

Knowledge Management Meets Artificial Intelligence: A Systematic Review and Future Research Agenda

Maayan Nakash^{1,2} and Ettore Bolisani¹

¹ Department of Management and Engineering, University of Padova, Vicenza, Italy

² Department of Management, Bar-Ilan University, Israel

Maayan.Nakash@biu.ac.il

Ettore.Bolisani@unipd.it

Abstract: In the complex mosaic of the digital age, the tactical incorporation of artificial intelligence (AI) within knowledge management (KM) is revealed as a central business component of technology management. The current study aims to clarify the intersection between KM and AI in organizational contexts. Specifically, this paper represents a preliminary step to investigate the potential impacts of AI on KM research and practice. Building on a database we created from Scopus, we shine a spotlight on trends in pertinent peer-reviewed scientific articles published in the last decade (2013-2023) on the KM-AI nexus. In addition, the paper presents an extended systematic analysis of literature, which synthesizes theoretical and empirical works conducted to date on this topic. Through a review of the available studies, we strive to shed light on effective KM frameworks and strategies in the era of AI. As extant research in the literature is largely theoretical, we propose to conduct empirical research on AI technologies in core KM processes such as acquisition, documentation, sharing, and application of knowledge. In addition, we recognize that the challenges and barriers to implementing AI in KM systems are not in focus and deserve to ignite further research. The anticipated contributions from such inquiries promise not only to augment the corpus of knowledge within the discipline, but also to furnish KM practitioners with the insights necessary for the crafting of efficacious systems. This research marks the advent of a transformative scholarly epoch, wherein the harmonious integration of KM and AI emerges as the bedrock of organizational ingenuity and strategic acumen. It distinguishes itself from prior works by pinpointing knowledge gaps in the synergy between disciplines and underscores the imperative for future research to bridge these lacunae.

Keywords: Artificial Intelligence, Cognitive Computing, Machine Learning, Knowledge Management, Knowledge-Driven Organizations

1. Introduction

Knowledge management (KM) has been recognized for decades as a key component of business strategies for organizational success (Al Mansoori et al. 2020; Bolisani and Bratianu, 2018; Jallow et al. 2020). It is identified as “the process of creating value from an organization’s intangible assets” (Liebowitz 2004, p.4). Sometimes it is associated with a formal approach to governing the creation, transfer, retention, and use of a firm’s explicit and tacit knowledge resources (O’Leary 1998) while other times it is simply an informal or “emergent” approach (Bolisani et al. 2016). KM is now a pervasive attitude that integrates concepts of information technology, computer science, organizational behavior, human resource management, strategic management, and more (Bolisani et al. 2023; Edwards and Lönnqvist 2023; Liebowitz 2001).

Technology is often seen as a key element of KM since it enables better knowledge flow facilitation (Nakash and Bouhnik 2022). For this reason, the rapid upsurge of widespread artificial intelligence (AI) applications can have a tremendous impact on how we see KM and KM processes (KMPs). AI leverages computational techniques for machine learning (ML) and has been widely adopted across various domains (Sanzogni et al. 2017). Simply put, AI refers to instilling intelligence into autonomous machines, aiming to enable the performance of tasks requiring human cognition. That is, AI attempts to mimic functions like human learning, decision-making, and problem-solving (Jallow et al. 2020; Sanzogni et al. 2017; Vadari and Desik 2021).

AI is considered one of today’s most disruptive technologies. Its benefits have been assessed in terms of improved outputs, amplified innovation, and greater profitability (Yigitcanlar et al. 2020). Moreover, AI is a powerful competitive tool (Jackson 2019) with significant business impacts (Malik et al. 2023). It can optimize diverse processes, reducing labor requirements and increasing efficiency (Mishra and Pani 2021). Consequently, AI can disrupt today’s KM landscape by providing an integration of the two extreme views of KM: one that sees KM as a substantial technological challenge, where the new systems can process structured explicit knowledge in a highly efficient way; and the other that describe the core KM challenge as that where humans need to create, handle, and effectively share their tacit knowledge components. Indeed, even in the history of companies that intensively use KM (Bolisani et al. 2016), there has often been a struggle to combine these opposite views that represent two sides of the same coin. Today, AI presents the opportunity to ultimately and conclusively integrate the technological and human viewpoints within the field of KM.

At the same time, effective KM can enhance the potential of AI to achieve better business performance compared to competitors (Leoni et al. 2022). In fact, AI has been deemed to “desperately need KM” (Edwards and Lönnqvist 2023, p.914). On the other hand, since the 2000s AI has been recognized as potentially catalyzing core KM tenets (Liebowitz 2001). Practitioners have predicted that it will shape knowledge creation and consumption, transforming the KM discipline (Nakash and Bouhnik 2021). However, the connections between KM and AI remain unclear in research (Jallow et al. 2020; Renukappa et al. 2020). In other words, as is affirmed in some recent papers (Zbucnea et al., 2019; Bencsik 2021), the literature is still poor in studies that deal with the theoretical and practical validity of the connection points between the two fields.

Acknowledging the lack of focus on the KM-AI nexus, our exploratory, techno-centric study aims to elucidate this intersection in organizational contexts and to reveal cross-disciplinary synergies. To provide significant insights on this subject, we have delineated two key objectives: (1) Identify trends in current peer-reviewed publications at the nexus of KM and AI; (2) Synthesize relevant theoretical and empirical works via a systematic literature review (SLR). These goals were accomplished through the utilization of popular scientific database, enabling us to identify knowledge gaps in the literature and propose promising avenues for further inquiry. The methodology is based on two steps: first, a quantitative bibliometric analysis of papers published in the last decade and indexed in the Scopus citation database, to reveal main trends and provide a basic classification of articles; second, a qualitative analysis of selected articles, to provide insights into the missing gaps and the directions of research.

The scope of this paper encompasses a comprehensive consideration of AI technologies. While AI has been a topic of discussion for decades, it is only recently that its pervasive potential in the business domain has begun to be fully realized; mainly due to the emergence of Gen-AI, large language models (LLMs), and related applications that are, today, readily available to a broad market. This emergence has prompted a closer scientific investigation of AI’s relationship with KM. In any case, since there are still different categories of AI systems and applications, we prefer to adopt an inclusive approach that deliberately refrains from focusing on any singular technology or distinct AI implementation.

2. Materials and Methods

To address the first objective of elucidating publication patterns, we utilized the Scopus scientific database, which is a highly reputable digital database providing inclusive, extensive coverage and advanced search and filtering capabilities. Launched in 2004 by Elsevier, it is a worthy alternative competing with the monopoly established by Web of Science (WoS) (Abrizah et al. 2013; Meho and Yang 2007) and for this reason, is often used for a systematic analysis of the scientific literature. Scopus offers accessible and comprehensive coverage of lead journals across scientific disciplines, including in the management, organization, and technology fields.

An initial search for “knowledge management” AND “artificial intelligence” in titles, abstracts, or keywords yielded 4,029 records across books, reports, and conference papers. Our inclusion criteria specified only English, peer-reviewed journal articles, leaving 949 results. Specifically, we ran this Scopus query: TITLE-ABS-KEY (“knowledge management” AND “artificial intelligence”) AND (LIMIT-TO (LANGUAGE , “English”)) AND (LIMIT-TO (DOCTYPE , “ar”)). To obtain a contemporary portrait, search results were limited to the past decade (2013-2023).

Regarding the second research objective, we aspired to provide a general perspective on previous works that discussed the application of AI technologies to KM in organizations. By accumulating theoretical and empirical publications, we implemented the SLR protocols that are often used in management and organizational research (Denyer and Tranfield 2009). The systematic review was performed without constraints on document types or publication timeframes, except for an English language filter.

Our search strategy was achieved in two sequential steps. First, we identified readily accessible scientific articles that were highly ranked on the list of most-cited publications in these subject areas. We also used relevant keyword combinations in title and abstract fields, harnessing Boolean operators and adjacency functions to optimize results. After that, we read the publications' abstracts and if the content was considered relevant, we reviewed the full text to consider its inclusion in the final qualitative analysis. That is, a text analysis methodology was employed to further refine the selection of pertinent literature. This expansive purview enabled a broad synthesis of conceptual models, existing frameworks, empirical findings, and analytical methodologies to thoroughly map the scholarly territory. By reviewing available studies, this paper elucidates effective KM frameworks and strategies in an era of AI.

3. Results

This section presents the core findings of our research, organized into two critical segments: The first, detailed in sub-section 3.1, refers to a bibliometric analysis, while the second, described in sub-section 3.2, to the results of a textual analysis.

3.1 Bibliometric Analysis

Limiting the analysis to the last decade, the results revealed that from 2013 to 2023, 572 articles were published at the KM-AI intersection, of which, as of February 2024, 534 were in the final version and 38 were articles “in press”. Increased interest has been found in combining these fields, with an exponentially consistent upward trend in the last four years. Within a decade there was an acute increase in the number of articles (from 25 articles in 2013 to 136 in 2023). The results also reveal that between 2022 and 2023, when advanced AI applications (such as ChatGPT, Gemini, Midjourney, Leonardo AI, and Claude AI) burst into our lives, there was a tremendous increase of approximately 1.5 times in publications under KM-AI (see **Figure 1**).

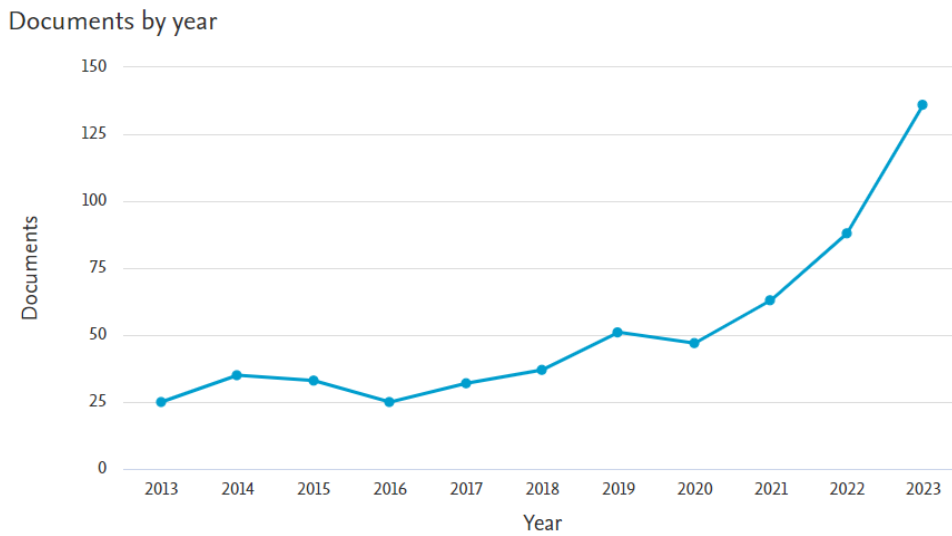


Figure 1: Segmentation of the articles dealing with KM and AI according to years

The two leading fields are “hard” sciences: computer science (n=363, 30.5%) and engineering (n=207, 17.4%). Articles classified under business, management, and accounting (n=117, 9.8%) ranked third (see **Figure 2**).

Documents by subject area

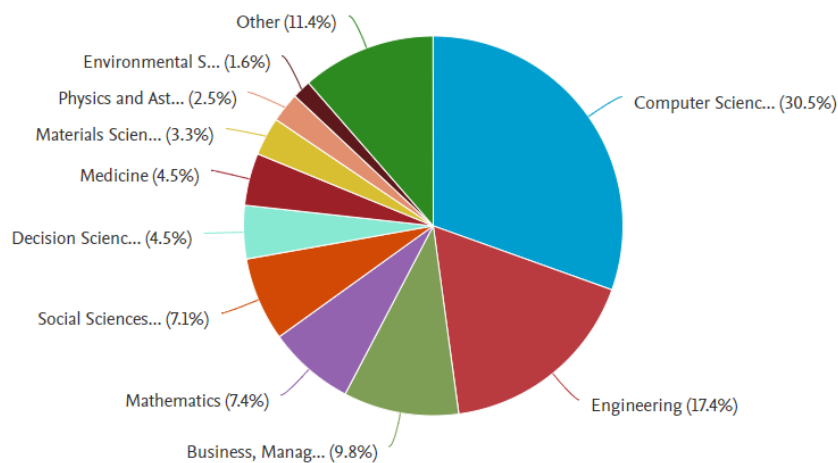


Figure 2: Segmentation of the articles dealing with KM and AI according to areas of expertise

Regarding the academic journals, the articles published in IEEE Access appear most often (n=19). The three journals, known for their specific focus on KM, which led in publications are “Knowledge-Based Systems” (n=9), “Knowledge Management Research & Practice” (n=6), and “Journal of Knowledge Management” (n=6).

The most cited article was published in “Knowledge-Based Systems” by Lu et al (2015) and deals with transfer learning using computational intelligence. An overview of the citations of the 572 articles retrieved on KM and AI revealed that throughout the decade there was a constant consistent increase, with the articles being cited 3,109 times in 2023 alone (see **Figure 3**).

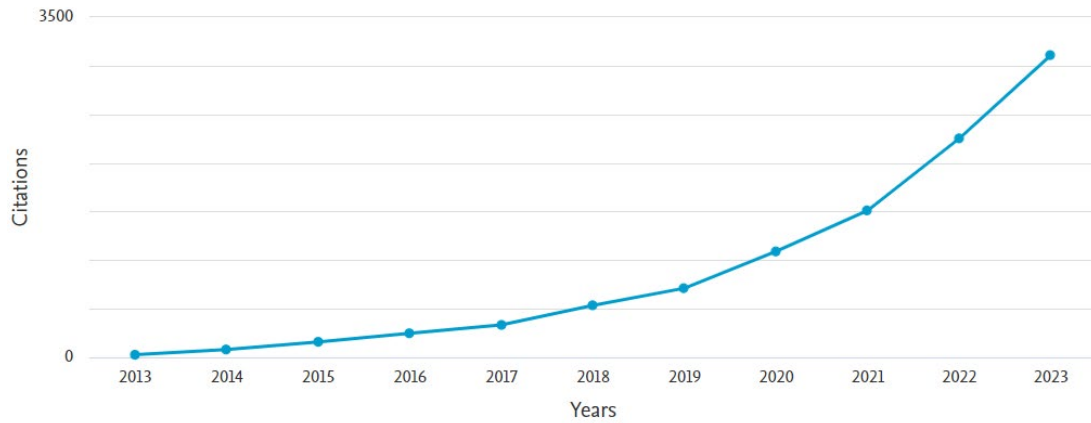


Figure 3: Segmentation of the articles dealing with KM and AI according to the number of citations

The main contribution to the body of knowledge on KM-AI in the last decade came through authors from China (n=120), the United States (n=109), and the United Kingdom (n=55) (see **Figure 4**).

Documents by country or territory

Compare the document counts for up to 15 countries/territories.

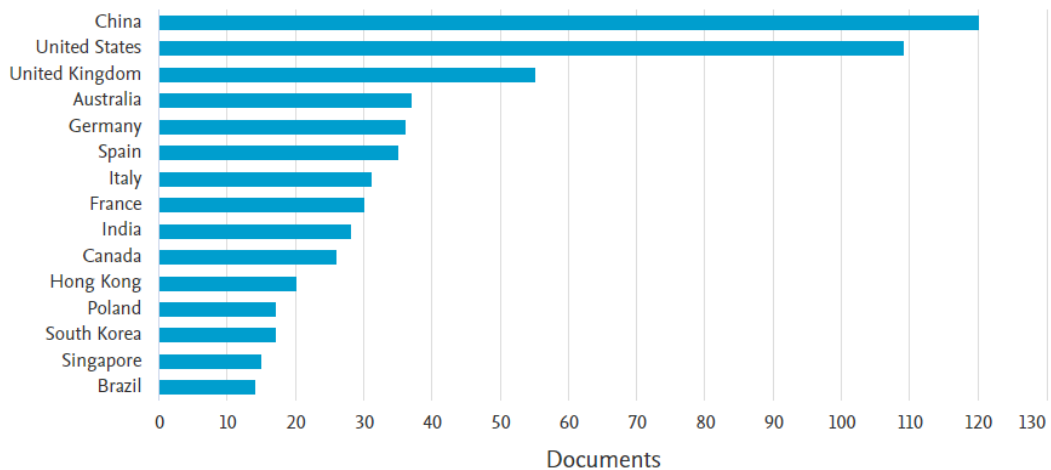


Figure 4: Segmentation of the articles dealing with KM and AI according to authors' countries

The top five keywords provided to the 572 articles in the last decade are “knowledge management” (n=494), “artificial intelligence” (n=407), “learning systems” (n=113), “machine learning” (n=94), and “decision making” (n=83) (see **Figure 5**). Not considering the two initial all-encompassing words (KM and AI), the first in the rank that directly refers to the typical KM keywords is “knowledge transfer”, only in the ninth place. In addition, few KM-related terms appear in the list. In general, based on the keyword analysis, it may be said that the majority of articles tend to adopt more of a technical perspective.

<input type="checkbox"/>	Knowledge Management	494
<input type="checkbox"/>	Artificial Intelligence	407
<input type="checkbox"/>	Learning Systems	113
<input type="checkbox"/>	Machine Learning	94
<input type="checkbox"/>	Decision Making	83
<input type="checkbox"/>	Decision Support Systems	82
<input type="checkbox"/>	Human	71
<input type="checkbox"/>	Article	69
<input type="checkbox"/>	Knowledge Transfer	65
<input type="checkbox"/>	Knowledge Based Systems	55
<input type="checkbox"/>	Deep Learning	50
<input type="checkbox"/>	Humans	49
<input type="checkbox"/>	Data Mining	45
<input type="checkbox"/>	Semantics	43
<input type="checkbox"/>	Transfer Learning	37
<input type="checkbox"/>	Learning Algorithms	35
<input type="checkbox"/>	Natural Language Processing Systems	30
<input type="checkbox"/>	Ontology	27
<input type="checkbox"/>	Machine-learning	25
<input type="checkbox"/>	Information Management	25

Figure 5: Segmentation of the articles dealing with KM and AI according to keywords

3.2 Textual Analysis: SLR Outcomes of Previous Works Discussing the Interplay Between KM and AI

In this section, we illustrate a classificatory analysis of key papers analyzed, to delineate the predominant perspectives at the intersection of AI and KM. This makes it possible to draw a picture of the state-of-the-art of literature on the selected topic and detect the current research directions.

3.2.1 Knowledge as an Interweaving Factor

The core concept of “knowledge” is the main linkage between the two fields of study, as can be expected. Considering that both are multidisciplinary in nature and intensively bound to knowledge, KM and AI are intuitively linked (Bencsik 2021; Cantu-Ortiz 2021; Jarrahi et al. 2023; Taherdoost and Madanchian 2023; Zbucha et al. 2019). KM provides a conceptual platform for a better understanding of knowledge, while the second gives machines the ability to learn, create and use knowledge (Mohammad et al. 2022; Pai et al. 2022). Given that, since the revolutionary development of AI, humans are no longer seen as the sole source of knowledge in organizations (AlGhanem et al. 2022).

To enhance business competitiveness and organizational effectiveness, many companies still look for ways to improve their KM practices (Al Mansoori et al. 2020). The novelty is that AI is being presented as a key building block for the development of “advanced” KM (Kai and Yingxin 2022). Furthermore, it has been characterized as changing the way knowledge is handled (Taherdoost and Madanchian 2023). Various AI technologies, such as robotics, computer vision, and voice recognition, have a high potential to fertilize organizational KM (Cantu-Ortiz 2021). Their abilities may contribute to raising KM to the next level (Al Mansoori et al. 2020).

3.2.2 *The Potential of AI to Improve KMPs*

KMPs are one of the constitutional elements of the KM field. Although there are variations, four key KMPs can be identified in the literature: acquisition, documentation, sharing, and application of knowledge (Lei and Wang 2020; Scarso and Bolisani 2023). Previous studies examined how knowledge flow processes affect AI systems (AlGhanem et al. 2020). However, a minority of researchers have explored the inverse correlation in-depth. In a survey conducted in Italy with 120 senior executives, it was found that AI adoption has positive effects on the effectiveness of KMPs in manufacturing firms (Leoni et al. 2022). In a qualitative study conducted with 10 managers in the UK construction industry, the researchers concluded that AI technologies can be built and used to assist KMPs that businesses have already implemented (Jallow et al. 2020).

Thanks to the capabilities of AI to create new knowledge, integrate existing knowledge, determine relationships between contents, help in the search, and distribute knowledge to users, modern organizations can rely on AI mechanisms to enhance KMPs (Alghanemi and Al Mubarak 2022; Al Mansoori et al. 2020; Kovačić et al. 2022; Lei and Wang 2020; Leoni et al. 2022; Mohammad et al. 2022; Zhou 2022). A special case is the conversion of tacit to explicit knowledge. It has long been appreciated that smart technologies might close the gap between codification and collaboration (Sanzogni et al. 2017). Considering that the vast majority of a firm's intellectual assets is knowledge in the minds of employees (Nemati et al. 2002), the implementation of AI may provide new ways of knowledge sharing (Gurian et al. 2023).

3.2.3 *Smart Systems for KM*

A knowledge management system (KMS) is a platform for implementing KM (Zhou 2022), which includes a combination of information technologies to capture, organize, transfer, and distribute knowledge (Al Mansoori et al. 2020). KMSs are designed to support intra-organizational business processes based on KM. Their recent progress based on AI is of great interest, particularly the application of human-simulate cognitive computing capabilities (Nakash and Bouhnik 2022). The accelerated pace of technological progress dictates organizational practices to introduce these advanced contemporary technologies (Bencsik 2021). Applications such as user profile identification, pattern matching, and sentiment analysis have received high attention given the automation of KM practices (Al Mansoori et al. 2020).

One of the main goals of KM policies is to make corporate knowledge more available and accessible to employees. Therefore, businesses struggle to adopt efficient KMSs (Taherdoost and Madanchian, 2023). The AI-oriented KMS adds additional features to the traditional KMS approaches (Sundaresan and Zhang 2022). Based on the premise that AI can allow quick access to relevant and high-quality knowledge (Jallow et al. 2020; Pai et al. 2022), thereby supporting informed decision-making (Bencsik 2021), intelligent virtual agents are being proposed as support in search and retrieval of knowledge from KMS (Liebowitz 2001; Malik et al. 2023).

3.2.4 *Adoption of AI in Terms of KM*

AI includes a lot of different applications, ranging from expert systems to virtual reality (VR), from natural language processing (NLP) to visual recognition (Cantu-Ortiz 2021; Jackson 2019). However, it is the recent appearance of powerful generative AI tools that is leading to a new potentially disruptive era of organizational KM (Alavi et al. 2024). Gen-AI applications, built on LLMs, are becoming common in the daily activities of many people (Makridakis et al. 2023), although the real scope and usefulness of their adoption in the business environment have not yet been clarified (Mishra and Pani 2021; Zbucheá et al. 2019). AI can play a meaningful role in enriching and strengthening KMSs: these can be significantly enhanced with AI technologies (Vadari and Desik 2021) and thus facilitate knowledge work (Sundaresan and Zhang 2022).

There are, however, several criticalities. First, knowledge workers' perception of intelligent robots as a real occupational threat to their career path can lead to efforts of "knowledge hiding" by employees who can be afraid of sharing their precious knowledge (Arias-Pérez and Vélez-Jaramillo 2022). In addition, although the burgeoning transformation in this field hints at an immense opportunity for firms, there is still a lack of understanding of how to appropriate business value from the nascent technology – which explains the existing gap between potential and actual AI adoption (Mishra and Pani 2021). More specifically, the strengthening of AI for KM in organizations is relatively limited. AI algorithms are considered slow in their approach to providing KM support in industries. Furthermore, it has been recognized that AI-based technology alone does not necessarily solve the KM problems of companies (Pai et al. 2022).

4. Critical Issues and Future Directions

The bibliometric analysis and the findings of the SLR indicate that AI in the context of KM is a developing field of research. However, there is still a real need for joint and converging research work in both fields (Cantu-Ortiz 2021; Malik et al. 2023; Sanzogni et al. 2017). In fact, the comprehensive landscape review exposed critical blind spots in the meeting between KM and AI. By mapping the scholarly discourse, this paper identifies overlooked yet important directions ripe for future investigation. Based on the results, we outline below some high-potential avenues to spark progress in follow-up studies.

First, very few empirical studies have been conducted to date to deepen the understanding of the potential symbiosis between KM and AI. Specifically, the SLR shows that most works in these fields were mainly theoretical (e.g., Al Mansoori et al. 2020; Bencsik 2021). One gets the impression that even when empirical research has been done, it has a narrow perspective limited to specific industries (Jallow et al. 2020; Leoni et al. 2022; Renukappa et al. 2020). Furthermore, the usage of AI capabilities for KM tasks has only been examined in outdated reviews (Birzniece 2011). KM research on AI is required to keep pace with digital transformation. Integrating AI into KM strategies may improve business performance and support value creation, but researchers need to empirically explore this fruitful area using quantitative, qualitative, or mixed methods to enhance understanding of the KM-AI nexus.

Second, despite AI's clear potential for positive organizational change, little research examines how it can be practically linked to KM (Renukappa et al. 2020). While studies have analyzed how KMPs can affect AI systems (AlGhanem et al. 2020), the opposite relationship remains unexplored. A minority of works have highlighted AI's de facto impacts on organizational KM (Al Mansoori et al. 2020), even as its technologies are recognized to promote KM practices (Jallow et al. 2020). Mohammad et al. (2022) highlighted the need for research clarifying the connections between KM and AI techniques. Specifically, the literature lacks professional recommendations outlining supportive AI approaches (Bencsik 2021). Empirical research is needed to illustrate how AI can benefit the specific core KMPs which, being different in nature, can require different AI tools and approaches. Integrating AI with KMPs involves strategic themes like knowledge use, learning organizations, value generation from knowledge, and business process changes.

Third, while technology presents opportunities, it also poses considerable challenges (Makridakis et al. 2023; Malik et al. 2023; Mishra and Pani 2021; Nakash and Bouhnik 2022). There are still limitations to the application of AI to KM (Al Mansoori et al. 2020). Insufficient AI adoption can hinder organizational progress in an increasingly digitized world (Pai et al. 2022). As AI is expected to soon support KM across sectors (Taherdoost and Madanchian 2023), research on its usage scope is needed to benefit KM in diverse industries. Barriers like resource constraints, inadequate infrastructure, resistance to automation, and change difficulties can impede emerging technology adoption. Although AI would clearly benefit KM (Zhou 2022), it is vital to investigate hindrances from human, cultural, technological, financial, ethical, and regulatory perspectives.

5. Conclusion

We recognize the potential for bias inherent in our literature selection strategy for the bibliometric analysis and SLR. However, this paper, which represents a preliminary analysis on the topic, makes new contributions by mapping the scholarly landscape relating to the integration of KM and AI. We outlined the current and potential AI contributions to organizational KM to highlight the most promising research areas. Since AI disruptions in KM remain largely unexplored in corporate settings, some potentially fruitful future research directions emerge, which we have elaborated on in detail within this paper.

Especially, there is a need for empirical studies that deepen our understanding of AI benefits for KMPs in the real life of companies, as well as the challenges and implementation barriers. Gaining valuable insights into these areas is vital for designing AI technologies that facilitate, support, and promote organizational KM excellence. Building on this foundation, this article distinguishes itself from previous literature reviews by providing not only a pioneering synthesis of the integration of KM and AI, but also offering an updated and forward-looking perspective that serves as a beacon for subsequent empirical investigations.

References

- Abri zah, A., Zainab, A.N., Kiran, K. and Raj, R.G. (2013) "LIS journals scientific impact and subject categorization: a comparison between Web of Science and Scopus", *Scientometrics*, Vol 94, pp 721-740.
- Al Mansoori, S., Salloum, S. A. and Shaalan, K. (2020) "The impact of artificial intelligence and information technologies on the efficiency of knowledge management at modern organizations: a systematic review", *Recent advances in intelligent systems and smart applications*, pp 163-182.
- Alavi, M., Leidner, D.E. and Mousavi, R. (2024) "A Knowledge Management Perspective of Generative Artificial Intelligence", *Journal of the Association for Information Systems*, Vol 25 No.1, pp 1-12.
- AlGhanem, H., Shanaa, M., Salloum, S. and Shaalan, K. (2020) "The role of KM in enhancing AI algorithms and systems", *Adv. Sci. Technol. Eng. Syst. J*, Vol 5 No.4, pp 388-396.
- Alghanemi, J. and Al Mubarak, M. (2022) "The Role of Artificial Intelligence in Knowledge Management", In *Future of Organizations and Work After the 4th Industrial Revolution: The Role of Artificial Intelligence, Big Data, Automation, and Robotics* (pp 359-373), Cham: Springer International Publishing.
- Arias-Pérez, J. and Vélez-Jaramillo, J. (2022) "Understanding knowledge hiding under technological turbulence caused by artificial intelligence and robotics", *Journal of Knowledge Management*, Vol 26 No.6, pp 1476-1491.
- Bencsik, A. (2021) "The sixth generation of knowledge management—the headway of artificial intelligence", *Journal of International Studies*, Vol 14 No.2, pp 84-101.
- Bolisani, E. and Bratianu, C. (2018) "Knowledge and strategy formulation in a turbulent world", in: *Emergent Knowledge Strategies: Strategic thinking in knowledge management*, pp 117-145, Springer, Cham.
- Bolisani, E., Scarso, E. and Kassaneh, T.C. (2023) "The Pervasive Identity of Knowledge Management: Consolidation or Dilution?", In *The Future of Knowledge Management: Reflections from the 10th Anniversary of the International Association of Knowledge Management (IAKM)* (pp 23-45), Cham: Springer Nature Switzerland.
- Bolisani, E., Scarso, E. and Giuman, L. (2016) "Knowledge management in client–supplier relationship: emergent vs deliberate approach in small KIBS", *Knowledge Management Research & Practice*, Vol 14 No.2, pp 178-185.
- Birzniece, I. (2011) "Artificial intelligence in knowledge management: Overview and trends", *Computer Science (1407-7493)*, Vol 46.
- Cantu-Ortiz, F.J. (2021) "Knowledge management and artificial intelligence analytics: A bibliometric study of research trends", *A Research Agenda for Knowledge Management and Analytics*; Edward Elgar Publishing: Cheltenham, UK, pp 67-88.
- Denyer, D. and Tranfield, D. (2009) "Producing a systematic review", In Buchanan, D.A. and Bryman, A. (Eds), *The SAGE Handbook of Organizational Research Methods*, SAGE Publications Ltd, London, pp 671-689.
- Edwards, J. and Lönnqvist, A. (2023) "The future of knowledge management: an agenda for research and practice", *Knowledge Management Research & Practice*, Vol 21 No.5, pp 909-916.
- Gurian, G., Bolisani, E. and Kirchner, K. (2023) "Virtual Reality for Supporting Knowledge Sharing: An Exercise of Technology Assessment", In *European Conference on Knowledge Management*, Vol 24, No.1, pp 477-485.
- Jackson, P.C. (2019) *"Introduction to artificial intelligence"*, Courier Dover Publications.
- Jallow, H., Renukappa, S. and Suresh, S. (2020) "Knowledge management and artificial intelligence (AI)", In *ECKM 2020 21st European Conference on Knowledge Management* (p.363), Academic Conferences International Limited.
- Jarrahi, M.H., Askay, D., Eshraghi, A. and Smith, P. (2023) "Artificial intelligence and knowledge management: A partnership between human and AI", *Business Horizons*, Vol 66 No.1, pp 87-99.
- Kai, G. and Yingxin, M. (2022) "Knowledge Management (KM) and Artificial Intelligence (AI): Future Trends Towards an Integration Between KM and AI", *Global Social Science and Humanities Journal*, Vol 1 No.1, pp 10-15.
- Kovačić, M., Mutavdžija, M., Buntak, K. and Pus, I. (2022) "Using artificial intelligence for creating and managing organizational knowledge", *Tehnički vjesnik*, Vol 29 No.4, pp 1413-1418.
- Lei, Z. and Wang, L. (2020) "Construction of organisational system of enterprise knowledge management networking module based on artificial intelligence", *Knowledge Management Research & Practice*, pp 1-13.
- Leoni, L., Ardolino, M., El Baz, J., Gueli, G. and Bacchetti, A. (2022) "The mediating role of knowledge management processes in the effective use of artificial intelligence in manufacturing firms", *International Journal of Operations & Production Management*, Vol 42 No.13, pp 411-437.
- Liebowitz, J. (2001) "Knowledge management and its link to artificial intelligence", *Expert systems with applications*, Vol 20 No.1, pp 1-6.
- Liebowitz, J. (2004) "Will knowledge management work in the government?", *Electronic Government, An International Journal*, Vol 1 No.1, pp 1-7.
- Lu, J., Behbood, V., Hao, P., Zuo, H., Xue, S. and Zhang, G. (2015) "Transfer learning using computational intelligence: A survey", *Knowledge-Based Systems*, Vol 80, pp 14-23.
- Makridakis, S., Petropoulos, F. and Kang, Y. (2023) "Large language models: Their success and impact", *Forecasting*, Vol 5 No.3, pp 536-549.
- Malik, T., Dwivedi, Y., Kshetri, N., Hughes, L., Slade, E. L., Jeyaraj, A., ... and Wright, R. (2023) "'So what if ChatGPT wrote it?' Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy", *International Journal of Information Management*, Vol 71, 102642.

- Meho, L. I. and Yang, K. (2007) "Impact of data sources on citation counts and rankings of LIS faculty: Web of Science versus Scopus and Google Scholar", *Journal of the American Society for Information Science and Technology*, Vol 58 No.13, pp 2105-2125.
- Mishra, A. N. and Pani, A. K. (2021) "Business value appropriation roadmap for artificial intelligence", *VINE Journal of Information and Knowledge Management Systems*, Vol 51 No.3, pp 353-368.
- Mohammad, A., Zahrawi, M., Al-Emran, M. and Shaalan, K. (2022) "A Systematic Review on the Relationship Between Artificial Intelligence Techniques and Knowledge Management Processes", *Recent Innovations in Artificial Intelligence and Smart Applications*, pp 67-83.
- Nakash, M. and Bouhnik, D. (2021) "'Knowledge management is not dead. It has changed its appearance. And it will continue to change'", *Knowledge and Process Management*, Vol 28 No.1, pp 29-39.
- Nakash, M. and Bouhnik, D. (2022) "'A system that will do magic': organizational perspective on the technological layer in knowledge management", *Aslib Journal of Information Management*, Vol 74 No.6, pp 1089-1102.
- Nemati, H.R., Steiger, D.M., Iyer, L.S. and Herschel, R.T. (2002) "Knowledge warehouse: an architectural integration of knowledge management, decision support, artificial intelligence and data warehousing", *Decision Support Systems*, Vol 33 No.2, pp 143-161.
- O'Leary, D.E. (1998) "Using AI in knowledge management: Knowledge bases and ontologies", *IEEE Intelligent Systems and Their Applications*, Vol 13 No.3, pp 34-39.
- Pai, R.Y., Shetty, A., Shetty, A.D., Bhandary, R., Shetty, J., Nayak, S., ... and D'souza, K.J. (2022) "Integrating artificial intelligence for knowledge management systems—synergy among people and technology: A systematic review of the evidence", *Economic research-Ekonomska istraživanja*, Vol 35 No.1, pp 7043-7065.
- Renukappa, S., Suresh, S. and Jallow, H. (2020) "Knowledge management and artificial intelligence (AI)", Academic Conferences and Publishing International Ltd.
- Sanzogni, L., Guzman, G. and Busch, P. (2017) "Artificial intelligence and knowledge management: questioning the tacit dimension", *Prometheus*, Vol 35 No.1, pp 37-56.
- Scarso, E. and Bolisani, E. (2023) "Knowledge management processes and innovation phases: insights from metalworking SMEs", *Knowledge Management Research & Practice*, pp 1-11.
- Sundaresan, S. and Zhang, Z. (2022) "AI-enabled knowledge sharing and learning: redesigning roles and processes", *International journal of organizational analysis*, Vol 30 No.4, pp 983-999.
- Taherdoost, H. and Madanchian, M. (2023) "Artificial Intelligence and Knowledge Management: Impacts, Benefits, and Implementation", *Computers*, Vol 12 No.4, p. 72.
- Vadari, S. and Desik, P. A. (2021) "The role of AI/ML in enhancing knowledge management systems", *IUP Journal of Knowledge Management*, Vol 19 No.2, pp 7-31.
- Yigitcanlar, T., Desouza, K.C., Butler, L. and Roozkhosh, F. (2020) "Contributions and risks of artificial intelligence (AI) in building smarter cities: Insights from a systematic review of the literature", *Energies*, Vol 13 No.6, p. 1473.
- Zbucea, A., Vidu, C. and Pinzaru, F. (2019) "Is Artificial Intelligence Changing Knowledge Management", *Strategica*, pp 445-452.
- Zhou, H. (2022) "A study of technical support for artificial intelligence systems applied to knowledge management systems", In *2022 IEEE 2nd International Conference on Power, Electronics and Computer Applications (ICPECA)* (pp 921-924). IEEE.