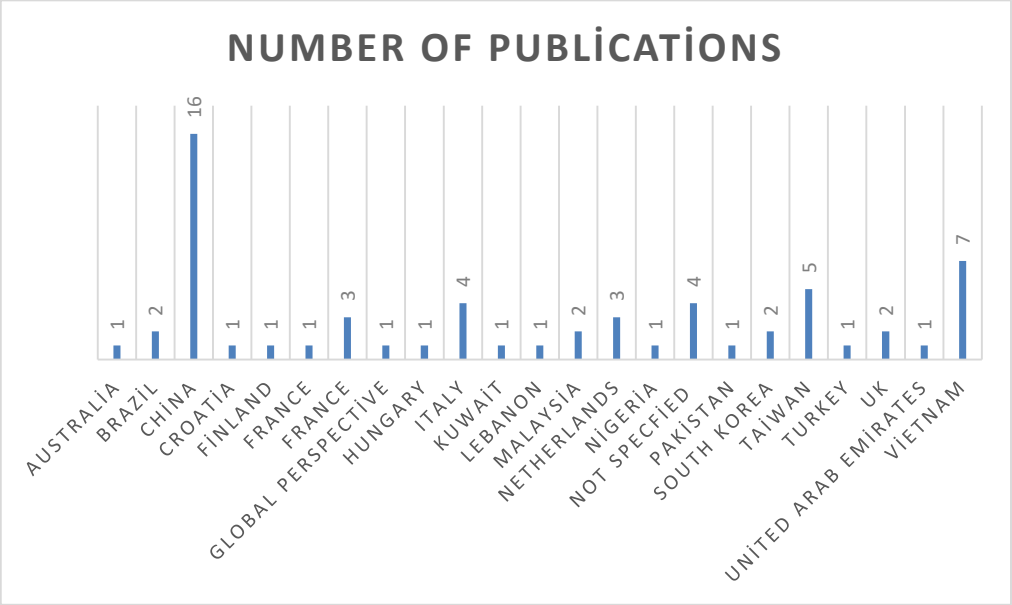

Figure 3. *Countries that have contributed the most publication*

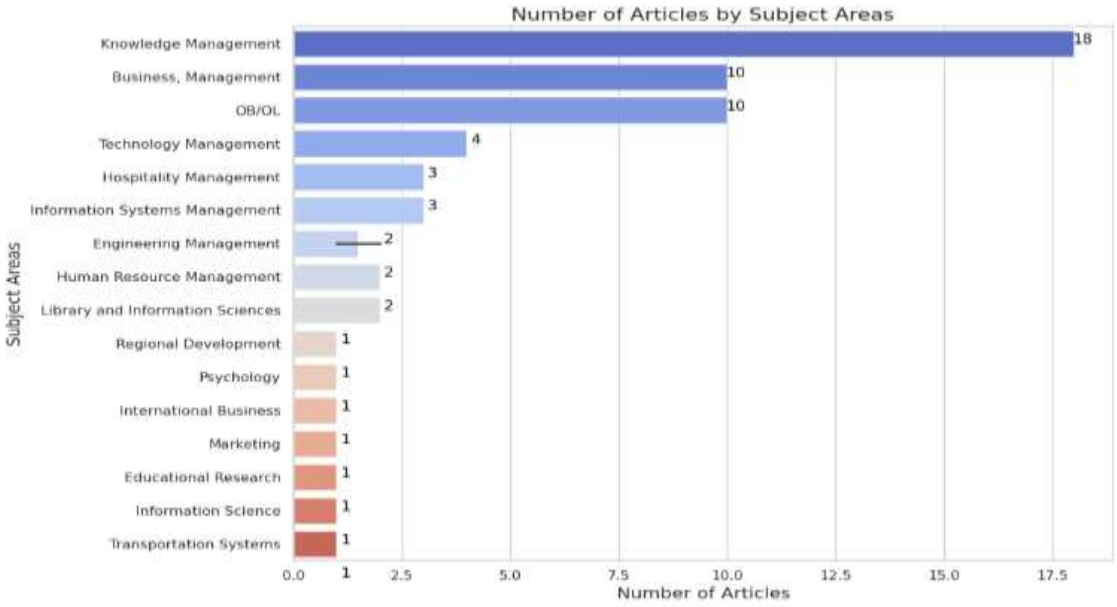

Figure 4. *Subject areas covered in the research*

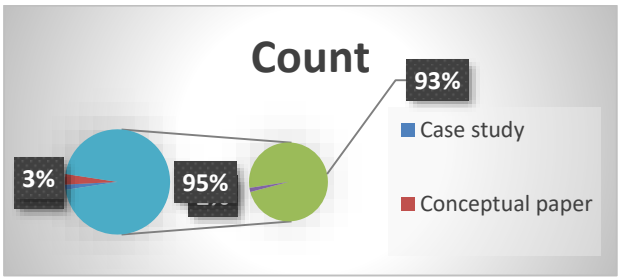

Figure 5. *Pie chart*

Table 1 *Most Cited Articles*

Author	citation count
[28]	226
[29]	171
[30]	169
[31]	158
[32]	137
[33]	129
[34]	125
[35]	101
[35]	101
[36]	98

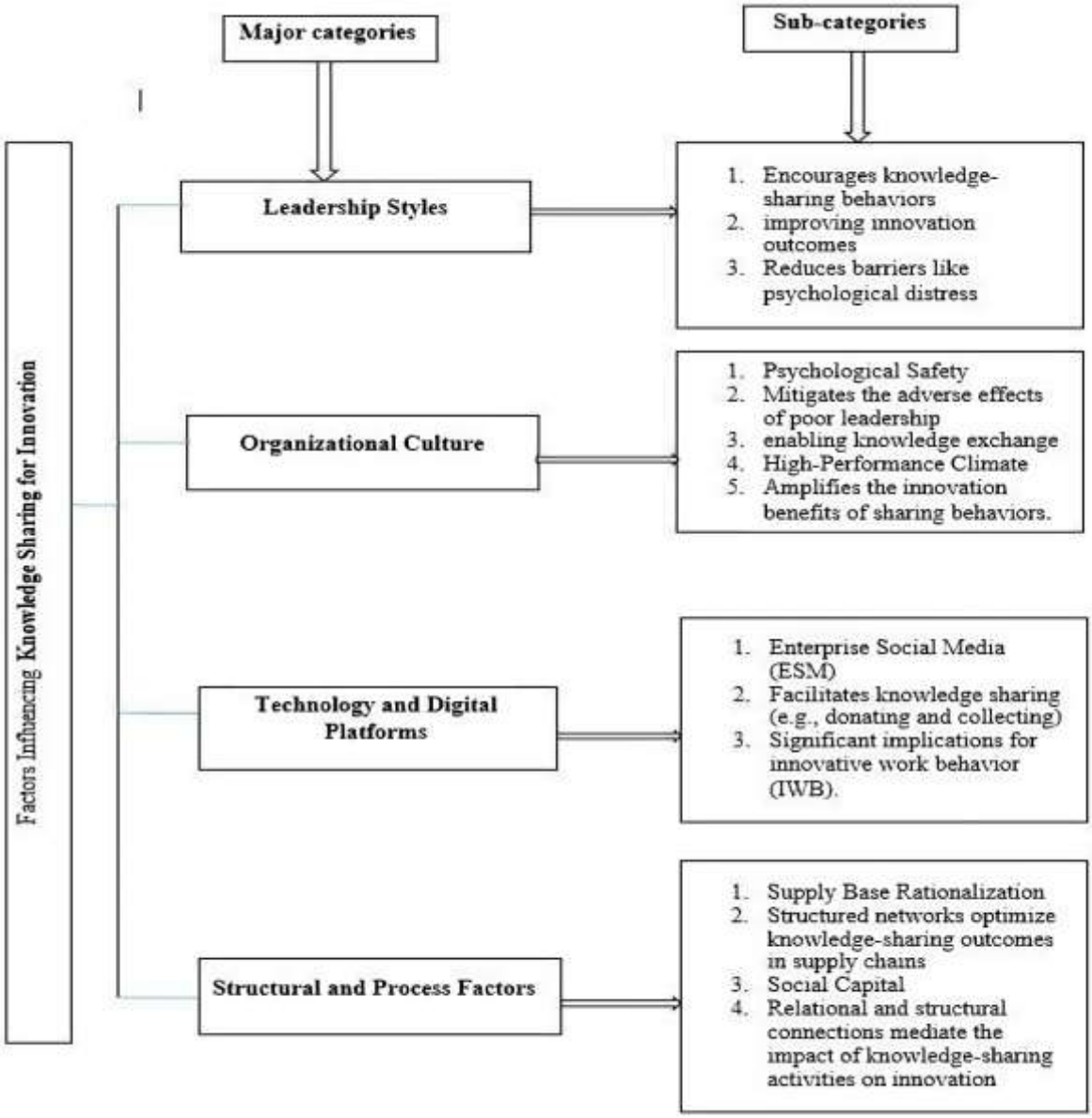

Figure 6. *Flow chart: Factors influencing enhanced knowledge sharing for innovation*

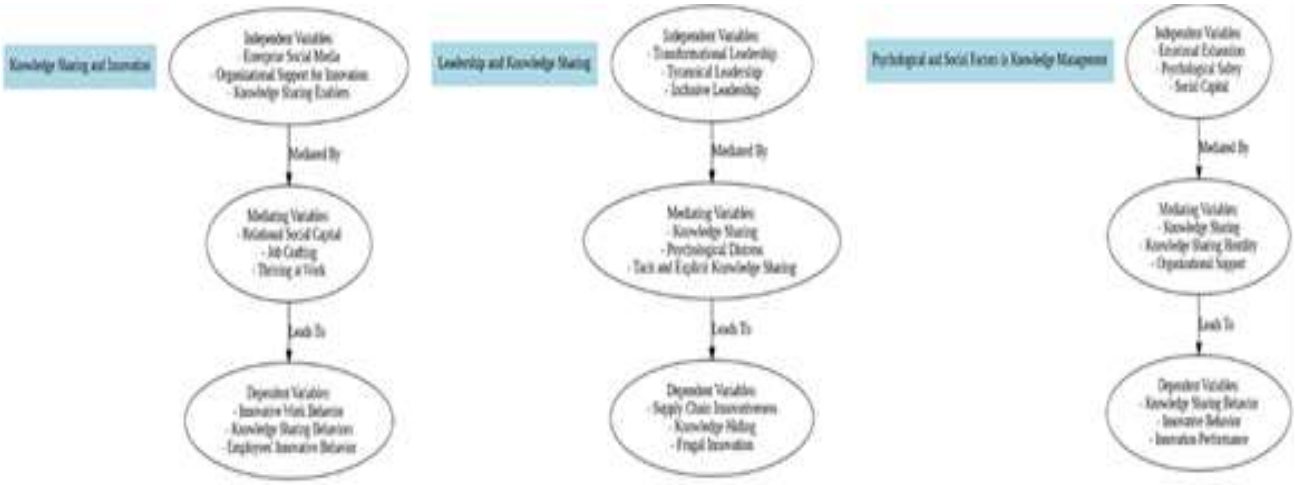

Figure 7. *Models to guide future research in the field*

Table 2. *Overview of the study*

Author	Major findings	Feature research direction	Type of paper
[6]	"The study found that transformational leadership significantly enhances supply chain innovativeness in Chinese firms. Knowledge sharing acts as a crucial mediator in this relationship, while supply base rationalization strengthens the effect"	"Future studies could explore the impact of transformational leadership on supply chain innovativeness in different cultural contexts or industries. Additionally, examining other potential mediators and moderators, such as technological adoption or organizational culture, could provide deeper insights"	Empirical Research
[37]	"This research highlights that tyrannical leadership leads to increased knowledge hiding among employees, primarily through the mediation of psychological distress. Psychological safety was found to moderate this relationship, reducing the negative impact of tyrannical leadership"	"Future research could investigate the long-term effects of tyrannical leadership on organizational performance and employee well-being. Exploring interventions to mitigate the negative impacts of such leadership styles and examining the role of organizational policies in fostering psychological safety could be valuable"	Empirical Research
[38]	"The study demonstrates that knowledge sharing via enterprise social media positively influences employees' innovative work behavior. Relational social capital mediates this relationship, while a performance climate moderates it"	"Future studies could examine the role of different types of social media platforms in knowledge sharing and innovation. Investigating the impact of organizational size and structure on these dynamics and exploring cross-cultural differences could provide further insights"	Empirical Research
[39]	"This paper finds that organizational support for innovation positively affects job crafting and knowledge-sharing behaviors, with notable differences between teleworkers and office workers. Structural equation modeling was used to analyze these relationships"	"Future research could explore the impact of hybrid work models on job crafting and knowledge sharing. Additionally, examining the role of individual differences, such as personality traits or job roles, in these relationships could offer more personalized insights"	Empirical Research
[40]	"The article reveals that inclusive leadership fosters frugal innovation through the mediating roles of tacit and explicit knowledge sharing. The competitive intensity was found to moderate these relationships"	"Future studies could investigate the impact of inclusive leadership on other forms of innovation and in different organizational contexts. Exploring the role of digital transformation in enhancing knowledge sharing and innovation under inclusive leadership could also be a promising area"	Empirical Research
[41]	"The study found that emotional exhaustion weakens the relationship between social media use and knowledge-sharing behavior among employees"	"Future research could explore interventions to mitigate emotional exhaustion and examine the role of different types of social media platforms in knowledge-sharing"	Empirical Research
[42]	"This meta-analysis revealed that task interdependence and a positive organizational atmosphere negatively affect counterproductive knowledge behavior (CKB), while workplace discomfort, negative organizational atmosphere, internal competition, and time pressure positively affect CKB"	"Future studies could investigate the impact of individual differences, such as personality traits, on CKB and explore interventions to create a positive organizational atmosphere"	Meta-Analysis

[43]	"The study found that individual motivation positively influences knowledge sharing among academics in higher education, but perceived costs hinder this behaviour"	"The study found that individual motivation positively influences knowledge sharing among higher-education academics, but perceived costs hinder this behaviour"	Empirical Research
[44]	"The study found that knowledge diversity, professional knowledge, self-efficacy, and social system use positively affect the establishment of a transactive memory system (TMS) in distributed agile teams. Herding behavior also promotes TMS establishment, especially in AI-related knowledge work".	"Future studies could explore the impact of different types of knowledge work on TMS establishment and investigate the role of cultural differences in herding behaviour"	Empirical Research
[45]	"The study found that digital transformation (DT) has an inverted U-shaped impact on balanced ambidexterity (BA) and a positive linear effect on combined ambidexterity (CA). Organizational slack negatively moderates the positive contribution of DT to CA, and industrial competition flattens the relationship between DT and BA"	"Future research could explore the long-term effects of DT on innovation strategies and investigate the role of different organizational and environmental factors in moderating these relationships"	Empirical Research
[46]	"The study found that perceptions of being envied at work can lead to both knowledge hiding and sharing. However, only knowledge sharing positively impacts employee innovation. The effect of being envied on innovation through knowledge sharing is weakened when the envied employee holds strong zero-sum game beliefs"	"Further research could explore other affective work experiences and their impact on knowledge behaviors and innovation. Additionally, examining different cultural contexts could provide deeper insights"	Empirical Research
[23]	"The study revealed that transformational, transactional, and creative leadership styles significantly influence online knowledge sharing, with creative leadership having the strongest effect. Online knowledge sharing mediates the relationship between leadership styles and employee creativity. Organizational innovation moderates these relationships"	"Future studies could investigate the impact of other leadership styles and the role of different organizational cultures in online knowledge sharing and creativity"	Empirical Research
[47]	"Transformational leadership positively affects job autonomy, which in turn enhances online knowledge sharing through job engagement. Organizational innovation moderates the relationship between transformational leadership and job autonomy"	"Future research could explore the impact of other leadership styles and the role of job characteristics in knowledge sharing"	Empirical Research
[48]	"The article analyzes the COVID-19 pandemic using a knowledge perspective, highlighting the stages of knowledge development and the challenges the pandemic poses. It emphasizes the importance of establishing a knowledge baseline during crises"	"Future research could focus on the long-term impacts of the pandemic on knowledge management practices and the role of digital technologies in crisis management"	Conceptual paper
[49]	"The study found that entrepreneurial leadership positively influences team creativity through team psychological safety and knowledge sharing. These factors sequentially mediate the relationship between entrepreneurial leadership and team creativity"	"Future studies could examine the impact of entrepreneurial leadership in different sectors and cultural contexts, and explore other mediating factors"	Empirical research

[50]	"The study found that knowledge-sharing enablers, such as intrinsic and extrinsic socially driven motivations, positively influence social innovation capabilities in nonprofit organizations. The formation of knowledge-sharing behaviors through inside-out and outside-in processes is crucial"	"Future research could explore the role of different types of knowledge-sharing enablers and their impact on social innovation in various organizational contexts"	Empirical research
[51]	"The study demonstrated that innovative knowledge sharing positively affects employees' innovative behaviors through the mediating role of thriving at work. Employees who engage in innovative knowledge sharing feel more thriving, which enhances their innovative behaviors"	"Future studies could investigate other mediating factors between knowledge sharing and innovative behaviors, and explore these relationships in different cultural settings"	Empirical research
[52]	"The study identified that external search and organizational support are key determinants of employee innovative behavior in the hotel industry. Knowledge sharing mediates the relationship between these determinants and employee innovation"	"Future research could examine the impact of other external and internal factors on employee innovation and extend the study to different industries"	Empirical research
[53]	"The study found that organizational culture significantly influences organizational citizenship behavior (OCB) and organizational innovation (OI) in Indigenous people production organizations (IPPOs). However, knowledge sharing did not have a significant impact on OI"	"Future studies could explore the reasons behind the limited impact of knowledge sharing on innovation in IPPOs and investigate other factors that might influence this relationship"	Empirical research
[54]	"The study revealed that the knowledge receiver's openness to receive and share knowledge influences the provider's knowledge-sharing behavior. This behavior positively affects job performance and work unit innovation"	"Future research could examine the impact of different types of knowledge and the role of knowledge receivers in various organizational settings"	Empirical research
[55]	"The study found that perceptions of organizational politics negatively impact innovative behavior through the mediating role of knowledge-sharing hostility. Mindfulness moderates this relationship, reducing the negative effects of organizational politics on innovative behaviour"	"Future research could explore other moderating factors that might mitigate the negative effects of organizational politics and investigate these dynamics in different cultural contexts"	Empirical research
[56]	"The study found that knowledge-based HRM practices, directly and indirectly, influence innovation performance through social capital and knowledge sharing. Social capital mediates the relationship between HRM practices and innovation performance"	"Future research could explore the impact of different types of social capital and HRM practices on innovation performance in various organizational contexts"	Empirical research
[57]	"The study revealed that the compatibility of enterprise social media (ESM) with employees' self-interest and group interest significantly influences ESM value. Intrinsic motivations towards collaboration and knowledge management mediate this relationship"	"Future studies could re-examine the model using data from different countries and explore the effects of compatibility on various ESM platforms"	Empirical research

[58]	"The study found that ESM use encourages individual innovation productivity through product/service innovation, process innovation, and social innovation. Risk-taking and knowledge-sharing culture mediate the relationship between ESM use and innovation productivity"	"Future research could investigate the role of different organizational cultures and support mechanisms in enhancing ESM-driven innovation"	Empirical research
[59]	"The study identified factors that influence employees' decisions to share or withhold innovative knowledge and how these decisions impact their career interests. The findings highlight the importance of organizational support and individual motivations in knowledge sharing"	"Future studies could explore the impact of different types of organizational support and individual motivations on knowledge sharing in various industries"	Empirical research
[60]	"The study found that congruence between marking and defensive behaviors in knowledge territoriality positively impacts creative idea generation and idea implementation. Team territorial climate moderates this relationship"	"Future research could explore the impact of different types of territorial behaviors and team climates on innovation processes"	Empirical research
[61]	"The study found that individual factors (e.g., self-efficacy, intrinsic motivation) and organizational factors (e.g., knowledge-sharing culture, management support) significantly influence online knowledge-seeking behavior among employees in technical R&D teams"	"Future research could explore the impact of different types of knowledge and the role of team dynamics in online knowledge-seeking"	Empirical research
[62]	"The study demonstrated that active lurking behavior positively influences individual innovative capability. Organizational culture moderates the relationship between active lurking and innovation"	"Future studies could investigate the impact of different organizational cultures and individual motivations on active lurking and innovation"	Empirical research
[63]	"The study found that intrinsic motives (self-efficacy, reputation, reciprocity) significantly impact online knowledge-sharing behavior. Individual innovation capability and top management support moderate these relationships"	"Future research could explore the impact of different intrinsic and extrinsic motives on knowledge-sharing behavior in various industries"	Empirical research
[64]	"The study introduced an R&D innovation indicator and found that it positively affects market value, as measured by Tobin's Q. The relationship is moderated by the firm's default risk"	"Future studies could examine the impact of different types of innovation indicators and their effects on market performance in various industries"	Empirical research
[65]	"The study found that formal control mechanisms can effectively balance knowledge sharing and protection in open innovation projects, enhancing project success"	"Future research could explore the impact of different control mechanisms and their effectiveness in various types of innovation projects"	Empirical research
[66]	"The study found that enterprise innovation activities are embedded in multiple networks, including administrative, knowledge, and social networks. Middle managers play a crucial role in moderating the relationship between these networks and innovation by promoting emotional resonance, knowledge sharing, and behavioral resonance among employees"	"Future research could explore the impact of different types of networks and the role of middle managers in various organizational contexts. Additionally, examining the influence of cultural factors on network-based innovation could provide deeper insights"	Empirical research

[67]	"The study found that frontline employee participation and cross-unit collaboration are not sufficient for successful service productization. Managers need to align project goals with employee goals and promote trust among the project workgroup"	"Future studies could explore the role of different organizational structures and cultures in facilitating knowledge sharing and service productization"	Empirical research
[68]	"The study found that both internally driven (autonomous) and externally driven (controlled) motivations influence knowledge sharing using wiki technology. Role perceptions moderate these relationships: externally driven motivation leads to more knowledge sharing when perceived as in-role behavior, while internally driven motivation leads to more sharing when perceived as extra-role behaviour"	"Future research could explore the impact of different types of motivation and role perceptions in various organizational contexts and with other collaborative technologies"	Empirical research
[69]	"The study found that psychological precursors, such as perceived control and intention, play a significant role in technology transfer and knowledge sharing in open innovation partnerships"	"Future studies could explore the impact of different psychological factors and organizational contexts on knowledge sharing and technology transfer"	Empirical research
[70]	"The study found that the propensity to trust positively influences knowledge-sharing behavior and service innovation. Knowledge-sharing behavior and organic organizational structure mediate this relationship"	"Future research could examine the impact of different trust factors and organizational structures on knowledge sharing and innovation in various industries"	Empirical research
[71]	"The study found that knowledge sharing mediates the relationship between collaborative culture and innovation capabilities (product and process innovation). Ownership form moderates these relationships"	Future research could examine the moderating effects of individual and firm characteristics on the relationship between collaborative culture, knowledge sharing, and innovation capabilities.	Empirical research
[72]	"The study found that opportunities for formal learning positively influence short- and long-term participation in informal learning activities. HRM system strength intensifies these relationships"	"Future research could explore the impact of different HRM practices on informal learning and investigate these dynamics in various organizational contexts"	Empirical research
[73]	"The study identified multiple tensions in R&D networks, including dialectical tensions (openness of core knowledge exposure and inclusiveness of knowledge sharing) and paradoxical tensions (innovation goal alignment, coopetition, and actor interdependence). These tensions impact knowledge search and integration behaviors"	"Future research could explore tension-resolving mechanisms and the role of different types of networks in managing these tensions"	Empirical research
[74]	"The study found that social capital and perceived behavioural control mediate the relationship between lead users and innovation-related knowledge sharing in online user communities. Lead users with high social capital and perceived behavioural control are more likely to share knowledge"	"Future studies could investigate the impact of different types of social capital and behavioural controls on knowledge sharing in various online communities"	Empirical research
[75]	"The study found that regional factors significantly influence farmers' decisions to sell products directly to consumers. The diffusion of direct selling is a localized process of social innovation, driven by	"Future research could explore the impact of different regional policies and social networks on direct selling practices"	Empirical Research

	knowledge sharing among actors"		
[76]	"The study found that gamification and well-designed incentives can significantly enhance knowledge-sharing behavior. Game mechanics, such as points and rewards, increase employee motivation and engagement in knowledge management systems"	"Future research could explore the long-term effects of gamification on knowledge sharing and the impact of different game mechanics in various organizational contexts"	Empirical Research
[77]	"The study found that knowledge-sharing and absorptive capacity significantly contributes to team innovation. Team tenure duration positively influences knowledge sharing, with older teams sharing more knowledge than newer ones"	"Future research could explore the impact of different team characteristics on knowledge sharing and innovation, and investigate these dynamics in various organizational contexts"	Empirical Research
[78]	"The study found that boundary spanners' willingness to share knowledge has a dual effect on innovation success, impacting both new product development (NPD) innovativeness and performance. This effect is robust regardless of market turbulence"	"Future research could explore the role of different types of boundary spanners and the impact of various market conditions on knowledge sharing and innovation"	Empirical Research
[79]	"The study identified that enjoyment in helping others, top management support, and ICT use significantly influence knowledge-sharing processes. These processes, in turn, enhance the firm innovation capability"	"Future studies could examine the impact of personal traits and organizational characteristics on knowledge-sharing and innovation capabilities"	Empirical Research
[80]	"The study found that self-efficacy and rewards (intrinsic and extrinsic) significantly affect online knowledge sharing behavior. Organizational innovation moderates these relationships, with extrinsic rewards being more effective in private companies and intrinsic rewards in public companies"	"Future research could investigate other dimensions of knowledge sharing, such as knowledge donating and collecting behaviors, and the role of different organizational contexts"	Empirical Research
[81]	"The study found that attitudes towards EV adoption, influenced by ecological significance and individual preferences, significantly affect purchase intentions. The extended theory of planned behavior was used to forecast adoption behaviour"	"Future studies could explore the impact of different demographic factors and policy interventions on EV adoption behaviour"	Empirical Research
[82]	"The study found that virtual competence, including collective efficacy and virtual media skills, significantly enhances process innovation capability and team performance. Knowledge sharing moderates the relationship between process innovation capability and team performance"	"Future research could explore the impact of different virtual team characteristics and knowledge-sharing mechanisms on innovation and performance"	Empirical Research
[83]	"The study found that peer knowledge sharing positively impacts firms' financial and innovation performance through the mediating role of knowledge management success. Leadership support is a key antecedent to peer knowledge-sharing"	"Future research could explore the impact of different leadership styles on peer knowledge sharing and investigate these dynamics in various organizational contexts"	Empirical Research
[84]	"The study found that tacit knowledge is shared more frequently during discussions, formal meetings, and when giving or receiving advice. Explicit knowledge is more often shared during pre-planned interactions. The physical work environment, such as cellular offices,	"Future studies could investigate the impact of different physical work environments and organizational structures on knowledge-sharing behavior	Empirical Research

	negatively affects tacit knowledge-sharing"		
[85]	"The study found that ethical leadership positively influences both radical and incremental innovation through the mediating roles of tacit and explicit knowledge-sharing"	"Future research could explore the long-term effects of ethical leadership on innovation and the role of different types of knowledge sharing in various industries"	Empirical research
[86]	"The study found that relational governance positively influences knowledge sharing in university-business collaborations, while transactional governance has a negative impact. Knowledge combination and co-poiesis positively impact the achievement of joint goals"	"Future research could explore the impact of different governance mechanisms on knowledge-sharing and collaboration outcomes in various contexts"	Empirical research
[87]	"The study identified 27 barriers to knowledge sharing in enterprise social media, categorized into seven dimensions: usage barriers, value barriers, physical risks, trust risks, security belief barriers, mutual benefit belief barriers, and image barriers. These barriers impact the effectiveness of knowledge sharing and the strategic use of social media"	"Future studies could explore strategies to overcome these barriers and investigate the impact of different social media platforms on knowledge sharing"	Empirical research
[88]	"The study found that a systematic knowledge management (KM) system significantly improves project management operations by aligning business strategy, KM technology, and project management practices. The framework includes seven stages, integrating KM technology approaches, people approaches, strategies, and value-enhancing practices"	"Future research could validate the framework in different organizational contexts and explore the impact of KM systems on various performance metrics"	Empirical research
[89]	"The study found that transformational leadership (TFL) at the unit level positively impacts work unit innovation performance through a double mediation mechanism involving unit knowledge sharing climate and internal knowledge sharing. The findings highlight the importance of TFL behaviors in explaining innovation performance"	"Future research could explore other mediating factors and the long-term effects of TFL on innovation performance"	Empirical research
[90]	"The study found that transformational leadership (TL) significantly influences innovative behavior and knowledge sharing among Korean workers. Knowledge sharing mediates, and perceived organizational support (POS) moderates, the relationship between TL and innovative behaviour"	Future research could examine the antecedents of knowledge sharing and the effects of TL at different organizational levels.	Empirical research
[91]	"The study found that interest drives participation in online deliberation, but does not explain active participation. Both active and passive participation positively influence understanding of the issue, while satisfaction with the outcome is not related to participation but may support future participation"	"Future research could explore the impact of different participation levels on decision-making outcomes and investigate strategies to enhance active participation"	Case study

[92]	"The study found that bottom-up social control mechanisms are more effective than bureaucratic control in eliciting explicit knowledge-sharing behaviors through ICT systems. Informal control methods overcome knowledge transfer barriers and enhance the quality of outcomes"	Future research could explore the impact of different control mechanisms on knowledge transfer and innovation in various organizational contexts	Empirical research
[93]	"The study provides conceptual insights on how intra-organizational social network architecture can be developed, supported, and utilized to drive innovations in geographically dispersed organizations. It emphasizes the importance of social capital and social exchange theory in fostering organizational behavior and innovation"	"Future research could validate the proposed framework in different organizational contexts and explore the impact of various social network structures on innovation"	Conceptual paper
[94]	"The study found that results-oriented and job-oriented cultures positively affect employee intention in the knowledge management (KM) process (creation, storage, transfer, and application), while a tightly controlled culture has negative effects"	"Future research could use longitudinal studies to understand how changes in organizational culture dimensions influence the KM process over time"	Empirical Research
[95]	"The study identifies knowledge withholding as a significant barrier to innovation diffusion within organizations. It distinguishes between intentional hiding and unintentional hoarding of knowledge and highlights the need to address these behaviors to facilitate innovation"	"Future studies could explore strategies to mitigate knowledge withholding and examine its impact on different types of innovation"	Empirical Research
[96]	"The study compares different scales used to measure knowledge-sharing behavior and finds significant differences in their effectiveness. It highlights the importance of choosing appropriate scales to accurately assess knowledge sharing"	"Future research could develop and validate new scales for measuring knowledge-sharing behavior in various organizational contexts"	Empirical Research

Many of the highly cited articles represent some of the seminal work done in the field. The most cited article is that of Chang & Lin [28], with 226 citations. Yang et al. [29] has 171 citations, while Choi et al. [30] has 169 citations. Muhammed & Zaim [31] and Friedrich et al. [32] are also influential studies that have received much attention. These works provided critical frameworks and insights that continue to guide and inspire future research.By a heavy margin, the empirical strand dominates the literature with 58 papers delivering data-informed insights in knowledge sharing and innovation. The proportion of conceptual papers is much lower, with just two exemplars, while the shortfall in case studies and meta-analyses is particularly glaring: only one contribution to the respective subcategories. Thereby, a strong orientation for exploratory practice at the cost of theoretical development or synthetic summarization has dominated the body of existing research.Strategies to improve knowledge sharing and innovation in organizations pay attention to several critical areas. Leadership styles, in the form of transformational and inclusive leadership, are integral to the facilitation of collaboration and barriers. A culture of trust and psychological safety is important for knowledge exchange, while technology and digital platforms, such as enterprise social media, make knowledge-sharing processes efficient. Structural and process factors, including optimized networks and social capital, provide further support for innovation.

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