



Integrating Artificial Intelligence into Knowledge Management Systems: A Systematic Review of the Synergy between People and Technology

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ABSTRACT

The paper purposes to explore the association between AI and KM by analyzing how AI can contribution companies in handling and using information to improve knowledge processes efficiently. An electronic bibliographic database search and the reference lists of pertinent review articles were used to conduct a systematic review. To guarantee a thorough and organized approach to examining the literature, the study utilized the PRISMA criteria and the PICO model. The results found that the strong relationship between AI and KM. Knowledge management (KM) offers a structure for organizing and managing knowledge, while artificial intelligence (AI) enables machines to learn and process enormous amounts of data. This similarity between AI capabilities and KM framework is crucial for improving organizational information management procedures. Factors including organizational structure, rewards/incentives, and communication, trust, and information systems all play a role in how firms share their knowledge. Organizational performance is enhanced through optimized knowledge management and flow when AI is integrated into KM systems. This leads to more efficient knowledge resource distribution, providing organizations with a competitive edge. Future research should explore the potential of smart assistant systems, which offer social welfares and strengthen

competitive advantage. The study also emphasizes the importance of understanding leadership traits and organizational structures that are essential for consistent performance through effective KM practices.

Key words : Communication, trust, information systems, rewards or incentives, organizational structure.

Introduction

1. INTRODUCTION

Researchers and practitioners have focused on managing organizational knowledge for a long time. Academics and practitioners like [1] have explored how to establish systems that effectively manage information within organizations. Businesses can enhance performance and gain welfares with knowledge systems, but their strategy and execution are crucial for success [2]. As expertise and information sharing become more critical in the global economy, knowledge management will remain essential for organizations [3]. Digital advancements are reshaping industries, replacing many low-skilled jobs with higher-skilled ones, according to [4]. These new technologies not only generate fresh knowledge but also raise new challenges in how best to manage that information. [5] identified two main approaches to knowledge management. The first is an individual-centric approach, focusing on personalizing knowledge management to fit individual needs and perspectives. The second is a technology-based strategy that aims to store and organize information in databases for easy access. Many companies

have adopted both strategies in recent years, often blending them together [6]. However, [5] point out that research has often treated these two methods separately. As a result, there has been a push for a more unified approach that integrates human intelligence with advanced technologies like AI. Efforts to develop such integrated solutions have been made [7][1], but they have mainly addressed specific cases, leaving a comprehensive solution still out of reach [8]. The rise of digital technologies and the ability to handle large volumes of diverse data with AI demand a modern approach to knowledge management. Two key features of AI are transforming how businesses manage information. First, AI can analyze data and recognize patterns autonomously, often outperforming humans. These algorithms uncover new insights from data without human intervention [9]. In some cases, such as cancer diagnosis, image recognition systems even surpass human doctors despite years of specialized training [10]. Moreover, AI systems are becoming increasingly independent, making decisions and interacting with people on their own [11]. Digital assistants like Amazon's Alexa and Microsoft's Cortana illustrate this trend, integrating themselves into both personal and professional settings. These advancements are reshaping knowledge management, requiring a rethink of traditional approaches. As AI learns and acts autonomously, knowledge management strategies must evolve to facilitate better collaboration between humans and AI.

In addition, concepts around knowledge creation and ownership are shifting. Deep learning and other AI technologies now allow machines to mimic how humans implicitly learn from experience, producing and managing new types of knowledge. Similar to tacit knowledge personal expertise that is difficult to express this new information is also hard to articulate [12]. As AI-generated knowledge emerges, organizations need to rethink how they manage, store, and communicate this information, which has historically been tied to individuals.

However, areas like creativity, innovation, and face-to-face interaction still rely heavily on human involvement. AI is unlikely to fully replace humans in these domains anytime soon, as they depend on human skills. Ongoing research seeks to explore how AI impacts both technology-driven and human-focused knowledge management approaches. The main goal is to understand how AI reshapes human-oriented knowledge management (personalization) and technology-based management (codification).

[10] began by conducting a comprehensive study of academic publications to understand the current state of research on both knowledge management (KM) methodologies. Following this, how AI affects these methods. Using criteria from previous works that define KM strategies (e.g., [5] [7]), developed a flexible KM strategy and plan to test it in upcoming studies. The rest of this ongoing research starts by summarizing the theoretical framework and positioning our work within the existing literature. Section 3 explains the research methodology, followed by Section 4, preliminary findings and propose an AI-focused KM strategy. We conclude with insights on future research directions.

Research Problem

Organisations frequently struggle to manage and utilise information efficiently, posing the problem of implementing technology, particularly artificial intelligence, to expedite knowledge management procedures and enhance productivity. There is a substantial gap in our understanding of how AI might be integrated into Knowledge Management (KM) systems to improve organisational performance. The difficulty comes from trying to combine the knowledge management and application aspects of KM with the machine learning emphasis of AI. Furthermore, firms often struggle with improving information sharing due to ineffective communication, trust, and organizational structure. This study aims to fill that gap in the literature by performing a thorough review of previous work on the topic of artificial intelligence's impact on knowledge management.

Research Objectives

1. To analyse influencing factors of AI in to its KM system.
2. To examine the pros and cons of integrating knowledge management with AI's machine learning to improve organisational efficiency.

Research Methodology

Study Methods	SLR Approach
Data Sources	Bibliographic databases, The PICO model was used, PRISMA guidelines was used
Focus Area	The study covered how the AI improves IM and processing inside organizations. Review also analysed the interaction between AI and KM.

Theoretical Background

Personalization and codification are two main methodologies that have influenced knowledge management. One aspect of personalization that was first proposed by [5] is the idea that human knowledge and experience—more especially tacit knowledge—are very important. Codification, in contrast, is concerned with putting explicit data into databases and making it readily available via technologically driven procedures. In the field of KM, AI is having a fast impact. Both customization and codification tactics are greatly affected by AI's capacity to evaluate massive volumes of data autonomously, identify patterns, and draw insights. Complexity is added to standard KM systems by AI technologies such as deep learning, machine learning, and natural language processing (NLP), which automate knowledge extraction, storage, and distribution. The impact of AI on these frameworks has not been thoroughly investigated, however research has examined how technology might improve KM [7]. The conventional human-centered approach to knowledge management is being challenged by more autonomous AI systems, which not only support but also act independently.

Research Gap

Few studies have looked at how to incorporate AI into current KM methods, despite the abundance of literature on KM tactics and their practical uses. The majority of recent research has approached personalization and codification independently, with studies like [5][7] concentrating on human-centered knowledge exchange and technology-driven information storage, respectively. But AI makes these lines less distinct, opening the door to hybrid models where AI may manage its own findings in addition to enhancing human expertise. In addition, there is a lack of literature on the ways in which AI directly affects KM methods, such as how it changes the codification process or how it improves personalization via AI-driven decision-making. The increasing dependence on AI for information production, storage, and dissemination has prompted a call to reevaluate the relative merits of human expertise and AI. The current lack of research is on the topic of comprehending the far-reaching effects of AI on KM strategy. To address this knowledge gap, this research presents an AI-integrated KM model and investigates how it influences codification and personalization efforts.

User Centric Knowledge Management

[13] integrates literature from Knowledge Management (KM), places an emphasis on human-centered research ideals, diversifies topics, and develops skills. The MSR group (Management, Spirituality, and Religion) should transform into a knowledge system, and KM should prioritize people's happiness. Criticizing the preponderance of Western paradigms, the review advocates broadening the breadth of research through varied, locally grounded methodologies. Recognizing the substantial impact of cultural and historical elements on research methodologies and comprehension, Englert stresses the necessity of self-reflection and reflexivity in promoting academic rigor and community-led activism. Human-Centered Machine Learning (HCML) is an interdisciplinary field that draws on sociotechnical studies, AI, and human-computer interaction, as explored by [14]. Prevot stresses the importance of domains like as

organizational studies, statistics, and psychology to machine learning and draws attention to the difficulties of HCML definition inside computer science.

Constraints of Human-Centric and IT-Driven Knowledge Management Models

Lars (2018), development of machine learning ML disregards human actors and their conditions, as pointed out by it is considered a techno centric approach. Active learning and other user-centered ML approaches can help close the gap between humans and technology. Examining how ML approaches influence these linkages from a post phenomenological vantage point moves the emphasis from outcomes to interactions between humans. Focusing on background relations and adaptive learning, the project also employs a Research through design approach to investigate human-technology relations within the framework of a commuter app.

[15] the study suggests utilizing models influenced by humans, like those used in robotics. It also discusses metrics like GUM and LUM for measuring uncertainty across knowledge spaces, as well as probabilistic extensions and quantitative techniques. In order to represent uncertainty correctly, the review emphasizes that models that imitate human reasoning are necessary.

[11] investigates into the integration of people, processes, and technology in the literature on KM, uncovering a fragmented strategy for tackling organizational problems. The results advocate for better cooperation between knowledge management and organizational culture, demonstrating the importance of the latter in the former.

Human-AI Collaboration in Work Environments

[16] explores communication work environments to address the pervasiveness and potential influence of AI on communication processes through a critical and creative lens. Several newsrooms have adopted generative AI, according to a survey by the World Association of News Publishers (WAN-IFRA). Newsrooms continue to have faith in its utility, despite worries about possible mistakes and effects on jobs.

Compared to Japan, Australia, and Canada, other regions have a more favorable perception of AI, such as China, India, Brazil, and South Africa.

AI can automate routine IT tasks, freeing up humans to focus on higher-level, more creative and strategic tasks, which in turn increases morale and productivity[17]. The ability to communicate and work together effectively is crucial in hybrid work arrangements, especially for teams that operate remotely, and AI-powered solutions can help with that. Data privacy and prejudice reduction are two examples of the ethical concerns that the literature highlights as urgently requiring attention. Artificial intelligence also makes the workplace more flexible by letting businesses tailor jobs to employees' strengths and weaknesses. By enabling workers to solve complicated problems and make smarter decisions, strategic AI integration is changing the way people operate in the IT business.

[22] asserts that Human-AI Collaboration (HAIC) significantly improves decision-making, efficiency, and innovation in sectors like education, healthcare, banking, and manufacturing. Evaluating HAIC systems is difficult due to the complexity of human-AI interactions and the absence of defined evaluation procedures. Findings stress the need of developing a new paradigm for HAIC evaluation that takes qualitative and quantitative factors into account.

Research Reviews

By automating processes and enhancing decision-making, artificial intelligence is revolutionizing corporate operations [18]. Change management and AI integration go hand in hand, highlighting the importance of meticulous planning for trouble-free transitions. Findings from this study highlight the need of statistical analysis for evaluating AI training initiatives. The use of AI improves stakeholder participation and change management in real-world case studies.

[19] generative AI has the potential to usher in a digital revolution through the automation of processes, the provision of new services, and the generation of insights. Issues with data quality, human oversight, and ethics must be resolved for digital transformation to be a success. Generative AI has both benefits and drawbacks, so businesses must carefully consider

how to implement it. Knowledge management is improved by generative AI, which influences critical steps including knowledge development, transfer, and application, allowing for human-machine synergy.

[20]on the use of AI in HR found that it improves productivity and makes HR experts more effective consultants. Evidence from the literature suggests that AI has the potential to enhance competency-based HR systems, leading to more efficient training and recruiting. The World Economic Forum also projects that AI will have a major impact on the future of work by changing the kinds of talents that companies value. AI helps HR plans to be more in line with overall company objectives.

[21]highlights the importance of fostering open communication and teamwork to maximize the value of employees' first-hand knowledge in her research on tacit knowledge sharing's effects on business outcomes. Continuous learning and adopt open-minded management practices can pointedly improve overall work performance and maintain competitiveness in a rapidly changing market.

[22]both explicit and tacit knowledge are essential to companies. Explicit is easy to transmit amongst employees, while tacit, which is based on individual experiences, is more difficult to codify. The significance of KMS is emphasized in the literature, which stresses the difficulties of retaining information as a result of a young workforce and significant staff turnover. To highlight the importance of choosing the correct system for efficient KM, a case study comparing several KMS approaches is presented by the Nuclear Engineering Institute.

[25] firms can't innovate or keep their competitive edge without tacit knowledge. Because of its immutability and dependence on personal experience, tacit knowledge necessitates an atmosphere of trust in order to be effectively shared. Facilitating the transfer of tacit information requires trust, a positive company culture, and strong leadership. In order to overcome the obstacles that companies have when trying to capture and convey this valuable knowledge, the study stresses the importance of strategic methods.

AI is something [26] automating white-collar occupations using RPA and looks into, when it comes to automating meeting minutes, the limitations of natural language processing and voice recognition are especially noticeable. The literature delves at AI's function as "actors" in systems, how it engages with business logic, and the possibilities of NER for data extraction. Hybrid system design and human-AI collaboration are highlighted as crucial in the evaluation, particularly in healthcare and fraud detection.

[23]covers the increasing use of AI to monitor employee actions, automate assessments, and provide suggestions for improvements. The "disclosure effect" can create unfavorable impressions, especially among newer workers, while the "deployment effect" improves feedback accuracy and boosts productivity. Proactive communication about AI's role and a tiered deployment approach help reduce this risk. The analysis highlights the pros and cons of using AI feedback systems at work.

[24] points out that AI is becoming an innovation driver, especially for SMEs in the manufacturing sector. The literature introduces the idea of "work ability," focusing on workers' proficiency in carrying out tasks, which is crucial for effective AI deployment. Despite its importance, the intersection of AI and work capacity has received little scholarly attention. To promote employee-friendly AI adoption while addressing human factors, a multidimensional framework and a socio-technical AI support tool are offered.

2.METHODOLOGY

Systematic review framework

This study conducted a systematic evaluation of management and business studies using the PICO framework and PRISMA criteria [15]. This evaluation followed the 27-item PRISMA checklist and the four-stage flow diagram.

Search Strategy

Emerald Insight, Scopus, Springer LINK, JSTOR, ScienceDirect (Elsevier), SSRN, and EBSCO were some of the digital databases utilized in the systematic search. These databases were selected for their extensive coverage of peer-reviewed publications and lengthy histories in the subject. The search terms were "knowledge management and

artificial intelligence," "knowledge management and technology," "AI and its relationship with knowledge management," "integration of AI in knowledge management," and with "state of knowledge management from 2020 onwards." According to [5], this systematic evidence synthesis was unusual because it used a combination of database searches, hand searches, iterative referencing, and internet searches. While quantitative tools gathered general statistics, qualitative methods uncovered unique perspectives on how to best incorporate AI into KMSs.

Bibliometric Analysis

With an eye on quantifying AI's potential to aid organizations in efficient information and knowledge management, this study seeks to offer a comprehensive review of AI and KM.

An introduction to knowledge management and the knowledge cycle is necessary. To understand AI's impact on knowledge management systems, business performance, and knowledge diffusion, we conducted a bibliometric study. The researcher searching the Scopus database for relevant documents, using a search string composed of compound terms joined by AND/OR operations. The search included keywords such as "knowledge management, KM, artificial intelligence, information technology, relationship between KM & AI," "knowledge sharing," and "knowledge sources," and we used the All Fields option. While the study relied on Scopus, acknowledging the risk of excluding information from other databases, we conclude that the collected data is sufficient to depict the current state of research, identify areas of focus, and perform the additional analyses in this work. To conduct quantitative bibliometric research, this systematic literature review used the open-source bibliometrix R-package. Aria and Cuccurullo developed this R language package, which contains key algorithms for performing scientific mapping and statistical analyses. The latest versions of the bibliometrix R-package (2.0 and above), which include the Biblioshiny web interface app, provided an overview of AI integration into knowledge management systems. A Scopus search yielded 750 documents, offering insights into

this integration. The author's keywords (DE), used in the full-text (N=3248), are specific terms authors include to describe their work's focus. "Keyword plus" (ID), generated by Scopus with an N-value of 4870, expands on these terms. Collaboration was quantified by both authors per document (average number of authors per document) and coauthors per document (average number of appearances by authors per document). The study found an average of 4.652 citations and 0.45 years between publications, with a collaboration index of 4.13 and 4.23 co-authors per document.



Figure-1 : Most relevant resources

Source: Bibliometric Analysis (Biblioshiny).

The figure 1 shows the most relevant sources publishing research articles on the integration of Artificial Intelligence into Knowledge Management Systems, retrieved from Scopus for 2020 and beyond. IEEE Access leads with the highest number of documents (44), indicating its significant focus on AI and knowledge management. Lecture Notes in Computer Science follows with 26 documents, showing substantial contributions in this area. Applied Sciences (Switzerland) contributes 15 documents, highlighting its relevance. Other important sources include PervasiveHealth, Sustainability (Switzerland), and CEUR Workshop Proceedings, each contributing between 9 to 12 documents. Journals such as the International Journal of Information Management and Information Processing and Management also contribute significantly with around 9 to 8 documents. Additional sources like ACM Computing Surveys, Advances in

Intelligent Systems and Computing, and Automation in Construction provide 6 to 7 documents, underscoring their importance in this field. This graph highlights the key journals and proceedings in publishing research on AI integration into Knowledge Management Systems.

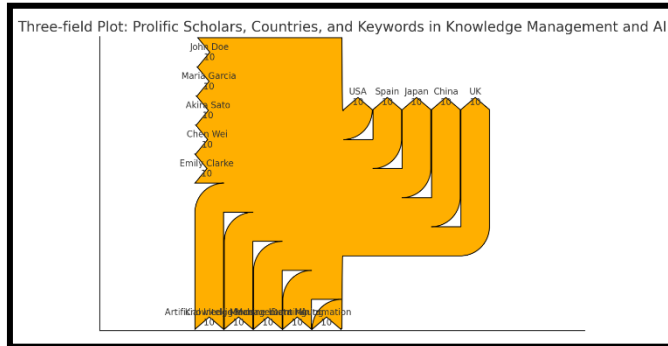


Figure 2: Three field plot

The figure 2 represents a Three-Field Plot, visualizing the relationships between prolific scholars, their countries, and key research areas in Knowledge Management and Artificial Intelligence. Scholars are shown on the left, connected to their respective countries in the middle, and research areas or keywords on the right. Lines indicate the associations between scholars and their countries, as well as between countries and research topics. The thickness of the lines reflects the strength of the connections, with thicker lines representing more prominent links between scholars, countries, and research areas. This plot provides insights into geographic trends and key contributors in specific research fields.

3.DISCUSSION

Leadership and Active Participation in Formulating a Strategy

With the support of senior, ethical, and fiscally responsible leadership, an enterprise-wide KM plan should be implemented as one of the most important components of KM growth. Various forms can be implemented by this KM method. One approach could be to zero in on one area of strength for the company (which could include a "greying" staff) and master it so that you can tap into knowledge both inside and outside the company, from your employees to your clients. One possible tactic could be to establish KM Project Offices inside the company. There are four distinct kinds of

knowledge management (KM) initiatives and their associated activities: knowledge sources, knowledge transfers, knowledge asset management, and infrastructure creation. One such strategy is to make the framework, ontology, and knowledge management tools available to all employees so that different departments or groups inside the firm can start their own knowledge sources. The World Bank employs this strategy, allocating between \$50 and \$60 million to 76 knowledge sectors in order to establish knowledge-based support desks and infrastructure in less developed nations.

Knowledge Management Infrastructure and the Necessity for a Chief Knowledge Officer or Equivalent:

A Chief Knowledge Officer (CKO) or an analogous position (such as Head of KM or Intellectual Capital Director) is also essential for know-how control. 70058 R. Y. Pai et al., along with a framework for managing organisational expertise. Based on data compiled by Arthur D. Little, 41 out of 500 Fortune 500 corporations employ some kind of Chief Knowledge Officer. This is clearly the case in the Big Five and other large consulting firms. Knowledge, expertise, and the CKO must all originate with him. This becomes even more valuable when the CKO possesses skills in creative IT, knowledge and change management, and business reengineering.

Requirement for Information Ontologies and Knowledge sources

Ontologies, within the realm of knowledge management, are specifications of discourse represented by a shared language. They provide the structural foundation, terminology, and linkages necessary to construct and improve information sources. Organisations must build knowledge ontologies to assure the standardisation and integrity of sources creation and development, as well as to promote the preservation and regulated expansion of these sources. To construct these sources of information, the methodologies may encompass a combination of active and passive knowledge compilation and distribution, as well as active and passive knowledge interpretation and dissemination. The passive compilation and passive analysis/dissemination involve employing a knowledge source as a record or archive that is accessed as

needed—individual workers contribute their learnt lessons, which are not systematically analysed or disseminated (i.e., no active study or distribution of lessons occurs). Another method involves active compilation coupled with passive evaluation and distribution, wherein the organisation endeavours to construct and enhance a knowledge library. The final method, referred to as the information pump, involves the active gathering and assessment/dissemination of information.

Methods and Resources for the Administration of Knowledge

These knowledge management frameworks include the knowledge sources described in the previous section. There has to be a thorough investigation of the user interface design problems. [8], the Multi-attribute Technological Accidents Database (MATA-D) employs a classification system that centres on the correlation between human errors and the elements that impact them, including cognitive functions, organisational factors, and technological factors. Some of these knowledge management systems employ techniques like GrapeVine, Autonomy, Topic, Open Text, Magic Solutions, Perspecta, InXight, and Infofinder (developed by Arthur Andersen), which is a smart agent that learns a user's information demands within a document source. Notes by Lotus seems like a groupware-based utility. There are a number of tools available for searching and visualising data, such as Infofinder, Autonomy, Topic, Open Text, and Magic Solutions. The fact that these tools are not knowledge management systems in and of themselves is crucial. Methods like these are useful for creating and refining knowledge management processes and technologies. 'Technology' is only one component of knowledge management. Building a "framework" for knowledge management calls for a synthesis of human resources, cultural norms, and technological capabilities.

Motivating the Exchange of Knowledge via Financial Rewards

There will inevitably be incentives to encourage the early implementation of such systems in order to guarantee their usage inside the organisation for knowledge management.

Buckman Labs of Memphis, Tennessee, originally offered monetary incentives to encourage the utilisation of its information management program, ECONOMSKA ISTRAZIVANJA 7059. As time has progressed, the utilisation has integrated into the company's artificial intelligence. Companies like Lotus and Andersen Consulting (now Accenture in Chicago, Illinois, USA) evaluate their employees' yearly performance reviews based on the amount and quality of knowledge they contribute to different knowledge sources and how that knowledge is used.

The Foundation of a Supportive Culture

'Informal' procedures, as opposed to 'formal' ways (reading books and documents, etc.), are believed to account for 70–80% of the learning. "Knowledge exchanges," sometimes called "knowledge fairs," were created by organisations like the World Bank and Johnson & Johnson to boost employee activities and knowledge sharing. The technological aspects of culture and knowledge must collaborate. It is also important to think about how to measure and evaluate the development of these knowledge management systems. The main and most fundamental source of knowledge creation is human interaction, and this process helps an organization's Knowledge Management to promote and enable that engagement. Therefore, it is recognised that AI can develop methods to gather, retrieve, and transfer the data more efficiently, effectively, and quickly. New and improved methods of creating and using knowledge may be possible as a result of its ability to process raw data and produce higher-level information. On the other hand, hybrid systems that mix neural networks with rule-based expert systems could be able to access embedded knowledge and function partially without a specific data set. These systems will most likely show their learning capabilities and improve their performance over time. Furthermore, the CBR technique can be illustrated using examples from documented experience, which can be found in the knowledge base. The system's capabilities could be further expanded, and the issue of bottleneck acquisition in relation to conventional KBES could be alleviated. When advocating for applications without a solid theoretical grounding, it can be very helpful. In the end,

it's important reiterating that these advances are not exclusive of one another and could potentially yield significant welfares when coupled in the right ways.

4.FUTURE IMPLICATIONS

Businesses can get a modest benefit over their contestants by applying KM as a business plan. Knowledge management (KM) has the ability to boost profits, reduce wasteful use of resources, raise savings, and dramatically improve user satisfaction when implemented properly [15]. Knowledge management (KM) helps establish a learning environment, which is beneficial to a business since it encourages and rewards individuals to learn new things, improve their existing abilities, and even take on leadership positions. To be more competitive, organisations must make significant adjustments to their strategy plan to better meet the demands of the local market. Integrating KM into the strategic configuration aids in comprehending the local environment of 7060 R. Y. PAI ET AL. by distinguishing between distinct institutions, determining the demands of entities, and determining consumer tastes and preferences. Source: Kot et al., 2021. There has been a faster-than-expected shift in the world's economies recently. In a fast-paced environment, whether it's on a local or global scale, companies require workers who can accurately recognise important pieces of information and expertise. Consequently, businesses can boost their production by strategically implementing KM.

5.LIMITATIONS

In today's digitalised environment, organisations are greatly hindered by their lack of use of AI and KM tools. It is clear that AI is moving slowly when it comes to providing support for KM within industries, as there are few AI solutions that integrate machine, human, and cloud interaction. On top of that, AI has the potential to be better utilised in KM, which would have far-reaching positive effects on organisations and businesses. Integrating AI and KM with respect to distributed knowledge and persons has thus been investigated and described in this article. The claim is that artificial intelligence (AI) does not aim to provide a one-size-fits-all answer to KM's business problems. Also, AI can't solve the problem of

tacit knowledge on its own and can't replace human intelligence.

6. CONCLUSION

The research shows that AI and information Management (KM) are closely connected. AI makes it possible for computers to learn, and KM gives people a way to improved organise and understand information. This synergy is very important for improving how organisations use information. Communication, trust, information systems, incentives, and organisational structure are among the important elements identified in the study that impact knowledge sharing inside organisations. These characteristics are critical for effective knowledge management and sharing. Also, combining AI with knowledge management systems has been shown to make business success a lot better. It's easier to get tools with AI because it's easier to share and manage information, which gives businesses an edge in the market. That being said, the study also stresses the need for more research on smart assistant systems, which can help society while also giving businesses a competitive edge. Researcher need to learn about this issue.

Finally, the findings imply that leadership and organisational structure are critical for successfully integrating AI into knowledge management techniques. Focussing on these elements might help organisations achieve consistent performance through efficient knowledge management. These findings provide insights into how AI might be effectively integrated into KM systems to improve organisational performance and knowledge management methods.

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