

Exploring the Influence of Intrinsic Motivation as a Boon to Knowledge Sharing

G S Radha^{1*} | Nafeesa S²

¹Part-Time Research Scholar, The Quaide Milleth College for Men, Medavakkam, Chennai, Tamil Nadu, India.

²Assistant Professor & Research Supervisor, The Quaide Milleth College for Men, Medavakkam, Chennai, Tamil Nadu, India.

*Corresponding Author: gsradha1975@gmail.com

Citation: Radha, G. & Nafeesa, S. (2026). Exploring the Influence of Intrinsic Motivation as a Boon to Knowledge Sharing. *International Journal of Advanced Research in Commerce, Management & Social Science*, 09(02(II)), 239–248. [https://doi.org/10.62823/IJARCMSS/9.2\(II\).9101](https://doi.org/10.62823/IJARCMSS/9.2(II).9101)

ABSTRACT

One of the toughest challenges faced by the manager in the organisation is getting the work done from employees. Knowledge sharing aids the organisation in smooth functioning, whereas motivation encourages knowledge sharing. The objective of this research paper is to examine the impact of intrinsic motivation as a boon to knowledge sharing and to support the claim that intrinsic motivation strongly influences knowledge sharing in the organisation. The data collected is based on qualitative research. This article reveals that knowledge sharing is essential to an organisation's growth, and both intrinsic and extrinsic motivation are essential for knowledge sharing, but intrinsic motivation has a stronger influence. It is identified that intrinsic motivation strongly influences knowledge sharing.

Keywords: Knowledge Sharing, Motivation, Intrinsic Motivation, Extrinsic Motivation.

Introduction

Knowledge sharing is one of the most important factors for the growth of an organisation. It is the process of exchanging knowledge. Rosendaal & Bijlsma-Frankema (2015) considered knowledge sharing an activity in which employees share information and experiences, which aids in developing new knowledge and increasing learning capacity. It is considered important in an organisation as it improves employees' performance and efficiency, increases customer satisfaction, produces quality products and creates bonding among employees. In spite of many benefits of knowledge sharing, employees hesitate in transferring knowledge due to a lack of trust, competition, fear of losing power and lack of acknowledgement. Motivation encourages knowledge sharing. The management has to encourage knowledge sharing to get the benefits of it by creating an environment for sharing of knowledge. The management has to support knowledge sharing, aided by motivation, which leads to the success of an organisation.

Need for the Study

On analysing the importance of knowledge sharing in the organisation, there is a need to identify what fosters knowledge sharing. Motivation is a key to knowledge sharing. Studying the influence of intrinsic motivation, which strongly influences knowledge sharing and makes the management in the organisation adapt accordingly.

Concepts of knowledge Sharing and Motivation

Knowledge sharing is the core factor of knowledge management, as it enables the transfer of knowledge among employees. Knowledge sharing is the key element for the success of an organisation. It has been defined as "Sharing knowledge is not about giving people something, or

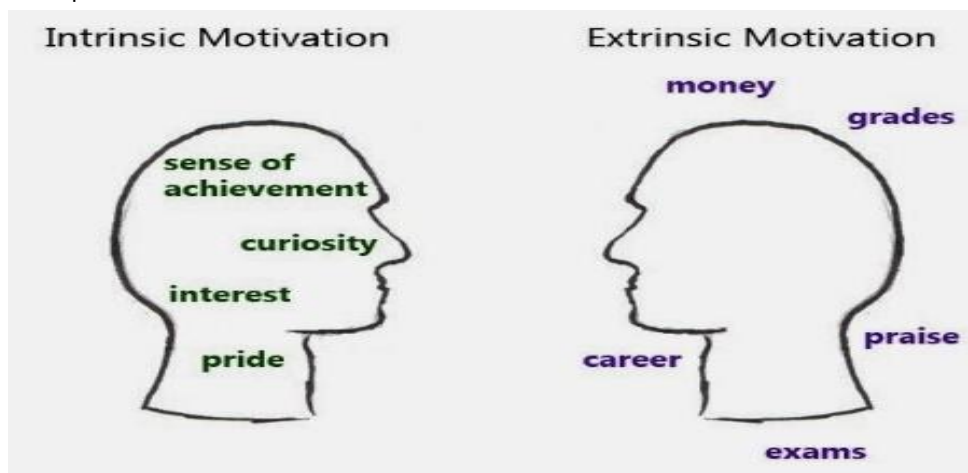
getting something from them. That is only valid for information sharing. Sharing knowledge occurs when people are genuinely interested in helping one another develop new capacities for action; it is about creating learning processes.” (Senge, 1997, p. 18).

It can take place either by formal or informal methods. Formal knowledge sharing involves planned, systematic, documented, whereas informal knowledge sharing occurs spontaneously, naturally. Knowledge sharing is classified as explicit, tacit and implicit. Knowledge sharing creates new knowledge by exchanging implicit and explicit information (Razmerita et al., 2016).

knowledge Sharing		
Explicit Knowledge - Documented, codified, easy to share	Tacit Knowledge - Personal, experiential, hard to formalize	Implicit Knowledge - Exists but not yet articulated

Knowledge sharing is aided by motivation. Motivation is a force, internal or external, that encourages knowledge sharing among employees.

Motivation is defined as “Motivation is the state of the individual which disposes him to certain behaviour for seeking a goal”(Woodworth, 1918). According to Chhetri, I. (2021) organisations have to support both intrinsic and extrinsic as the employee preferences may vary according to their level of post. Intrinsic motivation is a feeling of self-satisfaction. It involves a sense of achievement, curiosity, interest and pride. Extrinsic motivation involves rewards.



<https://assignmentpoint.com/wp-content/uploads/2017/12/Intrinsic-and-extrinsic-motivation.jpg>

Objectives

- To study knowledge sharing and its importance
- To analyse the motivation that forces knowledge sharing
- To examine the available literature relating to knowledge sharing and intrinsic motivation
- To systematically identify the factors that influence motivation

Research Methodology

The objective of this research paper is to examine the relationship between intrinsic motivation and knowledge sharing, to support the claim that intrinsic motivation strongly influences knowledge sharing in the organisation. The data collected is based on qualitative research. The secondary method of data collection is used. The following details are considered while collecting the information for studying the relationship between knowledge sharing and motivation. Title, year of publication, review method, type of paper, review focus, variables, findings and components of intrinsic motivation. This research paper studies the impact of motivation as a boon to knowledge sharing, with special

focus on intrinsic motivation as a stronger factor, even though extrinsic motivation is considered a supporter of knowledge sharing.

Literature Review

Cahyaningrum (2023): This research paper analyses the influence of intrinsic motivation with special attention to the joy of helping others. This study uses the following theories: Self-Determination theory (SDT) and the Theory of Reasoned Action (TRA). This empirical paper adopted a self-administered questionnaire, which was distributed online and collected from 97 respondents. It was found that intrinsic motivation, with a special focus on the joy of helping others, is considered an important influencer of knowledge sharing. At the same time, the drive to share is considered a bridge between motivation and action.

Sun, Hong, and Ye (2022) conducted research at the Intelligent Transportation Company to determine how intrinsic motivation impacts knowledge sharing. A structured questionnaire was prepared and distributed among employees. The 232 questionnaires were analysed using SEM. The measurement used is the Likert Scale. This study adopted a quantitative approach. Intrinsic motivation, knowledge sharing and self-efficacy are the variables linked. It was found that intrinsic motivation has an impact on knowledge sharing, which in turn improves creative self-efficacy among employees. Those employees who are self-motivated, which falls under the category of intrinsic motivation, share their knowledge, which fosters creativity.

Rohman, Eliyana, Purwana, and Hamidah (2020): The purpose of this study is to identify the influence of individual factors and organisational factors on knowledge sharing. The individual factors are studied under the following heads: interpersonal trust, individual attitude, perceived benefit/costs, and individual self-efficacy, whereas organisational factors are studied under management support, incentives/reward, leadership, and organisational culture at Cancer Research Centre C-Tech Labs Edwar Technology located in the province of Banten, Indonesia. A total of 100 researchers and staff participated as a sample by completing the questionnaire. It was found that, even though other factors influence knowledge sharing, intrinsic motivation strongly influences knowledge sharing.

Tan and Ramayah (2014): The objective of this research paper is to study the influence of motivation towards Knowledge Sharing. The author considered both intrinsic and extrinsic motivation. These were studied under the variables commitment, enjoyment in helping others under intrinsic motivation, whereas reputation and organisational rewards were under extrinsic motivation. The study was conducted with Malaysian academics by preparing and distributing questionnaires. The main focus is to identify the type of motivators that encourage knowledge sharing, in addition to know does motivation affects academic knowledge sharing. It was found that both intrinsic and extrinsic motivation have a positive influence, but intrinsic motivation has a stronger effect on knowledge sharing.

Table 1: Existing Literature Reviews on knowledge sharing and motivation with special attention to intrinsic motivation

Sl. No	Author	Title	Review Method	Types of Paper Considered for Review	Review Focus	Variables	Findings	Components of IM
1	Tenório and Pinto (2025)	Positive Emotions: Factors Influencing Knowledge Sharing Among Software Industry Team Members	Exploratory and Descriptive	Empirical research paper	Positive Emotions, Knowledge Sharing	Positive Emotions, Trust, Team Collaboration, Communication, Knowledge Sharing Behaviour	Intrinsic motivations (positive emotions, experiences) play an important role in knowledge sharing	Cheer, contentment, fun, happiness, strength, gratitude, inspiration, pride, optimism, patience
2	Tang, Lu, and Naumann (2024)	Intrinsic Motivation, Knowledge Sharing, And Employee Creativity: A Self-Determination Perspective	Survey method	Empirical research paper	Intrinsic motivation, employee creativity	Intrinsic Motivation, Knowledge Sharing, Employee Creativity	Those employees share their knowledge if they have high Intrinsic Motivation, leading to employee creativity	Enjoying the work, Interest, Satisfaction

3	Perotti et al. (2023)	The Influence of Motivations to Share Knowledge in Preventing Knowledge Sabotage Occurrences: An Empirically Tested Motivational Model	Quantitative approach	Empirical research paper	Motivation, Knowledge Sharing, and Knowledge Sabotage Prevention	Intrinsic Motivation, Extrinsic Motivation, Knowledge Sharing	Intrinsic Motivation encourages knowledge sharing and can also prevent knowledge sabotage	Self-efficacy, Self-enjoyment
4	Gustina et al. (2022)	Intrinsic And Extrinsic Motivation In Knowledge Sharing	Narrative	Empirical research paper	(Self Determination Theory and Theory Reason Action) Intrinsic Motivation, Extrinsic Motivation, Knowledge Sharing	Intrinsic Motivation, Extrinsic Motivation, Knowledge Sharing	Knowledge sharing is influenced more by intrinsic motivation, whereas extrinsic motivation does not have any effect on knowledge-sharing behaviour	Self-Determination Theory - Enjoyment in helping others
5	Hon et al. (2022)	Willingness To Share Or Not To Share? Understanding The Motivation Mechanism Of Knowledge Sharing For Hospitality Workforce	Narrative	Empirical research paper	Intrinsic Motivation	Autonomous Motivation, Controlled Motivation, Proactive Personality, Knowledge Sharing Intention	Autonomous motivation has an effect on knowledge sharing	Self-Determination Theory, Autonomous motivation (intrinsic motivation)
6	Li et al. (2022)	Consumer Online Knowledge-Sharing: Motivations And Outcome	Quantitative	Empirical Research Paper	Knowledge sharing behaviour – online, motivational factors	Motivational factors, knowledge Sharing	Both intrinsic motivation and extrinsic motivation influence online knowledge sharing, whereas intrinsic motivation has a stronger influence than extrinsic motivation	Hedonic motivation – pleasure, enjoyment
7	Novitasari et al. (2021)	<i>Understanding The Links Between Charismatic Leadership, Intrinsic Motivation And Tacit Knowledge Sharing Among MSME Employees</i>	Quantitative	Empirical Research Paper	Intrinsic motivation	Charismatic Leadership, Intrinsic Motivation, Tacit Knowledge Sharing	Charismatic leadership with intrinsic motivation as a mediator has an indirect effect on tacit knowledge sharing	Enjoy helping others, belief in capability, feel happy and proud when helping others
8	Muzafary et al. (2021)	Intrinsic Rewards For Creativity And Employee Creativity ToThe Mediation Role Of Knowledge Sharing And Intrinsic Motivation	Quantitative (Survey)	Empirical research paper	Intrinsic Motivation	Intrinsic Rewards, Intrinsic motivation, knowledge sharing, employee creativity	Knowledge sharing and intrinsic motivation as mediators to support intrinsic rewards for creativity an employee creativity	Enjoying the work, Interest, Satisfaction

9	Zhang, Jinpeng, & Khan, (2020)	The Influence Of Social Media On Employee's Knowledge Sharing Motivation: A Two-Factor Theory Perspective	Quantitative	Empirical - Research Paper	Social Media, sharing, motivation factors, Knowledge Sharing	Intrinsic motivation, extrinsic motivation, knowledge sharing	Social media, through motivation Two Factor Theory, enhances knowledge sharing. Intrinsic motivation has a stronger influence than extrinsic motivation in knowledge sharing	Enjoy helping others, sense of achievement, Interest in Knowledge Sharing
10	Cai et al. (2020)	The Effect Of Social Capital On Tacit Knowledge-Sharing Intention: The Mediating Role Of Employee Vigor	Quantitative	Empirical Research Paper	Social Capital, Knowledge Sharing and motivational mechanism	Employee vigour, social capital, knowledge-sharing	How tacit knowledge is influenced by social capital and employee vigour, which are the components of intrinsic motivation	Employee vigour (physical strength, Emotional Energy, Cognitive Liveliness), social capital
11	Obrenovic et al. (2020)	The Enjoyment of Knowledge Sharing: Impact of Altruism on Tacit Knowledge-Sharing Behaviour	Quantitative (Survey)	Empirical research paper	Intrinsic Motivation	Tacit knowledge sharing, Willingness, Subjective norm, Altruism	Willingness and kindness leads to sharing knowledge	Enjoyment, Satisfaction
12	Mansor and Jaharuddin (2020)	Exploring Intrinsic Motivation And Knowledge Sharing From The Perspective Of Islamic Teaching	Qualitative conceptual	Explorative study	Intrinsic Motivation, Social Determination Theory	Intrinsic Motivation, knowledge sharing, Islamic teaching	Academic experts share their knowledge willingly due to the influence of intrinsic motivation	Autonomy, Relationship, Enjoyment in Helping Others
13	Nguyen et al. (2019)	Motivation And Knowledge Sharing: A Meta-Analysis Of Main And Moderating Effects	Meta-Analysis Review	Empirical Research Paper	Intrinsic motivation	Intrinsic motivation, extrinsic motivation, moderating - individual influences characteristics, organisational context, cultural context	Both intrinsic motivation and extrinsic motivation influences sharing knowledge, but intrinsic has a stronger influence	Self-efficacy, Self-enjoyment
14	Coun et al. (2019)	'Let's Share!' The Mediating Role Of Employees' Self-Determination In The Relationship Between Transformational And Shared Leadership And Perceived Knowledge Sharing Among Peers	Survey method	Empirical research paper	Leadership, Self-Determination, knowledge Sharing	Psychological Need Satisfaction regarding Autonomy, Psychological Need Satisfaction regarding Competence, Psychological Need Satisfaction regarding Relatedness, Knowledge Sharing, Shared Leadership, Transformational Leadership	Self-determination, along with high leadership, has an impact on knowledge sharing	Self - Determination (autonomy, Competence, intrinsic motivation)

15	Suwanti (2019)	Intrinsic Motivation, Knowledge Sharing, and Employee Creativity: A Self-Determination Perspective	Quantitative	Empirical research paper	Intrinsic Motivation, Employee Creativity, Knowledge Sharing (Self-Determination Theory)	Self Determination Theory, Intrinsic Motivation, Employee Creativity, Knowledge Sharing	Knowledge sharing is influenced by intrinsic motivation, which in turn leads to employee creativity	Self – Determination Theory
16	Jaques et al. (2019)	Social Influence As Intrinsic Motivation For Multi-Agent Deep Reinforcement Learning	Experimental	Empirical research paper	Social Influence as Intrinsic Motivation	Social influence, intrinsic motivation, Influential Communication	Social influence as intrinsic motivation for multi agents encourages exchange of information	Curiosity, casual/social influence, empowerment
17	Mosala-Bryant and Hoskins (2017)	Motivational Theory And Knowledge Sharing InThe Public Service	Mixed method (Quantitative and Qualitative)	Exploratory	Motivation, Knowledge sharing	Intrinsic Motivation, Extrinsic Motivation, Knowledge Sharing	Both intrinsic motivation and extrinsic motivation influence knowledge sharing, whereas intrinsic motivation has a stronger influence than extrinsic motivation	Altruism, enjoyment in helping others, sense of contribution
18	Razmerita et al. (2016)	What Factors Influence Knowledge Sharing In Organizations? A Social Dilemma Perspective Of Social Media Communication	Survey method	Empirical Research Paper	Intrinsic motivation, extrinsic motivation, knowledge sharing, Social Dilemma factors	Knowledge sharing, motivating factors	Both intrinsic motivation and extrinsic motivation influence knowledge sharing, whereas intrinsic motivation has a stronger influence than extrinsic motivation	Enjoyment of helping others, Concern for the welfare of others, willingness to share knowledge
19	de Almeida, Lesca, and Canton (2016)	Intrinsic Motivation For Knowledge Sharing - Competitive Intelligence Process In A Telecom Company	Survey	Exploratory	Intrinsic Motivation (Self-Determination Theory)	Intrinsic Motivation, Knowledge Sharing, Competitive Intelligence Process	Knowledge Sharing is influenced by a strong relationship between intrinsic motivation and organisational factors	Self-Determination Theory
20	hahzadi, Hameed, and Kashif (2015)	Individual Motivational Factors Of Optimistic Knowledge Sharing Behavior Among University Academia	Quantitative	Empirical research paper	Intrinsic Motivation, Knowledge Sharing Behaviour	Intrinsic Motivation, Extrinsic Motivation, Optimistic Knowledge Sharing Behaviour	Individual Motivational factors support knowledge sharing	Self-efficacy, enjoyment in helping others

21	Ma and Chan (2014)	Knowledge Sharing And Social Media: Altruism, Perceived Online Knowledge Sharing And Social Media: Altruism, Perceived Online Attachment Motivation, And Perceived Online Relationship Attachment Motivation, And Perceived Online Relationship Commitment	Narrative	Empirical research paper	Altruism, Knowledge Sharing Behaviour	Knowledge Sharing Behaviour, Perceived online attachment motivation and perceived online relationship commitment, Altruism,	Altruism, perceived online relationship commitment, and perceived online attachment motivation have a positive effect on knowledge sharing	Altruism, online relationship commitment, online attachment motivation
22	Olatokun and Nwafor (2012)	The Effect Of Extrinsic And Intrinsic Motivation On Knowledge Sharing Intentions Of Civil Servants In Ebonyi State, Nigeria	Quantitative	Empirical research paper	Intrinsic Motivation, Extrinsic Motivation, Knowledge Sharing	Intrinsic Motivation, Extrinsic Motivation, Knowledge Sharing	Provincial Human Resource Development Forum (PHRDF) are strongly motivated to share knowledge by intrinsically rather than extrinsically	Normative intrinsic motivation, hedonic intrinsic motivation
23	van den Hooff, Schouten, and Simonovski (2012)	What One Feels And What One Knows: The Influence Of Emotions On Attitudes And Intentions Towards Knowledge Sharing	Quantitative	Empirical research paper	Emotions, Intrinsic Motivation	Empathy, Willingness, Knowledge sharing intention, Pride, Empathy	Intrinsic Motivation - Positive feelings like empathy, willingness, pride, empathy encourage knowledge sharing	Eagerness, willingness, empathy
24	Welschen, Todorova, and Mills (2012)	An Investigation Of The Impact Of Intrinsic Motivation on Organizational Knowledge Sharing	Narrative	Empirical research paper	Intrinsic Motivation, Knowledge Sharing, Behaviour	Self-determination theory, Theory of Reasoned Action - Intrinsic Motivation, Knowledge Sharing Behaviour	Self-determination theory, Theory of Reasoned Action are used to analyse the influence of intrinsic motivation towards knowledge sharing.	Self-determination theory
25	Chang and Chuang (2011)	Social Capital And Individual Motivations On Knowledge Sharing: Participant Involvement As A Moderator	Quantitative	Empirical research paper	Social Capital, Individual Motivations, Knowledge Sharing Behaviour	Social Capital, Individual Motivation	Altruism encourages knowledge sharing and not by external rewards	Altruism
26	Agrawal, Muhammed, and Thatte (2008)	Enabling Knowledge Sharing Through Intrinsic Motivation And Perceived IT Support	Conceptual	Empirical research paper	Intrinsic Motivation	Intrinsic Motivation, Perceived IT Support, Knowledge Sharing	IT perceived support and intrinsic motivation aid employees in sharing their knowledge	Intrinsic Motivation

27	Lin (2007)	Effects Of Extrinsic And Intrinsic Motivation On Employee Knowledge Sharing Intentions	Survey method	Empirical research paper	Motivation (intrinsic)	Intrinsic motivation, extrinsic motivation, knowledge sharing	Both intrinsic motivation and extrinsic motivation influence knowledge sharing, whereas intrinsic motivation has a stronger influence than extrinsic motivation	Hedonic motivation – Pleasure and enjoyment
----	------------	--	---------------	--------------------------	------------------------	---	---	---

Research Implication

This review of literature has identified and analysed a few factors that are common to all the research articles in the tabular column:

Enjoy helping others, Believe in capability, Feeling happy and proud when helping others, Self-Efficacy, Self-Enjoyment, Sense of Achievement, Interest in Knowledge Sharing, Altruism, Employee Vigor - Physical Strength, Emotional Energy, Cognitive Liveliness, Social Capital, Concern for the welfare of others, Willingness to share knowledge, Hedonic Motivation – Pleasure And Enjoyment, Self – Determination (Autonomy, Competence, Intrinsic Motivation), Autonomous Motivation, Online Relationship Commitment, Online Attachment Motivation, Sense Of Contribution - were the factors studied in the above literature that revolves around Self-Determination Theory developed by Edward L Deci And Richard M Ryan explaining why individuals engage in certain behaviour eagerly. It emphasises three basic needs: Autonomy, Competence, and Relatedness.

Results and Discussion:

In this research, after analysing the research work done by various authors, it is identified that, intrinsic motivation plays a major role in encouraging knowledge sharing. Even though extrinsic motivation is important in an organisation, the influence and impact of intrinsic motivation is stronger. The top management has to ensure that their employees in the organisation enjoy the work, learn and acquire skills needed for the job, and feel the connection with all levels of management.

Conclusion

This research establishes the relationship between motivation, specifically intrinsic motivation and its influence on knowledge sharing. The aim is to understand what the previous research work has said about motivation and its importance related to knowledge sharing. The present study reveals the importance of intrinsic motivation and its impact towards sharing knowledge. The present work has laid its importance on intrinsic motivation, but in future, the researchers can consider the influence of extrinsic motivation and can also compare the impact of intrinsic and extrinsic motivation.

References

1. Agrawal, V., Muhammed, S., & Thatte, A. (2008). *Enabling knowledge sharing through intrinsic motivation and perceived IT support*. Review of Business Information Systems, 12(3), 21–36. <https://doi.org/10.19030/rbis.v12i3.4350>.
2. Cahyaningrum, A. O. (2023). Improving knowledge sharing through intrinsic motivation in the integration of self determination theory and theory of reason for action. *Enrichment : Journal of Management*, 13(1), 370-375. <https://doi.org/10.35335/enrichment.v13i1.1219>
3. Cai, Y., Song, Y., Xiao, X., & Shi, W. (2020). The Effect of Social Capital on Tacit Knowledge-Sharing Intention: The Mediating Role of Employee Vigor. *Sage Open*, 10(3).
4. Chang, Hsin-Hsin & Chuang, Shuang-Shii. (2011). Social capital and individual motivations on knowledge sharing: Participant involvement as a moderator. *Information & Management*. 48. 9-18. 10.1016/j.im.2010.11.001.
5. Chhetri, I. (2021). Motivation among Employees of Thimphu Thromde.
6. Coun, M. J. H., Peters, P., & Blomme, R. J. (2019). 'Let's share!' The mediating role of employees' self-determination in the relationship between transformational and shared leadership and perceived knowledge sharing among peers. *European Management Journal*, 37(4), 481-491. Article EMJ1894. <https://doi.org/10.1016/j.emj.2018.12.001>

7. de Almeida, Fernando & Lesca, Humbert & Canton, Adolpho. (2016). Intrinsic motivation for knowledge sharing – competitive intelligence process in a telecom company. *Journal of Knowledge Management*. 20. 1282-1301. 10.1108/JKM-02-2016-0083.
8. Gustina, A., Indartono, S., Darmawati, A., & Cahyaningrum, A. O. (2022). *Intrinsic and extrinsic motivation in knowledge sharing*. **Management Analysis Journal**, 11(2), 182–188. <https://doi.org/10.15294/maj.v11i2.58086>
9. Hon, A. H. Y., Fung, C. P. Y., & Senbeto, D. L. (2022). *Willingness to share or not to share? Understanding the motivation mechanism of knowledge sharing for hospitality workforce*. **Journal of Hospitality Marketing & Management**, 31(1), 77–96. <https://doi.org/10.1080/19368623.2021.1935384>
10. <https://assignmentpoint.com/wp-content/uploads/2017/12/Intrinsic-and-extrinsic-motivation.jpg>
11. Jaques, N., Lazaridou, A., Hughes, E., Gulcehre, C., Ortega, P., Strouse, D., Leibo, J. Z., & De Freitas, N. (2019). *Social influence as intrinsic motivation for multi-agent deep reinforcement learning*. In *Proceedings of the 36th International Conference on Machine Learning* (PMLR 97, pp. 3040–3049).
12. Li, Y., Li, Y., Ma, K., & Zhou, X. (2022). Consumer Online Knowledge-Sharing: Motivations and Outcome. *Frontiers in psychology*, 13, 871518. <https://doi.org/10.3389/fpsyg.2022.871518>
13. Lin, H.-F. (2007). Effects of extrinsic and intrinsic motivation on employee knowledge sharing intentions. *Journal of Information Science*, 33(2), 135-149.
14. Ma, W. W. K., & Chan, A. (2014). *Knowledge sharing and social media: Altruism, perceived online attachment motivation, and perceived online relationship commitment*. **Computers in Human Behavior**, 39, 51–58. <https://doi.org/10.1016/j.chb.2014.06.015>
15. Mansor, Z. D., & Jaharuddin, N. S. (2020). Exploring intrinsic motivation and knowledge sharing from the perspective of Islamic teaching. **International Journal of Business and Society**, 21(1), 334–352.
16. Mosala-Bryant, N. N., & Hoskins, R. G. (2017). Motivational theory and knowledge sharing in the public service. *South African Journal of Information Management*, 19(1), a772. <https://doi.org/10.4102/sajim.v19i1.772>
17. Muzafary, Sayed Sami, Wahdat, Mohammad Naim, Hussain, Mudassir, Mdletshe, Bonga, Tilwani, Shouket Ahmad, Khattak, Robi, Intrinsic Rewards for Creativity and Employee Creativity to the Mediation Role of Knowledge Sharing and Intrinsic Motivation, *Education Research International*, 2021, 6464124, 15 pages, 2021. <https://doi.org/10.1155/2021/6464124>
18. Nguyen T, Nham TP, Froese FJ, Malik A (2019), "Motivation and knowledge sharing: a meta-analysis of main and moderating effects". *Journal of Knowledge Management*, Vol. 23 No. 5 pp. 998–1016, doi: <https://doi.org/10.1108/JKM-01-2019-0029>
19. Novitasari, D., Haque, M. G., Supriatna, H., Asbari, M., & Purwanto, A. (2021). *Understanding the links between charismatic leadership, intrinsic motivation and tacit knowledge sharing among MSME employees*. **Journal of Asian Finance, Economics and Business**, 8(5), 555–564.
20. Obrenovic B, Jianguo D, Tsoy D, Obrenovic S, Khan MAS and Anwar F (2020) The Enjoyment of Knowledge Sharing: Impact of Altruism on Tacit Knowledge-Sharing Behavior. *Front. Psychol.* 11:1496. doi: 10.3389/fpsyg.2020.01496
21. Olatokun, W., & Nwafor, C. I. (2012). *The effect of extrinsic and intrinsic motivation on knowledge sharing intentions of civil servants in Ebonyi State, Nigeria*. **Information Development**, 28(3), 216–234. <https://doi.org/10.1177/0266666912438567>
22. Perotti, F. A., Belas, J., Jabeen, F., & Bresciani, S. (2023). *The influence of motivations to share knowledge in preventing knowledge sabotage occurrences: An empirically tested motivational model*. **Technological Forecasting & Social Change**, 192, 122571. <https://doi.org/10.1016/j.techfore.2023.122571>

23. Razmerita L, Kirchner K, Nielsen P (2016), "What factors influence knowledge sharing in organizations? A social dilemma perspective of social media communication". *Journal of Knowledge Management*, Vol. 20 No. 6 pp. 1225–1246, doi: <https://doi.org/10.1108/JKM-03-2016-0112>
24. Robert S. Woodworth (1918). *Dynamic psychology*. New York, NY: Columbia University Press.
25. Rohman, A., Eliyana, A., Purwana, D., & Hamidah, H. (2020). Individual and organizational factors' effect on knowledge sharing behavior. *Entrepreneurship and Sustainability Issues*, 8(1), 38.
26. Rosendaal, A., & Bijlsma-Frankema, K. (2015). **Knowledge sharing in organizations: A social capital perspective**. *Journal of Knowledge Management*, 19(2), 320–339.
27. Senge, P. M. (1997). *Sharing knowledge*. *Executive Excellence*, 14(11), 17–18.
28. Shahzadi, I., Hameed, R. M., & Kashif, A. R. (2015). Individual motivational factors of optimistic knowledge sharing behavior among university academia. *The Business & Management Review*, 6(1), 122. International Conference on Business & Globalisation (IBG), 2–3 February 2015, Dubai, UAE.
29. Sun Y, Hong J-C and Ye J-H (2022) The Effects of Employees' Perceived Intrinsic Motivation on Knowledge Sharing and Creative Self-Efficacy. *Front. Psychol.* 12:762994. doi: 10.3389/fpsyg.2021.762994
30. Suwanti, Sri. (2019). Intrinsic Motivation, Knowledge Sharing, And Employee Creativity: A Self-Determination Perspective. *International Journal of Scientific & Technology Research*. 8. 623-628.
31. Tan, Christine Nya-Ling & Ramayah, T.. (2014). The role of motivators in improving knowledge-sharing among academics. *Information Research*. 19. 606.
32. Tang, C., Lu, X., & Naumann, S. E. (2024). Intrinsic motivation and knowledge sharing in the mood–creativity relationship. *Journal of Management & Organization*, 30(4), 882–894. doi:10.1017/jmo.2020.35
33. Tenório Junior, Nelson Nunes & Pinto, Danieli. (2025). POSITIVE EMOTIONS: FACTORS INFLUENCING KNOWLEDGE SHARING AMONG SOFTWARE INDUSTRY TEAM MEMBERS. *Revista de Estudos Interdisciplinares*. 7. 01-39. 10.56579/rei.v7i1.1537.
34. Van den Hooff, B., Schouten, A. P., & Simonovski, S. (2012). What one feels and what one knows: The influence of emotions on knowledge sharing. *Journal of Knowledge Management*, 16(1), 148-158. <https://doi.org/10.1108/13673271211198990>
35. Welschen, Judith & Mills, Annette & Todorova, Nelly. (2011). An Investigation Of Intrinsic Motivators For Organisational Knowledge Sharing.. 132.
36. Zhang, X., Jinpeng, X., & Khan, F. (2020). The Influence of Social Media on Employee's Knowledge Sharing Motivation: A Two-Factor Theory Perspective. *Sage Open*, 10(3).

