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# Identifying Key Components of Knowledge Management Strategy in Government: A Systematic Literature Review

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**Abstract**

**Background:** Amid digital transformation and the demand for adaptive public governance, Knowledge Management (KM) has become a strategic asset for government agencies. Previous studies have examined individual KM success factors—such as leadership, organizational culture, or technology readiness—yet most remain fragmented, case-specific, and lack an integrated strategic framework tailored to public sector governance.
**Objective:** This study aims to identify key components and effective strategies for implementing KM in government organizations through a Systematic Literature Review (SLR) using the PRISMA 2020 framework.
**Methods:** A total of 600 articles were screened from five leading scientific databases, resulting in 20 eligible studies for in-depth analysis. The review addresses two questions: (1) What are the key components of KM in government. (2) What strategies effectively support KM implementation in the public sector.
**Results:** KM success in government rests on two interrelated domains: KM Foundation (leadership, organizational culture, structure, readiness, and technological infrastructure) and KM Solution (knowledge capture, sharing, discovery processes, regulatory mechanisms, and user-friendly systems). Nine strategic implementation areas were identified, including transformational leadership, human capital development, technology integration, performance alignment, and regulatory strengthening. Unlike prior studies that examined KM components separately, this research integrates fragmented findings into a structured and strategic framework combining foundational and operational dimensions. The study contributes theoretically by conceptualizing KM as a strategic governance capability and practically by offering policy-relevant guidance for strengthening adaptive, collaborative, and knowledge-driven public sector reform.
**Conclusion:** An integrated and strategically aligned KM approach is essential for sustainable and effective public governance.

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## INTRODUCTION

To enhance their performance within the increasingly complex and dynamic governance environment, public organizations are embracing knowledge as one of their strategic assets. This

is also done to encourage innovation and provide citizen-centered services (Mittelstädt, 2025). Governments now realize that effective knowledge management (KM) is critical, not only for operational efficiency but also for policy consistency and sustainable development (Ashok et al., 2021). In Indonesia, KM is one of the pillars for achieving bureaucratic reform, so its implementation is crucial for all government agencies, both at the central and regional levels.

The obligation to implement Sistem Pemerintahan Berbasis Elektronik (SPBE), an electronic-based government system, for all central and local governments has been enforced by the government since 2018. One of the indicators of the Sistem Pemerintahan Berbasis Elektronik (SPBE) in Indonesia is the implementation of KM. KM in the government environment aims to improve service quality and decision-making. Knowledge managed by the government includes explicit and tacit knowledge.

The implementation of KM in government institutions in Indonesia has been examined in several studies (Yohanitas et al., 2023). KM is a systemic transformation process involving all elements of governance, not merely a technology project. Readiness in Indonesian government agencies must be supported by a clear framework. Agencies must align leadership, strategy, organizational culture, technology, and human resources in order to implement KM effectively.

Promoting accountability, fostering an adaptive organizational culture, and strengthening knowledge management processes are three critical variables for the success of KM and form the broader foundation for bureaucratic reform and institutional change in the public sector (Kumari et al., 2023). Thus, strategic leadership acts as a driving force behind organizational transformation. Government organizations face challenges not only related to technology and infrastructure, but also to rigid bureaucratic structures and silo mentalities. Therefore, strategic leadership significantly influences the success of change management, mediated by organizational culture, accountability, and knowledge management. This confirms that knowledge management is not an isolated effort, but rather part of a broader organizational change strategy (Ferede et al., 2024).

Government organizations have several factors that influence the implementation of knowledge management. In Indonesia, Amelia (2022) in their study at the Indonesian Financial and Development Supervisory Agency (BPKP) emphasized that successful implementation depends on leadership, information systems, technology, rewards, and motivation. Other studies highlight the importance of organizational readiness in adopting a knowledge management system. Sensuse (2025) developed a KM readiness model consisting of critical success factors such as management support, a culture of sharing, human resource competency, and technology integration. Organizational culture also affects KM implementation. Tabatabaei (2024), using the TOPSIS method, found that performance management (PM) based on rewards and innovation is crucial for KM success, while silo mentality and inadequate infrastructure are significant obstacles.

However, despite the growing body of literature on KM implementation in government institutions, most existing studies focus on case-specific analyses, readiness assessments, or the examination of individual critical success factors. Few studies attempt to synthesize findings across contexts to identify a consolidated set of key components that consistently shape an effective KM strategy in government organizations. Moreover, previous research tends to examine KM elements in isolation—such as leadership, culture, or technology—without providing an integrated strategic framework that explains how these components interact holistically.

In addition, limited attention has been given to systematically reviewing recent developments in KM strategy within the public sector, particularly in the post-digital transformation era. As governance environments evolve rapidly due to digitalization and bureaucratic reform agendas, there is a need to reassess and integrate current evidence to ensure that KM strategies remain relevant, adaptive, and sustainable. This gap highlights the necessity for a comprehensive synthesis of contemporary literature to identify not only the key components of KM in government but also how they should be strategically aligned.

Due to the above, in order to create an effective knowledge management strategy in the public sector, it is necessary to examine the interaction among organizational culture, structure, leadership, and technology in a holistic manner. This research therefore aims to evaluate and synthesize the key components of an effective knowledge management strategy in government

and public sector agencies using a systematic literature review approach.

By reviewing the literature, this study seeks to answer two key questions: 1) RQ 1: What are the key components of KM in government organizations. 2) RQ 2: What constitutes an effective strategy for the implementation of KM in government institutions. This research is expected to provide both theoretical and practical contributions. Theoretically, it offers an integrated and updated synthesis of KM strategy components in the public sector. Practically, it provides guidance for policymakers and government managers in developing strategic, context-appropriate, and sustainable knowledge management frameworks.

## METHOD

This research used a Systematic Literature Review (SLR) based on the PRISMA 2020 framework (Page et al., 2021). There are three phases: planning, implementation, and reporting, as shown in Figure 1.

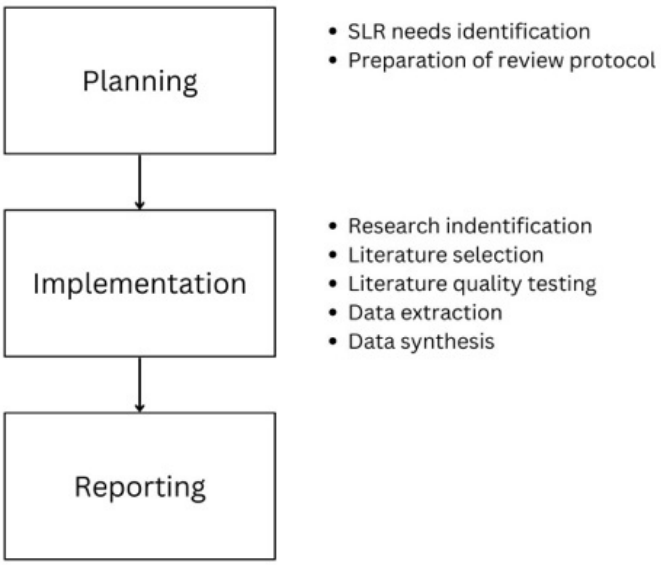


**Figure 1.** SLR Process

Figure 1 shows the Systematic Literature Review (SLR) process based on the PRISMA 2020 framework, which includes planning, implementation, and reporting.

The first stage was planning. This stage identified key components and strategies for government knowledge management, followed by the development of a protocol that defined the research question, literature search process, study selection criteria, and methods for assessing (Moher et al., 2009).

The second stage was implementation. This stage involved identifying studies from major academic databases, followed by screening and quality assessment using predetermined criteria (Liberati et al., 2009). Relevant data was then systematically extracted and synthesized using a narrative and thematic approach, ensuring a coherent integration of findings.

Finally, the reporting stage occurred. This stage presented the results using tables and thematic summaries, followed by a discussion of implications, limitations, and future research directions (Page et al., 2021). By adhering to established SLR and PRISMA guidelines, this review provides robust and evidence-based insights.

### Planning

In this stage, the author conducted SLR planning with three steps: literature sources, keywords, and selection criteria. The first step the author took was to determine the literature sources. There were five sources that the author used in the literature search, namely Scopus, Science Direct, ProQuest, IEEE Xplore, and Taylor and Francis.

The next step was to determine keywords to find the right literature sources. There were

four categories in this research, namely knowledge management, key components, strategies, and government. Studies were selected using well-formulated keywords. Keywords were selected based on the research focus in reviewing the knowledge management key components and strategies for the government.

The search string formulation used in literature sources was:

("Knowledge Management") And ("Key Component" Or "Model") And ("Strategy") And ("Government")

The final step was to determine the selection criteria. There were two mechanisms in this process: the determination of inclusion/exclusion criteria and the determination of research questions to determine the quality of referrals. These two mechanisms are shown in Table 1.

**Table 1.** SLR Inclusion, Exclusion, and Quality Assessment

| Mechanism | Description |
|---|---|
| **Inclusion** | Articles published between 2020-2025, articles written in English, article type "conference" OR "journal", article subject area is "computer science" OR "Information technology" OR "knowledge management", articles focus on key components, models, and strategies of knowledge management. |
| **Exclusion** | Studies were excluded if they were not written in English, unavailable for access, duplicated, review papers, or related to the private sector. |
| **Quality Assessment Criteria** | a) Does the problem exist and have a clearly stated solution?<br>b) Is the purpose of this research clearly stated?<br>c) Is there identification of key components and knowledge management models?<br>d) Is the significance of the relationship between key components and their relationship with the organization's knowledge management strategy elaborated and discussed?<br>e) Is the research clearly outlined?<br>f) Are the results presented unambiguous?<br>g) Does the conclusion of the article answer the research question?<br>h) The PRISMA-based SLR screening and scoring process was supported using the Parsif.al web platform to ensure systematic and consistent study selection.<br>A weighted scoring approach was applied, where a score of 1 was assigned if the criteria were fully met, 0.5 if they were partially met, and 0 if they were not met. |

**Implementation**

In the identification stage, we found 600 articles from five sources using search strings that had been determined in the planning stage. After finding articles that matched the keywords and criteria, the screening stage was carried out through three stages. In addition to the textual description, the study selection process is illustrated using a PRISMA 2020 flow diagram to visually present the identification, screening, eligibility, and inclusion stages, as shown in Figure 2.

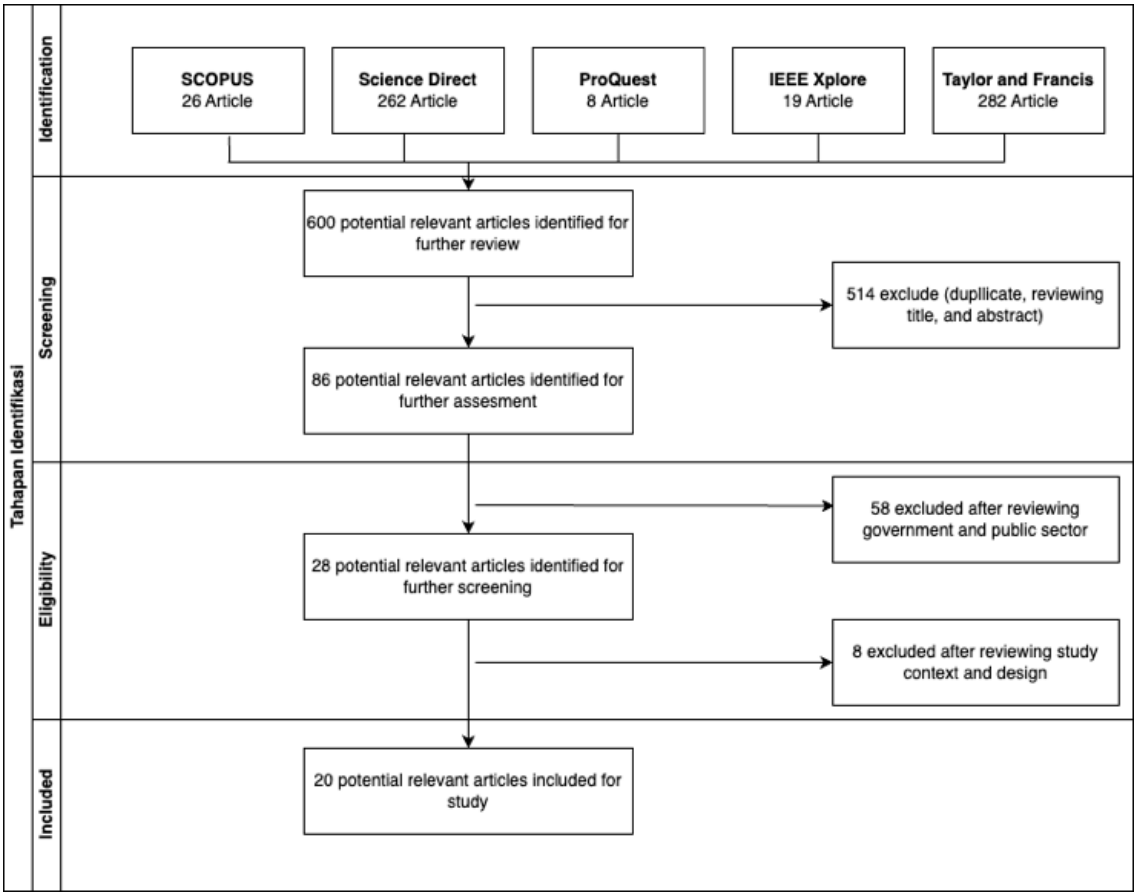


**Figure 2.** Primary Studies Selection Process

Figure 2 shows the identification, screening, eligibility, and inclusion phases and the screening process of the selected studies. The initial search was conducted based on a design that targeted knowledge management literature, yielding over 600 articles from major databases such as Scopus, ScienceDirect, ProQuest, IEEE, and Taylor & Francis. During the screening of titles and abstracts, studies were evaluated against the established criteria, resulting in 514 articles being removed as either duplicates or irrelevant. A total of 86 articles were retained for further review. At this stage, articles were required to be conceptually related to knowledge management and to address its application within the government sector.

Studies that did not fulfill the requirements of the scope were independently eliminated after the first abstract screening. In the second round of elimination, 58 studies were excluded due to a lack of explicit government or public sector focus. The full texts of the remaining 28 articles were then closely screened against quality measures for methodological rigour and contextual conformity. In the end, 20 articles met the quality threshold and were used as the core dataset. These represented the most credible and contextually applicable studies from which key components of knowledge management strategies in the government sector could be reliably identified and drawn. From the aforementioned screening process, a total of 20 studies were shortlisted, each receiving a minimum quality score of 4 from Scopus, ScienceDirect, Taylor & Francis, and ProQuest, as presented in Table 2.

**Table 2.** SLR Inclusion, Exclusion, and Quality Assessment

| No. | Source | Article | Total |
|---|---|---|---|
| **1** | Scopus | (Tabatabaei, 2024) | 4 |
| **2** | Science Direct | (Fiarni et al., 2024) | 4 |
| **3** | Taylor and Francis | (Laihonen et al., 2024; Liu et al., 2022; Marinho & Couto, 2022) | 9 |
| **4** | ProQuest | (Ashok et al., 2021) | 3 |
| **Total** | | | **20** |

Data extraction and synthesis were conducted using 20 articles that had passed the quality assessment based on the search strategy. A review was conducted of these 20 primary articles, published from 2020 to March 2025, according to the inclusion criteria in Table II. The distribution of articles by year is shown in Figure 3.

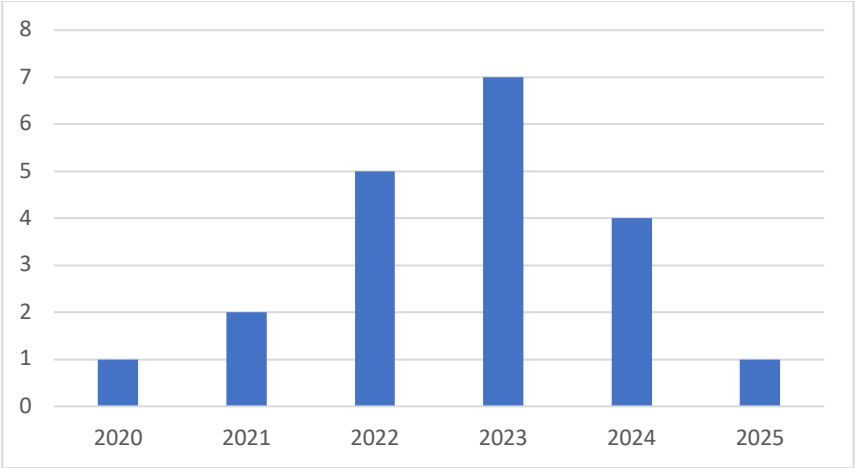


**Figure 3.** Article by Year

The twenty main works that were included in this review, published between 2020 and March 2025, are presented in Figure 3. The number of relevant articles expanded from one in 2020 to seven in 2023. This rate of growth indicates that government knowledge management has received increasing academic attention. It also suggests that most of the reviewed articles were concentrated in the 2022–2023 period, reflecting a growing scholarly interest in knowledge management practices within the public sector. Researchers have moved beyond the germinal stage of this emerging topic and, in recent years, have been making mature and novel contributions. However, the low numbers recorded in 2020, 2021, and 2025 suggest that the field had not yet reached a consistent level of output across the entire review period. This trend lends further credibility and relevance to this systematic literature review, which examined the fundamental elements of a government knowledge management strategy. The existing literature on the topic expanded significantly over the past three years.

To obtain data, this study examined article titles, abstracts, objectives, and research findings to derive the principal components of knowledge management. This paper discussed information systems management as well as the strategies deployed by previous researchers, particularly within the government sector. The reviewed studies also analysed the structures, strategies, and challenges underlying knowledge management implementation, reflecting an increased interest in public sector management scholarship.

## RESULTS AND DISCUSSION

### Result

### What are the key components of KM in the government?

A systematic analysis of twenty scientific articles resulted in two main foundations for effective knowledge management (KM) in the government sector: KM Foundations and KM Solutions. These findings can be theoretically interpreted through the lenses of dynamic capability

theory and public value theory, which help explain why certain components consistently emerge as dominant in public-sector KM implementation. Within the KM Foundations category, infrastructure is identified as a crucial element consisting of several key components.

The first component is leadership, which reinforces the vision and culture of knowledge sharing. Supportive leadership encourages broader KM adoption in public organizations (Alolayyan et al., 2020). From a dynamic capability perspective, leadership functions as a sensing and seizing mechanism, enabling organizations to recognize knowledge gaps and mobilize resources to respond to environmental changes. In the public sector context, leadership also plays a normative role in aligning KM initiatives with accountability and service mandates.

Another essential aspect is organizational culture. Knowledge can only be shared effectively in environments that promote collaboration, learning, and innovation (Ashok et al., 2021). In dynamic capability terms, organizational culture represents the transforming dimension, shaping routines and behaviors that enable continuous learning and adaptation. Meanwhile, from a public value theory standpoint, a collaborative and trust-based culture supports transparency, responsiveness, and citizen-oriented governance.

Flexible organizational structures that support knowledge communication flows are also noted, although only one study explicitly emphasized them (Amelia et al., 2022). The physical environment contributes by facilitating informal knowledge exchange. Furthermore, trust is identified as a crucial social foundation influencing the effectiveness of KM between individuals and organizational units. These elements strengthen an organization's adaptive capacity by reducing internal silos and enhancing coordination.

Awareness of the importance of KM is a prerequisite for building organizational readiness, while training enhances human resource capacity. A clearly articulated KM strategy provides direction and measurable targets (Laihonen et al., 2024). In the framework of dynamic capability theory, these components collectively strengthen organizational learning and reconfiguration capabilities.

Other internal drivers include organizational and individual mindsets, which influence cultural transformation toward knowledge-based governance (Soroka-Potrzebna, 2022). Ethics in KM is highlighted in relation to transparency and public accountability directly linking KM to the creation of public value. Similarly, reward systems incentivize participation in knowledge-sharing (Amelia et al., 2022). while performance outcomes serve as indicators of KM effectiveness (Fanaja et al., 2023; Tabatabaei, 2024). From a public value perspective, improved performance is not merely organizational efficiency but reflects enhanced service quality and societal outcomes.

In terms of technological advancement, two main components were identified. The first is IT infrastructure, which enables efficient knowledge storage, access, and distribution. The second is technology transfer, referring to the adoption of relevant and innovative technologies that integrate KM into daily workflows (Tabatabaei, 2024). Within dynamic capability theory, digital infrastructure functions as an enabler that supports sensing, integration, and reconfiguration processes.

In the KM Solutions category, the mechanisms element includes openness that facilitates cross-unit information flows Chereka (2022), as well as internal regulations governing knowledge sharing and information protection (Dybek & Głodziński, 2023). These regulatory mechanisms ensure that KM initiatives remain aligned with public accountability principles.

For the KM Process element, three core activities were identified: 1) Knowledge acquisition (Yohanitas et al., 2023). 2) Knowledge sharing (Gardeazabal et al., 2023). 3) Knowledge discovery and reuse.

These processes reflect the core learning cycle that enables governments to continuously adapt policies and services. From a dynamic capability viewpoint, they represent operationalization of learning routines, while from a public value lens, they contribute to evidence-based policymaking and improved citizen outcomes.

Finally, in the KM System element, user-friendliness is essential to ensure accessibility across hierarchical levels (Sardjono et al., 2021). IT-based solutions support structured and digital knowledge distribution (Bloem & Salimi, 2023; Mittelstädt, 2025). However, consistent with the findings in Table 3, leadership and organizational culture remain the most dominant components.

The dominance of leadership and culture reinforces the argument that KM success in government organizations is primarily driven by human and organizational capabilities rather than technology alone. Integrating dynamic capability theory suggests that leadership enables sensing and strategic alignment, while culture supports transformation and continuous adaptation. Simultaneously, public value theory explains that KM in government is not solely intended to improve internal efficiency but to enhance accountability, transparency, service quality, and societal trust. Therefore, KM components in the public sector must be understood not only as managerial instruments but also as mechanisms for generating sustainable public value.

**Table 3**. Knowledge Management Components in Government Based on Research Articles

| KM Foundation/Solution | Elements | Components | Articles |
|---|---|---|---|
| **KM Foundation** | Infrastructure | Leadership | (Tabatabaei, 2024) |
| | | Organizational Culture | (Ashok et al., 2021; Mittelstädt, 2025) |
| | | Structure Organization | (Amelia et al., 2022) |
| | | Physical Environmen | (Sensuse et al., 2025) |
| | | Trust | (Kumari et al.,2023) |
| | | Awareness | Mittelstädt, 2025) |
| | | Training | (Amelia et al., 2022) |
| | | Strategy | (Laihonen et al., 2024) |
| | | Mindset | (Fanaja et al., 2023; Soroka-Potrzebna, 2022) |
| | | Ethics | (Kumari et al., 2023; Soroka-Potrzebna, 2022) |
| | | Reward | (Amelia et al., 2022) |
| | | Peformance | (Sensuse et al., 2025) |
| | | Inovation | (Fanaja et al., 2023) |
| | Technology | Infrastruktur IT | (Soroka-Potrzebna, 2022) |
| | | Technology adoption | (Tabatabaei, 2024) |
| | Mechanisms | Opennes | (Chereka et al., 2022) |
| | | Regulation | (Dybek & Głodziński, 2023) |
| **KM Solution** | KM Process | Capturing | (Bloem & Salimi, 2023; Yohanitas et al., 2023) |
| | | Sharing | (Fiarni et al., 2024; Gardeazabal et al., 2023) |
| | | Discovering | (Fiarni et al., 2024; Mittelstädt, 2025) |
| | KM System | User friendly | (Sardjono et al., 2021) |
| | | IT-based Knowledge Solutions | (Bloem & Salimi, 2023; Mittelstädt, 2025) |

## Discussion

### What are the Effective Strategies for the Implementation of KM in Government Areas?

Based on the systematic review findings, effective KM implementation strategies in government organizations must be understood not merely as managerial actions, but as capability-building processes that enable governments to adapt, innovate, and create public value. Through the lens of dynamic capability theory, KM strategies function as mechanisms for sensing environmental changes, seizing knowledge opportunities, and transforming organizational routines. Meanwhile, from a public value theory perspective, KM strategies must ultimately contribute to accountability, service quality, transparency, and citizen trust.

One of the primary strategies relates to leadership development. Implementing a transformational leadership style and ensuring strong top-management support are critical (Tabatabaei, 2024). In dynamic capability terms, transformational leaders enhance the organization's sensing and seizing capacity by articulating a clear knowledge vision and mobilizing resources for KM initiatives. From a public value standpoint, leadership ensures that KM initiatives align with public service mandates and societal expectations.

To strengthen organizational culture, strategies should foster collaboration, openness, and trust (Mittelstädt, 2025; Soroka-Potrzebna, 2022). In dynamic capability theory, culture underpins the transforming dimension by shaping shared values that support continuous learning. Within public value theory, a collaborative culture reinforces transparency, inclusiveness, and responsiveness in public governance.

The design of organizational structures must facilitate horizontal and vertical knowledge flows (Amelia et al., 2022). Flexible structures reduce bureaucratic silos and enhance coordination capacity. Likewise, supportive physical work environments—such as co-working spaces and informal discussion areas—encourage tacit knowledge exchange. These structural and spatial strategies enhance adaptive capacity by enabling faster information circulation.

Building trust requires teamwork, transparency, and open communication (Kumari et al., 2023). Trust reduces resistance to knowledge sharing and strengthens relational capital, which is crucial for sustained transformation. In public institutions, trust also contributes directly to public value by improving legitimacy and institutional credibility.

Enhancing organizational readiness through awareness campaigns and internal outreach initiatives ensures that employees understand the importance of KM (Chereka et al., 2022; Mittelstädt, 2025). This sensing process enables organizations to recognize knowledge gaps and align internal commitment.

Human resource development strategies include regular training and capacity-building programs on documentation, knowledge preservation, and digital competencies (Sensuse et al., 2025). Such initiatives strengthen the organization's absorptive capacity, allowing it to acquire, assimilate, and apply knowledge effectively (Laihonen et al., 2024; Sardjono et al., 2021).

Shaping a learning-oriented mindset is equally important. Encouraging adaptive attitudes toward change and lifelong learning Fanaja (2023) reinforces continuous renewal. Ethical guidelines for knowledge sharing must also be institutionalized to prevent misuse of information and ensure accountability (Amelia et al., 2022). This directly links KM strategy to public value creation through transparency and responsible governance.

To institutionalize KM practices, reward systems should incentivize knowledge-sharing contributions (Amelia et al., 2022). Integrating KM indicators into employee performance evaluation strengthens accountability and reinforces behavioral change (Alolayyan et al., 2020; Marinho & Couto, 2022). These strategies transform KM from voluntary participation into an embedded organizational routine.

From a technological perspective, developing and integrating robust IT infrastructure with KM systems is a strategic priority (Soroka-Potrzebna, 2022). Technology adoption strategies tailored to institutional needs enhance operational efficiency and support the seizing and transforming dimensions of dynamic capability.

Regulatory strategies are also necessary. Encouraging structured information disclosure mechanisms and establishing formal regulations and standard operating procedures (SOPs) legitimize KM implementation (Dybek & Głodziński, 2023). Regulatory support ensures compliance, reduces ambiguity, and strengthens institutionalization.

Regarding knowledge processes, effective strategies include: 1) Knowledge capturing, through structured documentation systems and digital repositories (Yohanitas et al., 2023). 2) Knowledge sharing via collaborative platforms and communities of practice (Ferede et al., 2024; Gardeazabal et al., 2023). 3) Knowledge discovery and reuse, supported by intelligent search systems and metadata management (Bloem & Salimi, 2023; Fiarni et al., 2024).

These strategies operationalize dynamic capability by embedding learning routines into everyday activities while simultaneously enhancing evidence-based policymaking and service improvement, thereby generating public value.

Finally, KM systems must be user-friendly and accessible across hierarchical levels (Sardjono et al., 2021). Integrated IT-based solutions ensure efficiency in digital knowledge management (Bloem & Salimi, 2023). However, consistent with the findings in Section A, technology functions as an enabler rather than a primary driver. The sustainability of KM strategies ultimately depends on the alignment between leadership, culture, structure, and technological infrastructure.

Overall, effective KM implementation in government organizations requires an integrated strategic approach that simultaneously builds dynamic organizational capabilities and enhances public value creation. By aligning human, structural, technological, and regulatory strategies, governments can institutionalize KM not only as an internal management tool but also as a strategic instrument for adaptive governance and sustainable public service delivery.

**Table 4.** Knowledge Management Strategy in Government based on Key Components

| Criteria | Strategy | Articles |
|---|---|---|
| **Leadership** | Developing Transformational leadership characteristics | (Ashok et al., 2021; Ferede et al., 2024) |
| | Establish a strategic Vision for the organization to support KM | |
| | Establish a work environme nt that supports innovation | |
| | Improve constructive communication between managers and staff | |
| | Provide support from top management | |
| **Organizational Culture** | Encourage trust, openness and collaboration between departments | (Marinho & Couto, 2022) |
| | Improving effective communication in organizations | |
| | Encourage social integration to support knowledge sharing | |
| | Facilitate open exchange of knowledge | |
| | Building a collaborative and innovative work culture | |
| **Technology** | Adopt an IT infrastructure | (Soroka-Potrzebna, 2022) |
| | Building a user-friendly KM platform | |
| **Change Management** | Managing resistance | (Alolayyan et al., 2020; Ferede et al., 2024; Kumari et al., 2023) |
| | Building readiness and | |

| Criteria | Strategy | Articles |
|---|---|---|
| | ongoing communication | |
| **Human Resource Development** | Provide a training agenda to improve employees' skills and knowledge | (Gardeazabal et al., 2023) |
| | Support benchmarking activities to other agencies | |
| | Conduct a knowledge preservation program | |
| | Capture knowledge both internally and externally to the organization | |
| | Perform tacit knowledge transfer | |
| **Rewards and Incentives** | Establish a reward system to encourage Knowledge contribution | (Fanaja et al., 2023; Tabatabaei, 2024) |
| **Monitoring and Evaluation** | Regular evaluation of KM activities, using metrics and feedback | (Alolayyan et al., 2020) |
| | Setting performance expectations on the organization | |
| **Knowledge Sharing** | Use of communities of practice, knowledge networks and peer learning | (Ferede et al., 2024; Fiarni et al., 2024) |
| **Policy and Regulation** | Develop formal KM regulations | (Dybek & Głodziński, 2023) |
| | Establish a special unit to handle KM | |
| | Provide a budget for KM activities | |
| | Develop a knowledge governance framework | |

## CONCLUSION

This study identified and synthesized the key components and effective strategies for implementing knowledge management (KM) in the government sector based on a systematic review of twenty primary studies. The findings show that successful KM is built upon two broad categories: KM Foundation, which includes leadership, organizational culture, structure, readiness, and technology infrastructure; and KM Solution, which encompasses knowledge capture, sharing, and discovery processes supported by user-friendly and IT-based systems. These results confirm that KM implementation in government organizations requires not only technological readiness but also strong alignment among leadership commitment, organizational culture, structural design, and regulatory support.

Theoretically, this study contributes to the KM and public sector governance literature by integrating fragmented findings into a structured and strategic KM framework that combines foundational and operational dimensions. Unlike previous studies that examined KM components separately, this review synthesizes them into a holistic and interrelated model tailored specifically to government organizations. By positioning KM Foundation as enabling capabilities and KM Solution as operational mechanisms, the study advances a more coherent understanding of how human, organizational, and technological elements interact systematically to drive KM effectiveness. In doing so, it reframes KM as a strategic governance capability rather than merely a technological or administrative initiative.

Beyond its theoretical contribution, this study also outlines directions for future research. The proposed framework should be empirically tested within government institutions—

particularly in the Indonesian context—to assess its practical applicability and refine its constructs. Future studies should also investigate the gap between KM theory and day-to-day implementation in public agencies to ensure that strategic frameworks are not only conceptually robust but also operationally feasible. By advancing both theoretical integration and empirical validation, future research can further strengthen the alignment between KM strategy and adaptive, knowledge-driven public governance.

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## AUTHOR CONTRIBUTION STATEMENT

Sabrina Editha Putri and Irni Irmayani conceptualized the study, designed the research framework, conducted the systematic literature review process, and prepared the manuscript draft, data extraction, synthesis, and manuscript editing. Dana Indra Sensuse and Sofian Lusa contributed to research validation, methodological refinement, and critical review of the manuscript. Nadya Safitri assisted critical review of the manuscript. All authors read and approved the final version of the manuscript.

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