



## The Role of Transformational Leadership in Improving the Effectiveness of Knowledge Management in Public Sector Organizations: A Systematic Literature Review

### Peran Kepemimpinan Transformasional dalam Meningkatkan Efektivitas Manajemen Pengetahuan di Organisasi Sektor Publik: Tinjauan Pustaka Sistematis

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| ARTICLE INFO                                                                                                                                                                                                                                                  | ABSTRACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <p>Article history:</p> <p>Received: 15 September 2026<br/>Revised: 27 September 2026<br/>Accepted: 30 September 2026</p> <p>Keywords:</p> <p>Knowledge Management;<br/>Public Sector;<br/>Systematic Literature Review.<br/>Transformational Leadership.</p> | <p>This study aims to examine the impact of transformational leadership on knowledge management effectiveness within public sector organizations using a systematic literature review approach. This research applies a Systematic Literature Review (SLR) methodology using the PRISMA framework. A total of 35 articles were selected from Scopus and analyzed using bibliometric and thematic analysis techniques supported by VOSviewer software. The findings reveal that transformational leadership plays a critical role in enhancing knowledge sharing, organizational learning, and the successful implementation of knowledge management initiatives in public sector organizations. Leadership behaviors such as intellectual stimulation and individualized consideration are particularly influential. This review offers a unique contribution by systematically integrating research on transformational leadership and knowledge management specifically in the public sector a combination that remains underexplored. The study provides theoretical insights and practical implications for enhancing public service innovation through leadership.</p> |
| <p>This is an open access article under the <a href="#">CC BY-NC-SA</a> license</p>                                                                                        | <p>Corresponding Author:<br/>Sri Ratnawati,<br/>Fakultas Bisnis dan Ilmu Sosial, Universitas Binawan, Jakarta, Indonesia<br/>Email: <a href="mailto:sri.ratnawati@binawan.ac.id">sri.ratnawati@binawan.ac.id</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## PENDAHULUAN

In an era characterized by rapid change and high complexity, knowledge management (KM) has become one of the important pillars in improving organizational effectiveness and efficiency, including in the public sector. KM plays a role in improving organizational performance through optimizing the knowledge base that already exists. Effective KM can improve managerial processes and leverage collective expertise to drive growth, particularly in knowledge-dependent organizations (Mazorodze, 2018). Similarly, Fombad emphasized the central role of KM in the legal sector, where its implementation helps law firms adapt to the ever-changing business environment and improve their operational efficiency (Fombad, 2014). In addition, KM practices have also been proven to encourage innovation and performance improvement in various sectors, including in the construction industry, which further emphasizes the flexibility and relevance of its application (Almarshoudi et al., 2018).

The process of sharing knowledge that is at the core of KM encourages the creation and utilization of deeper knowledge in the work team. A team that is able to organize itself plays an important role in developing substantive knowledge through focused collaborative efforts (Turner et al., 2014). KM supports the formation and sustainability of networks that are important in increasing organizational capacity (Lamm et al., 2017). Thus, the interaction between team dynamics and KM practices creates a strong learning environment and is able to have a significant impact on organizational outcomes.

Public organizations are faced with pressure to increase transparency, accountability, and deliver innovative and responsive public services. In this context, the ability to systematically manage, store, share, and utilize knowledge is key to maintaining excellence and driving continuous improvement in public service. However, the implementation of KM in public sector organizations often faces complex challenges. One of the main obstacles lies in the leadership aspect. In contrast to the private sector, which is usually more flexible and competitive, the public sector is often constrained by bureaucracy, rigid organizational cultures, and resistance to change. Without the support and commitment of leaders who are able to drive organizational culture transformation, KM strategies often fail to be adopted thoroughly or simply become an administrative formality with no real impact.

Leadership that is less supportive or unclear can lead to confusion about KM priorities in the organization. Effective leadership integration in public institutions can have a profound impact on public sector performance (Fernandez et al., 2010). Without targeted leadership, KM initiatives are often uncoordinated, hampering the organization's ability to leverage available knowledge. The importance of the role of leaders, especially in educating and inspiring team members to participate in knowledge-sharing practices (Yusof et al., 2020). If leaders don't show commitment to KM, employees may feel reluctant to share the information and insights they have.

This is where transformational leadership comes into play. This leadership style is characterized by the leader's ability to inspire, motivate, and build long-term commitment from his followers. Transformational leaders not only drive the achievement of organizational goals, but also create a climate conducive to organizational learning, innovation, and cross-unit collaboration. In the context of KM, transformational leaders have great potential to shape a culture of knowledge sharing, eliminate information silos, and encourage employees to be actively involved in the process of knowledge creation and dissemination.

Therefore, the aim of this study is to analyze the extent to which transformational leadership contributes to the effectiveness of KM in public sector organizations. This study is crucial, considering that there is still limited research that systematically reviews the relationship between these two variables, especially in the context of public organizations in various countries. This article aims to fill these gaps through the Systematic Literature Review approach, to map current findings, identify challenges and opportunities, and provide direction for the development of more effective knowledge management theories and practices in the public sector.

## METODE PENELITIAN

Systematic Literature Review with a bibliometric approach is a quantitative assessment method of the literature to identify trends, patterns, and main research entities in a discipline. This study adopts a systematic review approach by referring to previous studies that used the SLR method based on the PRISMA model (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)(Sabriya & Kundi, 2025). The secondary data collection process is explained in figure 1. The inclusion criteria set are: (1) articles published until May 27, 2025. (2) publications in English, and (3) focusing on the topics of transformational leadership and knowledge management in public sector organizations.

Bibliometric analysis was performed using VOSViewer. VOSViewer visualizes bibliographic data to analyze the network of citations, author collaborations, and keywords that appear together, revealing the intellectual structure and dynamics of the research field. The combination of bibliometric analysis and systematic review makes it an effective tool for researchers to synthesize empirical findings and map the research landscape(Pena et al., 2021). The combination of these two approaches allows for a deep and comprehensive understanding of the evolution, historical development, and future direction of a field of study. This is very useful, especially in cross-disciplinary research, to gain richer insights. Gonzales-Torres et al. (2020) Bibliometric analysis is used to systematically map large amounts of literature. On the other hand, software such as VOSviewer plays an important role in visualizing the interrelationships between elements in the literature, producing graph-based bibliometric maps that are easy to read and interpret.(Tang & Liao, 2018).

The initial stage in this scientific examination involves the selection of keywords, which can be done through a macro (top-down) methodology, evolving from a broad search trajectory to narrower studies and topics. Therefore, after evaluating the existing limitations of previous research and the scarcity of studies addressing knowledge management in the public sector and transformational leadership, this investigation included the keywords “knowledge management” and “transformational leadership” as focal points in the article titles, abstracts, and keywords. In addition, the Scopus database is used by researchers for various investigative purposes, including conducting literature reviews, identifying subject matter experts, and monitoring research trends.

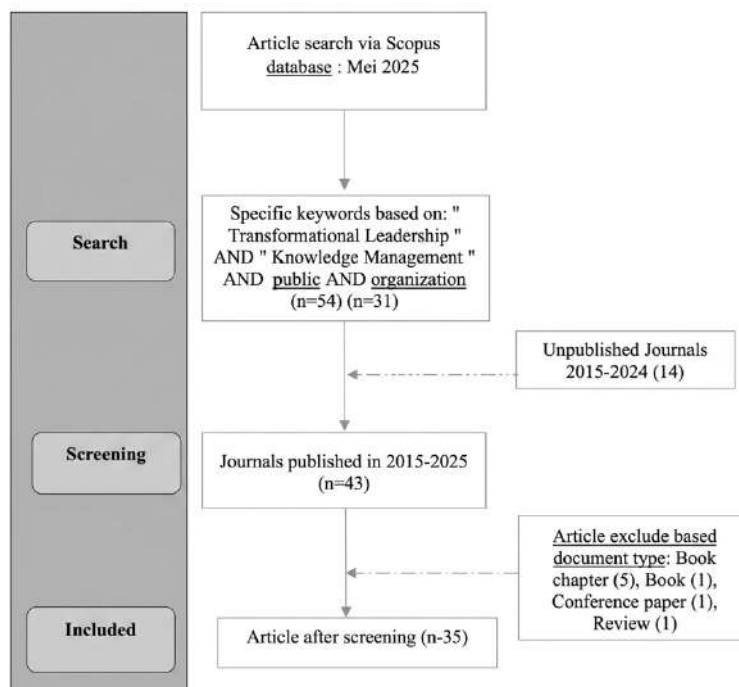


Figure 1. Systematic Literature Review Information flow using PRISMA

According to search results retrieved on May 27, 2025, from the Scopus database using the article title, abstract, and keywords: "Transformational Leadership" AND 'Knowledge Management' AND public AND organization in various academic disciplines, ranging from the earliest publication in 1990 to the latest in 2024, the total number of articles was 54 documents (see Figure 1). Based on this finding, articles were filtered in the last 10 years, 2015-2025, and 43 documents were obtained. Then the process of filtering documents according to their classification. Articles were eliminated based on document type: Book chapter (5), Book (1), Conference paper (1), Review (1) so that 35 articles were obtained. These documents were then further analyzed in this study to answer RQ1: How have research trends and patterns regarding the relationship between transformational leadership and knowledge management in public sector organizations evolved over the past decade? RQ2: What is the allocation of research related to knowledge management in the public sector and transformational leadership? RQ3: What are the theoretical and practical implications from a future research perspective.

## HASIL DAN PEMBAHASAN

This research focuses on the findings of 35 articles in the Scopus database on knowledge management in the public sector and transformational leadership. This data comes from identifying the number of articles published, years of publication, and the source of the journal. This research will also highlight the most influential elements in knowledge management and the relationship with transformational leadership, including authors, affiliations, and countries involved.

RQ1: What are the trends and patterns of research on the relationship between transformational leadership and management management?

Documents by year

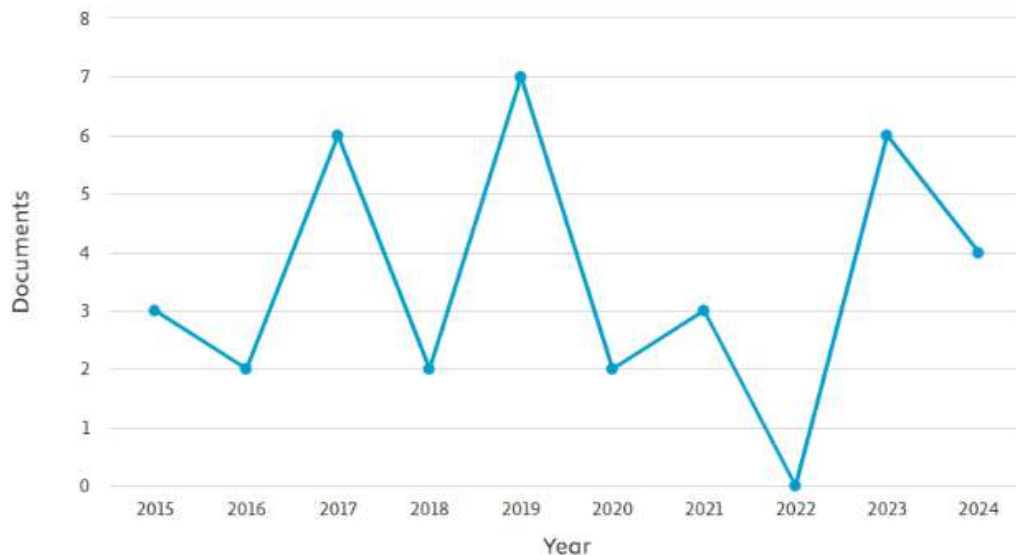


Figure 2. Number of publications 2015-2024

Based on this visualization, it can be seen that from 2015 to 2024, research related to this theme shows a fluctuating trend. At the beginning of the period (2015-2016), the number of publications was still relatively low, totaling 3 and 2 documents, respectively. However, a significant increase occurred in 2017 (6 documents), which indicates an increase in researcher interest in the relationship between transformational leadership and knowledge management in the public sector.

Fluctuations continued with a decline in 2018 (2 documents), then a sharp increase again in 2019 which reached the highest peak of 7 documents. This shows that 2019 became one of the important

points in the development of literature in this field. Thereafter, publications declined again in 2020 and 2021, and interestingly no publications were found at all in 2022, indicating a gap or decreased focus on this topic at that time, most likely influenced by the global pandemic that shifted research attention to other issues. However, in 2023 and 2024, there was a recovery in the publication trend, with 6 and 4 documents respectively. This suggests that academic interest in the issue is reviving, as public sector organizations become more aware of the importance of innovative leadership and effective knowledge management in facing the complex challenges of the post-pandemic era. Overall, the pattern of research over the past decade shows that the topic has continued to evolve, albeit not in a linear fashion. This up-and-down pattern reflects the dynamic needs of public sector organizations as well as the changing socio-economic context that influences the direction and focus of academic research. The findings also confirm that there is a great opportunity for further exploration to fill the literature gaps, especially for years with low or no publications.

RQ2: What is the research allocation related to knowledge management in the public sector and transformational leadership?

An analysis of the distribution of knowledge management research in the public sector and transformational leadership in 35 articles was conducted by categorizing the articles according to classifications such as country, region, affiliation, source, and author, with a limitation of only the top 10 articles in each classification. Discernment regarding the allocation of studies will be useful for academics and practitioners in explaining future research agendas, particularly in the continued advancement of the knowledge management paradigm and the role of transformational leadership.

First, the allocation of scientific research related to knowledge management in the public sector and transformational leadership categorized by country or geographical area is dominated by the United States with 9 articles, followed by Australia, Malaysia and Indonesia with 4 articles, India and Vietnam with 3 articles, Brazil, China and the United Kingdom with 2 articles and Bangladesh with 1 article (see Figure 2).

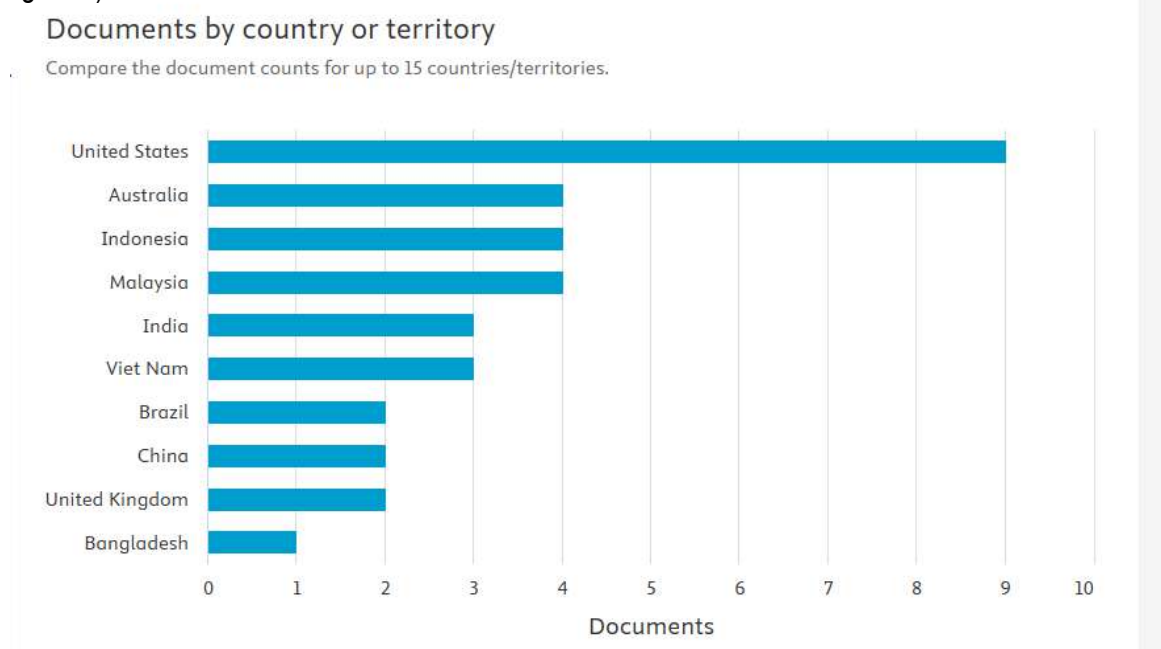


Figure 3. Number of articles by country or territory (top 10 country)

The allocation of scientific research related to knowledge management in the public sector and transformational leadership categorized by country or geographic region is dominated by the United States with 9 articles, followed by Australia, Malaysia and Indonesia with 4 articles, India and Vietnam

with 3 articles, Brazil, China and the United Kingdom with 2 articles and Bangladesh with 1 article. These findings show that knowledge management and the role of transformational leadership have received attention in several countries including Western countries, reflecting the global relevance of the topic. The researchers will also analyze the relationship between the countries involved using VOSviewer software. This phase is crucial in formulating a systematic prospective research agenda. The VOSviewer findings in the examination show the existence of relationships between countries in investigating the subject in this study (see Figure 4).

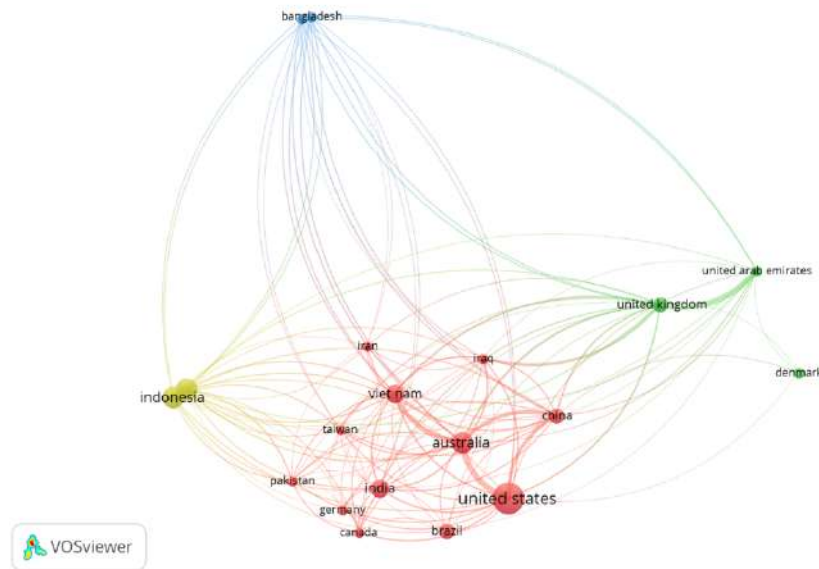
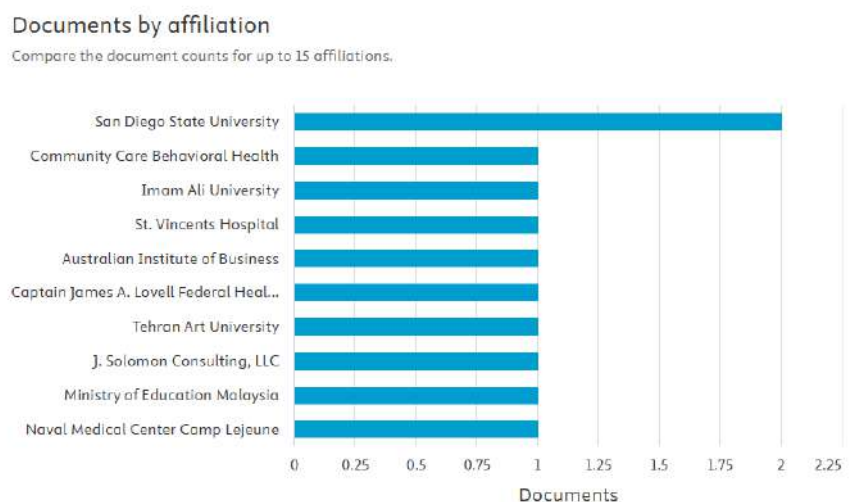


Figure 4. Network country visualization

These findings further reinforce the idea that knowledge management and transformational leadership are not only issues of interest in Asian countries such as Indonesia, Malaysia, Vietnam, India and Bangladesh, but are also receiving attention in various countries in the Americas and Australia.

Second, research allocation based on institutional affiliation was dominated by San Diego State University with 2 articles, and other institutional affiliations with 1 article such as Community Care Behavioral Health, Imam Ali University, St. Vincents Hospital, Australian Institute of Business, Captain James A. Lovell Federal Health Care Center, Tehran Art University, J. Solomon Consulting, LLC, Ministry of Education Malaysia and Naval Medical Center Camp Lejeune (see Figure 5).

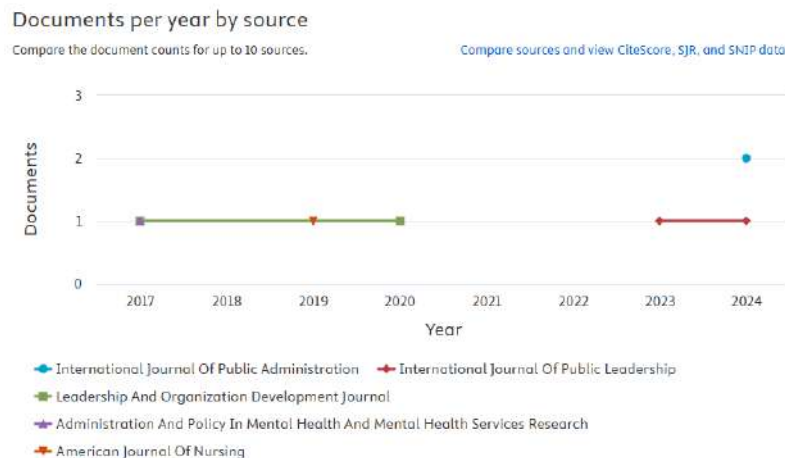


Source: Scopus database

Figure 5. Affiliation visualization

The spread of articles in 10 major publications based on affiliation makes it clear that it is not only of scientific interest in academic institutions located in Asian countries but also attracts attention in educational institutions in the continental countries of America and Australia.

Third, the allocation of topics on knowledge management and transformational leadership based on the source is International Journal Of Public Administration with 2 articles, International Journal Of Public Leadership with 2 articles, Leadership And Organization Development Journal with 2 articles, Administration And Policy In Mental Health And Mental Health Services Research with 1 article and American Journal Of Nursing with 1 article (see Figure 6). Thus the allocation of articles by source does not show dominance because there are only 2 articles at most.



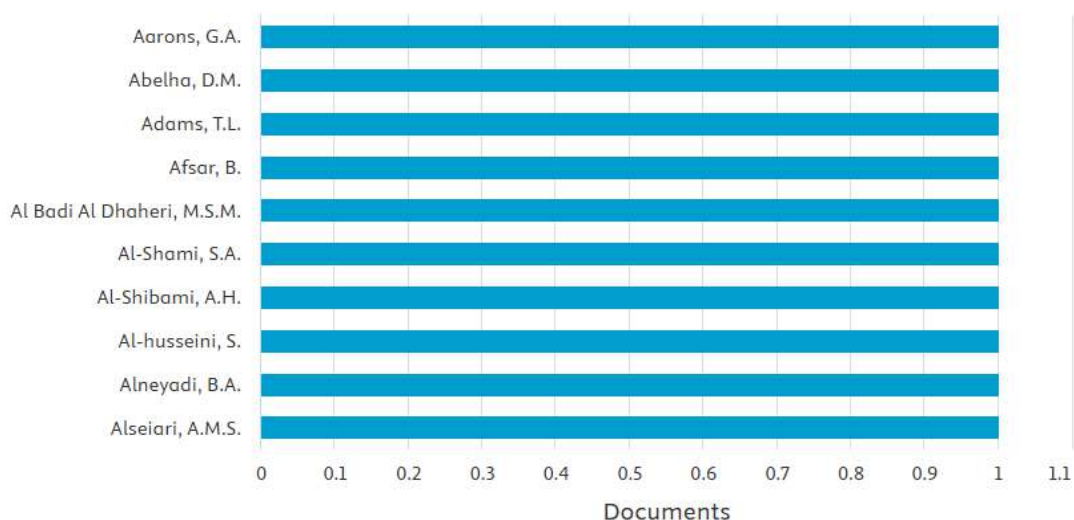
Source: Scopus database

Figure 6. Number of articles by sources (top 10 sources)

Fourth, the distribution of research by author does not show a clear dominance. This is because each author only wrote one article (see Figure 7)

#### Documents by author

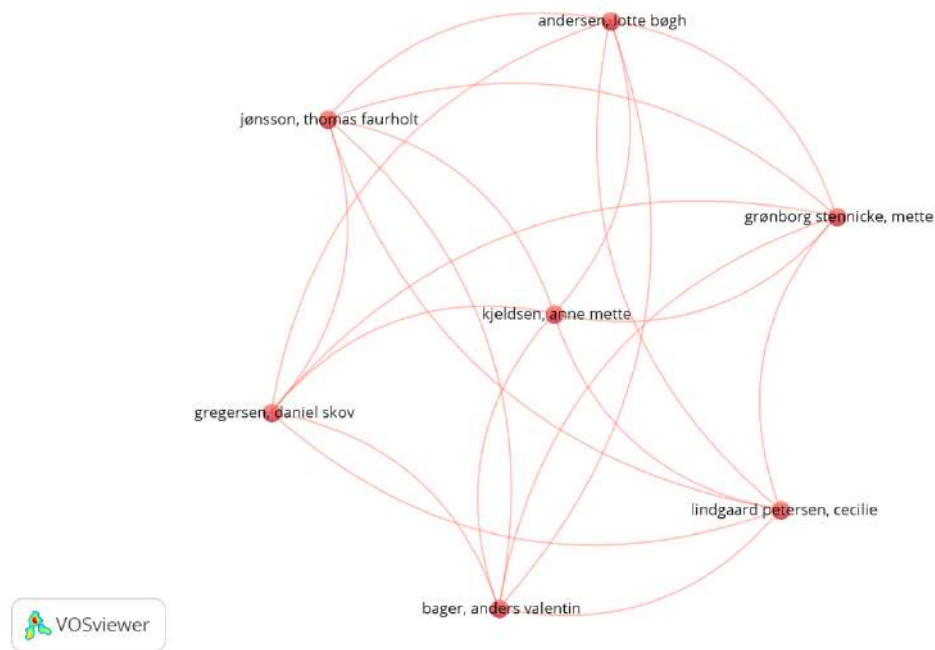
Compare the document counts for up to 15 authors.



Source: Scopus database

Figure 7. Count of publications by author (top 10 authors)

### Co-Authorship (Interrelated)

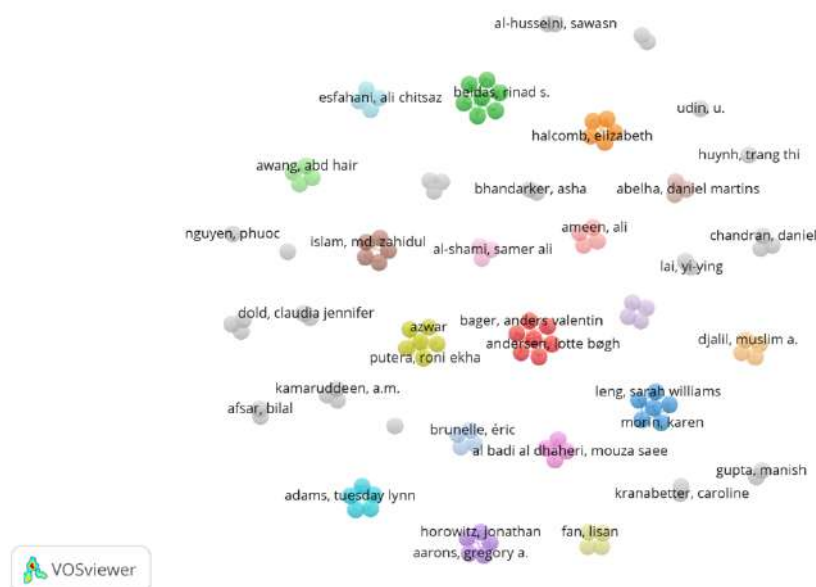


Source: Scopus database

Figure 8. Co-Authorship (Interconnected/Related)

Figure 8 describes the authors who have interconnected networks in conducting research. In addition, it can be explained that there is only 1 cluster with a total of 7 links, namely in red.

### Co-Authorship (Unrelated)



Source: Scopus database

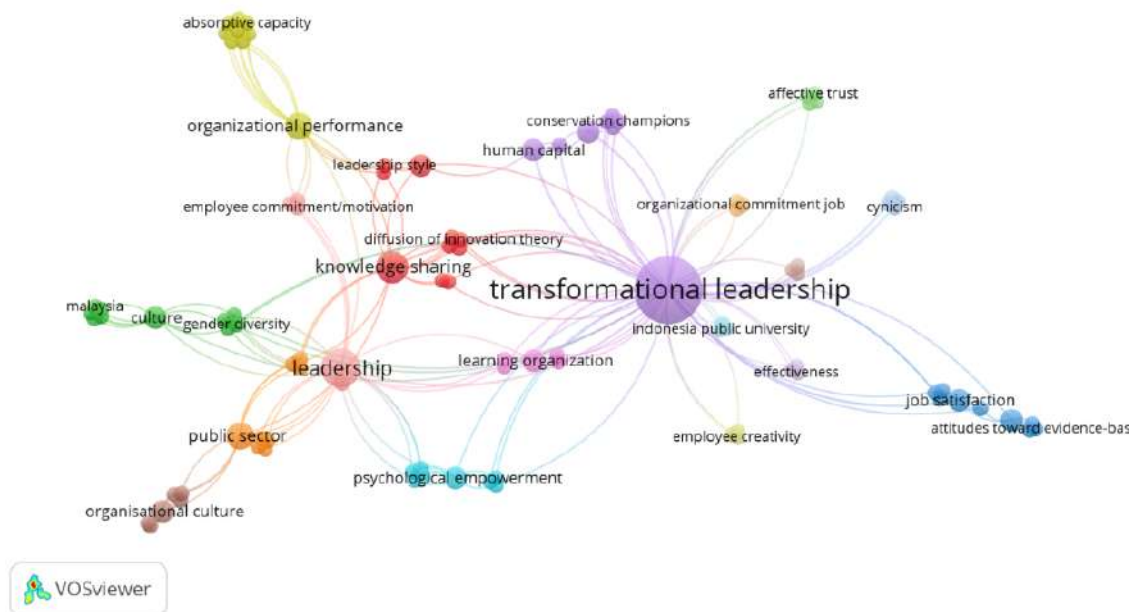
Figure 9. Co-Authorship (Not Interconnected/Related)

In Figure 9 there are 110 researchers spread across 35 clusters. These clusters have no relationship with other clusters.

RQ3: What are the theoretical and practical implications of future research perspectives?

The examination was conducted on 35 manuscripts collected from the Scopus repository. VOSviewer was used to illustrate that the results may have theoretical and pragmatic consequences for future investigations on Knowledge management and Transformational leadership. The results of metadata analysis using VOSviewer will help researchers and practitioners better understand the assumptions and findings related to the topic. The results of bibliometric analysis using VOSviewer can show which variables have been extensively researched by previous researchers and which variables have not been widely explored, which serves as a foundation for future research. From a practitioner perspective, the results of the literature analysis using VOSviewer will assist practitioners in analyzing how the role of transformational Leadership to improve the effectiveness of knowledge management in a sustainable manner in the future.

Figure 10 shows the results of exposure between keywords on the theme of transformational leadership, knowledge management or knowledge sharing, public sector. There are occurrences of transformational leadership (18), leadership (6), organizational performance (3), knowledge sharing (4), public sector (3), bureaucratic institutional capabilities (1). The results obtained allow research and development in many groups related to the theme. This shows that future researchers can connect the theme of knowledge management and transformational leadership with other variables.



Source: Scopus database

Figure 10. Co-occurrence framework and representation of key terms

Table 1. Keywords by authors

| Rank | Keyword                                 | Total link strength |
|------|-----------------------------------------|---------------------|
| 1    | Transformational Leadership             | 65                  |
| 2    | Leadership                              | 26                  |
| 3    | Organizational Performance              | 19                  |
| 4    | Knowledge Sharing                       | 16                  |
| 5    | Public Sector                           | 13                  |
| 6    | Absorptive Capacity                     | 11                  |
| 7    | Bureaucratic Institutional Capabilities | 11                  |

|    |                            |    |
|----|----------------------------|----|
| 8  | Capacity Building          | 11 |
| 9  | Culture                    | 11 |
| 10 | Human Resource Development | 11 |

Source: Output VOSviewer software

Finally, the 10 most frequently occurring keywords are shown in Table 1. Based on the mapping results and examination of previous investigations, shortcomings have been found in previous studies, where most of the previous studies were conducted in Asian and American countries or regions (see Figure 3 and Figure 4). Therefore, future research should be conducted in other countries or regions such as countries in Europe. This research can address the gaps in previous research and provide more comprehensive information about transformational leadership in enhancing the effectiveness of knowledge management in public sector organizations, which can be explored in the context of its universality and effectiveness in various cultural settings in developing countries.

Citation

Here are the 10 journals with the most citations

| No | Publication Year | Author                                                                                                                    | Title                                                                                                                                                                                                                           | Journal                                                               | Cites | Publisher                    |
|----|------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------|------------------------------|
| 1  | 2019             | Khan, Naseer Abbas and Khan, Ali Nawaz                                                                                    | What followers are saying about transformational leaders fostering employee innovation via organisational learning, knowledge sharing and social media use in public organisations?                                             | Government Information Quarterly, 36(4), 101391                       | 147   | Elsevier Ltd                 |
| 2  | 2017             | Masoo, Mariam And Afsar, Bilal                                                                                            | Transformational leadership and innovative work behavior among nursing staff                                                                                                                                                    | Nursing Inquiry , 24(4), e12188                                       | 143   | Blackwell Publishing Ltd     |
| 3  | 2017             | Powell, Byron J. Mandell, David S. Hadley, Trevor R. Rubin, Ronnie M. Evans, Arthur C. Hurford, Matthew O Beidas, Rinad S | Are general and strategic measures of organizational context and leadership associated with knowledge and attitudes toward evidence-based practices in public behavioral health settings? A cross-sectional observational study | Implementation science : IS , 12(1), pp. 64                           | 73    | Implementati on science : IS |
| 4  | 2018             | Al-husseini, S., Elbeltagi, I.                                                                                            | Evaluating the effect of transformational leadership on knowledge sharing using structural equation modelling: the                                                                                                              | International Journal of Leadership in Education, 21(4 ), pp. 506–517 | 62    | Routledge                    |

|    |      |                                                                                  |                                                                                                                                               |                                                                                                     |    |                                              |
|----|------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----|----------------------------------------------|
|    |      |                                                                                  | case of Iraqi higher education                                                                                                                |                                                                                                     |    |                                              |
| 5  | 2021 | Ashok, M.,<br>Al Badi Al Dhaheeri,<br>M.S.M.,<br>Madan, R.,<br>Dzandu, M.D.      | How to counter organisational inertia to enable knowledge management practices adoption in public sector organisations                        | Journal of Knowledge Management , 25(9), pp. 2245–2273                                              | 58 | Emerald Group Holdings Ltd.                  |
| 6  | 2017 | Aarons, G.A.,<br>Ehrhart, M.G.,<br>Farahnak, L.R.,<br>Sklar, M.,<br>Horowitz, J. | Discrepancies in Leader and Follower Ratings of Transformational Leadership: Relationship with Organizational Culture in Mental Health        | Administration and Policy in Mental Health and Mental Health Services Research , 44(4), pp. 480–491 | 51 | Springer New York LLC                        |
| 7  | 2017 | Kranabetter, C.,<br>Niessen, C.                                                  | Managers as role models for health: Moderators of the relationship of transformational leadership with employee exhaustion and cynicism       | Journal of Occupational Health Psychology , 22(4), pp. 492–502                                      | 50 | American Psychological Association Inc.      |
| 8  | 2019 | Phung, V.D.,<br>Hawryszkiewicz, I.,<br>Chandran, D.                              | How knowledge sharing leads to innovative work behaviour: A moderating role of transformational leadership                                    | Journal of Systems and Information Technology , 21(3), pp. 277–303                                  | 30 | Emerald Group Holdings Ltd.                  |
| 9  | 2017 | Lajoie, D.,<br>Boudrias, J.-S.,<br>Rousseau, V.,<br>Brunelle, É.                 | Value congruence and tenure as moderators of transformational leadership effects                                                              | Leadership and Organization Development Journal , 38(2), pp. 254–269                                | 26 | Emerald Group Publishing Ltd.                |
| 10 | 2018 | Abelha, D.M.,<br>Carneiro, P.C.D.C.,<br>Cavazotte, F.S.C.N.                      | Transformational leadership and job satisfaction: Assessing the influence of organizational contextual factors and individual characteristics | Revista Brasileira de Gestao de Negocios , 20(4), pp. 516–532                                       | 25 | Fundacao Escola de Comercio Alvares Penteado |

Source: Scopus database

The first place with 147 citations is a journal written by (Khan & Khan, 2019). This article explains The public sector is increasingly looking to innovation, inspired by successful private sector examples, to address complex social problems and improve public services within limited resources. Leadership

plays an important role in motivating public sector employees to innovate, with transformational leadership highlighted as particularly effective in inspiring followers. Organizational learning is seen as a collective process that enhances capabilities, while knowledge sharing practices are critical to empowering Employees. This research concludes that the importance of transformational leadership in driving employee innovation through mechanisms such as knowledge sharing and organizational learning, thus filling an academic void in this area. This study uses diffusion of innovation theory to explore how the use of social media can catalyze the relationship between transformational leadership and employee innovation. The findings suggest that public managers with transformational traits are perceived as change agents, promoting Innovation. In second place, with 143 citations, is a journal written (Masood & Afsar, 2017). This article explains that innovative work behaviour among nursing staff is crucial for improving patient care and hospital performance. There is a lack of understanding regarding how leadership influences innovation in nursing, particularly the mechanisms involved. Transformational leadership is highlighted as a potential catalyst for fostering innovation among nurses. This study concludes that transformational leadership has been shown to have a positive influence on innovative work behaviour through increased psychological empowerment, intrinsic motivation, and knowledge-sharing practices. The relationship between transformational leadership and psychological empowerment is reinforced by the factor of role identity empowerment. Meanwhile, interpersonal trust whether based on dependence or openness acts as a key moderating factor in the relationship between knowledge sharing and innovative work behaviour. This study also emphasises that when nurses share experiences regarding best practices and mistakes, this reinforces the positive influence of transformational leadership on enhancing innovation in the workplace.

The third place with 73 citations is a journal written by (Powell et al., 2017). This study aimed to examine the relationship between general (organizational culture, climate, transformational leadership) and strategic (implementation climate, implementation leadership) organizational factors and clinicians' knowledge and attitudes toward EBP in a publicly funded behavioral health system in Philadelphia. Effective leadership is critical to successful implementation and can emerge from any level of the organization. Transformational leadership is a leadership style that inspires and motivates team members to go beyond their own self-interest for the good of the organization. In the context of this study, it is critical to the successful implementation of evidence-based practices (EBP) in community behavioral health settings. The fourth place with 62 citations is a journal written by (Al-husseini & Elbeltagi, 2018). This article explains that knowledge sharing culture plays an important role in organizations because it allows the transformation of implicit knowledge into explicit through the process of interaction between members. Leadership style has a significant influence on knowledge sharing practices, where transformational leadership (TL) is recognized as a key element that can encourage the creation of an active knowledge sharing culture.

The fifth place with 58 citations is a journal written by (Ashok et al., 2021). In this article, KM practices signal a significant transformation in organizational structure and culture, especially in the public sector. It notes that there are various barriers to implementing these practices. Including bureaucratic culture, political processes, rigidity, and employee resistance. This study develops a new conceptual model that links the adoption of knowledge management practices with organizational inertia, organizational culture, and senior executive leadership traits specifically in the context of the public sector. It highlights that organizational culture and transformational leadership can moderate the negative relationship between organizational inertia and the adoption of knowledge management practices. The findings confirm that public sector organizations have a strong institutional character, requiring central policies to promote knowledge management practices at the national level. This suggests that top-down initiatives are critical to fostering a knowledge culture.

The sixth place with 51 citations is a journal written by (Aarons et al., 2015) The article found that the size and direction of the difference in judgment between superiors and staff are related to the decline

in the quality of organizational culture. That is, the greater the difference in views between superiors and staff, the more defensive (or negative) the organizational culture becomes. This effect is more pronounced when superiors rate themselves more positively than staff rate them, compared to situations where superiors rate themselves lower than staff do. The study's conclusions underscore the importance of understanding leader-follower dynamics and its implications for organizational culture and effectiveness in mental health services.

The seventh place with 50 citations is a journal written by (Kranabetter & Niessen, 2016). This article explains the impact of Transformational Leadership: When managers demonstrate health awareness, it increases the positive effects of transformational leadership on employees. This suggests that leaders who prioritize their health can serve as effective role models, leading to improved Employee well-being. Transformational leadership is characterized by leaders who inspire and motivate their followers to achieve higher levels of performance and personal development. This leadership style involves behaviors such as inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence. This study focuses on how these leadership qualities are perceived differently by leaders and their followers. The research highlights that differences often exist between how leaders assess their own transformational leadership abilities and how their followers perceive them. This misalignment can have significant implications for organizational culture and effectiveness.

The eighth place with 30 citations is a journal written by (Phung et al., 2019). In this article explains This study concludes that a greater willingness to share knowledge significantly increases the innovative behavior of individuals. This suggests that fostering an environment where knowledge sharing is encouraged can lead to more innovative outcomes among staff. Factors This study identified several critical factors that positively influence knowledge sharing behavior, including subjective norms, trust, knowledge self-efficacy, and enjoyment in helping others. These factors are critical to creating a supportive atmosphere for knowledge sharing within the Organization. The findings highlight the moderating role of transformational leadership in the relationship between environmental and personal factors and knowledge sharing behavior. Transformational leadership positively influences how subjective norms, trust, and knowledge self-efficacy affect knowledge sharing behavior, suggesting that effective leadership can enhance knowledge sharing practices.

Ninth place with 26 citations is a journal written by (Lajoie et al., 2017). This article explains that Overall, these results emphasize the importance of considering factors from both leaders and followers to understand the relationship between leader behavior and outcomes received by followers more thoroughly. However, it is interesting to note that no effect of value congruence was found on the response of employees with long tenure to transformational leadership. The conclusion of this study is that transformational leadership is related to employee characteristics, especially in relation to value congruence and tenure. Leaders should adjust their approach based on employee tenure and value alignment.

The tenth with 25 citations is a journal written by (Abelha & César, 2017). This article explains that transformational leadership affects job satisfaction by considering individual and organizational factors. The results show that employee gender affects the strength of the relationship, with women tending to respond more positively to this leadership style than men. Meanwhile, the type of organization-both public and private-showed no significant difference in the effectiveness of transformational leadership, which means that this leadership style is widely applicable. In addition, professional training background (both technology and non-technology) also did not affect how employees rated transformational leaders. In fact, the positive effect of transformational leadership on job satisfaction persisted despite the different emotional states of employees, indicating that this leadership style is capable of increasing job satisfaction in general.

### **The Role of Transformational Leadership in Knowledge Management**

Transformational leaders act as role models and inspire trust, respect, and admiration among organizational members, which encourages cooperation and knowledge sharing. (Al-husseini & Elbeltagi, 2018). They use inspirational motivation to build relationships and encourage team spirit, which increases implicit and explicit knowledge sharing within the Organization. Intellectual stimulation by transformational leaders encourages followers to think creatively and share ideas, which is essential for Effective knowledge management. (Al-husseini & Elbeltagi, 2018). Transformational leadership through intellectual stimulation, has been shown to significantly increase knowledge sharing among academic staff (Al-husseini & Elbeltagi, 2018). Transformational leadership positively influences knowledge sharing in public sector organizations by creating an environment conducive to learning and idea exchange. (Khan & Khan, 2019). transformational leadership can increase the impact of human capital on innovation. Transformational leaders are known for their ability to inspire and support their teams, which is essential for effective knowledge sharing and collaboration. This leadership style encourages a culture of continuous learning and knowledge exchange, an essential component of knowledge management. (Alseiari et al., 2019).

#### **Improving Knowledge Sharing**

Transformational leadership fosters an environment conducive to knowledge sharing by promoting trust and cooperation among employees. Leaders who exhibit transformational behaviors can inspire followers to share knowledge more freely, which is essential for effective KM practices. (Al-husseini & Elbeltagi, 2018). In the public sector, transformational leaders can overcome organizational inertia and rigidity, which are common barriers to KM, by creating a culture that values knowledge sharing and continuous learning. Effective transformational leadership positively influences organizational performance by establishing strong communication channels and facilitating knowledge exchange among team members. (Sayyadi, 2019). A leadership style characterized by vision and inspiration has been shown to increase employees' interest in knowledge sharing and create a strong learning environment.(Verma, 2024).

#### **Facilitating Organizational Learning**

Transformational leadership plays an important role in promoting organizational learning, which is essential for effective KM. By encouraging innovation and change, transformational leaders help organizations adapt to new knowledge and integrate it into their processes.(Khan & Khan, 2019). The presence of transformational leadership in public organizations can lead to a more dynamic learning environment, where employees are motivated to acquire and apply new knowledge, thus improving overall organizational performance.(Khan & Khan, 2019).

#### **Improving Innovation and Adaptability**

Transformational leadership improves organizational performance by fostering a culture of innovation. Leaders who inspire and intellectually stimulate their followers can drive the adoption of innovative practices and technologies, which are critical to maintaining competitiveness in the public sector.(Khan & Khan, 2019). By promoting a culture of knowledge sharing, transformational leaders enable organizations to be more adaptable and responsive to changes in the external environment, thereby improving service delivery and stakeholder satisfaction.(Ashok et al., 2021).

#### **Overcoming Bureaucratic Challenges**

In the public sector, transformational leadership can mitigate the negative effects of bureaucratic inertia by encouraging a more entrepreneurial and open learning environment. This shift can lead to more effective KM practices and improved organizational performance.(Ashok et al., 2021). Transformational leaders can act as agents of change, helping public sector organizations navigate the complexities of bureaucratic structures and implement KM practices that improve efficiency and effectiveness.(Ashok et al., 2021).

### **Fostering Innovation through Transformational Leadership**

Transformational leaders inspire followers to pursue creative behaviors and entrepreneurial intentions, which increases innovative work behaviors.(Masood & Afsar, 2017). They emphasize cooperation, collective task accomplishment, and freedom in decision-making, which motivates employees to participate in idea generation and implementation. Transformational leadership is linked to psychological empowerment, which in turn fosters intrinsic motivation and innovative work behavior among employees.(Masood & Afsar, 2017). In the public sector, transformational leadership has been found to positively influence employee innovation through the mediation of organizational learning and knowledge sharing.(Khan & Khan, 2019).

### **Broader Implications and Future Directions**

Transformational leadership plays an important role in enhancing organizational knowledge sharing and innovation. By fostering a culture of trust, collaboration, and creativity, transformational leaders can significantly influence organizational performance and competitiveness. Future research could explore the specific mechanisms by which transformational leadership influences these outcomes in different organizational contexts and cultures. In addition, examining the role of digital tools and platforms in supporting transformational leadership practices can provide valuable insights into modern organizational dynamics.

## **SIMPULAN**

Based on the results of a Systematic Literature Review of 35 articles from the Scopus database, this study concludes that transformational leadership plays a strategic and significant role in driving the effectiveness of knowledge management in public sector organizations. Transformational leaders, through behaviors such as inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration, are proven to be able to create a work culture that supports organizational learning, team collaboration, and open knowledge sharing. In addition, research trends over the past decade have shown increased scholarly interest in the relationship between transformational leadership and KM, with a primary focus on improving innovation, decision-making, and efficiency of public services. However, most studies still focus on developing country contexts and have not explored the digitalization dimensions of KM and leadership styles across cultures. Overall, these findings confirm that successfully implementing KM in a sustainable manner in the public sector requires the active role of transformational leaders who are able to not only drive the organization's vision, but also encourage the engagement and commitment of all members of the organization towards knowledge management.

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