

Systematic Literature Review (SLR): Knowledge Management (KM) Processes and Artificial Intelligence (AI)

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Keywords: Knowledge Management (KM), Artificial Intelligence (AI), Knowledge Management (KM) Process, Knowledge Creation, Knowledge Sharing and Knowledge Utilisation.

Abstract: The purpose of this systematic literature review is to identify the gaps and limitations within Knowledge Management (KM) processes through the lens of Artificial Intelligence (AI). Using a systematic literature review methodology, 42 academic articles were identified and analysed through content analysis to examine how KM processes are addressed within AI-related research. The studies were thematically coded and categorised to uncover prevailing patterns and insights. The review finds that the integration of AI into KM is still in its nascent stages, with fragmented and evolving research. Five core themes emerged from the analysis: (1) AI and human collaboration, (2) Trust and ethics, (3) Ingenuity, (4) Organisational performance and (5) Information security. Each theme highlights both opportunities and challenges of AI within KM processes. In addition, the review identifies limitations within each theme and offers suggestions for future research. This paper provides a comprehensive overview of how AI intersects with KM processes and demonstrates the value of applying a systematic literature review to organise and explore this emerging area of research.

1 INTRODUCTION

Knowledge is recognised as a key organisational resource, with organisations actively orchestrating knowledge assets and processes to create, share and apply knowledge effectively (Olan et al., 2022, Alavi et al., 2024). Individuals exchange both tacit and explicit knowledge through experiences, skills, documentation and formal communication (Nonaka and Takeuchi, 1995). The role of Knowledge Management (KM) is to manage these knowledge resources efficiently (Jarrahi et al., 2023) and to facilitate the KM processes, namely knowledge creation, sharing and utilisation, which are essential for achieving a competitive advantage in today's complex environments (Heisig, 2009).

KM includes various processes, which involve a set of systematic functions designed to manage an organisation's knowledge effectively and enhance its performance (Sabherwal and Becerra-Fernandez, 2003). These KM processes include knowledge creation, acquisition, assimilation and sharing across the organisation, enabling informed decision-making

and intelligent action (Heisig, 2009). To meet KM objectives, these processes help establish a framework that supports the effective creation, sharing and utilisation of knowledge by both the organisation and its members (Dalkir, 2023). Heisig (2009) emphasised that the success of KM depends on the interplay between KM processes and contextual factors such as organisational culture, technology and leadership. For KM to be effective, these processes must work together in harmony. Heisig (2009) also identified the most common KM processes as knowledge creation, sharing, utilisation, identification and acquisition. These processes interact in a continuous cycle, influencing one another in an emergent rather than hierarchical manner (Alavi and Leidner, 2001).

Knowledge creation refers to the generation of new knowledge from both explicit and tacit sources (Nonaka, 1994). Knowledge sharing involves the exchange of information, ideas and experiences among individuals, teams and employees (Jarrahi et al., 2023). Knowledge utilisation is the application of knowledge after it has been created and shared,

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transforming it into action and value creation. (Wiig, 1993). Knowledge identity refers to a data analyst's self-perception of their knowledge, shaped by past experiences, current practices and future aspirations. This identity influences their ability to apply analytics for problem-solving effectively (Intezari et al., 2022). Knowledge acquisition is the process of identifying knowledge from internal and external sources and transforming it into a format that can be internalised or used effectively within the organisation (Gaines, 2004).

A Knowledge Management (KM) model outlines how knowledge is processed across departments within an organisation. This process facilitates knowledge flow and provides a framework for enhancing collaboration, teamwork and organisational learning (Heisig, 2009). The following section presents two KM models.

Nonaka's model of knowledge creation (Nonaka, 1994; Nonaka and Takeuchi, 1995) highlights the dynamic interaction between tacit and explicit knowledge within individuals and organisations. It consists of four modes: socialisation (tacit to tacit), combination (explicit to explicit), externalisation (tacit to explicit), and internalisation (explicit to tacit knowledge) (Nonaka and Takeuchi, 1995). The four modes of knowledge creation can be utilised to enhance an organisation's KM strategies, drive innovation, and foster learning with individuals and groups (Nonaka, 1994).

To manage organisational learning through KM processes, Alavi and Leidner (2001) created a model emphasising the role of KM processes. Their model included knowledge creation, storage/retrieval, transfer and application. Knowledge creation encompasses the internal and external development of new knowledge for the organisation. Knowledge storage and retrieval involve storing knowledge within an organisation to be effectively retrieved for future use. Knowledge transfer includes sharing knowledge within the organisation through formal meeting documentation and databases. Knowledge application is applying the knowledge to achieve organisational goals effectively in decision-making processes.

KM models illustrate how knowledge is managed and utilised at various stages within an organisation. The use of core KM processes such as knowledge creation, sharing and utilisation is fundamental for understanding how knowledge is effectively exercised in organisational settings (McAdam and McCreedy, 1999). These processes also support organisations in creating, sharing and applying knowledge to enable better decision-making and

more informed strategic choices in competitive environments (Rollett, 2012).

Technology such as artificial intelligence (AI) has transformed organisational contexts by offering new opportunities to enhance knowledge management (Jarrahi et al., 2023). For instance, AI impacts KM processes by generating new insights from explicit knowledge and assisting with problem-solving (Alavi et al., 2024). It can also extract, analyse and share knowledge from various data sources, thereby leveraging an organisation's knowledge assets and enhancing decision-making by converting data into actionable insights (Benbya et al., 2021, Rezaei et al., 2024). This encourages employees at all levels to collaborate, share and utilise information and insights produced by AI (Sumbal et al., 2024). For example, AI tools such as generative AI (GenAI) can act as co-creators alongside humans to support task execution, creativity and innovation (Benbya et al., 2021).

This provides a deeper understanding of how knowledge flows through the organisation and how it is embedded in both individual cognition and collective practices (Alavi et al., 2024, Alavi and Leidner, 2001). However, it is also disrupting traditional KM processes by analysing large datasets to generate knowledge more rapidly than conventional methods (Peters et al., 2024, Anthony et al., 2023). Despite these benefits, AI also presents risks, including algorithmic bias, ethical concerns and the potential erosion of tacit knowledge (Benbya et al., 2024, Alavi et al., 2024, Anthony et al., 2023). These risks underscore the importance of retaining expert insights within KM frameworks. (Alavi et al., 2024, Alavi and Leidner, 2001)

Although AI is increasingly integrated into business functions, its role within KM remains empirically underdeveloped. There is limited research exploring how AI influences the core KM processes of knowledge creation, sharing and utilisation (Anthony et al., 2023, Peters et al., 2024). Given the limited availability of existing studies, this research adopts a systematic literature review (SLR) to examine and understand the current state of the literature on AI within KM processes, with a specific focus on knowledge creation, sharing, and utilisation.

The central research question guiding this study is: *What is the current state of the literature on AI within KM processes, particularly in relation to knowledge creation, sharing, and utilisation?*

Through the systematic analysis of 42 academic articles published in high-quality journals, this study aims to identify key themes, highlight research gaps, and propose future directions for both theory and practice.

The following section presents a systematic literature review to understand the gaps in KM and AI and includes a research theme that emerged from the literature review.

2 METHODOLOGY

To identify and understand research gaps in AI within the field of KM as it relates to organisational aspects, this systematic literature review (SLR) aims to explore both known and unknown areas of KM processes and AI. The SLR was conducted following the methodological framework suggested by Tranfield et al. (2003), as themes were created to identify, code and analyse the articles.

The search strategy encompassed a thorough examination of a primary database using only the Web of Science, as this database provided the necessary journals for this search. The search was conducted using the following keywords: “knowledge management”, “artificial intelligence”, “knowledge transfer”, “knowledge sharing”, “knowledge creation”, “knowledge utilisation”, or “knowledge utilization” and “knowledge application” (presented in appendix). Within the research, only journals were selected for ranking in the ABS list with greater than or equal to two stars with selected fields, including Information Management, Innovation, General Management (Ethics, Gender and Social responsibility), Organisation Studies, and Entrepreneurship.

Articles were excluded that particularly on domains such as R&D, construction knowledge, audit technology, profit performance, gender, medical logistics, marketing analytics, grant prediction, scientific mobility, virtual teams, and invention growth were excluded.

The search initially identified **109** articles. After carefully evaluating each article's title, this number was reduced to **62**. After reviewing the abstracts to assess their alignment with the research objectives, only **42** articles were considered relevant (shown in appendix).

The following section reviews five themes of SLR to provide a deeper understanding of the gaps in the interdisciplinary field of KM and AI, as well as the connection between them.

Table 1: Keywords assembly structure.

Keywords Search	
1.	“artificial intelligence” and “knowledge management”
2.	“artificial intelligence” and “knowledge transfer”
3.	“artificial intelligence” and “knowledge sharing”
4.	“artificial intelligence” and “knowledge creation”
5.	“artificial intelligence” and “knowledge utilisation” or “knowledge utilization”
6.	“artificial intelligence” and “knowledge application”

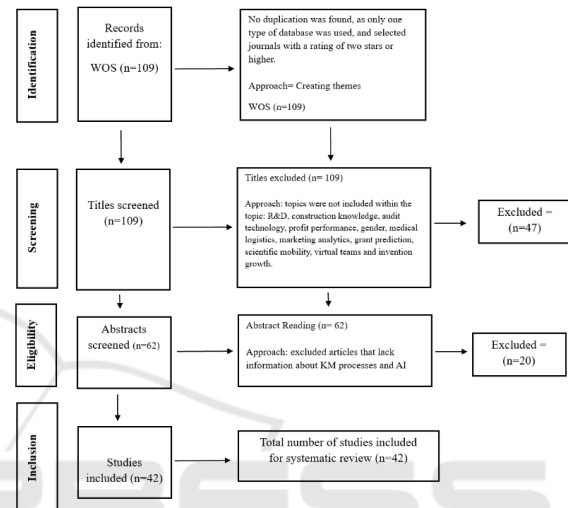


Figure 1: Flowchart of the sample selection process, as per (Kahale et al., 2021, Mengist et al., 2020).

2.1 Findings: Current State of the Knowledge in the Discipline of AI in KM Processes

The analysis utilised the classifications that emerged from the citation analysis. All 42 papers were classified independently according to 5 themes; each theme's details are explained below.

The results show a need for more empirical studies within the KM and AI disciplines. Of the 42 articles reviewed, the majority were quantitative studies (11) focusing on statistical analysis, followed by qualitative studies (8) providing deeper insights into experiences. Additionally, three mixed-method studies provided a clearer understanding of KM and AI. The review also included conceptual frameworks (3 articles) and literature reviews (17 articles), which were primarily based on editorial literature reviews (4 articles), literature reviews (3 articles), or systematic literature reviews (10 articles), identifying existing knowledge and highlighting future research gaps in KM and AI.

The articles used the following theories: knowledge-based view, resource-based view, dynamic capability theory, relationship marketing theory, systems theory and emerging theories related to knowledge augmentation and knowledge hiding.

Table 2: Summary of themes and sub-themes.

Themes	Sub-themes	Description	No. Articles
1) AI-individual collaboration	KM Models and organisational knowledge.	Articles view AI as a co-creator working alongside the individual and consider AI to have numerous cognitive skills necessary to improve productivity and create new knowledge for organisations processes.	16
2) Trust and Ethics		Articles raise concerns about AI in relation to trust and ethic.	10
3) Ingenuity	Innovation solutions and creativity	Article views ingenuity within organisational contexts as creativity and innovative thinking in problem-solving, providing new opportunities to improve organisational performance.	10
4) Performance		Articles view ways to improve the organisation's performance.	10
5) Information Security		Articles mention information security within AI systems to prevent knowledge from leakage.	2

Theme 1: AI-Individual Collaboration (16 articles)

These articles view AI as a co-creator working alongside the individual and consider AI to have numerous cognitive skills necessary to improve productivity and create new knowledge for organisational processes. The sub-themes are the KM model and organisational knowledge.

AI integration into the KM model, articles discussing the KM model with the integration of AI (6 articles).

Articles mentioning the KM model include KM processes using AI. The literature reviewed by Jarrahi et al. (2023) and Benbya et al. (2024) used the KM model for knowledge creation, sharing, storage/retrieval and application.

Jarrahi et al. (2023) recommended utilising AI to support KM processes. The article underscores the collaboration between AI and humans in organisational settings, emphasising that AI should enhance employees' skills rather than replace them. The article's main argument is that AI will enhance employees' expertise, provide a large amount of data and improve the efficiency of KM processes. On the other hand, Benbya et al. (2024) explained the role of GenAI and its implications for knowledge and creative work in fields such as design, writing, and innovation. GenAI is helpful for creativity and knowledge creation. Additionally, GenAI can work alongside employees to answer their enquiries, provide feedback, enable them to share knowledge, foster learning experiences, and aid the organisation's knowledge in decision-making and strategic planning.

GenAI is integrated within the KM model, particularly in the view of Alavi et al. (2024), who recommended using the KM processes of knowledge creation, transfer, utilisation, storage, retrieval and articulation of explicit implementation. GenAI helps to facilitate more comprehensive knowledge, and organisations must carefully manage technology integration with human insight to ensure ethical and accurate KM practices.

Nonaka's model of knowledge creation integrated human intelligence into AI processes to enhance learning and adaptability while augmenting organisational knowledge, thereby creating a "recursive theory of knowledge augmentation" (Harfouche et al. (2023)). The theory extends the traditional models of organisational knowledge creation with the integration of AI; with the knowledge creation model, the author used five new models of knowledge augmentation: Alimentation, Aggregation, Amplification, Reflection, and Fusion. This mode explains the collaboration of humans and AI reclusively to feed AI with human knowledge, learn from AI outputs, and interact between humans and AI to ensure that knowledge is explained and refined within the organisation.

AI is transforming organisational knowledge. Ardito et al. (2022) used absorptive capacity theory in a systematic review to explore how AI transforms KM in organisations, focusing on how knowledge is acquired, assimilated, transformed, and exploited across stages. Zhang et al. (2025), in their systematic review, explain how AI is influencing each dimension of the SECI model of knowledge creation (presented by Nonaka and Takeuchi (1996)), highlighting how AI accelerates the conversion of tacit to explicit

knowledge, enriches knowledge integration, and ultimately enhances innovation, decision-making, and organisational performance.

Organisational Knowledge: *articles discussing how AI changes organisational knowledge (10 articles).*

AI, particularly ML systems reduce the need for human interaction and organisations must understand the learning capabilities of the systems to align them with their strategies (Sturm et al., 2021). For example, ML has the potential to provide information for sales personnel to help with sales decisions, market knowledge, and assist with visual and written content (Paschen et al., 2020). Intelligent bots in KM have numerous important functions in collaborating with other stakeholders and supporting employees in their daily tasks. For example, mobile messaging apps implement bots to monitor conversations and provide recommendation services (Kane, 2017). Chin et al. (2024) explains in a conceptual paper, helps to recognise how organisational knowledge is shaped by the interaction between AI and human intelligence in managing cross-cultural knowledge. It aims to understand how humans and AI collaborate, conflict, and co-create knowledge in the context of humanitarian logistics.

Two studies (Shollo et al., 2022, Olan et al., 2022) showed the importance of RBV in investigating how businesses can create value and achieve a competitive advantage by leveraging AI. From a qualitative perspective, a study by Shollo et al. (2022) achieved an understanding of the business's capabilities using AI, as it helps the organisation to create new knowledge for the firm, make better decisions, and add value to the business strategies. This highlights how AI can orchestrate AI capabilities to create and sustain value within the organisation's strategies.

From a quantitative perspective, Liu et al. (2024) explored the influence of AI on the speed of internationalisation for firms from emerging markets, focusing on Chinese firms. The results show that AI has a positive impact on organisations' processes, improving their competitive advantage by global standards. However, research also noted that firms based in their home country, where reliance on market knowledge and practices may hinder the use of AI for international growth, may also benefit from AI. This provides a new perspective on how AI can help firms' KM emerge in new global markets, create a competitive advantage, and provide valuable insights by learning from the feedback.

There are numerous methods for investigating feedback loops in AI. One approach is to explore the role of knowledge brokers, who translate tacit

knowledge into explicit knowledge by coding the individuals' insights and experience, leading to new knowledge within the AI system to facilitate decision-making processes (Waardenburg et al., 2022). Fowler (2000) discusses how integrating human intelligence with AI can enhance problem-solving and user acceptance. Additionally, the research examines how AI systems codify tacit knowledge into actionable steps by finding, filtering, formatting, forwarding, and providing feedback knowledge to the Human-in-the-Loop AI, thereby supporting human decision-making. Kumar (2025) demonstrates the development of a dual-loop framework that influences the use of AI within KM to support better decision-making and continuous feedback. This framework encourages human-AI collaboration in the practice of automated, augmented, and supported decisions.

Limitations: While the existing literature provides insight into how AI affects organisational knowledge, there is still a need for broader research to understand its overall impact on knowledge-related practices. Further studies are needed to explore the evolving relationship between AI and human roles, including its influence on workplace dynamics, information flow, and the reliability of knowledge within organisations.

Theme 2: Trust and Ethics (10 articles): *These articles discuss AI in relation to trust and ethics.*

Creating tacit dimensions for AI is challenging. Sanzogni et al. (2017) highlighted four aspects that would have implications for research, which other researchers have since explored.

Firstly, there are ethical challenges to the knowledge of AI (Sanzogni et al., 2017). Benbya et al. (2024) discuss several ethical and practical concerns related to copyright infringement when GenAI creates text and other content, potentially using copyrighted material without permission. Additionally, GenAI can produce misinformation, which may lead to employees becoming overly reliant on AI. Issues of accountability and ownership are also raised, particularly regarding who holds rights to AI-generated content. Research by Rezaei et al. (2024) studied the ethical challenges in decision-making processes within AI in knowledge sharing, which helps to validate ethical challenges in the e-retail landscape. The author noted that privacy and data protection challenges, bias and fairness, and transparency and explainability are particularly significant in influencing decision-making processes.

Secondly, knowledge sharing in KM is challenging to measure with AI (Sanzogni et al., 2017). However, AI technology helps to facilitate explicit knowledge sharing rather than employees hiding the knowledge (Abubakar et al., 2019). Recent research has used AI to help capture explicit knowledge related to knowledge hiding. For example, managers could use AI to assess fairness among employees, allowing them to address issues quickly before they escalate (Abubakar et al., 2019). In this instance, AI has a positive impact by increasing the transparency of knowledge. Additionally, Di Vaio et al. (2020) discussed the role of AI in advancing sustainable business models through KM systems, noting that AI has the potential to support knowledge sharing across different countries. However, AI raises concerns about privacy and transparency, and policy support is needed to address these issues.

Thirdly, reliance on AI may reduce some social interactions, as AI-driven work activities will influence employees' social relationships by shifting interaction dynamics (Sanzogni et al., 2017). Jarrahi et al. (2023) and Benbya et al. (2024) while AI can assist in KM processes, it will reduce the social interactions and aspect of knowledge exchange knowledge between individuals. Evenly, AI supports collaborative roles like decision-making, and organisations need to have concerns about ethics, safety, and accuracy (Chanda, 2024).

Lastly, the relationship between AI and KM will affect the power relations in society, understanding the design of AI systems in terms of who designs and manages the knowledge sharing (Sanzogni et al., 2017). Trust in AI and knowledge sharing can be hindered when users lack an understanding of the AI systems. Transparency is essential to build user trust and facilitate effective knowledge sharing (Rezaei et al., 2024). The Trust Paradox highlights that a lack of transparency and public understanding of AI systems can hinder AI adoption. Addressing trust issues through factors such as reliability, transparency, association, reciprocity, and accountability can help balance knowledge and power, enabling broader trust in AI-generated knowledge (Nylund et al., 2023). Additionally, Chowdhury et al. (2022) examined the organisational dynamics of employee AI-collaboration in knowledge sharing, showing a positive relationship between employees' trust in AI systems and improved business performance.

Limitations: The existing studies acknowledge that tacit knowledge remains challenging to capture and integrate within AI systems. However, many of these studies are limited in scope, often focusing on

specific industries or relying primarily on quantitative methods. There is also a noticeable gap in the literature concerning ethical considerations related to AI in KM. Broader and more in-depth qualitative research is needed to gain a deeper understanding of these ethical challenges and their implications for AI-driven knowledge processes.

Theme 3: Ingenuity (10 articles): *The articles view ingenuity within an organisational context as the innovation and creativity to solve problems and create new opportunities that impact organisational performance.* The sub-themes include innovative solutions and creativity.

Innovative solutions: *Articles view innovative thinking in creating new problem-solutions to improve organisational performance (7 articles).*

AI offers new opportunities for enabling knowledge sharing among businesses that foster open innovation. Broekhuizen et al. (2023) investigate the challenges and opportunities of using AI in managing open innovation to enhance creativity, collaboration, and innovation between organisations. Hence, by creating new knowledge, AI helps the innovation strategy of firms by implementing shared knowledge to construct the creative process within open innovation. Additionally, AI can be viewed as a tool comprising a set of techniques that benefit both customers and firms. The article emphasises the need for further research to understand how AI tools can support the development of more innovative KM practices within organisations (Marvi et al., 2024).

AI can help with knowledge sharing, innovative communication, and facilitating knowledge-hiding on why employees are hiding knowledge in the organisations (Abubakar et al., 2019). Implementing AI can improve KM practices by facilitating communication processes within the organisation, as currently, there is no empirical research on understanding how communication practices between AI and the organisation's KM (Iaia et al., 2024).

AI acts as a tool to improve the KM of the organisation, as AI allows the acquisition, storage and utilisation of the data and knowledge within the organisation to help the employees with decision-making and take the required training to improve the employees' skills and knowledge on how to use AI effectively, as noted by Oppioli et al. (2023). Additionally, AI supports firms in achieving competitive advantages, which impacts the financial and non-financial performance (Bahoo et al., 2023).

AI such as ChatGPT can reshape KM: Sumbal et al. (2024) conducted a case study focusing on academics in Hong Kong to study how ChatGPT is

reshaping the KM paradigm. The research highlighted how ChatGPT is useful for checking knowledge bases, specifically explicit knowledge. Additionally, the article demonstrates how data and information help to improve decision-making and promote collaboration within different levels of the organisation. Tacit knowledge can be supported by knowledge sharing through ChatGPT, as it serves as a knowledge base for creating and disseminating knowledge.

Creativity: *Articles view AI creativity as providing new opportunities for organisation (3 articles).*

AI provides many creative solutions for managing knowledge. These include changing the dynamics of knowledge sharing on social media platforms, as AI offers innovative solutions by enabling quick responses and reducing wait times (e.g., through chatbots) (Ghouri et al., 2022). Similarly, Saviano et al. (2023) explained that integrating AI with customer service would influence the customer's handling of emotional and complex customer needs. Additionally, Botega and Silva (2020) studied AI to support KM in selecting creativity and innovation techniques during new product development, and noted that AI systems can improve creativity and innovation by providing more creative knowledge to the employees.

Limitations: While AI shows promise in enhancing innovation and creativity, the current literature provides limited insight into its broader impact on organisational knowledge culture and leadership practices. There is also a gap in understanding how AI influences human factors across different roles, organisational contexts and sectors. Further research is needed to investigate these areas in greater depth and better understand the broader implications of AI within organisational settings.

Theme 4: Performance (10 articles): *These articles view ways to improve the organisation's performance.*

One benefit of AI is that it solves complex problems and supports knowledge sharing for organisational performance. A recent study by Olan et al. (2022) investigated the role of AI and knowledge sharing on organisational performance. Results showed a positive relationship between AI knowledge sharing on organisational performance and organisational innovation, which can help employees make decisions and provide new opportunities. AI has the potential to improve team knowledge through sharing the mong among

employees and (Zhang et al., 2024) and supporting smarter, more efficient, and sustainable practices for organisations that invest in knowledge sharing systems (Al Halbusi et al., 2025). Similarly, Rodgers et al. (2023) found suggest that AI algorithms strengthen the transfer of knowledge and influence decision-making within the organisation. Armenia et al. (2024) demonstrate that AI helps companies gather, store, and utilise knowledge more effectively, which improves decision-making and maintains competitive advantage.

AI can be integrated in various ways, such as by incorporating it into human-computer technology. Additionally, it can be used to assess employee job satisfaction and performance, as noted Li et al. (2022), demonstrating positive impacts in these areas. Also, AI can be integrated into banking systems to encourage efficient knowledge to support decision-making, as explained by Mohapatra (2021). The integration of AI can improve services by automating repetitive tasks, allowing employees to do other tasks (Mohapatra, 2021), thereby saving time and improving labour efficiency and fairness (Li et al., 2022). Knowledge sharing allows the employees to interact with the AI system using verbal instructions, and allows AI to learn and update its feedback loop based on the data (Li et al., 2022).

AI is integrated into KM systems. Kumar (2025) explains that AI technologies integrated into KM systems within the healthcare sector may enhance clinical performance and patient satisfaction by improving diagnostic accuracy, supporting informed decision-making, and enabling healthcare providers to better understand and tailor services to patients' needs, thereby strengthening their value proposition. Lastly, AI can be integrated into the clothing business system, as mentioned in the article by Liu and Li (2022), An AI algorithm optimises production processes, enabling the clothing line to operate more efficiently and fostering a positive relationship between customer trust and the system.

Theme 5: Information Security (2 articles): *This theme discusses the articles on information security in AI systems to prevent knowledge from leakage.*

Creating knowledge from AI requires the content to be protected. Samtani et al. (2023) found the importance of investing in AI security systems to protect sensitive knowledge and data from potential cyber threats. Similarly, Sahay et al. (2021) highlight the importance of securing KM systems in AI to protect sensitive information from leaking and unauthorised access. Securing AI systems is essential from cyber-attack, and all organisations need to have

a security strategy to protect the AI systems from attack to ensure the privacy and integrity of the data; this strategy will help to create trust between the organisation and their stakeholders' confidence in transparency and explainability.

Limitations: The reviewed studies highlight the potential of AI to enhance organisational performance and strengthen security within knowledge management systems. However, there is still limited understanding of the risks and challenges associated with AI implementation. Further research is needed to explore how organisations are addressing these concerns, particularly in terms of safeguarding data and ensuring secure AI integration.

3 CONCLUSIONS

This systematic literature review explores the gaps at the intersection of AI and KM processes, with a focus on knowledge creation, sharing (both tacit and explicit), and utilisation within organisations. A thematic analysis of 42 academic articles helped identify key gaps in the literature, leading to the emergence of five core themes: AI–individual collaboration, trust and ethics, ingenuity, organisational performance, and information security. While AI has the potential to enhance KM processes (Alavi et al., 2024), it also presents significant challenges, including algorithmic bias and ethical concerns (Alavi et al., 2024; Anthony et al., 2023; Benbya et al., 2024).

The findings present both opportunities and challenges that AI introduces within KM processes. Opportunities include improving employees' daily tasks (Paschen et al., 2020), and enhancing knowledge sharing between organisations and customers by improving the overall customer experience (Kane, 2017). AI also enables the creation of new knowledge and opportunities for organisations (Olan et al., 2022; Shollo et al., 2022), thereby helping them gain a competitive advantage within their industries (Liu et al., 2024) and fostering open innovation (Broekhuizen et al., 2023).

However, AI also raises concerns such as ethical transparency (Jarrahi et al., 2023), trust (Sanzogni et al., 2017), and the risk of providing misinformation to customers (Alavi et al., 2024). Additionally, the literature remains limited in empirical research and shows a degree of industry-specific bias, revealing clear gaps in current knowledge.

This review underscores the importance of understanding the existing body of literature within

the interdisciplinary field of AI and KM frameworks, and the need to adopt novel research approaches.

Future research should adopt both quantitative and qualitative methods to better examine the complexities of AI–human collaboration across industries and to address the ethical challenges in AI-driven knowledge management processes. By doing so, scholars and practitioners can foster a more intelligent and ethical knowledge culture that leverages AI effectively for both short- and long-term organisational learning and innovation.

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