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A SYSTEMATIC REVIEW ON RELATIONSHIP BETWEEN KNOWLEDGE SHARING AND EMPLOYEE PERFORMANCE

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Abstract

Purpose: *The purpose of this study is to better understand how information sharing affects worker performance.This evaluation assessed the research designs and sampling data used, the primary implications that can be drawn from these studies, and the techniques used to gauge the impact of information sharing on worker performance.*

The systematic collection and evaluation of English-language publications that provide empirical support for the existence of a connection between knowledge sharing (KS) and employee performance (EP) as well as their mutual effect was another goal of this study.

Design/Methodology/Approach: *PubMed, Google Scholar, LISTA, ISI Web of Knowledge, Gernal, and Theses were searched in order to conduct a comprehensive examination of the literature. By January 2026, the searches had been completed. Review papers and some research were searched using Google Scholar's backward and forward citations, and there was no language limitation. This review did not include books, but it did include studies that demonstrated the relationship between KS and EP. Data extraction and critical examination were done to determine the risk of bias in each study.*

Findings: *The findings clearly demonstrate that these two parameters had a significant link and were impacted by each other. In a similar Vitality, it is seen that JS profited from KS. Among those working for different companies, JS had a big influence on KS.*

Originality/Value: *By carefully gathering and evaluating the English language studies, this review first looks at the connection between KS and EP and how they affect each other. This study has theoretical and practical ramifications for managers and organizational departments.*

1. BACKGROUND

It is evident that information sharing has changed how people communicate at work and is now a crucial component of employee effectiveness. According to Smith and Jones (2020) the move to knowledge sharing has created both opportunities and challenges for sustaining employee engagement. However, according to Allen et al. (02021) new strategies must be developed to sustain employee engagement. Businesses must recognise the importance of this identification if they want to

improve knowledge transfer strategies for worker performance (Umar et al., 2024a, 2024b).

An increasing quantity of empirical research indicates that effective information sharing can improve employees' task execution, decision-making, and problem-solving skills, all of which contribute to higher employee performance outcomes. For instance, a number of quantitative studies have establish a strong and positive correlation between employee performance and information sharing in a variety of industries, such as higher education, small and medium-sized businesses (SMEs), and service sectors. In a study of SME workers, knowledge sharing was found to be positively correlated with workers' performance because it facilitated the acquisition of relevant information, enhanced response to market dynamics, and raised overall productivity (Sutrisno, 2024).

According to Nguyen (1999) and Rodriguez (2021) employee engagement is the mental state in which an individual feels content, involved, and totally committed to their work, which leads to improved performance and loyalty to the company. They must put in extra effort and be willing to go above and beyond the call of duty (Jan et al., 2022; Wang & Johnson, 2020). Employee engagement, according to Garcia and Kim (2021) is a mental state in which individuals feel satisfied, involved, and fully engaged in their work and are actively committed to achieving organisational goals. Employee engagement, which boosts motivation, production, and retention, is the extent to which workers feel emotionally involved in their work, company, and coworkers (Patel & Garcia, 2018). Information sharing is a key component of employee performance because it enables organisation to leverage individual expertise and experience (Tohidinia & Mosakhani, 2010; Al Murawwi et al., 2014). Knowledge management and organisational culture survey According to Suppiah and Sandhu (2011) there is a favourable correlation between knowledge management and organisational culture. The kind of organisational culture has an impact on knowledge and incentives (Durmusoglu et al., 2014). Information sharing is influenced by organizational rewards (Tohidinia & Mosakhani, 2010). Extrinsic benefits have no discernible relationship with information sharing (Cameron & Quinn, 1999). Framework for organizational culture Conceptually, there are four different kinds of organizational culture: market, hierarchy, adhocracy, and clan. These studies emphasize the value of rewards, organizational culture, and knowledge exchange in improving worker performance. However, contradictory findings regarding the relationship connecting knowledge sharing and organizational advantages highlight the need for additional research.

Both traditional and knowledge-intensive industries can gain a significant competitive advantage through knowledge management, according to the literature (Teng & Song, 2011; Zack, 2003; Wright et al., 2001; Peng, 2013). Knowledge sharing is an essential process that enhances decision-making, performance, and problem-solving (Fong et al., 2011; Mesmer-Magnus & DeChurch, 2009). This reduces expenses, enhances customer understanding, and boosts organizational performance (Kuo et al., 2014; Law & Ngai, 2008). Although organizational culture, management support, and trust have been extensively studied (Akram et al., 2024, 2026; Peng, 2013), there is still little research on how individual employee characteristics affect knowledge sharing. For this reason, this study looks at knowledgeoriented employee characteristics and their relationship to knowledge sharing.

Moreover, knowledge sharing (KS) is also important in explaining workers' job satisfaction as well as being linked to job outcomes. The empirical evidence indicates that efficient KS systems and the promotion of knowledge sharing among workers can increase their motivation and satisfaction in their work. Rahman et al. (2018) stated that Knowledge management (KM) practices boost workers' involvement and competence, which boosts job satisfaction. This is particularly important in companies that rely heavily on knowledge workers, where employee engagement and retention are significant factors.

In the business world, knowledge management (KM) has become more important due to

technological advances. Research published in Computers and Human Behaviour ScienceDirect (2016) suggests that workplace cultures that encourage knowledge sharing and learning have a positive effect on employee productivity and workplace performance, which, in turn, affects employee behaviour.

Moreover, published research in the field of Information and Learning Sciences has emphasized the importance of knowledge management (KM) in the context of organisational learning and enhancement of the workers' capacities. These studies show that knowledge management (KM) systems are a good way to help people learn by recording and reusing knowledge, which improves productivity and helps organisations succeed (Emerald, 2018). Even if the amount of research on knowledge management is increasing, it is still scattered over various fields, approaches, and situations. A fragmented picture of KM's total impact results from some research emphasising behavioural outcomes or job happiness, while others concentrate largely on employee performance. Therefore a thorough literature review is necessary to incorporate the current empirical findings, to identify important themes and connections and to identify research gaps.

Hence, the aim of This study is to carry out a comprehensive literature review of knowledge management and its impact on employee productivity and satisfaction. In this exploration, the authors integrate information from peer-reviewed academic literature to gain an in-depth understanding of knowledge management (KM) techniques and their implications for employee-related consequences in a project to develop knowledge management theory and practice. In a knowledge-intensive and dynamic world, organisations need to control and utilize their current knowledge to obtain competitive edge. Sharing information is a vital component of knowledge management, and is important for companies to be able to leverage the expertise of their employees and boost production (Brown & Duguid, 1991; Hinds et al., 2001). The study has demonstrated that there is a positive relationship between information sharing and organisational success. (Arthur & Huntley, 2005; Collins & Smith, 2006; Cummings, 2004; Hansen, 2002; Mesmer-Magnus & DeChurch, 2009). However, the impact of information sharing on employee performance is still unclear (Bartlett & Ghoshal, 2002).

Knowledge management (KM) is crucial for maximising human resources and increasing productivity in the competitive business world of today. Work performance and job contentment are altered by KS techniques (social networks, codification, and tailoring) and procedures (knowledge acquisition, sharing, creation, and retention). (Alavi & Leidner, 2001; Bock et al., 2005). Since libraries are knowledge-based organisations, they employ knowledge management (KM) to collect, process, and distribute knowledge (Bouthillier & Shearer, 2003). By investigating the impact of knowledge management (KM) procedures and practices on job satisfaction and productivity at a Saudi Arabian academic library, this study closes a gap in the literature (Judge et al., 2001; Meyer et al., 2002).

In particular, research by Ahmad and Karim (2024), Bibi et al. (2024), and Armansyah et al. (2024) that concentrated on knowledge sharing (KS) and employee engagement strongly predicts performance; additionally, knowledge management (KM) and knowledge sharing (KS) enhance productivity and competitiveness, with employee performance as the dependent variable. Additionally, innovation mediates KS–performance. Additionally, a research by (Erlina et al., 2023) looked at job satisfaction as a partial mediator of KS-performance. However, the function of meaningful work as a mediator of the bond between knowledge sharing (KS) and performance has goten reduced focus (Udin & Yuniawan, 2020).

Employee performance and knowledge sharing in the workplace are closely linked according to several research. (Rohim & Budhiasa, 2019) Found that knowledge sharing, culture, and incentives. Following to this study, the COVID-19 pandemic triggered workplace disruptions that resulted in challenges and reduced productivity. Rewards make knowledge sharing (KS) stronger,

but hierarchy and clan culture make it weaker. Similarly, three research (Muthuveloo et al., 2018) examined how information sharing enhances organizational commitment, productivity, effectiveness, and job competency. Structured knowledge management (KM) procedures have a positive effect on competitiveness and performance. Positive traits are also included, though (Alyoubi et al., 2018) however, focused on how knowledge management (KM) practices improve work output and job satisfaction among Saudi Arabian academic library employees. Additionally Azmi and Ab Rahman (2018) claim that KS procedures significantly improve employee job satisfaction; yet, they make no mention of the sample strategy. Performance and competitiveness are positively impacted by knowledge management (KM) practices, according to a study conducted by Inkinen (2016) at multisector organisations structured from scratch.In a similar vein, another study by Masa'deh et al. (2016) focusses on both knowledge sharing and meaningful work as mediators of KS performance. According to a single study by Durmuşoğlu et al. (2014), remuneration strengthens knowledge sharing (KS), hierarchy weakens, and culture, remuneration. The two knowledge sharing KS-focused studies by Alam et al. (2009) and Govindasamy and Jayasingam (2009) account for 32% of the performance variance.Four dimensions—trust, rewards, culture, and technology—were the foundation of this study. In a similar vein, the second study is focused on information sharing and dedication and is favourably associated with organisational commitment. (Rosenberg & Liebowitz, 2004; Sharifuddin et al., 2004) found that culture, organisation, technology, and people are critical drivers of learning and performance.

This study has also added people as a dimension. The population of Malaysia was the subject of the Sharifuddin research. However, the KS is a strategic driver of learning and performance, according to Rosenberg Liebowitz. Additionally, Shabeer and Mahmood (2025) study, which focused primarily on leadership and rewards to promote knowledge management (KM) success, was done on the Pakistani population; however, the year of the study was not given. The main aspects of this discovery are leadership, culture, reward, and knowledge management.

Employee performance and organizational success are are closely associated according to a number of studies. In the setting of Karachi, Pakistan's institutions, (Ahmed et al., 2020) determined that organizational performance is considerably and favorably impacted by employee engagement. This demonstrate how encouraging strong degrees of engagement among remote employees can lead to greater organizational advantages. The relationship between employee engagement, performance, and intention to quit is another crucial matter. Provide further research to support this, highlighting how employee engagement and self-management significantly improve job satisfaction and well-being as well as reduce workplace stress.

A pattern in global population study is shown by the conversation that came before it. This is positive proof that businesses are actively trying to use tactics that improve employee performance. Additionally, it shows that employees are taking the initiative to promote a healthier workplace. These programs are a part of a broader effort to increase employee satisfaction and productivity through information exchange. (Karim & Ahmad, 2024) Research attempts to investigate employees' performance through knowledge management and sharing. This study, which was carried out in Indonesia using a sample of 189 employees, was based on a quantitative examination of SMEs.

Lastly, the study shows a high correlation between management, information exchange, and the performance of SME workers. Daily operations, response to market demands, and customer happiness are all improved by efficient information management and sharing. This insight provides managers and owners of SMEs with practical guidance on how to boost productivity, competitiveness, and agility by putting strong knowledge systems into place.

However, the study by Bibi et al. (2024) intends to investigate how knowledge sharing affects employee performance at higher. Employee

engagement and motivation are moderated by education. the effect of these variables on Pakistani workers' performance. The study chose a sample size of 322 employees using a cross-sectional research strategy.

The study by Eisenberger et al. (1986) established the notion of Perceived Organizational Support (POS). They argued that when workers feel their company appreciates their contributions and actually cares about their well-being, they become more engaged, driven, and dedicated to healthy work habits. Work-related results and performance are enhanced as a result. In this study, the independent variable was perceived organizational support, while the dependent variable was employee work outcomes (such as commitment and performance-related outcomes). However, the mediating and moderating elements were not made public. The Javaid et al. (2026) paper uses this study to show the importance of organizational support in enhancing employee well-being and reducing the negative effects of working obstacles. The first study was conducted in the United States in 1986. However, neither the sample size nor the design of Eisenberger et al.'s investigation are described in the reviewed journal.

For a quantitative study in Pakistan, Khan et al. (2025) collected data from 532 employees of significant IT businesses in Rawalpindi and Islamabad using a cross-sectional research design and purposive sampling technique. In this study, organizational ambidexterity and people performance were serial mediators without a moderator, whereas Organizational performance was the dependent variable, though electronic human resource management (e-HRM) was the independent variable. According to Motowidlo (2003), employee performance is seen as a complex construct that encompasses task performance, contextual performance, and conscientiousness. The report claims that implementing e-HRM systems directly enhances employee performance by simplifying processes.

Pepple et al. (2026) Examined how employee compensation and academic attainment are link in the United Kingdom. Knowledge sharing was not included in the authors' empirical model, despite the fact that previous studies have connected rewards to information-sharing behavior (Kwenin et al., 2013; Šajeva, 2014). The study found that intrinsic job satisfaction significantly mediated the relationship between employee rewards and performance,

Truong et al. (2024) investigated the role that information sharing has in enhancing organizational performance. According to the conclusions that government support, knowledge management success, and information sharing all have a positive impact on corporate performance, effective knowledge-sharing techniques are essential for improving organizational performance. Vietnam conducted the study, which was published in 2024.

Research Objective and Focused Question

With this study, the authors hope to answer the following query:

Q1. In studies that showed a causal or correlational relationship between these variables, what kind of association has been discovered between KS and EP?

Q2. To assess the extent and methods of knowledge exchange among staff members in the company?

Q3. To examine how employee performance and information exchange are related?

Q4. To ascertain how much employee performance is impacted by information sharing?

Methods

The impact of knowledge transfer on employee performance is revealed in this chapter through a comprehensive review. Google Scholar provided scholarly literature that highlighted recent research. First, study articles were gathered. 20 papers were chosen for in-depth analysis after professionals evaluated both quantitative and qualitative data equally, taking into account the objectives of the current study. This selection procedure brought a thorough grasp of the problem and guaranteed that only useful and relevant information was included.

1.1. Rationale

The sharing of knowledge is a key enabler of organisational learning, innovation and employee performance. Organisations are increasingly investing in knowledge management systems to promote employees to share knowledge both for their own benefit and for the benefit of the organisation. However, a number of workers are still reluctant because of low trust, lack of intrinsic motivation, fear of losing personal benefits and ineffective reward systems. But even formal knowledge management programs can be unsuccessful at overcoming these barriers (Davenport & Prusak, 1998; Cabrera & Cabrera, 2002; Bock et al., 2005; Lin, 2007; Wang & Noe, 2010).

Empirical studies examining the relationship between information sharing and employee performance have been inconclusive and context-specific. Structural, cultural and motivational factors like leadership support, organisational culture, engagement, meaningful work and rewards are often mediators or moderators (Nonaka & Takeuchi, 1995; Argote et al., 2003; Inkinen, 2016; Muthuveloo et al., 2018), which may limit causal inference and generalisability in methodological constraints such as cross-sectional designs, self-reported measures and context-specific samples.

To reconcile the conflicting evidence, identify gaps, and explain the influence of contextual and motivational factors on knowledgesharing behaviour, a thorough review is required. In order to strengthen long-term organisational effectiveness and competitive advantage, this study attempts to offer a solid theoretical and practical foundation that will help organisations implement strategies that improve employee engagement, productivity, and performance, especially across office-based work environments..

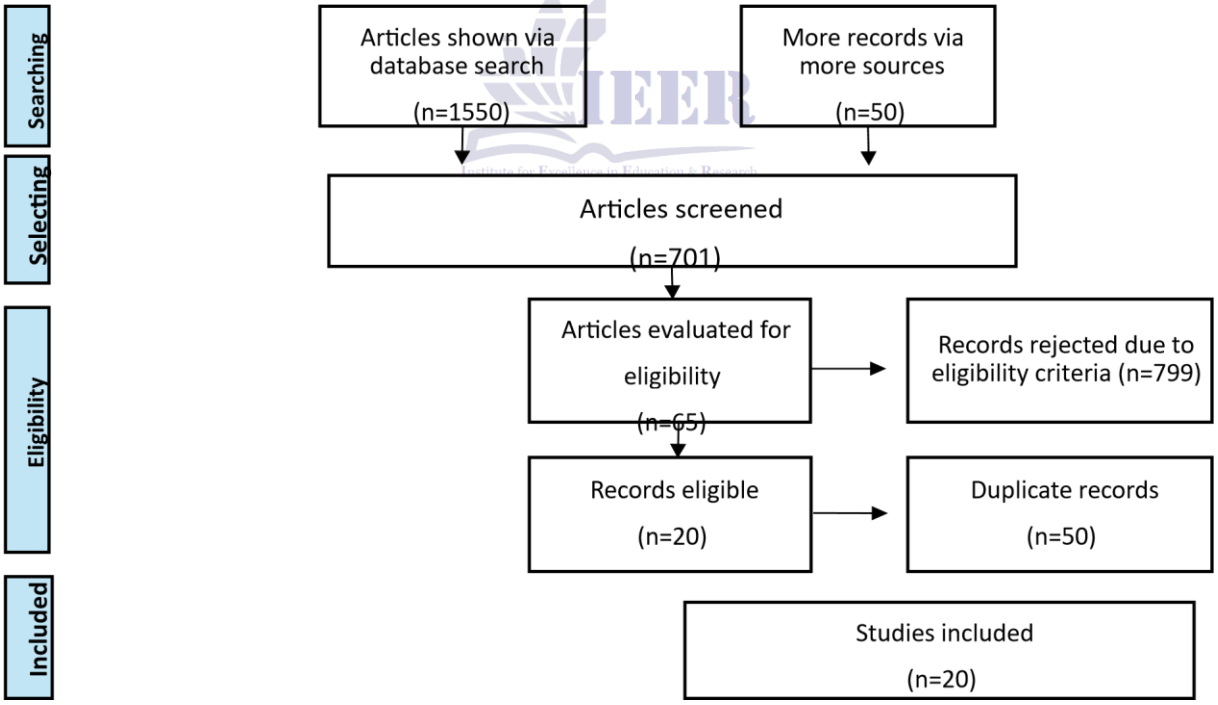

Figure 1: PRISMA Systematic Review Flowchart on knowledge sharing and employee performance

2. Quality Appraisal

To determine the possibility of research bias, it is essential to assess the caliber of the papers used in systematic reviews. As stated by (Petticrew & Roberts, 2008). This exercise aims to determine whether the study is adequate to answer the question.

There are many different ways to generate research evidence, and some of it comes from investigations that will be subjected to some level of systematic error assessment checklists (QACs) because of factors like cost, practicality, or accident.

2.1. Inclusion and Exclusion Criteria

Studies that discovered a link or causal relationship between KS and EP were considered in this review. Neither the type of study nor the year (timeframe) of publication were restricted. Reports, dissertations, journal articles, conference papers, and more were consequently included. Furthermore, studies with respondents from a variety of backgrounds—professionals, employees, instructors, etc.—were included. Only English language studies were included. Books were also left out of this analysis because the authors considered that, depending on the assessment tools and distinct investigative methods, extensive monographs might not be directly comparable to shorter monographs (journal articles, book chapters, conference papers, dissertations, reports, etc.)

To select relevant studies of particular variables, including information sharing and employee performance, For the analysis's inclusion, the current study employed standardised criteria. The relationship between employee performance and information sharing was also examined in this study. Third, a large number of nations and areas around the world are included by the study. Lastly, reliable institutional reports in English and publications from peer-reviewed journals are examples of appropriate content. We only took into account works published after 20 that incorporated quantitative and qualitative research approaches.

2.2. Study Selection and Data Extraction:

The system of screening, the selection of eligible research, and the grounds for exclusion are all detailed in the PRISMA diagram (Figure 1). After two screening rounds (title/abstract and full test), twenty papers were included in this study. For each qualifying study, a data extraction table was developed to harvest specifics on the author, publication year, population, country, sample size and procedure, kind of KS and EP variables, scale applied,

2.3. Systematic Review

To find, assess, and compile all pertinent empirical data pertaining to a particular study subject, a systematic review is a rigorous research procedure. Differing from conventional narrative reviews, systematic reviews pursue a outlined and transparent strategy that includes a straightforward question, a systematic search of the literature, clear inclusion and exclusion criteria, and a critical appraisal of the caliber, of the studies. The results are more reliable and less biassed because to this methodical methodology (Higgins et al., 2019). In order to summarise the available data and pinpoint research gaps, systematic reviews are frequently used in disciplines including education, healthcare, and the social sciences. Page et al. (2021) state that in order to generate reliable summaries of the existing research, systematic reviews entail thorough literature searches, clearly specified study selection criteria, and systematic data synthesis. By guaranteeing reproducibility, consistency, and high-quality evidence for well-informed decisionmaking, the PRISMA 2020 standards further highlight methodological rigour and transparency, setting systematic reviews apart from narrative reviews.

2.4. Determining the Study's Caliber

The utility of the review tests was reviewed using an examination strategy meant to evaluate relevant meta-analyses and systematic reviews on information sharing and employee performance. (Fig. 1)

3. Findings and Discussion

In today's culture, the number of individuals employed has greatly increased throughout a wide range of industries. Workers who impart knowledge must always be actively involved in their work. The current trends and factors that govern how knowledge sharing work impacts employee performance are effectively guided by this review. The results of the studies selected for

a systematic review are shown in the table below. The results are discussed with an emphasis on several issues.

One of the aims of the study was to probe how information sharing influences employee performance as an abstract view and how the concept is enumerated in recent international research. Most of the research examined the performance of the employees. In two thirds of the twenty studies that were reviewed, the dependent variable was employee performance. These research examined a range of employee performance attributes, including job happiness, communication satisfaction, employee engagement, and intention to leave, from the perspective of knowledge sharing.

Examining how studies that showed a causal or correlational relationship between these variables, what kind of association has been discovered between Knowledge sharing and employee performance.

The study's goal was to determine whether knowledge sharing and employee performance were related in studies that found a causal or correlational relationship between these variables (Muthuveloo et al., 2018). According to the literature they evaluated, businesses in the knowledge-based economy depend more and more on efficient intellectual capital management to stay competitive and enhance service quality. The results show that employees who actively participate in knowledge-sharing activities demonstrate higher levels of job proficiency and organisational commitment. Knowledge management include actions such as knowledge production, sharing, storage, and application, according to studies the writers reviewed.

However, the literature also showed that resistance to information sharing, poor organisational culture, and a lack of leadership support prevent many institutions from reaping the full benefits of knowledge management projects. The authors reviewed previous empirical research that indicated that technology infrastructure is not the only factor that contributes to Knowledge sharing success, but also human and cultural factors. The research undertaken as a result of the previous research to give empirical support to the claims made in the previous research. The study also explained the importance of continuous learning environments created by KM practices to adapt to the evolving expectations of users and technological developments. The strategic importance of KM systems was further supported by earlier research that found knowledge sharing to be a mediator between KM activities and organisational outcomes. inspect the connection between employee performance and knowledge management (KM) tactics (Inkinen, 2016). This study emphasised the value of information as an organisational resource that directly influences employee productivity, innovation, and competitive advantage. Companies that implement formal KM methods generally enjoy superior organisational and employee results, according to numerous previous research. Because this study followed a methodology, it did not use any empirical samples. Instead, the findings from seventy-three empirical studies that were published in reputable academic journals after peer assessment. These research involved thousands of workers from a wide range of industries, including manufacturing, services, education, and knowledge-intensive organisations.

The study's sample sizes ranged from tiny organisational samples with fewer than 100 employees to large-scale surveys with thousands of replies. Additionally, some studies examined the roles of organisational culture, leadership support, and information technology infrastructure using mediating and moderating analyses.

The study also showed that the majority of empirical research used organisational performance indicators, supervisor ratings, or self-reported performance scales to gauge employee performance. Information sharing, knowledge storage, knowledge acquisition, and knowledge application are some of the characteristics that have frequently been used to operationalise knowledge management. Employee performance results are positively and significantly correlated with knowledge management (KM) methods, according to

statistical testing. The study concluded that to support the empirical foundation of knowledge management studies, future studies should use larger samples, longitudinal testing, and standardized assessment techniques.

Moreover, the study was conducted in 2018 and based on the previous studies conducted in the field of organizational behaviour and knowledge management, it examined the impact of KM methods on employees' job satisfaction (Ab Rahman & Azmi, 2018). Furthermore, this study showed that employees who are able to access information resources that are relevant and timely are more likely to feel empowered and motivated, which in turn has a positive impact on their job satisfaction. A study using a quantitative research design is included. Structured questionnaires were used to collect data from 200 employees in knowledge-intensive businesses. The sample was composed of workers from a range of functional departments, ensuring diversity in work functions and organizational experience.The data in this study was examined using a number of statistical testing techniques. Empirical research indicates that knowledge management systems have a positive and significant effect on workers' job satisfaction. The findings also demonstrated that prior studies, which primarily focused on performance indicators, typically overlooked the attitudinal implications of knowledge management. Overall, the study by (Azmi & Ab Rahman, 2018) supported the idea that effective knowledge sharing enhances employees' mental well-being and job satisfaction. The annexed table shows the study population across multiple occupations. Recent global research assessed employee performance and knowledge sharing in a array of contexts, such as workplaces with many and different organizations and industries, software corporations, bank employees, employees in the aviation industry, organizations, employees in the public and private firms, and flexible workers. Research designs and study types are also discussed.

This page discusses study findings in considerable detail. Further study provides an overview of key findings from publications that were part of the systematic examination.

Table1: Studies on Knowledge Sharing and Employee Performance.

S N	*Author (Year)*	*Popul ation*	*Sam ple Size*	*Research Design*	*Instrument for data collection*	*Data Analysis*	*Dimensions (Construct)*	*Correlate Key knowledge sharing & employee performance*	*Findings*
1	(Muthuvelo (2018)	Profes s in e inform ation, and organizati nal commitm ent are all productiv ity, and effectiven ess	143	Structured Questionna ire,(KMPS Likert Scale: 5 points)	Correlation, Regression analysis (Cross Sectional)	**IV**(KS) Understand ing, competen ce, and **DV**(EP) **Mediator**(Org anizational commitment) **Moderator**(K nowledge sharing)	Knowled ge competen cies, job performanc e	Employee sharing increases job competenci es, and organizati onal commitme nt are positively impacted by sharing.	Knowled o et al., ge competen cies, job performanc e
2	(Inkinen, 2016)	Emplo yees from servic es, educat ion,	73	Secondary Research reported from SEM, Factor Design (Systematic Literature Review)	Self reported KM practices multip le:(IWPQ,J CQ,IPS)	Correlation, Regression, Factor analysis (Systematic review)	**IV**(KM,KS) **DV**(EP) **Mediator** and **Moderator**(O rganizational context,KM practices)	KM Structure d EP practices have a positive affect although causality is uncertain.	KM Structure d EP practices have a positively indust ries rganizational performanc e and the competiti veness of

knowl edge- intensi ve firms)

3 (Ab Emplo 200 Quantitativ Structured Descriptive **IV**(Knowledg Job KS
Rahman & yees e Likert stats, e Management satisfaction practices
Azmi, in (Descriptiv Questionna Cronbach's practices) , timely significan
2018) Knowl e) ire,(KMPS alpha, **DV**(JS,Perfor informatio tly
edge- Q) Correlation, mance related n access, improve intensi **Scale**: multiple outcome) and employee ve
(Likert) Regression **Mediator**(KS engaged job
Organi behavior) staff are all satisfactio zation **Moderator**(K positively n s S practice) impacted
by KM.

4 (Kohansal Irania 300 Quantitativ Structured ANOVA, **IV**(KS) Positive All KS et al., 2013) n e
(Survey Likert Pearson **DV**(EP) correlation mechanis
organi based) Questionna correlation, **Mediator**(KS between ms zation ire, t-test technique) EP and all
positively
al **Scale: Moderator**(K forms of affect emplo (Likert S Mechanism) informatio employee
yees Scale) n performa
exchange. nce

5 (Rohim & Public 254 Quantitativ Structured Regression, **IV**(Organizati Rewards Rewards
Budhiasa, sector e Likert SEM onal record) positively improve
2018) officia (Survey Questionna **DV**(KS) affect info KS; clan
ls method) ire, sharing, culture strengthene strengthe
(Indon **Scale**: **Mediator**(Re d by clan ns, esia) (Likert) ward,performa culture, hierarchy
nce) weakened weakens **Moderator**(O by KS rganizational hierarchica Culture) l culture

6 (Alyoubi et Emplo - Quantitativ Structured SEM–PLS **IV**(KS/KM procedures KM al.,2018) yees e
(Survey Likert using method) and processes of based) Questionna SmartPLS
DV(JS & techniques improve
king ire, Productivity,E have a job
Fahd **Scale**: P) major satisfactio
Nation (Likert) **Mediator**(KM positive n and al method affect effect on work Librar performance
performanc performa y(Sauthrough kS) e and nce di **Moderator**(K satisfaction Arabia M process)
,informatio) n
exchange, retention, codificatio n, and personalisa tion.

7 (Yuniawan Banki 219 Quantitativ Structured SEM **IV**(KS) Meaningful Meaningf
& Udin, ng e Likert **DV**(EP) work ul work
2020) emplo (Survey Questionna **Mediator**(Me mediates mediates yees based) ire, aningful Work,
informatio KS– (Indon **Scale**: Affective n sharing performa esia) (Likert) Commitment) → EP, nce
Moderator (K affective relationsh
S) commitme ip nt → little

						effect, and informatio n sharing and meaningful work → higher EP.	
8 (Ahmad & Karim,2024) (Indon esia)	SME emplo yees	189	Quantitativ e(Explanat ory)	Structured Likert Questionna ire, **Scale**: (Likert)	SEM	Knowledge KS → EP: KM and sharing, KM positive KS systems, SME correlation enhance performance IV(KS,KM) DV(Employee performance)	productiv ity and competiti veness
9 (Bibi et al., 2024)	Highe r educat ion emplo yees (Pakis tan)	322	Cross-sectional	Structured Likert questionnai re **Scale**: (Likert)	Regression, SmartPLS	Knowledge sharing, engagement, motivation **IV**(KS) **DV**(EP) **Mediator** (EM, Employee Engagement) **Moderator**(E M)	KS → EP: KS and positive engageme correlation nt strongly predict performa nce

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1 (Masa'deh Organi - 0 et al., Quantitativ StructuredMediation e Meaningf
2016) zation (Survey Likert analysis based) ul work
al Questionna mediates
emplo yees ire,KM KS
Practices **IV**(Employee KS training)performa
Survey practices nce
DV(Employee → EP,
& positive Organizational
Performance)
Questionna Mediator(Mea ire ningful Work) **Scale**: Moderator(Em
(Likert) ployee Training)
1 (Matosoko Emplo 102 Quantitativ Survey Factor **IV**(Employee Positive Self-
1 va et al., yees e (Cross- Questionna analysis, Characteristics work efficacy
2022) (Czec sectional) ire: Regression, **DV**(KS) attitudes and h Self-
Correlation **Mediator**(Pos and self- positive Repub Administer itive feelings) efficacy =>
feelings
lic) ed **Moderator**(In KS: predict
Employee dividual positive; KS
Traits Characteristics other
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ire ics not
Scale: important.
(Likert)
1 (Durmuşoğ Organi 254 Quantitativ Structured Regression **IV**(Compensat Organic/su Remuner 2 lu et
al., zation e (Survey Likert analysis ion) pportive ation 2014) al based) Questionna **DV**(KS) culture → strengthe
emploire, **Mediator**(JS) KS: ns KS;
yees **Scale**: **Moderator**(O positive; hierarchy (Likert) rganizational hierarchica weakens
culture type) l culture → KS:
negative
1 (Erlina E. Senior 114 Quantitativ Structured SEM–PLS **IV**(KS) KS has a Job
3 et al., 2023) manage (Cross KMPSQ **DV**(EP) beneficial satisfactio
ers at sectional) Questionna**Mediator**(Inn impact on n
PT ire, ovation,job EP, and the partially Angka **Scale** competency) relationshi mediates
sa (Likert), p is KS–
Pura I somewhat
(IndonCensus **Moderator**(Jo mediated performa
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Another study examined employee performance and information exchange are related and how much employee performance is impacted by information sharing. The employee performance in an Iranian organisation from 1990 to 2011 through experimentation. This study's data analysis employed one-way ANOVA and Pearson's correlation coefficient to look at correlations between variables. Additionally, the survey method and data analysis techniques. The results demonstrated a substantial favourable relationship between knowledge sharing and employee performance. Furthermore, all information sharing methods (serial, close, strategic, and expert transfers) showed a high positive link with employee performance (Kohansal et al., 2013) Between 1999 and 2014, researchers in the Ternate Municipal Government region in North Maluku Province, Indonesia, examined the effects of organisational awards on employee performance and information exchange. In order to collect systematic and factual information on events in regional government bodies, the data collection approach also included a survey strategy (Budhiasa & Rohim, 2019). This study focused on structural officials and echelon IIb–IVb officials in public sector organisations. The study revealed a sample size of 254 and used the stratified sampling technique.

The study found that organisational rewards, especially monetary incentives like employee performance allowances, have a considerable impact on people's attitudes towards sharing information. According to the study's findings, clan culture—which serves as a pure moderator—is especially crucial for strengthening the relationship between remuneration and information sharing. Adhocracy culture, however, has less impact on this relationship. However, hierarchical societies have a negative effect on the link between rewards and knowledge sharing.

Using survey questionnaires and SmartPLS 3 software, the King Fahd National Library in Jeddah, Saudi Arabia, executed a novel research in 2018 to investigate the effects of information sharing practices and framework on work satisfaction and productivity. It strives to quantify how knowledge sharing (KS) methods (social networks, codification, and individualization) and processes (knowledge acquisition, sharing, production, and retention) affect these results (Alyoubi et al., 2018). The study shows that knowledge management (KM) techniques and approaches have a major and positive impact on work performance and job satisfaction using partial least squares (PLS) analysis of survey data and structural equation modeling (SEM).

Another study looked at the effects of meaningful work, emotional commitment, and knowledge sharing on worker performance (Yuniawan & Udin, 2020).The purpose of this essay is to analyse Indonesia's banking industry. A total of 300 personnel were sampled using simple random sampling method, with 219 of the questionnaires reviewed. Females accounted for the largest proportion of the respondents (57%) with a bachelor's degree. The findings of the research indicated that meaningful work and information sharing had a positive impact on workers' performance, whereas emotional commitment did not.

Moreover, meaningful employment was found to be a mediator between performance and knowledge sharing. The study also contributes to the literature by providing empirical evidence and insightful information on the effects of these characteristics on bank employee performance in Indonesia. The results of the study highlight how crucial staff involvement and information exchange are to improving performance in Pakistani higher education institutions. It emphasises how important it is to create workplaces where information is openly shared and engaged workers are more efficient and productive. Although motivation is important, it has less of an influence than involvement and information exchange. It is noteworthy that these factors account for over 65% of the diversity in employee performance, highlighting the necessity of strategically managing information sharing and employee performance. According to the report, in order to improve performance, organisations should place a high priority on fostering supportive environments, promoting information

sharing, and integrating engagement into their culture.

Another research evaluate the effects of information sharing, meaningful work, and emotional commitment on employees' performance. This study was implemented in the banking industry in Indonesia. As stated to this study, employees' performance is greatly shaped by meaningful work and information sharing. However, affective dedication had no impact on the employee's output. This study also showed that meaningful employment acted as a mediating factor in the connection between information sharing and worker performance.

This study is the first empirical Scrutiny of the impact of information sharing, meaningful work, and Passionate commitment on workers' performance. Previous studies (Masa'deh et al., 2016; Sulistiyani, Udin & Rahardja, 2018; Swanson et al., 2020; Wahyudi et al., 2019) have shown that the COVID-19 era encourages employee training as an official method of knowledge-sharing at the organisational level, which is essential to enhancing employee and organisational performance.

Finally, research on knowledge exchange and employee performance has been conducted utilising Utrecht Work. The findings show that employees with higher absorption scores are frequently more engaged, and there is a strong correlation between tenure and this. The findings discoveries reveal that whilst highly well-versed persons feel more pleased and cherish their profession, highly driven people show endurance and information sharing at work. Another study, which was carried out in the Czech Republic in 2022 and employed a cross-sectional research approach to choose 102 employees, found a relationship between employee attributes and information sharing.

Examining Indonesia's banking industry is the goal of this article. Simple random sampling was used to select 300 personnel for the study, and 219 of the questionnaires were ultimately analysed. Women with bachelor's degrees made up the majority of respondents (57%). TThe study's results indicated that while emotional commitment had no influence on worker performance, information transfer and meaningful work acted. (Matosokova et al., 2022). The results of another study emphasise the significance of organisational culture and compensation in promoting information sharing. Knowledge sharing is greatly improved by compensation, such as employee performance allowances. This connection is strengthened by clan culture and weakened by hierarchical culture. These results were obtained in 2019. Survey design with 254 By examining organisational culture types as moderators, this study expands on (Durmusoglu et al., 2014) and provides insightful information about the intricate dynamics of knowledge sharing.

This study found that information sharing action had a positive effect on job performance in the post-COVID-19 aviation backdrop, where learning and knowledge exchange were essential for recovery, and that job satisfaction partially mediates this link (Erlina E. et al., 2023).

Employee performance is improved by knowledge sharing, which has a favourable impact on each person's capacity for innovation. Employee Knowledge sharing has no direct effect on performance but it is enhanced through the capacity for innovation (Armasyah et al., 2024). This article emphasises the research conducted in Indonesia. 88 employees who were not specifically reported were chosen for the study using a quantitative survey (perhaps for convenience or purpose). This study demonstrates how knowledge sharing is a strategic mechanism that influences learning transfer, innovation, and performance outcomes in organisations using data analysis using SmartPLS (SEM) (Rosenburg & Liebowitz, 2004), this work was crucial in developing research models that subsequent empirical investigations would assess using regression and SEM.

The study employed a conceptual framework and literature synthesis-based research methodology, although sampling was not stated. information workers' organisational commitment and information sharing behaviours are positively connected (Govindasamy & Jayasingam, 2009). Although organisational commitment is a wellestablished predictor of employee

performance and retention in the literature, this study, which was carried out in Malaysia, did not directly examine employee job performance (Meyer & Allen, 1991). Research attempts to investigate employee performance through information sharing using a quantitative survey design and a sampling technique based on convenience or purposive sampling of knowledge workers.

The impact of organisational components on knowledge transfer performance in a Malaysian public organisation is examined in "An inquiry on the link between corporate features and knowledge transfer performance." Five major factors— organizational culture, structure, technology, people, and processes—are found to have an impact on knowledge transmission. Knowledge transfer performance is greatly impacted by these factors, with organisational culture and structure being particularly important (Sharifuddin et al., 2004). In particular, the study emphasises the significance of an organic structure that promotes cooperation and communication as well as a culture that promotes information exchange. The study also points out that, although crucial, technology should be combined with other organisational components to improve knowledge transmission. The study is carried out with case study and survey research method, which is displayed by the number of samples 154 of 204.

The paper presents the most scientific findings and concludes that knowledge management performance is related to employee motivation, culture and leadership. Organisations can enhance their performance by using technology together with good leadership, training and incentive programs to foster a culture of continuous learning and information sharing (Shabeer & Mahmood, 2025). Also, using standardised questionnaires and basic random sampling in the data collection process.

The study revealed that 32% of the variance in information sharing behaviour of Malaysian SME employees could be accounted for by reward systems, culture, technology and trust. They are important for generating new ideas and advancing knowledgebased management, which are both vital for business competitiveness (Alam et al., 2009).

The results of the study show that the sharing of information and the involvement of staff members are crucial for improving performance in Pakistani universities. It highlights how crucial it is to establish work environments where knowledge is freely exchanged and engaged employees are more effective and productive. While motivation is crucial, participation and knowledge sharing have a greater impact. IThe fact that these factors explain more than 65% of the fluctuations in employee performance is remarkable, underscoring the need for information sharing and employee performance to be effectively managed.

The report recommends that organisations focus on building enabling cultures, facilitating the sharing of information, knowledge and embedding participation in the organisation's culture to boost staff performance.

The results of this systematic review show that information sharing can significantly affect workers' performance in various industries and work environments. Various facets of employee success encompassed workplace competence, job satisfaction, engagement, dedication, innovative abilities, and reduced turnover intentions. The majority of studies found a positive relationship between information sharing and performance, either directly or indirectly via other variables such as creativity, job satisfaction, meaningful work, and employee engagement.

The data also shows that human and organisational factors can play a big part in the effectiveness of information sharing, in addition to technology. Sharing behaviour was restricted by rigid hierarchies and inefficient incentive systems, but it was discovered that trust, corporate culture, leadership support, rewards, and motivation were significant enablers. The consistency of the data across industries supports the conclusions, even though many studies used cross-sectional approaches. Generally speaking, fostering a culture that promotes knowledge sharing is necessary to sustain employee performance and organisational effectiveness.

Truong et al. (2024) investigated the role that information sharing has in enhancing organizational performance. The authors' conclusions that government support, knowledge management success, and information sharing all have a positive effect on corporate performance indicate that effective knowledge sharing techniques are vital to the improvement of organizational performance. Vietnam conducted the study, which was published in 2024.

In addition, the study reveals that knowledge sharing also positively affects contextual performance, such as cooperation, helpful behaviour and organisational citizenship, besides task performance. Sharing of knowledge leads to employees supporting each other, working together, and a study on the relationship between organizational characteristics and knowledge transfer performance. This bolsters the idea that sharing knowledge fosters a respectful and trustworthy work environment.

This conversation is a good example of the impact that information sharing can have on employee performance. Companies that implement knowledge sharing initiatives—such as collaborative platforms, training initiatives, and incentive programs—stand a greater chance of boosting employee productivity and gaining a competitive edge that will endure over time.

4. Conclusion

Constant exchange of information is essential for maintaining competitiveness and enhancing the performance of workers. This study explores at the link between employee performance and information sharing, the approaches and research frameworks used in preceding studies, and the key conclusions from studies conducted in international organisations. Employee performance was the dependent variable in most of the twenty studies that were thoroughly examined. The findings indicate that information sharing and employee performance have a complex and nuanced relationship. While information sharing is generally beneficial for productivity, communication and job, it also has an impact on personal characteristics, organisational support, communication style and work-life balance.

efficiency. These elements should be managed to achieve organisational success and to fully realize the benefits of information exchange.

The results indicate that there is a strong positive relationship between information sharing and employee performance. Performance is positively impacted by knowledge sharing, and high-achieving workers encourage knowledge sharing even more to assist organisational development and goal accomplishment.

5. Limitations and Future Directions

Subsequent exploration should address many of the deficiencies in the literature reviewed for this study. In their recent-day studies, researchers are increasingly zeroing in the connection between information sharing and employee performance, sometimes taking performance as the outcome. Forthcoming research efforts may be selective in order to examine the sway of employee performance on a range of other variables in order to obtain a more exhaustive understanding of the broader impact of knowledge sharing resources on organizational dynamics and employee performance by concentrating on examining interpersonal relationships. Additionally, because the data is correlational, it is challenging to establish a cause-and-effect relationship between employee performance and knowledge sharing.

Future studies should Integrate longitudinal research to better understand the long-term effects of remote work outcomes. Formal assessments of employment and expertise might be helpful for future research. Examining how individual factors like personality traits and job positions could mitigate the detrimental impact on communication may also be helpful. Lastly, considering the advancement of technology. In a setting that is changing quickly, knowledge sharing techniques might offer fresh perspectives on how to maximise employee engagement performance.

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