

# Artificial Intelligence on Knowledge Management Systems for Businesses: A Systematic Literature Review

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**Abstract** – The fourth industrial revolution is forthcoming, bringing with it revolutionary alterations in connectivity, work dynamics, and everyday operations. The fundamental foundation of this transformation, artificial intelligence (AI) is at its core. The purpose of this research is to identify new and distinctive features of how artificial intelligence may improve and enhance business knowledge management systems. For this purpose, systematic literature review (SLR) was used as the research method and preferred reporting items for systematic reviews and meta-analyses (PRISMA) as an approach. Articles based on specific search queries from 2013 to 2023 were selected from major scientific databases such as Scopus, Web of Science, and ScienceDirect, with a focus on AI, knowledge management systems, and corporate organizations for the PRISMA. It covers four main research questions by utilizing 14 selected papers.

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The main findings of this research paper call attention to AI's vital role in shaping the future of knowledge management which helps organizations make informed decisions and remain competitive and relevant in this ever-changing world of commerce. This study also explores the importance of data security in AI systems which need ethical considerations and responsible practices to address the vulnerabilities.

**Keywords** – Artificial intelligence, knowledge management systems, business.

## 1. Introduction

The fourth industrial revolution, which will transform how the world connects, works, and lives, is on the edge of bringing about a significant change. AI in today's generation has a long journey ahead. It is like how the second industrial revolution brought electricity, and now, the fourth revolution is expected to be about 'Cognification' [1].

AI and machine learning are things that can be used in many ways [2]. The goal is to offer smart products, services, and experiences by sharing information to create the best and most sustainable value [3]. However, AI is still in its preliminary stages, and it is hard to predict exactly what will happen. To better understand and use AI, its requirements and expectations, such as ensuring fairness, creating jobs, maintaining ethical standards, educating people about it, promoting collaboration, and adapting over time, needs to be considered [4], [5].

On the other hand, knowledge management started in the field of management and then spread to other areas.

Different industries and years have given various interpretations of this concept. According to American Productivity & Quality Center (APQC), knowledge management means sharing the right knowledge with the right people at the right time to improve their services and production. Karl [6] suggests that it is a new way to boost the resilience and innovation of businesses.

Knowledge management (KM) typically involves three key elements: people, technology, and processes [7]. The human factor, or people, plays a crucial role, contributing 70% to the success of knowledge management. This is because people are the source of knowledge, generating and spreading it. Processes, making up 20%, govern all the practical aspects of managing knowledge, such as creating, storing, sharing, transferring, and using it. Technology, as the third element, enables people to carry out these processes and ensures knowledge is available whenever and wherever needed.

KM and AI can be viewed as forms of knowledge since they encompass the generation, structure, and application of information to stimulate innovation, yield insights, and secure a competitive edge. Their synergistic potential lies in merging AI with KM systems, thereby improving the efficiency of acquiring, structuring, and disseminating knowledge [8]. AI provides tools for computers or machines to learn, understand, and use information to perform tasks, helping with better decision-making. KM ensures that knowledge is well understood, while AI lets information expand, use, create, and unlock knowledge in ways that might not even be imagined [9]. Even though some people might not pay enough attention to it, artificial intelligence is a crucial part of developing and improving knowledge management [10].

### 1.1. Aim of the Research

The aim of this study is to thoroughly investigate and discover new ways that artificial intelligence (AI) may improve how businesses manage and use knowledge. The purpose of this research is to identify new and distinctive features of how artificial intelligence may improve and enhance business knowledge management systems. It intends to address a gap in the literature by focusing on AI's transformative impact in boosting knowledge generation, dissemination, and usage in enterprises, thereby providing new insights on the incorporation of AI into knowledge management techniques for future business advancements.

The research led us to formulate the following main research questions:

1. How are published articles distributed across different demographic groups as subjects?

2. What are the advantages of artificial intelligence on knowledge management systems in businesses?
3. What are the disadvantages of artificial intelligence on knowledge management systems in businesses?
4. For what purposes is AI used in businesses?

## 2. Methodology

This section explains how the research was conducted, including the research strategy used, the selection process, and the inclusion and exclusion criteria.

### 2.1. Research Method

For this study, systematic literature review (SLR) was used as the research method and preferred reporting items for systematic reviews and meta-analyses (PRISMA) as an approach. In this way, certain measures were taken inside a defined framework, while maintaining a recognized format. PRISMA guidelines are crafted to assist in articulating the purpose behind conducting the review, detailing the methodologies employed by the authors, and succinctly presenting the findings.

### 2.2. Search Strategy

The research has been carefully planned and carried out. Information was sought in major scientific databases such as Scopus, Web of Science, and ScienceDirect, with a focus on AI, knowledge management systems, and corporate organizations. Specific words have been used as search queries: ("AI" OR "artificial intelligence" OR "decision support system" OR "business intelligence") AND ("knowledge management system" OR "KMS" OR "organizational knowledge management system") AND ("business" OR "organization" OR "enterprise"), with a search scope spanning articles and studies from 2013 to 2023.

### 2.3. Selection Processes

The search began by focusing on three specific databases: ScienceDirect, which generated 1,209 records; Scopus, which had 11,781 entries; and Web of Science, which contributed 82 entries. To confirm the veracity of the dataset to be utilized, 5 duplicates were deleted from the initial 13,072 elements. The items were then processed in a systematic manner, with publications written before 2013 or after 2023 being deleted first, eliminating 4,300 pieces. 3,063 more items that did not match the research objective were then excluded.

More recent publications were then examined, and various genres such as reviews, conference papers, book chapters, case reports, and discussions were deleted, resulting in the removal of 3,141 items. The decision was taken to preserve solely freely available (open access) articles, yielding 1,865 entries. Of these, 16 non-English articles were deleted.

At this step, 882 records were painstakingly evaluated based on the inclusion and exclusion criteria outlined in Table 1. Out of them, 25 publications were recognized as relevant to the research goal and thoroughly reviewed. Following this evaluation, 11 papers that did not adequately address the research topics were eliminated, leaving a refined collection of 14 articles for the systematic literature review. The review procedure is also depicted in Figure 1.

Table 1. Inclusion and exclusion criteria

Inclusion Criteria	Exclusion Criteria
Articles within the date range 2013-2023 were included	Articles before 2013 were excluded
Research articles were included	Article reviews, Conference proceedings, Book chapters, Case reports, and Discussions were excluded
Research fields with Business and Artificial intelligence were included	Research fields such as Psychology, Medical, and Engineering were excluded
Articles in English were included	Articles not written in English were excluded
Articles with open access were included	Articles whose access requires a subscription were excluded
Articles relevant to the topic were selected	Articles with unmatched keywords, not related to the topic, which did not answer the research questions were excluded

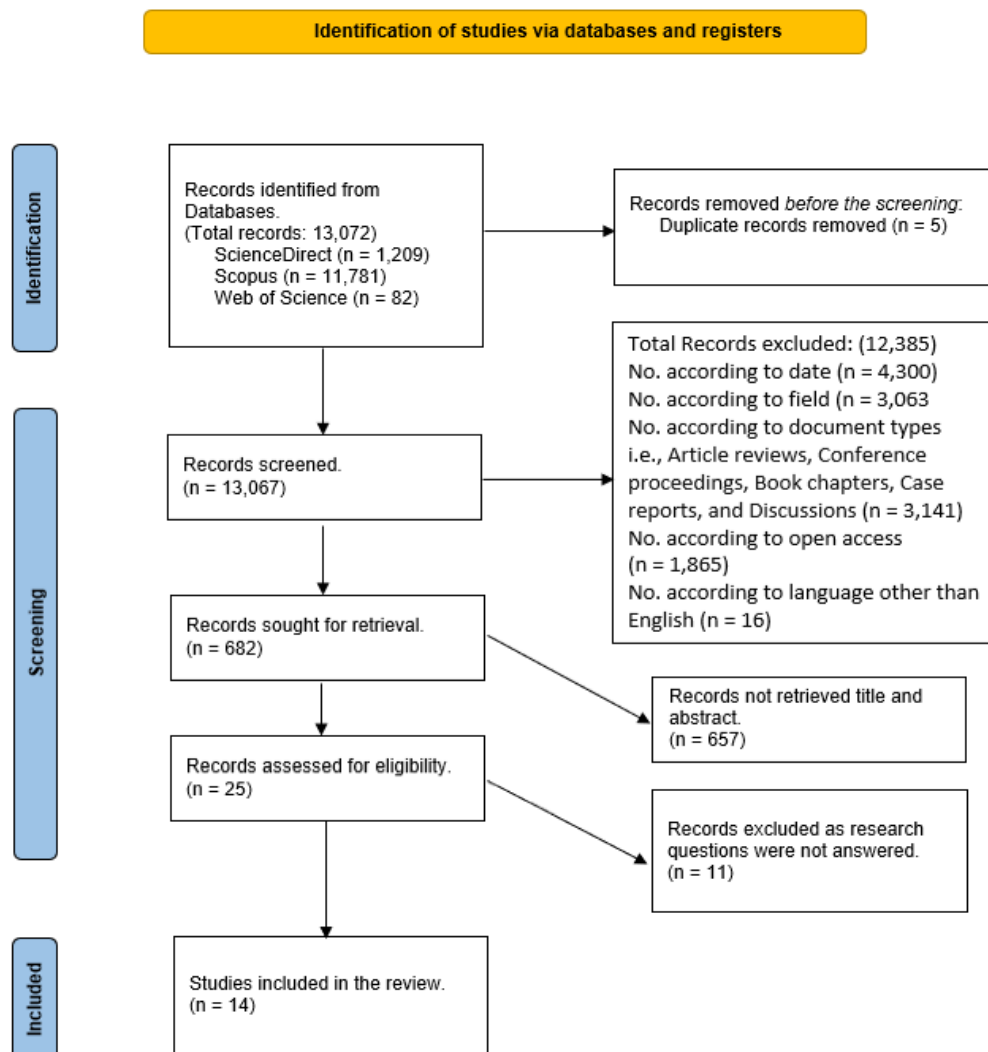


Figure 1. PRISMA flow diagram of the research

### 3. Results

In this segment, the outcomes which were derived from the examination of the literature were explored based on the four research questions.

#### 3.1. How are Published Articles Distributed across Different Demographic Groups as Subjects?

Figure 2 shows how many articles had been published each year from 2013 to 2023. There is a clear up-and-down pattern in the number of articles. The examination of the articles began in 2018, a year noted for having the fewest publications on the integration of AI and knowledge management (KM) in business. Nonetheless, since that year, there has been an annual increase in the number of articles on this topic.

An enormous change occurred in 2020 likely because of the significant impact the COVID-19 pandemic had and all the related implications. Even though many businesses were facing challenges, more research was done about how AI and KM can play a pivotal role in enhancing businesses, and the number of articles reached the highest point in that year.

After that peak, the number of articles kept going up, especially because more businesses, including smaller ones, started utilizing AI to run their operations smoothly, especially when faced with disruptions like the pandemic. This ongoing increase in articles shows that businesses are finding the symbiosis between AI and KM more and more valuable for their operations.

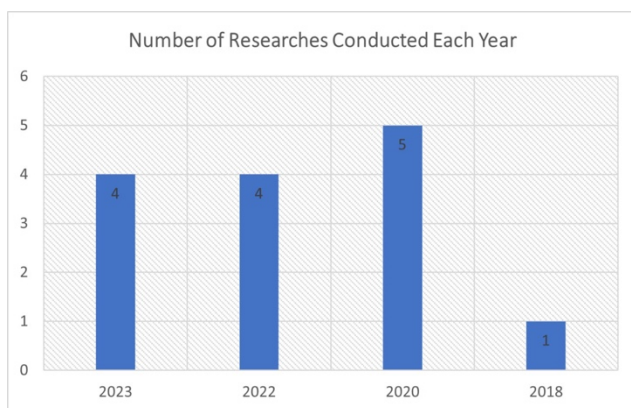


Figure 2. Number of published articles each year from 2013 to 2023

The research study involved researchers from all around the world. The chart in Figure 3 shows the total contributions from researchers globally, with most of them based in UK. This indicates that a lot of different studies were conducted worldwide.

Additionally, it is interesting to note that a significant interest was shown by authors based in Europe, followed by authors from Australia, India, and USA. This might be because UK, along with USA, India, and other EU countries, is a major economic power that is influenced by technological development and AI programs.



Figure 3. Demographic representation of the authors' nationalities

The graph in Figure 4 shows how researchers collected information about how AI affects KMS in businesses. Each bar represents a different way the researcher gathers data, like quantitative approaches, literature reviews, conceptual/model templates, qualitative analysis, or data analysis. Looking at the graph shows that the researchers used a variety of methods to study the role of AI in KMS for business. This shows that the study is complex, and understanding it well requires using different research methods to explore the different ways AI impacts knowledge management systems in businesses.

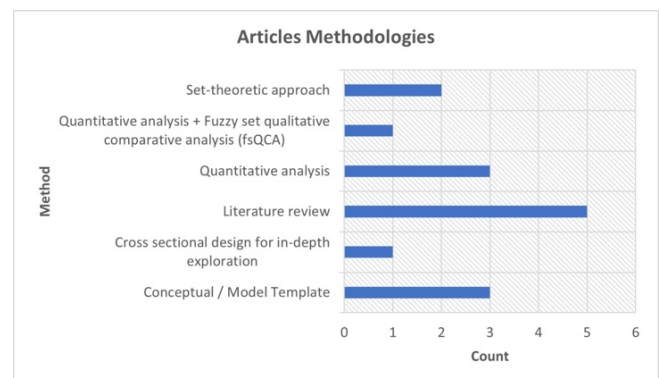


Figure 4. Graphical representation of articles methodologies

### 3.2. *The Advantages of Artificial Intelligence on Knowledge Management Systems in Businesses*

Knowledge serves as the core element in both KM and AI. AI functions as the mechanism facilitating machine learning, knowledge acquisition, and the utilization of knowledge in various processes for task completion. It unlocks knowledge, enabling it to reach humans and enhancing the decision-making process. Essentially, KM and AI are intertwined aspects of the same concept. Knowledge management enables the comprehension of knowledge, while AI empowers the ability to extend, apply knowledge, and generate new knowledge in unprecedented ways, as articulated by Haenlein and Kaplan [11].

Recognizing knowledge as the paramount strategic resource underscores the current need for systems facilitating knowledge generation and utilization. The authors note that managing knowledge in organizations is inherently intertwined with overall organizational process management [12], [13], [14].

The studies emphasize AI's significant presence in various industry sectors. Particularly in the service industry, the integration of AI systems plays a crucial role by fostering competitiveness and facilitating the implementation of innovations and learning systems. Chen and Chen [15] introduce a proposed decision support system designed to seamlessly incorporate concepts promoting innovation within the service industry, with applicability across various other industries.

Enhancements in business process performance can be achieved through either fully systematizing or increasing human capabilities. Robotic process automation (RPA), for example, eliminates the need for individuals to engage in mundane data entry work, automating routine administrative tasks with broad applications, including validating insurance premiums, generating utility bills, and maintaining employee records [16].

Previous research [17], [18] highlights the mediating role of online knowledge sharing in the correlation between leadership and employee outcomes. Online knowledge sharing proves beneficial by assisting employees in addressing work-related issues, fostering intellectual stimulation, and encouraging creative problem-solving [19]. Actively participating in online knowledge sharing also exposes employees to valuable organizational learning opportunities, as observed by Gupta and Polonsky [20].

The intersection of AI and knowledge systems (AI-KS) deepens our understanding of how these technologies support organizations and employees, influencing digital competitiveness [21], [22], [23],

[24]. AI, in this context, refers to smart support systems aiding human activities and decision-making through algorithms, natural language processing, machine learning, and human intelligence [25], [26], providing essential knowledge from the organization and its surroundings.

### 3.3. *The Disadvantages of Artificial Intelligence on Knowledge Management Systems in Businesses*

The study of Nguyễn *et al.* [27] acknowledges limitations in generalisability, given its exclusive focus on Vietnamese B2B organizations. It also recognizes constraints associated with cross-sectional and convenience sampling, recommending more diverse and longitudinal studies. Furthermore, the research highlights the role of online knowledge-sharing in enhancing employee creativity. Finally, it underscores the impact of various leadership styles, emphasizing that creative leadership has a significant influence on fostering diverse knowledge-sharing behaviors, alongside transformational and transactional leadership.

Despite the extensive research conducted on AI and personal management, several opportunities for future research persist. Drawing on the job demands-resources model [28], upcoming studies could explore the optimal balance of demand and source for AI implementation. This includes investigating when and how AI should be provided to managers, whether through internal training or integration into existing performance development review (PDR) processes. Additionally, researchers may delve into the necessity of organizations appointing AI specialists to collaborate with managers in their performance management policies and practices. If the appointment of AI specialists is deemed appropriate, an exploration of whether their role might overlap with managers' decision-making is crucial. Scholars are encouraged to address these questions in their future research endeavors.

Successfully implementing AI demands careful attention, with managers bearing the responsibility of acquiring knowledge about AI and comprehending its practical applications. To maintain a positive psychological relationship with employees, it is significant to implement AI in a way that actively involves them, rather than causing them to feel threatened, as mentioned by [29], [30].

In addressing the limitations of artificial intelligence in knowledge management systems within businesses, it is important to recognize that AI relies on human expertise for specific problem-solving. However, a notable limitation is its inability to autonomously improve this knowledge through real-world experiences without human involvement.



The system is intentionally designed to assist rather than replace humans, as emphasized by Mallach [31]. While it serves as a beneficial resource for professionals to access organizational knowledge for addressing business challenges or identifying internal expertise, it falls short when it comes to implementing decisions, according to insights from Alavi & Leidner [32]. The human element remains significant because it is still necessary to evaluate the suggestions provided by AI and make decisions regarding their application, as highlighted by Xiao & Benbasat [33].

### **3.4. Objectives and Purposes: Why AI Should be Implemented in Business**

The pivotal role that AI started to play in the continually changing world of business is undeniably shaping strategically various aspects of organizational structures.

Perhaps one of the most peculiar and innovative contributions given by AI technologies and tools, in terms of strategies, relates to the ability to influence the opinions and behaviors of consumers. There is huge data accessibility via social platforms about the consumer's preferences and choices regarding specific products and services provided by the business. Businesses can improve their outcomes and create effective consumer engagement strategies using advanced algorithms such as machine learning and deep learning algorithms to analyze such data. In other words, it enhances the ability to formulate a selection of strategies to engage consumers in an effective way [34].

This growing strategic value of AI plays a subtle role in the refinement of products and services. Through dynamic mechanisms of sharing knowledge on social media, AI facilitates the continuous process in which consumer engagements actively contribute to the creation of new perceptions, reinforcing an incessant improvement approach [34].

The strategic use of AI is not limited to customer-oriented aspects, and the facets AI has entered are manifold. In the areas of knowledge management and innovation, organizations apply AI to address issues related to knowledge sharing and job security. In fact, by stimulating organizational innovation, and bridging the gap between different leadership styles, as well as employing the modern context of online knowledge-sharing, AI plays a significant part in enhancing leadership practices [27].

The strategic involvement of AI has an enormous impact on operational efficiency and efficacy. The adoption of AI-powered procedures, instruments, and HRM techniques stimulates an improvement in the performance of the organization.

This all-encompassing strategy, powered by AI, affects the social aspects of the company as well as employee commitment, cognitive development, and behavior [35].

Software developers acknowledge the strategic importance of artificial intelligence (AI), which plays a leading role in the complex field of business process management. Additionally, the financial services industry is very interested in AI, indicating that industry-wide awareness of the technology's potential to revolutionize management practices [36].

One critical strategic need is the application of AI to knowledge creation, sharing, and utilization. Its role is not limited to modifying system behavior; it also includes providing complex support for cooperative robots and increasing the effectiveness of problem-solving. This strategic alliance with AI highlights AI's important role in forming the modern business landscape and has a substantial impact on a variety of knowledge-related tasks within organizations [37].

AI proves its strategic worth in the manufacturing sector by promoting knowledge application, sharing, and learning. Careful application of AI technologies improves supply chain management and manufacturing performance, demonstrating AI's tactical incorporation into operational procedures [38].

In conclusion, a transformative era is set to begin with the strategic integration of AI into modern business approaches. AI is a critical component that drives businesses into a dynamic and robust future in the marketplace, whether it is used for managing knowledge, fostering innovation, streamlining operations, or developing customer engagement strategies.

## **4. Discussion**

By having utilized a specific and rigorous review system, researchers were able to systematically select and have access to a set of 14 academic articles, each of them based on its distinct perspective, and all having adopted a peculiar scientific approach. The core goal of this study has been developing a polyhedral vision regarding the possible potential impacts of AI on KMS in businesses and, with them, the many related reflection prompts.

Coombs *et al.* [39] highlight AI's role in enhancing security and compliance, which can be compared to other researchers' findings such as Rodrigues' [40], who argue around the challenges AI faces in constantly evolving security landscapes or the complexities in ensuring data protection across different jurisdictions.

Implementing AI in legal and human rights contexts raises concerns about the need for clear algorithms, cybersecurity threats, potential unfairness and bias, the difficulties of contesting conclusions, and problems with AI's legal status.

As Bitkowska [12] focuses on AI's impact on process quality, overall effectiveness, and customer satisfaction in the Polish market might be contrasted with studies from other markets or sectors where AI's impact might not be as pronounced or may present different challenges as it presents challenges in the integration of AI in healthcare related to data privacy, security, and ethical considerations [41].

Bencsik's methodology [37], which emphasizes empirical, case-based research in AI-driven business innovation with KM and departs from standard theory-based methodologies, can be contrasted with previous studies in the field. On the other hand, Haidar [42] highlights the continuing relevance of theoretical frameworks in understanding the complexities of AI and KM integration.

Olan *et al.* [34] raised concerns about AI in knowledge management, specifically resource challenges for continuous learning, integration issues, and data quality requirements, as well as ethical concerns such as privacy and data security, which can be compared to other studies in the field. For example, some studies may emphasize how modern AI technologies are better solving integration and data quality concerns, or how new ethical frameworks and privacy legislation are minimizing the hazards connected with AI in knowledge management. Mohammad *et al.* [43] provide insights into the potential benefits and challenges of AI adoption in knowledge management and highlight the importance of ethical frameworks and privacy laws in mitigating the risks associated with AI.

Nonetheless, despite numerous advantages, the authors acknowledged potential limitations, challenges, and concerns that can be associated with the implementation of AI in KMS. Major issues concern the reliance on human expertise for decision-making, and the need for careful integration to avoid employee resistance. The study also underlines the importance of addressing limitations in AI's autonomous learning capabilities without human involvement.

A study by Jain *et al.* [44], shows that a multifaceted variety of strategic contributions can be therefore attributed to the intriguing role of AI in businesses, ranging from influencing consumer attitudes and behavior to refining products and services. The authors have shown how the impact of AI in KM, innovation, and organizational leadership practices results in ameliorating operational effectiveness and the complete social aspects of a company.

What in conclusion emerged from this systematic review concerns how businesses intend to explore this new dimension in which AI keeps gaining relevance, becoming an essential instrument of innovation in the KMS process. The cycle of production, as well as creativity, and market competitiveness, are all factors directly exposed to be enhanced by implementing recommended strategies that take into consideration ethical concerns about a positive and productive implementation of AI in the evolving business environment.

## 5. Conclusions and Recommendations

Based on the SLR conducted on the effects of AI on knowledge management systems in the corporate world several strategic paths may be taken by companies to maximize the benefits of this integration and the impact of AI on KMS in businesses. The crucial significance of AI in this sphere lies on its transformative role in enhancing the whole process of generating, disseminating, and utilizing knowledge within enterprises. The most salient result of this study is the identification of AI's substantial contribution to informed decision-making and the development of value-rich products. This result is vital for businesses as it underscores AI's potential to revolutionize knowledge management practices, leading to more efficient operations and competitive advantages. Not only the businesses but also the researchers can reap the benefit of these findings as they provide new insights into the integration of AI into knowledge management techniques, which is crucial for future advancements in this field. The study highlights also the need for ethical frameworks and robust data security models in implementing AI in KMS to prevent data breaches that can lead to loss of customer trust and legal repercussions.

Nonetheless, a few limitations regarding this study should be highlighted and are mostly linked to its methodological scope. In the first instance, this review was confined to a specific number of selected databases, which means it cannot be excluded from the existence of potentially relevant papers in other databases that could not be included. In the second instance, it should also be taken into consideration that by selecting specific keywords pertinent literature might be excluded. Finally, having set a specific time frame might have led to a limitation in including most of the recent advancements and thoughts regarding AI and KMS in businesses.

As far as such limits are concerned, a few resulting recommendations can be advised, in particular for businesses and researchers concerning AI and KMS in business:

For Businesses: It is advocated a more inclusive approach by businesses in the process of implementation of AI in their KMS concerning data and knowledge sources. The implications of such a process include not merely relying on conventional databases but also considering emergent or less traditional sources of knowledge. It appears compulsory for businesses also to keep themselves in line with the current progress in AI and KMS, being able to leapfrog or purely adjust strategies and policies to take the best out of new technologies and methodologies.

For Researchers: Future research should be focused on exploring the field on a wider scale, therefore considering encompassing a larger selection of databases and including a wider range of keywords. This might disclose more diversified visions and tendencies on the subject. Moreover, it might be taken into consideration to conduct transversal studies to better perceive and be able to describe the advancing nature of AI and its innovative and disruptive impact on KMS. Besides, interdisciplinary approaches are also vividly encouraged, being the key to investigating new perimeters on the ground of integration of AI in KM.

The summary of 14 papers includes studies conducted in different countries, all of which look at different aspects of AI related to business process control, information sharing, customer behavior, and HRM tactics. Key topics included how artificial intelligence (AI) is improving products and services, challenges in knowledge management, and how AI is being used in marketing and customer support. These studies highlight the opportunities and problems that artificial intelligence (AI) brings to knowledge management systems. The authors also emphasize the need for ongoing research into moral dilemmas, integration difficulties, and the impact of AI on consumer viewpoints and business practices.

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