Exploring Knowledge Management Approaches to Enhance Documentation Management within the AI realms

Dilyan Georgiev[1], Albena Antonova[1] and Anikó Csepregi[2]
[1]Sofia University St. Kliment Ohridski, Sofia, Bulgaria
[2]University of Pannonia, Veszprém, Hungary

diljang@uni-sofia.bg
a_antonova@fmi.uni-sofia.bg
csepregi.aniko@gtk.uni-pannon.hu

Abstract: Artificial intelligence (AI) technologies have an increasing impact on companies' digital transformation. On the one hand, it is expected that AI tools can support process automation and quality improvement, on the other hand, many professionals fear that AI systems will displace their roles. It is assumed that paperwork processes and workflow documentation are among the most tedious tasks for employees. However, proper workflow documentation is the backbone of effective company knowledge management (KM) and decision-making. In contrast with traditional documentation management systems (DMS) that struggle with retrieval, accessibility, and workflow automation, KM challenges hinder documenting and sharing insights gained during projects, with knowledge often hidden or lost post-project. Overcoming these barriers requires AI-driven systems to contextualize and structure unstructured knowledge for better inter-project collaboration and retention. By investigating KM approaches, the present research aims to identify and model the key features that will support job augmentation with intelligent document management processing. The study steps on the Automated Documentation Management System (ADMS) with an integrated ChatGPT-based assistant, which enables users to interact with documents through conversational queries, analysis, retrieval, and summarization requests. The first part of the paper explores KM approaches related to workflow documentation and project management. Next, a short overview presents the ADMS system functionalities for improving contextual understanding of the complex processes, data integration, and knowledge sharing. Based on this, a new application model is identified, supporting KM job augmentation. At the end, the discussion explores how advanced DMSs can support KM processes in companies to enhance quality, efficiency, and job augmentation, improving decision-making, collaboration in project management. By enabling seamless knowledge sharing, it preserves insights beyond project lifecycles, supporting future initiatives. As projects grow more complex and data-driven, AI integration in PM can transform how teams capture, share, and apply knowledge for sustained success.

Keywords: Knowledge management, AI, Job augmentation, Document management system

1. Introduction

Document management represents the backbone for explicit knowledge capture, storage, retrieval, and distribution within the organization (Hahn 2000). Furthermore, document management is one of the three main KM techniques along with knowledge sharing and training, and development (Neuenfeldt, 2023). However, today, document management systems are not only repositories for storing organizational knowledge bases and organizational memory, but they can serve as a fuel for company-focused solutions with artificial intelligence (AI), which can facilitate unique value creation, improving decision-making, customer centricity, and organizational competitiveness.

Document management systems differ from data management systems as they ensure that paperwork follows the main organizational processes. Documents align to organizational rules, official templates, business procedures, and authors' roles, but at the same time, they remain unstructured, complex, covering qualitative data, sometimes remaining difficult to find, review, analyse, retrieve, and adapt. With the adoption of advanced AI tools, document management systems can substantially extend the value of knowledge management practices in organizations. Especially for project-based organizations, proper document management can substantially improve knowledge externalization, storage, retrieval, and re-use. Another question is increasingly discussed, considering the impact of AI on job transformation. How AI tools within document management systems can support job augmentation, outperforming simple job automation?

The current research aims to explore how knowledge management approaches can support document management in the project management domain. While AI tools can facilitate many tasks related to project documentation and paperwork, these tasks reflect job augmentation and not job displacement. The paper steps on the Automated Documentation Management System (ADMS), which is still in a prototype version. Adoption of ADMS can enhance decision-making, reduce redundancy, and improve collaboration in project management. As projects grow more complex and data-driven, AI integration in PM can transform how teams capture, share,

and apply knowledge for sustained success. Due to the complexity and time-bound nature of projects, the application of KM within PM offers unique challenges and opportunities, especially in terms of capturing and reusing knowledge that is often lost at project closure.

2. Background Research

Document management significantly contributes to the company's digital transformation. Many organizations adopt “paperless” documentation processes, aligning with more environmentally friendly policies and company practices. Orlov (2024) summarizes that digital management systems support digitization of the physical documents, version control, collaboration, document search, improved protection and cybersecurity measures, workflow automation, and more. A company’s processes related to documentation management are critical for effective knowledge management. Activity documentation and organizational archives are key factors for knowledge retention and organizational memory. The good documentation design principles support documentation reuse even without software tools. For example, document metadata and description, ensuring proper version control, date and retention times, proper document categorization, author and contact details, audience, objective, and keywords, can help individuals find information without difficulties. As Jecan (2008) further outlines, one of the advantages of workflow and document management systems is that the system tracks events as they occur and monitors different types of behaviour, providing an audit trail as well as an easily understood and operated set of controls.

2.1 KM Perspective and Project Management

The evolving understanding of projects has led to the identification of multiple paradigms within project management. Shenhar and Dvir (2007) categorize these paradigms as follows: project as a process, project as an organization, and project as a strategic building block within organizational development. Since the mid-1990s, scholarly attention has increasingly focused on the temporary and goal-oriented nature of projects, conceptualizing them as temporary organizations (Midler, 1995; Maylor et al., 2006; Beaume et al., 2009). This unique, one-time, and complex task within the organization called attention to how knowledge is created, transferred, and preserved during and after project execution. Given the uniqueness and impermanence of projects, knowledge sharing (KS) has emerged as a critical focus at the individual, project, and organizational levels (Csepregi & Papp-Horváth, 2024).

In an earlier study related to project context, variables such as leadership, trust, and organizational culture were identified as major influencers of knowledge sharing, typically functioning as independent variables, with only a few operating as mediators (Csepregi & Papp-Horváth, 2024). Furthermore, tools that facilitate KS were also discussed in this context. Despite these enablers, several barriers continue to impede effective knowledge retention, particularly after project closure. These include insufficient technological infrastructure, challenges faced by geographically dispersed teams, difficulties in articulating tacit knowledge, and organizational constraints such as hierarchical structures and weak learning cultures (Nidhra et al., 2013; Shafiq et al., 2024). The loss of a key knowledge holder within a project is particularly disadvantageous, emphasizing the need for robust knowledge retention strategies (Shafiq et al., 2024).

To address these issues, a range of strategies has been proposed. Personalization tactics—such as mentoring, communities of practice, and face-to-face interactions (Morris, 2002)—enhance tacit knowledge transfer. Codification approaches focus on creating structured repositories and knowledge databases. Team-based strategies such as retrospectives and peer reviews, as well as technology-enabled solutions like collaborative platforms, have also proven effective (Barclay & Osei-Bryson, 2010; Nidhra et al., 2013).

The integration of KM practices into project management has been found to significantly enhance project outcomes (Yeong & Lim, 2010). Among the KM processes, knowledge creation and codification have been identified as the most impactful, followed by knowledge capturing, communication, and capitalization (Al-Zayyat et al., 2010). In response to this, several studies have examined the KM practices and digital tools commonly employed by project managers (Lierni & Ribière, 2008). These include systems that facilitate document management and knowledge retrieval through methods like semantic structuring, modular clustering, and visualizations (Becks et al., 1999). Computer-assisted text mining and ontology-based frameworks organize large textual databases, promote systematic reuse of project knowledge, and help prevent repeated errors (Coners & Matthies, 2018).

Another study evaluated the extent to which project management tools classified in the 2019 Gartner Magic Quadrant for Leaders support the capture, storage, sharing, and application of project knowledge, using PMBOK-defined artefacts as benchmarks. These tools were also compared with Confluence, which has been identified

as a robust platform for project documentation and knowledge sharing (Clemente & Domingues, 2023). The literature also highlights the value of integrated KM systems that span the entire project knowledge lifecycle, emphasizing the need for scalability, user-friendly design, and alignment with core project processes. One promising direction involves leveraging intelligent systems and association rule mining to support decision-making in project documentation control (Latypova, 2024).

2.2 Artificial Intelligence and Job Augmentation

Since 2022, the interest of companies in implementing advanced AI technologies in their activities has sharply increased. AI has the potential to both unify and differentiate companies' processes from a global perspective. From one point, it can be expected that many processes will be unified, facilitating inter-company transactions, standardization of business processes, and similarities in documentation. As discussed, AI for document management can use reinforcement learning technologies and constantly learn how to improve document organization, classification, and retrieval (Revanasiddappa, 2024). While the integration of AI in KM presents significant advantages, it also raises concerns about job displacement and the need for continuous skill development. Balancing technological advancements with human-centric approaches is essential to mitigate these challenges and maximize the benefits of AI in the KM context.

For example, Chen (2024) identifies that AI tools for knowledge capture and retrieval can automate different knowledge processes, leading to reduced manual effort and time spent on information management, significantly improving organizational performance. Even more, the automation of knowledge processes not only streamlines operations but also fosters a more collaborative environment where knowledge sharing is encouraged and facilitated (Chen, 2024). Other authors underline that AI enhances data processing capabilities, leading to better-informed decisions and innovative solutions within organizations (Jackson & Jackson, 2024).

Woolley (2024) states that AI tools can augment human cognitive functions such as memory and reasoning, fostering a collaborative environment that enhances collective intelligence in workplaces. The paper points out that applying AI to knowledge work is more complex than automating manual tasks. Knowledge work often involves less structured environments where creativity and problem-solving are crucial. This complexity highlights the need for tailored AI applications that can effectively support knowledge workers. Furthermore, the interaction between humans and AI agents creates a symbiotic relationship that empowers human learning and interpretative capabilities, facilitating continuous improvement in knowledge management practices (Stylos, 2023). Thus, organizations should invest in workforce development initiatives that equip employees with the necessary skills to thrive in a knowledge-based economy. This includes training programs that focus on enhancing analytical capabilities and fostering a culture of continuous learning. Therefore, the integration of AI-powered document systems directly addresses the most vulnerable phase of project knowledge flow—post-project closure—by enabling systematic knowledge preservation and accessibility for future projects.

3. Application Model of KM for Job Augmentation

3.1 AI's Role in Project Management and Job Augmentation

Unlike routine operations, project management involves knowledge-intensive, iterative, and often non-linear tasks—from planning and monitoring to reporting and closure—making it a prime candidate for AI-supported augmentation rather than full automation. Companies are increasingly investing in AI technologies, intending to increase job automation or displace workers. According to the Anthropic economy index, which is developed by one of the leading AI platforms - Claude.ai (2025), during 2024, the usage of AI extends more broadly across the economy, and about 36% of occupations use AI for at least a quarter of their associated tasks. Interestingly, the report finds that 57% of AI usage can be related to task augmentation, extending human capabilities (e.g., learning or iterating on an output), while 43% suggests task automation (e.g., fulfilling a request with minimal human involvement).

Concerning the knowledge domain, the report of Anthropic highlights that occupations with the largest adoption of AI consistently remain those in the “computer and mathematical” category. This category mainly is due to software engineering roles, and it contributes to about 37.2% of the queries sent to Claude, covering tasks like software modification, code debugging, and network troubleshooting.

In this perspective, project management differs from other jobs such as software engineering, as it reflects multiple roles and skills, and competencies. To investigate a job augmentation model for PM with AI, a specific system should demonstrate how AI's capabilities can automate knowledge capture, retrieval, and synthesis, addressing challenges posed by data overload and fragmented knowledge silos. As PM involves different

knowledge-related tasks, traditional management strategies are becoming less applicable as AI requires new skills. With the shift towards knowledge documentation and sharing, there is an increasing demand for workers to develop new skills that align with the requirements of a technology-driven workplace. This includes not only technical skills but also soft skills such as collaboration, critical thinking, and adaptability.

3.2 ADMS System

The ADMS system represents a document management system, enhanced by AI agents and supporting the main PM functionalities (Georgiev, 2024). The system aims to overcome some of the main problems related to PM and knowledge storage, providing suitable IT infrastructure to support employees in sharing contextual knowledge within complex PM processes and improving data integration (Figure 1).

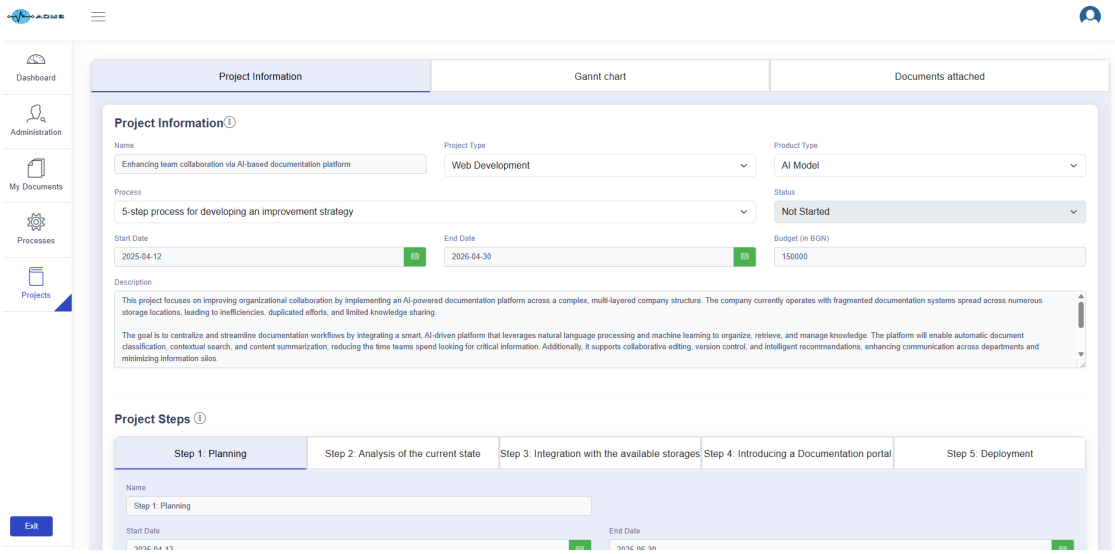

Figure 1: ADMS system screenshot for the PM domain

The ADMS system facilitates Project management processes by reflecting the logical sequence of actions that users can perform when creating, managing, and processing projects and related documents. The process begins with “Project View”, which allows users to access existing projects in the system. After the user selects a specific project, they can proceed to “Create Project”, which adds a new project to the system. The created project can be edited, and after it is finalized, it is launched, which activates it for further work. In addition to creating and managing projects, the system also allows working with documents within a given project. After reviewing a project, the user can upload documents, which can then be downloaded. After a document is downloaded, its summary can be performed, which is an automatic or manual extraction of basic information from the content. In addition to the core project and document management features, the system offers document analysis, which extracts additional information to assist users in processing the content. In addition, interaction with an intelligent assistant is available, which can provide additional analysis, recommendations, or automated actions based on the document content.

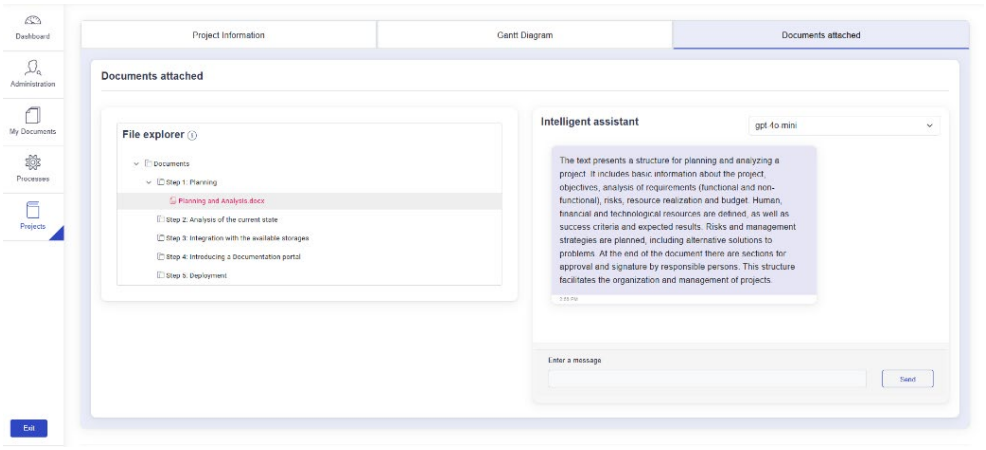

Figure 2: AI assistant, supporting information retrieval from documents

In the context of documentation management, the ADMS aims to facilitate access to various types of documentation by integrating intelligent agents into its functionalities (Figure 2). In this regard, several key results were achieved. First, a concept for building such a system was developed, outlining its role and importance for the optimization of processes related to knowledge management. Second, a study of functional and non-functional requirements was conducted, which gave a clear idea of user expectations and needs. Third, based on the analysis, an architectural model was proposed that integrates technologies supporting knowledge management through AI. Finally, a prototype of an ADMS with limited functionality was developed, which demonstrates the capabilities of the concept in real conditions.

3.3 Job Augmentation Model for PM

AI systems embedded in project management practices can particularly help document decisions, generate real-time project reports, extract information from past projects, and develop personalized recommendations for current tasks. Project management work is often related to specific organizational and individual knowledge and expertise. By implementing AI tools, all PM activities can be properly documented, allowing companies and individual employees to access and use their knowledge bases, improving knowledge capture and knowledge sharing.

The use of the proposed ADMS system leads to an increased organizational knowledge base, improving the capacity of AI tools in return. Figure 3 presents a PM job augmentation model, extending the understanding of companies on how AI tools can improve overall KM processes.

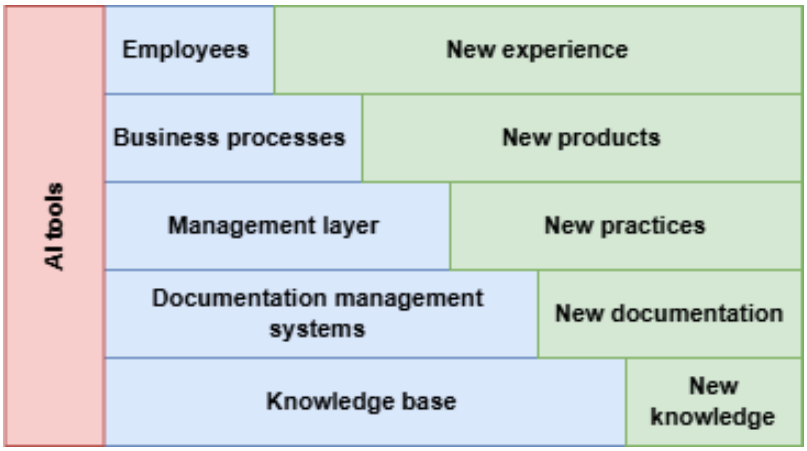

Figure 3: Job augmentation model in the PM domain

The model presents a conceptual multi-layered view of how AI tools can enhance knowledge management across various organizational levels, particularly within the context of project management. It emphasizes the progressive interaction between artificial intelligence (AI) and key organizational components, highlighting how AI contributes to resource optimization, process improvement, and strategic development.

At the employee level, AI tools act as facilitators for gaining new experience. Through intelligent assistants, recommendation systems, and real-time feedback mechanisms, AI helps employees understand complex projects more quickly, access just-in-time learning resources, and adapt to new environments or tools. This learning-by-doing dynamic not only accelerates onboarding and professional development but also ensures that individuals remain aligned with evolving project demands.

Moving up to business processes, AI enables the generation of new products by enhancing workflow automation, predictive analytics, and decision-making. Project managers can leverage AI to forecast project timelines, identify bottlenecks, and propose optimization strategies. AI-driven insights improve the overall agility of business operations, allowing teams to innovate continuously and deliver higher-value solutions with fewer resource constraints.

The management layer benefits from AI by integrating new practices into strategic planning and resource allocation. Managers can use AI to assess team performance, monitor project risks, and benchmark best practices from previous initiatives. By doing so, AI supports a more dynamic and informed decision-making process, where leaders can adjust project scopes or reassign tasks based on real-time data and predictive insights.

Documentation management systems, enhanced by AI, become more than static repositories—they evolve into intelligent systems capable of providing new documentation on demand. AI tools enable auto-tagging, context-aware document retrieval, and even summarization of key documents, which streamlines project knowledge access and reduces time spent on searching for information.

At the foundation of the model lies the organizational knowledge base, which is continually enriched with new knowledge as projects are completed and lessons are captured. AI supports this evolution by aggregating insights, detecting patterns, and facilitating knowledge reuse across teams and departments. This ensures that past experiences inform future projects, fostering a culture of continuous improvement and strategic foresight.

Overall, the proposed model demonstrates how AI acts as a catalyst for resource optimization and knowledge flow within project management, with a particular emphasis on job augmentation rather than job replacement. By embedding AI into project workflows, organizations can automate repetitive or time-consuming tasks, allowing human professionals to focus on higher-value activities such as strategic planning, creative problem-solving, and decision-making. This shift enhances productivity while also increasing employee engagement and satisfaction.

AI's influence extends across all organizational levels – from individual contributors to cross-functional teams and executive leadership – enabling each layer to operate more efficiently and with greater insight. For individuals, AI tools can function as intelligent assistants, supporting task execution, information retrieval, and contextual analysis. For teams, AI enhances collaboration by streamlining communication, aligning objectives, and surfacing relevant knowledge at the right time. At the organizational core, AI supports better resource allocation, risk management, and performance monitoring.

Crucially, this augmentation model empowers teams not only to work smarter and adapt faster but also to co-evolve with technological change, building resilience and fostering continuous innovation. It also supports a human-centric transformation, where AI strengthens human capabilities. These benefits are broadly applicable, regardless of the specific industry or domain, making AI-driven job augmentation a foundational principle for the future of project management and knowledge-intensive work.

4. Discussion

Advanced document management systems can support knowledge management processes in companies to enhance quality, efficiency, and job augmentation. ADMS enhances decision-making, reduces redundancy, and improves collaboration in project management as well. By enabling seamless knowledge sharing, it preserves insights beyond project lifecycles, supporting future initiatives. As projects grow more complex and data-driven, AI integration in PM can transform how teams capture, share, and apply knowledge for sustained success. For project teams, this translates into less time spent on repetitive documentation and more capacity for strategic thinking, issue resolution, and stakeholder engagement—all critical for successful project delivery.

In modern IT companies, document management has moved from static file repositories to dynamic, integrated platforms that use artificial intelligence for analysis and recommendations. The document flow is no longer linear - with DMS, information is automatically categorized, updated in real-time, and accessible through a centralized environment. This reduces the risk of knowledge loss after project completion and facilitates future developments.

The ADMS model supports transparent PM processes in organizations, reinforcing PM leadership and trust. It improves effective knowledge retention strategies, particularly after project closure, by facilitating tacit knowledge summarization, overcoming different organizational constraints such as hierarchical structures and weak learning cultures. Further, document management software transforms project management by supporting different roles in the team and optimizing the flow of documents. Project managers get quick access to key information through intelligent search and summarization, which speeds up decision-making. Business analysts can identify critical trends and dependencies, while developers and technical teams have access to up-to-date specifications and code documentation. In addition to improving efficiency, the Document Management system encourages collaboration by allowing teams to comment, edit, and share documents interactively. This advancement leads to more flexible knowledge management, providing a strategic advantage for innovative companies, and improved human-AI interaction, supporting knowledge workers in navigating complex information landscapes more efficiently.

5. Conclusion

Discussions surrounding job automation and displacement increasingly generate tension between employers and employees, fuelled by concerns about job security and the future role of human labour. While the potential for full automation continues to be widely debated, the technical feasibility of entirely replacing complex roles, especially those requiring contextual understanding, critical thinking, and collaboration, remains limited in many domains. As a result, a growing body of scholarly research advocates for a human-AI partnership model. Rather than aiming for full automation, this approach emphasizes job augmentation, where AI technologies support and enhance human capabilities, leading to more effective and resilient work environments.

In the context of project management, this augmentation perspective is especially relevant. Project management roles demand adaptable and intelligent tools capable of tracking project milestones, identifying risks, and ensuring visibility across dynamic workflows. The integration of artificial intelligence in ADMS significantly contributes to this need. By automating the generation, organization, and retrieval of project documentation, the ADMS facilitates seamless access to up-to-date information, enhances the accuracy of reports, and enables faster, evidence-based decision-making. This, in turn, improves overall productivity, reduces human error, and increases organizational competitiveness.

In addition, AI-driven DMSs enhance knowledge sharing and knowledge retention, critical aspects of modern project ecosystems where turnover, remote work, and distributed teams are common. Instead of replacing project managers or administrative staff, systems like ADMS help manage information overload, improve overall accessibility, and provide contextual support for complex decisions. In this way, AI acts not as a replacement for human expertise but as a complementary force that amplifies it.

For successful AI implementation, companies should focus on delivering higher-quality outputs, improving customer experience, and enabling innovation, rather than merely pursuing cost reduction and labour minimization. The proposed model outlines key layers of impact, emphasizing that newly generated knowledge should be evaluated based on its contribution to the organisation's efficiency. This strategic framing is essential for gaining employee acceptance and trust. Workers are more likely to embrace AI tools when they are presented as instruments that empower them to perform their jobs more effectively, reduce repetitive burdens, and enhance their strategic value within the organization.

Ultimately, by combining intelligent DMSs with a job augmentation approach, organisations can foster a culture of continuous improvement, where technology supports human strengths and unlocks new opportunities for growth and innovation.

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Ethics Declaration: This research did not involve human participants, animal subjects, or sensitive data, and therefore did not require ethical clearance.

AI Declaration: Artificial intelligence tools were used solely for editing and language polishing. No AI tools were used for data generation, analysis, or interpretation.

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