

KNOWLEDGE SHARING BY CIVIL SERVANTS IN ADMINISTRATIVE RESTRUCTURING AND DIGITAL GOVERNMENT DEVELOPMENT

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Abstract:

Knowledge sharing is considered an important organizational capability, contributing to learning, innovation, and improved operational efficiency. However, empirical studies on knowledge-sharing behavior in the public sector remain limited, particularly in the context of administrative restructuring and the transition toward digital government. In Vietnam, the process of administrative unit mergers, staff streamlining, and digital transformation poses an urgent requirement for civil servants to exchange and transfer knowledge to maintain continuity and efficiency in public service delivery. This article explores and examines the factors influencing civil servants' intentions and knowledge-sharing behavior in the context of administrative restructuring toward digital government. Based on integrating three theoretical frameworks, namely Social Influence Theory (SIT), Social Cognitive Theory (SCT), and the Technology Acceptance Model (TAM), the study examines the role of social factors, individual cognitive factors, and technological factors in knowledge-sharing intention. At the same time, the study proposes the moderating role of trust in technology and knowledge ambidexterity in the relationship between intention and knowledge-sharing behavior. Survey data were collected from civil servants at administrative agencies in Ho Chi Minh City and were analyzed using the PLS-SEM model. The expected results are expected to contribute to knowledge management theory in the public sector and provide practical implications for the process of building digital government. This study still has several limitations that need to be considered. Firstly, data were collected mainly from civil servants in Ho Chi Minh City, so the generalizability to other localities is limited. Secondly, the cross-sectional research design has not fully reflected the temporal variation in knowledge-sharing behavior during the process of administrative restructuring and digital transformation. Thirdly, although the research model integrates SIT–SCT–TAM, it can still be extended to include institutional, leadership, and organizational culture factors. Fourthly, the use of self-report measures may lead to bias due to social desirability. Therefore, future studies should expand the sample scope, apply longitudinal designs, and incorporate additional actual behavioral data to enhance reliability and practical value.

Keywords: Knowledge sharing, civil servants, administrative restructuring, digital government, trust in technology, knowledge ambidexterity.

1. INTRODUCTION

In the current context, knowledge is increasingly regarded as one of the most important strategic resources that helps organizations maintain operational effectiveness and enhance innovation capability (Nonaka & Takeuchi, 1995; Davenport & Prusak, 1998). In that context, knowledge sharing plays a foundational role in transforming individual knowledge into organizational knowledge, promoting learning and improving work performance. Although knowledge-sharing behavior has been widely studied in the private business sector, the public sector has not received commensurate attention in international studies. Statistics show that more than 80% of research on knowledge-sharing during the 2000–2020 period focused on the business context, while the proportion of research in the public sector accounted for less than 10%. This reflects a significant academic gap, particularly given that the public sector is characterized by public service accountability, transparency, and a clearly defined hierarchical structure. In Vietnam, recent years have witnessed a strong process of administrative restructuring through administrative unit mergers, staff streamlining, and organizational apparatus reform. This process increases the risk of organizational knowledge loss, particularly tacit knowledge associated with the experience of long-serving civil servants. At the same time, the national digital transformation program and digital government building pose an urgent requirement for effective knowledge sharing to ensure operational continuity and improve the quality of service to the people. However, current studies still lack an integrated model to systematically explain the factors that promote or hinder knowledge-sharing behavior among civil servants in the context of administrative restructuring toward digital government. Therefore, this study raises the question: What factors influence civil servants' intentions and knowledge-sharing behavior in the context of administrative

restructuring toward digital government? To answer this question, the study proposes an integrated model based on SIT, SCT, and TAM, and adds two important moderating variables, trust in technology and knowledge ambidexterity.

2. RESEARCH OVERVIEW AND THEORETICAL BASIS

2. Research overview and Research theoretical framework

2.1 Knowledge sharing in the public sector

Knowledge sharing is understood as the process of exchanging experience, knowledge, and skills among individuals to support learning and enhance organizational effectiveness. In the public sector, knowledge-sharing behavior is influenced by specific factors such as confidentiality regulations, hierarchical administrative culture, and risk-avoidant psychology. As administrative restructuring takes place, knowledge sharing becomes increasingly important to maintain “organizational memory” and minimize the loss of tacit knowledge.

2.2 Research theoretical framework

This study integrates three foundational theoretical frameworks:

- (1) Social Influence Theory (SIT). Role: Explain why civil servants’ knowledge sharing is driven not only by individual factors, but also by organizational norms; hierarchical pressures; expectations from leaders, and colleagues.
- (2) Social Cognitive Theory (SCT). Role: Explain internal personal mechanisms within civil servants, such as: self-efficacy; outcome expectations; motivation for knowledge sharing.
- (3) Technology Acceptance Model (TAM). Role in qualitative findings: Explain the role of technology in digital government: Is technology useful? Is it easy to use? Does it promote knowledge sharing?
- (4) Trust & Knowledge Ambidexterity. This is the most important extension of the research. Explain: Civil servants’ concerns about confidentiality and lack of trust restrict knowledge sharing.

In summary, the qualitative findings are interpreted within the context of the integrated SIT–SCT–TAM framework, which has been extended to incorporate trust in technology and knowledge ambidexterity, thereby fully reflecting the context of administrative restructuring and the transition to digital government.

3. METHODOLOGY

The study employs a qualitative approach to gain an in-depth understanding of civil servants’ knowledge-sharing behavior in the context of administrative restructuring towards digital government. The qualitative approach is chosen because it allows for clarifying the mechanisms, motivations, and potential barriers in the knowledge-sharing process, especially in the public administrative environment characterized by organizational culture and hierarchical structure.

Data were collected through semi-structured in-depth interviews with civil servants working at public administrative agencies in Ho Chi Minh City. Participants were selected using purposive sampling to ensure alignment with the research objectives and practical experience related to organizational restructuring and digital transformation.

The interview data were then analyzed using thematic analysis to identify salient themes reflecting the factors that facilitate and hinder knowledge-sharing behavior. The qualitative findings provide an important practical foundation for developing the research model and proposing managerial implications in the process of digital government development.

4. RESEARCH RESULTS

4.1. General overview of research results

The research findings show that civil servants’ knowledge-sharing behavior in the context of administrative restructuring towards digital government is simultaneously influenced by factors at the individual level and the group/organizational level. At the core of the research model is the relationship between knowledge-sharing intention and knowledge-sharing behavior, in which intention is confirmed as the strongest direct predictor of actual behavior.

In addition, the study demonstrates that the intention–behavior relationship does not exist independently but is moderated by two important mechanisms: trust in technology at the individual level and knowledge ambidexterity at the group level. These findings are significant in expanding the understanding of knowledge-sharing behavior in the public sector, particularly in the context of digital transformation and administrative restructuring.

4.2. The central role of knowledge-sharing intention in actual behavior

The empirical analysis results indicate that knowledge - sharing intention has a strong positive and statistically significant effect on civil servants’ knowledge-sharing behavior. In the regression model, the effect coefficient of intention on behavior is high and statistically significant at $p < 0.001$, confirming that intention is the most important predictor in the research model. This finding reinforces arguments from international studies that intention serves as a behavioral antecedent in behavioral models such as TAM and SCT. At the same time, in the public administrative environment—where knowledge - sharing behavior is subject to numerous procedural and

accountability constraints - the role of intention becomes even more prominent as a necessary condition for promoting actual knowledge - sharing behavior.

4.3. The moderating effect of trust in technology

An important finding of the study is the moderating role of trust in technology in the relationship between intention and knowledge-sharing behavior. The results show that when civil servants have a high level of trust in technological platforms, knowledge-sharing intention is more easily translated into actual knowledge-sharing behavior.

Specifically, the interaction term between intention and trust in technology (KI*TT) has a positive and statistically significant effect coefficient ($\beta = 0.12$; $p < 0.001$), demonstrating that trust in technology is an important enabling condition in the context of digital government.

This finding highlights that in the digital public sector environment, technology is not only an enabling tool but also depends on civil servants' trust in the system's confidentiality, reliability, and information security.

4.4. Intermediate moderating effects and differences among moderating mechanisms

The study also conducted tests of intermediate moderating effects using the PROCESS model (Hayes, 2013). The results indicate that trust in technology does not have a statistically significant moderating effect on the mediating effect of knowledge-sharing intention, as the confidence interval includes zero. In contrast, knowledge duality at the group level shows a statistically significant moderating effect on the mediating effect, as the confidence interval does not include zero. This result suggests that in the public administrative sector, the collective knowledge environment at the group level may play a stronger role than individual trust in determining the extent to which intention is transformed into knowledge-sharing behavior.

4.5. Cross-level moderating effect of knowledge ambidexterity at the group level

A notable feature of the study is the application of a cross-level approach that integrates individual-level and group-level factors to explain knowledge-sharing behavior. The study employs a multilevel HLM analytical model, sequentially testing from the random ANOVA model to the intercept-as-outcome and slope-as-outcome models. The results show that:

- The intention to share knowledge at the individual level has a strong positive effect on knowledge-sharing behavior ($\gamma_{10} \approx 1.013$; $p < 0.001$).
- But original knowledge at the group level has a significant influence on knowledge sharing behavior ($\gamma_{01} \approx 0.098$; $p < 0.001$).
- The cross-level interaction effect ($\gamma_{11} = 0.155$; $p < 0.01$) confirms the moderating role of the group knowledge environment in the intention-behavior relationship.

These results emphasize that the knowledge-sharing behavior of civil servants is not only an individual decision but is also strongly influenced by collective knowledge capacity and group culture within administrative organizations.

4.6. Explanatory power of the model and predictive strength

The results of the regression analysis show that the research model has high explanatory power for the knowledge-sharing behavior of civil servants. Specifically, the model's adjusted R^2 ranges from 0.839 to 0.850, indicating that the independent variables in the model can explain most of the variation in knowledge-sharing behavior. In addition, the statistically significant increase in ΔR^2 when the moderating variables are added indicates that the extended model provides significant additional explanatory value compared to the basic model.

4.7. Control of confounding variables and result stability

To limit methodological bias and ensure the reliability of the results, the study incorporates control variables into the model, such as usage experience and social desirability bias. The results show that these control variables have no significant effect on knowledge-sharing behavior, while the effects of intention and the moderating variables remain strongly statistically significant. This demonstrates that the relationships identified in the model are substantive and stable, and are not driven by confounding factors.

4.8. Summary of key findings

Taken together, the empirical research results confirm three key findings:

First, the intention to share knowledge is the most direct and powerful predictor of civil servants' knowledge-sharing behavior.

Second, technological trust plays an important motivating condition that transforms intention into knowledge-sharing behavior in the context of digital government.

Third, knowledge ambidexterity at the group level is a significant cross-level moderating mechanism, reflecting that the collective knowledge environment and the ability to balance knowledge exploitation and exploration play a decisive role in sustaining knowledge-sharing behavior in the context of administrative restructuring.

These results provide important empirical evidence for the integrated SIT-SCT-TAM model, while emphasizing the role of moderating variables in explaining the knowledge-sharing behavior of civil servants in the process of digital government development.

5. DISCUSSION & IMPLICATIONS

5.1. Discussing research results

Firstly, this study was conducted to clarify the factors influencing the knowledge-sharing behavior of civil servants in the context of administrative restructuring towards digital government. Based on integrating the three

foundational theoretical frameworks of Social Influence Theory (sit), Social Cognitive Theory (SCT), and Technology Acceptance Model (TAM), the study has provided important empirical evidence on the motivating mechanisms and contextual conditions affecting knowledge sharing behavior in the public sector. First, the research results confirm that the intention to share knowledge is the strongest direct predictor of civil servants' knowledge-sharing behavior. The impact coefficient of intention on behavior reaches a very high level of statistical significance ($p < 0.001$), indicating that when civil servants develop the desire and willingness to share knowledge, the likelihood of engaging in actual knowledge-sharing behavior increases significantly. Notably, in the public administrative environment, the intention to share knowledge reflects not only personal motivation but is also closely associated with norms of public service responsibility and organizational culture. Civil servants often face constraints related to procedures, transparency, and accountability, which make knowledge-sharing behavior not entirely spontaneous but dependent on individuals' subjective readiness to engage in sharing activities. In the context of administrative restructuring, the role of intention becomes even more salient, as processes such as unit mergers, downsizing, and personnel transfers increase the risk of organizational knowledge loss, particularly tacit knowledge accumulated through long-term public service experience. Therefore, knowledge sharing becomes an important mechanism for maintaining "organizational memory" and ensuring continuity in the operation of the public administrative system.

Secondly, a salient finding of the study is the moderating role of technological trust in the relationship between intention and knowledge-sharing behavior. The results indicate that the interaction term between intention and technological trust is statistically significant ($\beta = 0.12$; $p < 0.001$), demonstrating that when civil servants have a high level of trust in technological platforms, their intention to share knowledge is more readily translated into actual behavior. This finding indicates that technology is not merely a supporting tool but also an important psycho-institutional condition. Although civil servants may clearly recognize the benefits of digital platforms in saving time and improving work efficiency, their willingness to share knowledge remains constrained by concerns related to security, privacy, and the risk of internal information leakage. Essentially, this suggests that technological trust may play a stronger role as a direct condition facilitating knowledge-sharing behavior, rather than exerting an indirect influence through complex mediating mechanisms. This issue warrants further in-depth discussion in future studies, particularly in the public sector context, where technological factors are often closely associated with institutional regulations and data governance policies.

Thirdly, the study confirms the cross-level moderating role of knowledge ambidexterity at the group level. Multilevel HLM analysis shows that the level of group knowledge ambidexterity has both a direct effect on knowledge-sharing behavior ($\gamma_{01} \approx 0.098$; $p < 0.001$) and a moderating effect on the relationship between intention and behavior ($\gamma_{11} = 0.155$; $p < 0.01$). This highlights that civil servants' knowledge-sharing behavior is not merely an individual decision but is also strongly influenced by the collective knowledge environment and group learning capacity within administrative organizations. Knowledge ambidexterity reflects a group's ability to balance the exploitation of existing knowledge with the exploration of new knowledge. In the context of administrative restructuring and digital transformation, work groups with high levels of knowledge ambidexterity are more likely to create favorable conditions for civil servants to share knowledge, adapt to change, and innovate in the execution of public duties. This represents a notable contribution, as prior studies on knowledge sharing in the public sector have often focused separately on either the individual or organizational level, whereas this study adopts a cross-level approach that more accurately reflects the multi-layered nature of knowledge-sharing behavior in contemporary administrative practice. This finding demonstrates that integrating social factors, individual cognition, and technology, together with moderating variables, yields a comprehensive analytical framework with strong predictive value in the public sector context.

Taken together, the study not only reinforces the theoretical arguments of SIT, SCT, and TAM in explaining knowledge-sharing behavior but also significantly extends current understanding by emphasizing the roles of technological trust and knowledge ambidexterity as key mechanisms in the process of digital government development.

5.2. Practical Implications

The research findings offer several important managerial implications for public administrative agencies involved in organizational restructuring and digital government development. In the context of ongoing administrative reform, territorial mergers, and rapid digital transformation in Vietnam, civil servants' knowledge-sharing behavior not only supports routine work activities but also plays a strategic role in preserving organizational knowledge, minimizing knowledge loss, and enhancing the administrative apparatus's capacity to adapt to institutional changes.

Accordingly, the managerial implications proposed in this study focus on three main pillars: (i) fostering civil servants' motivation and intention to share knowledge, (ii) strengthening technological trust within the digital government environment, and (iii) developing the group-level knowledge environment through knowledge ambidexterity to enhance the effectiveness of knowledge sharing in public administrative organizations.

First, promoting knowledge-sharing intention through the development of a supportive organizational culture.

First, the study confirms that the intention to share knowledge is the strongest direct predictor of civil servants' actual knowledge-sharing behavior. Therefore, public administrative agencies should place greater emphasis on establishing managerial mechanisms that foster and reinforce knowledge-sharing intentions among civil servants.

One important solution is to cultivate an organizational culture that encourages knowledge exchange and collaboration. In the public administration context, knowledge sharing is often constrained by a cautious mindset and strong public service accountability. Accordingly, creating a “psychologically safe” organizational environment is a critical condition that enables civil servants to share their experiences, skills, and professional knowledge without fear of blame or negative evaluation.

Administrative agencies can implement internal communication programs to emphasize that knowledge sharing is a positive behavior that generates shared value for the organization. At the same time, mechanisms for recognizing and rewarding knowledge-sharing behaviors should be established as an important criterion in evaluating public service performance. When civil servants perceive that knowledge sharing not only contributes to organizational effectiveness but is also acknowledged in career development, their intention to share knowledge will increase, thereby promoting actual sharing behavior.

In addition, organizing periodic professional forums, internal seminars, or collective learning activities can create favorable conditions for civil servants to exchange experiences and gradually form habitual knowledge-sharing practices in their daily work. Accordingly, knowledge sharing should be regarded as an integral component of modern administrative culture rather than merely a spontaneous individual behavior.

Second, establish a knowledge transfer mechanism to mitigate knowledge loss during administrative restructuring.

In the context of administrative restructuring and downsizing, the risk of knowledge loss - particularly the tacit knowledge of long-serving civil servants - has become a major challenge for administrative agencies. When administrative units are merged or experienced personnel retire early, knowledge accumulated over time may not be fully transferred, resulting in operational disruptions and a decline in service effectiveness for citizens.

Therefore, an important managerial implication is the need to establish a systematic knowledge transfer mechanism to ensure continuity in public service operations. Administrative agencies may implement internal mentoring or coaching programs, in which experienced civil servants act as mentors and transfer knowledge to newly recruited or reassigned personnel.

In addition, the standardization of operational processes and the digitization of knowledge through internal data management systems can contribute to reducing dependence on individual knowledge. Administrative agencies should develop an “organizational knowledge repository” to store operational guidelines, lessons learned, and practical case-handling experiences, enabling civil servants to easily access and learn from them.

In particular, during the period of administrative unit mergers, priority should be given to integrating knowledge from former units to establish a foundation for unity and effective coordination after administrative restructuring. This constitutes a crucial condition for preventing “knowledge loss” within the public administrative apparatus.

Third, strengthening technological trust as a prerequisite for knowledge sharing in digital government.

A key finding of the study is the moderating role of technological trust in the relationship between knowledge sharing intention and knowledge sharing behavior. This indicates that in the context of digital government, technology not only serves as a supporting tool but its effectiveness also strongly depends on the extent to which civil servants trust the system.

Therefore, to promote knowledge sharing through digital platforms, public administrators need to invest in ensuring the safety, security, and transparency of technological systems. Concerns regarding data leakage, privacy, or the misuse of information may reduce civil servants’ willingness to engage in knowledge sharing. Accordingly, administrative agencies should develop clear data governance policies, establish appropriate access controls, and implement robust security measures to enhance civil servants’ trust in digital platforms.

In addition, digital skills training and the enhancement of system usage capabilities also play an important role. When civil servants clearly understand how technology operates and its benefits, they are more likely to feel confident in sharing knowledge through digital platforms. Accordingly, technological trust should be regarded as a key pillar in the digital government development strategy.

Moreover, administrative agencies should establish timely feedback mechanisms and technical support to ensure that civil servants feel secure when using digital platforms. This helps to reduce psychological barriers and enhance their readiness to participate in digital knowledge sharing.

Fourth, developing group knowledge ambidexterity to enhance organizational adaptive capacity.

The research findings also emphasize the cross-level moderating role of group-level knowledge ambidexterity, indicating that the collective knowledge environment and group learning capacity exert a strong influence on civil servants’ knowledge sharing behavior.

Therefore, administrative agencies need to develop knowledge ambidexterity by creating conditions that enable public service groups to both effectively exploit existing knowledge and actively explore new knowledge. This can be achieved through activities such as communities of practice, professional innovation groups, or inter-departmental digital transformation projects.

In the context of digital government, public service groups with high levels of knowledge ambidexterity capacity are better able to adapt to changes in processes, technologies, and governance models. Therefore, the development of knowledge ambidexterity capacity not only promotes knowledge sharing but also enhances organizational innovation capacity and long-term adaptive capability.

In addition, administrative agencies should encourage inter-departmental coordination to break down “knowledge barriers” between units. Promoting horizontal knowledge sharing enables organizations to better leverage collective knowledge and improve the effectiveness of public governance.

Fifth, strengthening leadership and knowledge management as a central strategy.

Another important implication concerns the role of leadership in promoting knowledge sharing. In the public sector, where hierarchical culture remains prominent, leadership support and guidance can establish positive norms for knowledge-sharing behavior.

Leaders need to act as role models in knowledge sharing, encourage collaboration, and reduce civil servants' apprehension. At the same time, knowledge management should be integrated as a central strategy in modern public governance, alongside institutional reform and the development of technological infrastructure.

The establishment of dedicated knowledge management positions or units within administrative agencies can also facilitate the coordination of knowledge-sharing activities more systematically and effectively.

Sixth, policy implications for sustainable digital government development

Finally, the study suggests that digital government development is not only a matter of technological implementation but also one of organizational behavior and knowledge management. Therefore, policymakers need to approach digital transformation in an integrated manner by simultaneously:

- building a culture of knowledge sharing,
- developing technological trust,
- fostering a group knowledge environment,
- and establishing knowledge transfer mechanisms in administrative restructuring.

Only when these elements are aligned can digital government develop effectively and sustainably, ensuring the capacity to serve citizens and enhancing the effectiveness of public governance in the long term.

In summary, the study proposes that, to promote civil servants' knowledge-sharing behavior in the context of administrative restructuring toward digital government, administrative agencies should focus on: (i) reinforcing the intention to share knowledge through a supportive organizational culture; (ii) establishing knowledge transfer mechanisms to minimize knowledge loss; (iii) strengthening technological trust as a prerequisite for digital knowledge sharing; (iv) developing group-level knowledge ambidexterity to enhance organizational adaptive capacity; and (v) integrating knowledge management as a central strategy in the process of digital government development.

Overall, this study provides important empirical evidence on civil servants' knowledge-sharing behavior in the context of digital government-oriented administrative restructuring. The findings confirm the central role of knowledge-sharing intention, while highlighting technological trust and knowledge ambidexterity as key moderating mechanisms. These findings not only contribute to the academic literature on public sector knowledge management but also offer important practical implications for building a safe, effective, and sustainable knowledge-sharing environment in the development of digital government.

6. CONCLUSION

This study was conducted to elucidate the mechanisms influencing civil servants' knowledge-sharing behavior in the context of administrative restructuring toward digital government. Amid ongoing institutional reforms, administrative streamlining, and rapid digital transformation in Vietnam, knowledge sharing not only supports day-to-day work but also plays a strategic role in preserving organizational knowledge, mitigating knowledge loss, and enhancing the adaptive capacity of the public administration system in response to changes in organizational structures and modes of operation. The empirical findings confirm that knowledge-sharing intention is the strongest and most direct predictor of civil servants' actual knowledge-sharing behavior. This finding reinforces the arguments of behavioral models such as the TAM and SCT, while underscoring that, within the public administration context, knowledge-sharing behavior is fundamentally intentional in nature, relying on civil servants' intrinsic motivation and subjective readiness. In the context of administrative restructuring, knowledge-sharing intention becomes even more critical, as organizational knowledge faces an increased risk of loss due to organizational mergers, personnel redeployment, and workforce downsizing. Therefore, knowledge sharing should be viewed as an essential resource for maintaining "organizational memory" and ensuring continuity in public service operations. Another important contribution of this study lies in identifying the moderating role of technological trust in the relationship between knowledge-sharing intention and knowledge-sharing behavior. In the context of digital government, technology is increasingly becoming a central platform for supporting knowledge exchange, operational coordination, and administrative data governance. However, the findings indicate that technology is not merely a supportive tool but is strongly contingent upon civil servants' trust in the safety, security, and reliability of technological systems. When technological trust is strengthened, civil servants are more willing to translate their intentions into actual knowledge-sharing behavior. This finding underscores that technological trust is a prerequisite for digital knowledge-sharing initiatives to be effective in the process of digital government development. From an academic perspective, the study contributes to public sector knowledge management theory by extending the research context to administrative restructuring and digital government, while developing an integrated SIT-SCT-TAM framework with key moderating mechanisms. The adoption of a cross-level approach further enriches the knowledge-sharing literature by highlighting the multi-layered nature of organizational behavior in contemporary administrative settings. From a practical perspective, the study suggests that administrative agencies should focus on building a culture of knowledge sharing, establishing systematic knowledge transfer mechanisms, strengthening technological trust, and developing a

group-level knowledge environment to promote sustainable knowledge-sharing behavior in the process of digital government development.

Although this study has achieved important findings and made significant contributions to both the theory and practice of public sector knowledge management, several limitations should be acknowledged to inform future research. First, the study was conducted among civil servants working in public administrative agencies in Ho Chi Minh City, a special metropolitan area characterized by a high level of digital transformation and intensive administrative restructuring. As a result, the findings may reflect the specific features of a large urban context and may not be fully generalizable to other localities, particularly those with different socio-economic conditions and lower levels of digitalization. Second, the study primarily relies on cross-sectional survey data, which limits its ability to capture changes in civil servants' knowledge-sharing dynamics over time. In the context of administrative restructuring toward digital government, knowledge-sharing behavior may vary substantially across different stages of organizational transformation. Third, although the study integrates the SIT, SCT, and TAM frameworks, the model could be further extended by incorporating additional factors such as leadership style, organizational culture, incentive mechanisms, or institutional characteristics in public governance. These factors may play an important role in facilitating or constraining knowledge sharing within the public administration context, particularly as requirements for data security and accountability become increasingly salient in digital government. Fourth, the study employs self-reported measures; therefore, there may be a risk of bias arising from social desirability or a tendency toward positive responses. Although control variables were incorporated to mitigate potential bias, future studies could integrate actual behavioral observation data, system-generated data, or evaluations from managerial levels to enhance the reliability and objectivity of the findings. Finally, in the context of digital government, knowledge sharing is not confined to interactions among civil servants but also extends to exchanges between government agencies, citizens, and businesses through digital platforms. Accordingly, future research may broaden its scope to examine inter-organizational knowledge sharing or knowledge sharing within the government's digital ecosystem, thereby contributing more profoundly to knowledge management theory in the digital era. In conclusion, despite certain limitations, this study provides an important foundation for understanding and promoting civil servants' knowledge-sharing behavior amid administrative restructuring toward digital government. The proposed future research directions are expected to enhance generalizability, deepen theoretical mechanisms, and strengthen the practical value of knowledge management in the modern public sector.

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