

Knowledge Sharing Behavior of Civil Servants: Approach from the Perspective of Digital Transformation in the Public Sector in Ho Chi Minh City

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Abstract: In the context of digital transformation and urban administrative reform, understanding the knowledge sharing behavior (KSB) of civil servants becomes essential to improve governance efficiency and innovation capacity of local governments. This research focuses on analyzing the knowledge sharing behavior of ward civil servants in the city. Ho Chi Minh City after merging administrative units according to Resolution 1685/NQ-UBTVQH15 dated June 16, 2025 of the National Assembly Standing Committee. After arrangement, Ho Chi Minh City has 168 commune-level administrative units, including 113 wards, 54 communes and 1 special zone; including 112 wards, 50 communes, 1 special zone formed after the arrangement and 5 commune-level administrative units that did not implement the arrangement. The merger not only has organizational significance, but also has a profound impact on the working culture, information flow, trust and internal motivation of civil servants in the context of a strongly digitized administrative environment. Based on the theoretical framework of knowledge management (Knowledge Management) and transformational leadership (Transformational Leadership), this research uses a mixed-method including quantitative survey and in-depth interviews. Theoretically, the study expands the model of knowledge sharing behavior in the public sector by including the context variable "administrative organizational merger", thereby clarifying the influence of structural change on organizational culture and trust. In terms of practice, the research results suggest directions for designing human resource policies, training digital skills, strengthening a sharing culture and developing knowledge leadership in public agencies. From there, the study affirms that knowledge sharing behavior is the foundation of learning government - a flexible, transparent and innovative public organization model, consistent with the City's digital government development strategy. Ho Chi Minh and the national digital transformation vision to 2030.

Keywords: Knowledge sharing behavior; Ward civil servants; digital transformation; administrative merger; organizational trust; knowledge leadership.

INTRODUCTION

In the context of globalization and strong digital transformation, knowledge sharing has become one of the key factors determining the innovation capacity, management efficiency and service quality of the public sector. In Vietnam, especially in Ho Chi Minh City - the largest economic, scientific and technological center in the country - the knowledge sharing behavior of civil servants not only contributes to improving public service performance, but is also an important factor in forming "digital government" in the national administrative reform process. However, after the City rearranged its administrative units according to the two-level urban government model, the knowledge sharing behavior of civil servants is facing fundamental changes in both the working environment, organizational structure and public administration culture. Most recently, on June 16, 2025, the National Assembly Standing Committee issued Resolution No. 1685/NQ-UBTVQH15 on merging wards in Ho Chi Minh City, in order to implement the policy of streamlining the apparatus, improving management efficiency and in accordance with the two-level urban government model (city - ward).

Accordingly, Ho Chi Minh City has reduced from 80 wards to 41 wards, a decrease of 39 wards compared to before. This merger is not only administratively technical but also has a profound impact on the organizational structure, work flow, personnel allocation and especially the knowledge sharing environment among civil servants. When the administrative apparatus is restructured, public service units must integrate data, standardize processes, and re-establish internal information channels to ensure connectivity, transparency and effectiveness of the state management system.

In that context, digital transformation in the public sector is considered a central tool to maintain and expand knowledge sharing capacity. Many public affairs management applications, knowledge management systems, open data platforms and electronic collaboration tools have been strongly deployed by Ho Chi Minh City. However, technology is only a necessary condition; The decisive factor is still the knowledge sharing behavior of civil servants - that is, the degree to which they are willing to share, exchange, and reuse information, experience, and professional understanding

in the process of performing their duties. The administrative merger creates a new working environment, where civil servants from different wards must cooperate, unify ways of working, learn from each other and jointly form a new intellectual culture suitable for smart urban government. From a knowledge management perspective, the change in organizational structure brought about by mergers is both an opportunity and a challenge. On the one hand, the consolidation of administrative units opens up opportunities to integrate rich knowledge sources, eliminate data fragmentation and duplication and increase inter-organizational learning capabilities. On the other hand, changes in work position, authority, and colleague relationships can create fear, reducing motivation to share knowledge. Therefore, to build an effective digital government, Ho Chi Minh City needs to deeply research the factors affecting the knowledge sharing behavior of civil servants in the post-merger context, thereby designing appropriate policies, tools and incentive mechanisms.

Theoretically, knowledge sharing behavior is considered a specific manifestation of learning organization culture and open bureaucracy - fundamental elements for the digital transformation process. This behavior not only depends on personal ability but is also strongly influenced by beliefs, organizational norms, incentive mechanisms, and knowledge support technology systems (Knowledge Management Systems - KMS). In the public sector, especially in Vietnam, knowledge sharing behavior is also associated with psychological and administrative factors such as power, approval authority, and responsibility mechanisms. Therefore, studying knowledge sharing behavior in the context of Ho Chi Minh City's reorganization of the two-level government system is important in both theory and practice. On the other hand, the policy of administrative merger is not only aimed at streamlining the apparatus, but also towards building a digital government, a modern urban government, operating based on data and knowledge. Therefore, knowledge sharing capacity becomes one of the key indicators reflecting the level of readiness of civil servants for digital transformation. If civil servants do not share knowledge effectively, digital transformation projects, data integration platforms and smart operating mechanisms will be difficult to operate smoothly, wasting resources and slowing down the process of modernizing the administrative apparatus. Starting from that reality, this research focuses on analyzing the knowledge sharing behavior of Ho Chi Minh City civil servants in the context of digital transformation of the public sector after the merger of administrative boundaries, based on approaching theories of organizational behavior, knowledge management and digital culture. The research results are expected to contribute a scientific basis for planning human resource policies, designing public knowledge management models and promoting the formation of a digital learning culture in the urban government system

of Ho Chi Minh City - the country's leading center in state management innovation in the digital era. 2.Content

THEORETICAL BASIS AND RESEARCH OVERVIEW

2.1. Theoretical basis for knowledge sharing in the public sector

Knowledge Sharing is one of the core elements of knowledge management, considered a fundamental driving force to help organizations learn, innovate and adapt to change. According to Nonaka & Takeuchi (1995), knowledge is created and diffused in the organization through the process of interaction between tacit knowledge and explicit knowledge. In the public sector, especially in the administrative apparatus, knowledge sharing behavior plays a key role in helping to form the capacity of learning organizations, improving decision-making quality, public service efficiency and transparency in state management. Knowledge sharing behavior of civil servants (knowledge sharing behavior - KSB) is often understood as the individual's willingness and practicality to share information, experience, skills and initiatives with colleagues, to serve the work and common goals of the organization. Many scholars (Bock & Kim, 2002; Lin, 2007) point out that KSB is influenced by many socio-psychological factors such as: attitude towards knowledge sharing, subjective norms, behavioral intentions, trust in the organization, office culture, and incentive mechanisms. In the Vietnamese public sector, forming and maintaining knowledge sharing behavior is even more important when the government is promoting administrative reform and digital transformation (according to the National Digital Transformation Program to 2030). Civil servants are at the center of all public service provision activities, so their ability to share knowledge will determine the level of innovation spread and effectiveness in serving the people. When administrative agencies merge, restructure or streamline their apparatus, knowledge sharing behavior between groups of old and new civil servants becomes an increasingly key factor to help reduce organizational conflicts, maintain organizational knowledge and build a common learning culture.

2.2. Knowledge sharing in the context of digital transformation

Digital Transformation in the public sector is not only the application of information technology to administrative processes, but also a comprehensive change in the way civil servants create, share and use knowledge. The Digital Government model focuses on data empowerment and knowledge empowerment to enhance governance efficiency, transparency and people's participation. According to OECD (2020), successful digital transformation in the public sector depends largely on the culture of internal knowledge sharing and the ability to collaborate between administrative units. In Vietnam, the digital transformation process is associated with the two-level urban government model

implemented in Ho Chi Minh City since 2021, and continues to be reinforced through Resolution 1685/NQ-UBTVQH15 dated June 16, 2025, regulating the merger of wards, reducing from 80 to 41 wards. This process requires civil servants to quickly adapt to the new organizational structure, sharing administrative knowledge, data and experience in handling public affairs in the context of process consolidation. Therefore, digital transformation cannot be separated from the act of sharing knowledge - both in terms of people and digital systems. In the digital environment, knowledge sharing behavior of civil servants is strongly supported by technology platforms: knowledge management system (Knowledge Management System), internal information portal, work management platform, email system, or internal social networks (GovNetwork, Zalo public affairs, etc.). However, technology is only a necessary condition - the decisive factor is still trust, motivation and shared culture within the organization. Recent studies (Riege, 2005; Alavi & Leidner, 2017) show that the biggest barriers to knowledge sharing in the public sector are lack of trust, knowledge retention mentality, inappropriate reward mechanisms and lack of knowledge-oriented leadership.

2.3. Background theoretical models

Many theoretical models are used to explain knowledge sharing behavior in organizations, typically: Theory of Planned Behavior (Ajzen, 1991): suggests that behavioral intention to share knowledge is influenced by individual attitudes, social norms and perceived behavioral control. In the public sector, these three factors are associated with trust in the organization, social expectations and the ability to use technology. Technology Acceptance Model - Davis, 1989: emphasizes that knowledge sharing behavior in the digital environment depends on the perception of usefulness and perceived ease of use of the technology platform that civil servants are using. Organizational knowledge sharing model (Knowledge Sharing Model – Bock & Kim, 2002): suggests that the motivation to share knowledge depends on trust, recognition, rewards, and organizational culture. In the Vietnamese public sector, the factors "organizational trust" and "knowledge sharing-oriented leadership" are considered particularly important. Thus, the comprehensive theoretical framework for this study can be generalized to include four groups of factors that mainly influence the knowledge sharing behavior of civil servants in the context of digital transformation:

- (1) Personal factors (attitudes, digital competencies, awareness of shared values);
- (2) Organizational factors (culture, leadership, incentive mechanisms);
- (3) Technological factors (digital infrastructure, interoperability, system reliability);
- (4) Post-merger administrative context factors (restructuring the apparatus, changing processes, integrating data and people).

2.4. Research overview

Around the world, research on knowledge sharing behavior in the public sector has been deployed relatively widely. For example, Sandhu et al. (2011) in Malaysia confirmed that organizational culture and leadership support have a positive influence on knowledge sharing behavior of civil servants. In Korea, Kim & Lee (2006) found that the use of information technology as an intermediary increased the level of knowledge sharing among government agencies. Recent studies in Singapore and Estonia – two leading countries in e-government – show that knowledge sharing behavior is an important indicator of digital transformation capacity in the public sector. In Vietnam, this research direction is still relatively new. The works of Nguyen Thi Thu Huong (2021), Pham Minh Tuan (2022) or Tran Quang Huy (2023) focus mainly on knowledge sharing in administrative agencies or public service organizations, but are not strongly associated with the context of digital transformation and post-merger administrative restructuring. In Ho Chi Minh City, where the two-level urban government model is being implemented, studying the knowledge sharing behavior of civil servants not only has academic significance but also has practical value in the process of building digital government and improving local governance capacity.

2.5. Research gaps and approach orientations

From the above overview, it can be seen that the main research gap lies in three points: (1) Lack of integrated research between knowledge sharing behavior and digital transformation in the public sector; (2) Few works analyze the impact of administrative restructuring - ward merger - on knowledge sharing; (3) There is no specialized quantitative research for Ho Chi Minh City - a special urban area, where there is diversity and complexity in administrative organization.

RESEARCH METHODOLOGY

The research uses mixed-method, combining qualitative and quantitative. The qualitative phase was conducted through expert interviews and document analysis to identify factors affecting knowledge sharing behavior of civil servants in the context of digital transformation. The quantitative phase conducted a survey of 350 civil servants in 41 wards of Ho Chi Minh City after the merger according to Resolution 1685/NQ-UBTVQH15 (2025). Data were processed using SPSS and AMOS, through EFA, CFA and SEM steps to test five main hypotheses about the impact of digital capabilities, organizational trust, intrinsic motivation, sharing culture and digital transformation policy on knowledge sharing behavior.

FINDINGS & DISCUSSION

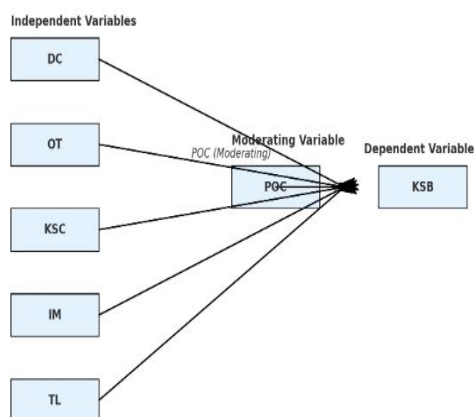
Quantitative research results through the linear structural analysis model (SEM) show that all five proposed hypotheses are accepted, reflecting the multidimensional interaction between factors affecting the knowledge sharing behavior of Ho Chi Minh City civil servants in

the context of digital transformation and administrative restructuring. The model has high explanatory value ($R^2 = 0.67$), confirming the suitability of the theoretical framework with practical data collected from 350 civil servants in 41 wards after the merger according to Resolution 1685/NQ-UBTVQH15 (2025).

Firstly, Digital Competence was identified as the factor that has the strongest influence on knowledge sharing behavior ($\beta = 0.41$; $p < 0.001$). This reflects the inevitable trend of knowledge behavior in the context of digital government, when civil servants who are able to master information technology and effectively exploit electronic governance platforms (such as document management software, public service record systems, internal applications, specialized social networks) will tend to be more proactive in sharing information, data and work experience. This result is similar to the studies of Lin (2007) and Bock et al. (2005), thereby reinforcing the argument that technological capacity is a fundamental premise for knowledge diffusion in the modern public sector.

Second, organizational trust has a significant positive influence on knowledge sharing behavior ($\beta = 0.29$; $p < 0.01$). In the context of ward mergers, when the organizational structure, working positions and civil service relationships change, organizational trust plays a key role in creating psychological safety for civil servants. When they trust that shared information will not be abused or negatively evaluated, collaboration and knowledge exchange between individuals and departments will take place more positively. This finding is consistent with the argument of Davenport and Prusak (1998), that knowledge sharing only develops sustainably in an environment of trust and mutual respect.

Proposed SEM Model: Factors Influencing Knowledge Sharing Behavior of Civil Servants in Ho Chi Minh City under Digital Transformation



Third, Knowledge-Sharing Culture is confirmed to be the third important factor in the model ($\beta = 0.26$; $p < 0.01$). A working environment that values learning, is open, and encourages feedback and exchange of experiences will motivate civil servants to participate in knowledge

sharing as a norm of organizational behavior. In particular, in the early stages of two-level urban government, when administrative processes are being synchronized, a culture of sharing helps minimize role conflicts, enhance document processing efficiency and internal coordination among newly merged wards.

Fourth, intrinsic motivation shows an indirect but significant effect ($\beta = 0.22$; $p < 0.05$). When civil servants feel recognized, have professional pride and a sense of contributing to the agency's common goals, they tend to be more proactive in spreading knowledge. This is an aspect that clearly demonstrates the humanity of knowledge sharing - not only for personal benefit but also for the sense of serving the administrative community and the people. In addition, digital transformation policy, although it has a lower influence ($\beta = 0.19$; $p < 0.05$), plays a role in guiding behavior. Clear policies, transparent technology application processes, and data-driven performance evaluation systems are mechanisms that promote systematic knowledge sharing, especially in public agencies subject to citizen oversight. It is this factor that helps ensure that knowledge sharing is not just a spontaneous behavior but becomes part of the culture of modern public administration. CFA and SEM test results show that the model has good fit ($\chi^2/df = 1.984$; CFI = 0.943; TLI = 0.936; RMSEA = 0.046), confirming the reliability and convergent validity of the scales. Qualitative data collected from 12 in-depth interviews with ward leaders shows similarities: the majority of respondents commented that administrative mergers create "pressure to adapt quickly" in terms of processes, personnel and technology; However, this is also an opportunity to build a culture of inter-organizational learning, helping wards inherit each other's management knowledge and increase flexibility in serving people. Thus, the research results confirm that the knowledge sharing behavior of Ho Chi Minh City civil servants not only depends on technical factors (digital capacity), but is also a product of the cultural environment, organizational trust and internal motivation. The harmonious combination of these three elements is a prerequisite for the two-level urban government to operate effectively, transparently and towards a learning government model - a model consistent with the national digital transformation strategy and development orientation of Ho Chi Minh City in the post-merger period.

Policy Implications & Conclusion

Research results on the knowledge sharing behavior of ward civil servants in Ho Chi Minh City after the merger process have provided valuable practical arguments, contributing to clarifying the role of organizational culture factors, trust, commitment, motivation and technological environment in promoting or hindering knowledge sharing in the public sector. On that basis, it is possible to propose specific, systematic management implications and policy directions for current urban administrative agencies. Researching the knowledge

sharing behavior of ward civil servants in Ho Chi Minh City in the context of administrative organization mergers provides valuable empirical evidence for knowledge management theory in the public sector, and also suggests directions for reforming human resource management, organizational culture and digital transformation suitable to Vietnamese conditions. Based on the results of the SEM model and supporting qualitative analyses, this section presents a system of management implications in five key aspects and summarizes the important theoretical and practical conclusions of the study.

5.1. Policy Implications

Firstly, strengthen and develop an organizational culture oriented on knowledge sharing

SEM results show that organizational culture has the strongest influence on knowledge sharing behavior of civil servants, surpassing both technological factors or external motivation. This reflects the profound characteristics of Vietnam's public sector - where individual behavior is strongly influenced by the cultural environment and organizational atmosphere. Therefore, the first implication is the need to build an organizational culture based on the core values of learning, cooperation, trust and dedication. Party committees and ward leaders need to clearly communicate the importance of knowledge as a strategic resource, instead of viewing knowledge sharing as an ancillary activity. Knowledge-oriented organizational culture must be "permeated" into evaluation mechanisms, work processes, leadership styles and daily behavioral standards.

Some specific solutions include:

- ❖ Organize a quarterly "Civil Service Initiative Sharing Day" for civil servants to present innovative solutions, initiatives or experiences in handling situations.
- ❖ Build a "Ward administrative knowledge map" - a place to store and continuously update processes, sample documents, typical situations and effective handling methods.
- ❖ Establish "public service learning groups" by topic (residential management, public services, urban order...) to encourage mutual learning.
- ❖ The core of these activities is to make knowledge sharing a natural part of work, not just a movement.
- ❖ Second, build organizational trust and strengthen the spirit of solidarity after the merger
- ❖ In the post-merger period, wards often face overlapping organizational cultures, unsustainable trust between civil servant groups, and a "afraid to share" mentality because of fear of being judged or losing personal advantages. Research results show that organizational trust has a significant impact on both knowledge sharing intention and behavior, demonstrated through working relationships based on respect, transparency and fairness. Therefore, regenerating organizational trust is a prerequisite for unclogging the flow of knowledge. Ward leaders need to implement specific policies such as:
 - ❖ Establish transparent communication processes, ensuring all administrative, reward or transfer decisions have clear criteria.
 - ❖ Implement team building activities and civil service dialogues to enhance understanding and cohesion between groups of civil servants from two or more former units.
 - ❖ Implement a collective reward policy, avoid excessive individualization leading to unfair competition.
 - ❖ Besides, it is necessary to focus on building a healthy workplace environment, in which each civil servant feels his or her value, is respected and encouraged to develop. When trust is strengthened, knowledge will be shared more naturally, effectively and sustainably.
 - ❖ Third, create a motivational mechanism for knowledge sharing suitable for the public sector
 - ❖ Motivation is an important intermediate variable in the research model, reflecting the role of psychological-behavioral factors in converting potential knowledge into existing knowledge. However, in the public sector, the reward and motivation system is still mainly based on seniority and quantitative administrative results, with little encouragement for sharing or creativity. The management implication is that it is necessary to redesign the motivation system towards knowledge behavior. Specifically:
 - ❖ Integrate the criteria "cooperation and knowledge sharing" into emulation evaluation, salary increase, reward or appointment.
 - ❖ Create a "knowledge bonus points" mechanism: every time civil servants share initiatives, solutions, or guide colleagues to solve problems, they will receive points in the annual evaluation file.
 - ❖ Establish a "public service initiative bank", a place to record and store shared knowledge, helping to create transparency and create incentives for fair recognition.
 - ❖ Besides material motivation, it is necessary to emphasize internal motivation - professional pride, spirit of service and civic responsibility. When public servants feel the social significance of knowledge sharing, they will act not only because of the rewards but because of their commitment to the community and the organization.
 - ❖ Fourth, promote technology application and digital knowledge management
 - ❖ The development of mobile technology and electronic knowledge management systems

(KMS) facilitate knowledge sharing in the public sector. However, the survey results show that there is still a gap between the digital capabilities of civil servants and the requirements of electronic administration. Many wards lack a unified platform for storing and sharing data, making knowledge fragmented and difficult to access. Therefore, it is necessary to promote digital transformation in administrative knowledge management. Specific implications include: (i) Building an "Electronic Public Affairs Knowledge Store", integrated with the city's shared database. Applying artificial intelligence (AI) in text suggestions, finding initiatives or automating administrative processes; (ii), Encourage knowledge sharing via mobile devices (internal applications, administrative chatbots, thematic Zalo/Teams groups) but with control and ensuring information security; (iii), Digital skills training for civil servants, especially older groups or newly merged civil servants, to improve the ability to use technology for knowledge sharing.

- ❖ The digital environment not only expands the scope and speed of knowledge spread but also contributes to the formation of a lifelong learning ecosystem in the urban administrative apparatus.

Fifth, develop transformational leadership capacity

In the process of reforming and merging administrative organizations in Ho Chi Minh City, the role of leaders becomes especially important as they are the center of coordination, direction and arousing the spirit of knowledge sharing among civil servants. Research results show that transformational leadership capacity has a direct impact on the level of participation in knowledge sharing, especially through mediating factors such as organizational trust, work motivation and sharing culture. Transformational leadership is not just managing with administrative power, but is someone who inspires, encourages creativity and leads change with knowledge. Unlike the traditional leadership style that favors control, transformational leadership focuses on creating vision, orienting values and promoting the development of subordinates' capabilities. In the post-merger ward context, where there is diversity in human resources, experience and working culture, this leadership style helps reconcile differences, strengthen the spirit of solidarity and motivate civil servants to share and learn from each other. When exemplary leaders share experiences, provide candid feedback, and encourage new experimentation, they are forming a positive "knowledge norm" within the organization. To realize that, there needs to be a grassroots leadership training program targeting knowledge leadership capacity, with contents such as: (1) knowledge management and organizational learning in the public sector; (2) skills to inspire, motivate and recognize achievements; (3) the art

of mentoring, coaching, and constructive feedback; (4) applying digital technology in operations and team connection. These programs should be linked to ward practice, focusing on the "learning through real-life situations" model to improve application effectiveness. When leaders truly value knowledge and demonstrate exemplary role in sharing, that behavior will spread like a "chain effect", promoting the formation of an organizational culture of learning, openness and innovation. This is a sustainable foundation for Ho Chi Minh City urban government to operate effectively, flexibly and adaptively in the era of digital transformation.

CONCLUSION

Research on knowledge sharing behavior of city ward civil servants. Ho Chi Minh City after the merger of administrative organizations has both empirical and theoretical significance, contributing to clarifying how knowledge is formed and developed in the public sector - a field that is strongly influenced by institutional, cultural and technological factors. By applying structural equation modeling (SEM) combined with a systems approach, the research has identified five main groups of factors affecting knowledge sharing behavior, including: (1) organizational culture, (2) organizational trust, (3) sharing motivation, (4) digital technology capacity, and (5) transformational leadership role. Analysis results show that organizational culture and organizational trust are the two most influential factors, reflecting the socio-psychological characteristics of Vietnamese civil servants, where community values, cooperative spirit and personal reputation have a profound influence on professional behavior. Personal motivation and digital technology capabilities play a supporting role, creating conditions for knowledge to be transformed into practical action. Meanwhile, transformational leadership plays the role of a "catalyst", orienting and spreading knowledge value, helping organizations overcome administrative inertia to move towards a learning and innovative administration.

Theoretically, the study expands the Knowledge Sharing Behavior Model by including the context variable "organizational merger" - a characteristic factor of administrative reform in Vietnam. This variable indirectly affects trust, motivation and organizational culture, thereby shaping knowledge sharing behavior. This finding helps supplement the academic foundation of knowledge management in the public environment, where stability, hierarchy and administrative standards create unique characteristics compared to the private sector. In terms of practice, the research results provide important suggestions for human resource policy planning and organizational management at the grassroots level. In the context of the city. Ho Chi Minh City implemented Resolution 1685/NQ-UBTVQH15 (June 16, 2025) - merging, reducing 39 wards to 41 wards - promoting internal knowledge sharing to help units quickly integrate processes, standardize operations

and reduce conversion costs. On the other hand, knowledge sharing is also the key to forming an effectively functioning two-level urban government, where information and initiatives are continuously circulated, serving timely and transparent decision-making. Research also shows that cultural transformation and digital transformation must go hand in hand. If you only invest in technology without a shared culture, the system will be operated as a formality; On the contrary, if sharing is only encouraged without technical tools, knowledge will be difficult to spread and will be lost over time. Therefore, it is necessary to approach knowledge management in the direction of integrating people - technology - culture, placing leadership as the coordination center.

In addition to the contributions mentioned above, the research still has some limitations. The scope of the survey only focused on Ho Chi Minh City, not reflecting regional diversity; The survey sample is mainly at the ward level, not covering the district level. Future studies should expand the area and incorporate longitudinal study methods to observe changes in intellectual behavior over time, especially after administrative reforms. Besides, intermediate variables such as organizational cohesion, job satisfaction or public service spirit can be added to complete the theoretical model. Overall, the knowledge sharing behavior of ward civil servants is not only an indicator of public service effectiveness, but also a measure of the capacity to innovate and develop organizational culture of the Vietnamese administration. When knowledge is considered a public asset, spread voluntarily in a trusting environment and encouraged by leaders, the grassroots administrative apparatus will operate more flexibly, transparently and creatively, contributing to building a modern, honest and constructive urban government - in line with the national digital transformation vision to 2030 and the orientation of building "digital government - digital society - digital citizens" in the Ho Chi Minh City. After arrangement, Ho Chi Minh City has 168 commune-level administrative units, including 113 wards, 54 communes and 01 special zone, officially operating from July 1, 2025. The goal of the arrangement is to streamline the apparatus, reduce intermediaries, increase the effectiveness and efficiency of state management and optimize administrative human resources. However, reality shows that this merger process entails many changes in organizational structure, personnel, work habits and working culture between the merged wards. Many civil servants have to adapt to the new working environment, at the same time taking on the task of expanding their geographical areas, doubling their population and workload. For example, in District 3, wards such as Ward 5 and Ward 6 were merged into Vo Thi Sau Ward; In Binh Thanh District, Ward 11 and Ward 12 merged to form new Ward 12. This leads to the interference between two different organizational cultures, requiring civil servants to increase knowledge sharing, support each other in handling administrative

procedures, population management, and deploying online public services. In that context, knowledge sharing behavior becomes a decisive factor in the success of the merger process. When ward civil servants know how to exchange experiences, share information, guide new processes and support colleagues, the organization can quickly stabilize operations, avoiding the situation of "information breakdown" or "process sand" between groups of old and new civil servants. Practice in the City. Thu Duc, the area merged from 3 districts (2, 9, Thu Duc) in 2021, shows that wards with a good knowledge sharing environment (such as Linh Trung, Hiep Phu, Binh Tho) have adapted faster, handled administrative documents effectively and maintained higher people's satisfaction levels. Thus, research on knowledge sharing behavior in the context of ward mergers in Ho Chi Minh City. Ho Chi Minh City not only reflects a specific governance phenomenon, but also contributes to providing practical evidence for Vietnam's current urban administrative reform models. Promoting a culture of knowledge sharing, building organizational trust, applying management technology and developing transformational leadership capacity will be key for Ho Chi Minh City becoming a model of "learning government" - where knowledge is spread, innovation is nurtured and the people are better served.

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