

An Exploratory Study of Traditional and AI Augmented Knowledge Sharing Techniques for Organisational Performance

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Abstract: As organisations operate in increasingly dynamic knowledge-intensive environments, the ability to share knowledge effectively has been a key driver influencing organisational performance, innovation and competitive advantage. With the growing adoption of artificial intelligence (AI) and AI-driven knowledge management technologies, organisations are increasingly leveraging intelligent systems to enhance knowledge creation, sharing, and utilisation. While previous studies have established a positive relationship between knowledge sharing and organisational outcomes, there is a need to understand how employees working within knowledge-intensive environments perceive the augmentation of traditional knowledge sharing techniques, with AI, to support organisational performance. The purpose of this study was therefore to explore knowledge sharing techniques and the potential role of AI-enabled knowledge driven approaches, and their perceived impact on organisational performance. This study adopted a qualitative exploratory research approach with asynchronous online interviews serving as the primary data collection method. The sample for the study was made up of employees who work in knowledge-intensive environments. The findings from this study indicate that both formal and informal knowledge sharing techniques contribute positively to organisational performance by enhancing collaboration, innovation, decision making, problem solving, and employee productivity. Participants further emphasised the importance of organisational culture, leadership support, trust, technology and the emerging role of AI-augmented knowledge sharing for facilitating and improving access to organisational knowledge. This study concludes that organisations should continuously adapt their knowledge sharing strategies by integrating AI-enabled knowledge driven techniques alongside traditional approaches to improve organisational performance in evolving workplace environments.

Keywords: Knowledge sharing, AI, Organisational performance, Knowledge exchange, Exploratory qualitative research

1. Introduction

Knowledge can be viewed as the lifeblood of an organisation, acting as a dynamic asset that fuels innovation, agile decision making and operational efficiency. It is for this reason that organisations increasingly depend on their ability to create, share and utilise knowledge as a fundamental organisational resource. According to Davenport and Prusak (1998), “knowledge that is not shared has little value to the organisation” therefore it is imperative to not only create knowledge, but also to ensure that it is effectively disseminated, for the purpose of utilisation. Often this dissemination takes place through knowledge sharing techniques that are relevant to the respective organisation.

Knowledge sharing assists organisations to avoid re-inventing the wheel, improve problem solving capabilities and enhance organisational learning. It facilitates cross departmental collaboration and allows employees to leverage collective expertise to achieve organisational goals and objectives. Organisations that actively promote knowledge sharing regularly experience improvements in productivity, innovation and overall performance (Alharbi and Aloud, 2024).

Although extensive research has been implemented to investigate the relationship between traditional knowledge sharing and organisational performance, it is important that continued research be undertaken as work environments continue to evolve. It is therefore the purpose of this study to explore the perceptions of employees, who work in knowledge-intensive environments, towards traditional knowledge sharing techniques and the use of AI to augmented knowledge sharing techniques to enhance organisational performance. To address the objective of this study, the following questions were created:

- Which traditional knowledge sharing techniques are commonly used in knowledge-intensive environments, and how are they perceived to contribute to organisational performance?
- How can AI been used to augment traditional knowledge sharing techniques to contribute to organisational performance?
- Which factors enable or hinder the effective use of traditional and AI-augmented knowledge sharing techniques within knowledge-intensive environments?

2. Conceptual and Empirical Foundations

To establish the theoretical basis for this study this section defines the concept of knowledge sharing and its role in organisational performance. It further reviews empirical literature on traditional knowledge sharing

techniques and highlights the contribution of AI-augmented knowledge sharing techniques towards knowledge creation, knowledge exchange, collaboration, innovation and organisational effectiveness.

2.1 Knowledge Sharing

According to Lefika and Mearns (2015), the concept knowledge sharing can be defined as a form of interpersonal communication that involves a two-way correspondence of sharing and receiving knowledge. For knowledge sharing to be deemed as valuable there needs to be a shared or mutual interest between knowledge holders. Kim and Choi (2022), further state that knowledge sharing is the process of exchanging information, skills, and insights between individuals and groups of individuals.

2.2 Knowledge Sharing and Organisational Performance

Organisational performance is the ability of an organisation to meet its overall goals and objectives. Organisational performance is often evaluated based on financial performance, operational performance and shareholder return performance (Aguilera et al., 2023).

For an organisation to function optimally, and achieve its goals and objectives, from a knowledge perspective, it requires a centralised knowledge repository which is accessible to all its employees, a knowledge sharing culture and technology that will serve as an enabler for the knowledge sharing initiatives within an organisation.

Organisations which encourage knowledge sharing often demonstrate greater adaptability and agility in responding to environmental triggers (Marjerison, Andrews & Kuan, 2022). Knowledge sharing supports innovation by allowing the combination of diverse perspectives and experiences which can lead to the generation of new ideas and solutions to existing problems. Furthermore, knowledge sharing can assist with improved decision making by granting employees access to relevant expertise and on-demand information resources (Yuen & Lam, 2024).

2.3 Knowledge Sharing Techniques

Over the years researchers have identified numerous knowledge sharing techniques designed to support organisational learning, collaboration and knowledge exchange. Table 1 provides an overview of traditional knowledge sharing techniques reported in literature, together with their primary purpose and characteristics. The techniques included in Table 1 were selected as they are widely recognised in knowledge management literature and represent both traditional approaches to knowledge exchange. Additionally, the knowledge sharing techniques listed in Table 1 collectively support the sharing of tacit and explicit knowledge through interpersonal interaction, collaborative learning and technology.

The overview of knowledge sharing techniques in Table 1 establishes the conceptual foundation for this study by illustrating the range of approaches organisations can use to facilitate knowledge sharing. Furthermore, it provides a useful point of reference for interpreting participants perceptions concerning the influence of various knowledge sharing techniques towards organisational performance.

Table 1: Existing Knowledge Sharing Techniques (Adapted from Chen et al., 2023; Estrada, 2025; Fadhlan and Senses, 2022; Gretsche, Mandl and Hense, 2011; Kwayu, Abubakre and Lal, 2021; Lefika and Mearns, 2015; Olusanya, 2021; Pyrko, Dörfler and Eden, 2016; Rahman, Subasinghage and Singh, 2024; Roxburgh et al., 2022; Tolsby, 2018)

Category	Knowledge Sharing Technique	Description	Primary Purpose	Key references
Interpersonal Techniques	Mentoring and Coaching	A developmental relationship where experienced employees share, knowledge, skills and expertise with less experienced colleagues	Knowledge transfer, Employee development and succession planning	Lefika & Mearns (2015)
	Storytelling	The use of narratives and personal experiences to communicate tacit knowledge	Transfer experiential knowledge and enhance understanding	Lefika & Mearns (2015)

Category	Knowledge Sharing Technique	Description	Primary Purpose	Key references
	Knowledge Cafés	Structured conversational groups where participants engage in open dialogue on topics of mutual interest	Facilitate tacit knowledge sharing and collaborative learning	Lefika & Mearns (2015)
Collaborative Techniques	Communities of Practice (CoPs)	Groups of individuals who share a common interest, profession or practice and learn through regular interaction	Foster continuous learning, collaboration and knowledge creation	Lefika & Mearns (2015); Pyrko, Dörfler & Eden (2016)
	Peer Assists	Sessions where individuals seek advice and insights from colleagues before undertaking a task or project	Improve problem solving and decision making	Lefika & Mearns (2015)
	Brown Bag Lunch and Learn Sessions	Informal meetings where employees share knowledge, experiences or project outcomes with colleagues	Encourage informal learning and knowledge exchange	Estrada (2025)
	After Action Reviews	Structured reviews conducted after projects or activities to identify successes, challenges and recommendations	Capture organisational learning and improve future performance	Lefika and Mearns (2015)
	Retrospect's	A retrospect identifies the problems that were encountered in a project and highlights the lessons learned, but it also aims to solve these problems and possibly fill gaps. For this reason, it is more comprehensive than an after action review.	Preserve project knowledge and improve future projects	Lefika and Mearns (2015)
Knowledge Capture Techniques	Knowledge Repositories	A centralized digital database that systematically captures, stores, and organizes an organization's information, best practices, and expertise	It transforms scattered individual knowledge into a shared, searchable institutional memory, making it easy for users to find and reuse valuable insights	Fadhlan and Senses (2022)
	Wikis and Collaborative Knowledge Bases	Online platforms that allow multiple users to create, edit and update knowledge resources collaboratively	Retain valuable organisational knowledge	Roxburgh et al., (2022)
	Knowledge Harvesting	A structured process used to capture critical knowledge from experts before retirement or departure	Retain valuable organisational knowledge	Tolsby (2018)
Expertise Location Techniques	Expert Directories (Knowledge Maps/Yellow Pages)	Systems that identify employees with specific expertise, skills and experience	Facilitates access to expertise and encourage collaboration	Gretsch, Mandl and Hense (2011)
Experiential Learning Techniques	Job Rotation	The movement of employees across different roles, departments or functions in order to broaden their knowledge and skill set	Promote experiential learning and cross-functional knowledge transfer	Olusanya, (2021)
	Enterprise Social Networks (ESNs)	Internal digital platforms that enable employees to share information, collaborate and connect across organisational boundaries	Facilitate digital knowledge sharing and collaboration	Chen et al., (2023); Rahman, Subasinghage and Singh, 2024)

Category	Knowledge Sharing Technique	Description	Primary Purpose	Key references
Technology-Enabled Techniques	Enterprise Social Media	Organisational social media tools that support communication, knowledge donating and knowledge collecting	Enhance collaboration, innovation and employee engagement	Chen et al., (2023)
	Informal Social Media Communities	Informal online groups where employees exchange experiences, advice and knowledge	Support networking and informal knowledge exchange	Kwayu, Abubakre and Lal, (2021)

2.4 AI and Knowledge Sharing

Recent advances in artificial intelligence have transformed knowledge sharing from predominantly human implemented activities to technology enabled processes that improve the capture, organisation, retrieval and dissemination of organisational knowledge. AI technologies, including machine learning, natural language processing, and generative AI, enhance traditional knowledge sharing by automatically classifying organisational knowledge, identifying relevant information, generating summaries and facilitating access to institutional knowledge through intelligent search capabilities. Rather than replacing established knowledge sharing practices, AI complements existing techniques by improving the efficiency, accessibility and scalability of knowledge sharing processes, thereby enabling organisations to respond more effectively to increasingly dynamic and knowledge-intensive environments (Benabou and Touhami, 2025; Taherdoost and Madanchian, 2023).

AI also strengthens collaboration by supporting intelligent recommendation systems, conversational agents, virtual assistants and generative AI applications that enable employees to locate expertise, share tacit knowledge and access relevant organisational information more efficiently. These technologies contribute to improved decision making by providing timely context specific knowledge that supports problem solving and innovation. However, the effectiveness of AI-driven knowledge sharing remains dependent on human knowledge creation, organisational culture, trust, leadership support and employee's willingness to contribute and validate organisational knowledge. Essentially, AI should be viewed as an enabler of knowledge sharing rather than a substitute for the human interactions and organisational practices that underpin effective knowledge management and organisational performance (Jarrahi, 2023; Taherdoost and Madanchian, 2023).

3. Research Methodology

This study adopted an exploratory qualitative research design to investigate the perceptions of individuals towards knowledge sharing techniques and their impact on organisational performance. A qualitative approach was considered appropriate as it allowed for a deeper understanding of individuals experiences, perceptions.

3.1 Data Collection

Due to the nature of this study, online asynchronous interviews were selected, and implemented for the purpose of data collection. Asynchronous interviews are often disseminated via an online platform allowing for multiple interviews to take place simultaneously (Tilston et al., 2024). The use of asynchronous interviews allowed for the participants to respond to interview questions at their convenience while providing thoughtful and detailed responses.

The sample for this study comprised individuals who worked in knowledge-intensive environments and possessed a working knowledge of AI and its application within organisational contexts. Participants were selected using purposive sampling to ensure that they could provide informed perspectives aligned with the aims and objectives of this research. This sample approach enhanced the rigour and trustworthiness of the data and the findings.

3.2 Data Analysis

The findings obtained from the asynchronous interviews were analysed using thematic analysis. This approach was deemed appropriate as it supports the systematic examination and interpretation of qualitative data, allowing for a deeper understanding of participants' perspectives and experiences. In addition, thematic analysis provides methodological flexibility while facilitating the identification and analysis of recurring themes and patterns across participant responses (Byrne, 2022).

3.3 Ethical Considerations

It is of the utmost importance that ethical principles govern the implementation of any study. Before commencing with data collection, ethical clearance was granted from the ethics committee affiliated with this study. Participation was voluntary and participants were clearly informed about the research before engaging with the questions presented in the interview schedule. Anonymity and confidentiality of participants was also maintained by removing identifiable information from the data. Furthermore, participants were ensured that their responses would be used solely for academic purposes and that they were allowed to withdraw from the study at any given time.

4. Findings and Discussion

This section presents the findings that emerged from the thematic analysis of the data, which was solicited from the asynchronous interviews. The themes presented in this section are derived from the purpose and the questions of this study, which are stated in the introduction.

4.1 Traditional Knowledge Sharing Techniques Commonly Used in Knowledge-intensive Environments

Figure 1 illustrates the array of traditional knowledge sharing techniques used by the participants within their respective organisations. According to the responses received a combination of formal and informal were used, including training, workshop, presentations, reports, webinars, meetings, demo session, coffee chats and casual interactions. This finding suggests that organisations understand the value of utilising multiple approaches to facilitate the sharing of both explicit and tacit knowledge. While formal approaches provide structured opportunities for knowledge sharing, informal approaches create spaces for employees to share their experiences, insights and expertise in a less structured environment.

If compared with the knowledge sharing techniques presented in Table 1, there is a substantial alignment between existing literature and the knowledge sharing techniques mentioned by the participants. Knowledge sharing techniques such as training, workshops and informal discussions reflect the collaborative and interpersonal approaches mentioned in the literature review. While the use of Confluence by participants, highlights the continued importance of technology-enabled knowledge sharing tools, participants also mentioned knowledge sharing techniques such as demo sessions and coffee chats suggesting that organisations often adapt established knowledge sharing approaches to suit their specific needs. Overall, the findings from the asynchronous interviews reinforce the view that effective knowledge sharing can be achieved through a combination of interpersonal, collaborative and technology-enabled knowledge sharing techniques. This notion is reiterated by this verbatim answer given by one of the participants, stating that *"In today's world it's a bit of everything. It depends how the knowledge or information should be presented or how best the technique is suited for the content to be presented. Additionally, the audience that also needs to use the information"*.



Figure 1: Traditional knowledge sharing techniques commonly used (own source developed for this study, 2026)

4.2 AI-augmented Knowledge Sharing Techniques

As part of the study participants were asked how AI could be used to augment traditional knowledge sharing techniques for the purpose of organisational performance. Some of the suggestions made by the participants included, using AI to enhance training, workshops, demo sessions and webinars through the use of generative

AI tools, that create learning materials, summarise discussions and generate frequently asked questions for future references. Similarly, AI-powered transcription and summarisation tools were also mentioned as tools that could be used to improve meetings, presentations and knowledge sharing sessions by automatically capturing key discussions, items to be actioned and organisational knowledge. Thereby reducing the risk of knowledge loss while improving accessibility and retrieval. The participants also stated how knowledge management software's such as Confluence has embed AI-powered search capabilities, intelligent content recommendations and automated knowledge classification, enabling employees to locate relevant organisational knowledge more efficiently.

Overall, the findings from the asynchronous interviews suggest that AI has the potential to complement, rather than replace traditional knowledge sharing techniques. Organisations can improve organisational performance by integrating AI-driven capabilities with existing knowledge sharing practices to enhance knowledge accessibility, support more informed decision making and encourage continuous organisational learning. That being said participants also made it clear that the effectiveness of AI-enabled knowledge sharing remains dependent on employee participation, organisational culture and leadership support, reinforcing the importance of maintaining a balanced approach that combines human interaction with technological innovation.

4.3 Factors That Enable or Hinder Effective Knowledge Sharing

Figures 2 and 3 illustrate the factors identified by participants that can enable or hinder effective knowledge sharing. With regards to factors that hinder knowledge sharing, time constraints emerged as one of the prominent barriers. Respondents repeatedly referred to the pressure of meeting deadlines and competing priorities resulting in knowledge sharing activities coming second to operational demands. In addition to the pressures of time, participants highlighted organisational and cultural barriers, fear, a lack of trust, toxic leadership, bureaucracy and red tape. These factors were all perceived to create environments where employees become reluctant to share ideas or expertise. Concerns about intellectual recognition were also evident with some participants indicating that employees may withhold knowledge when they fear their contributions could be implemented without recognition. Lastly an overreliance on senior staff members was identified as a potential barrier to effective knowledge sharing as it could discourage broader participation in knowledge exchange and limit opportunities for collaborative learning across teams.

In contrast to the barriers that may hinder effective knowledge sharing, participants emphasised the importance of organisational culture as a key enabler of effective knowledge sharing. A culture characterised by openness, trust, positivity and a growth mindset were viewed as essential for encouraging employees to exchange knowledge freely and to learn from one another. Leadership was also identified as an essential enabling factor, with participants noting that visible support, investment and encouragement from leadership can create the right conditions for knowledge sharing practices to thrive. Trust in relationships was regarded as an important factor for facilitating collaboration beyond immediate teams and departmental boundaries. Trust was also identified as being an important factor in overcoming silos to strengthen learning. Additionally, participants recognised that the role of factors such as personal confidence was a factor that could influence an employee's willingness to share knowledge. From a technology perspective, participants acknowledged that various technologies including emerging AI-enabled knowledge sharing capabilities can enhance the efficiency and accessibility of knowledge sharing. However, these technologies were generally viewed as secondary to the cultural and relational foundations that underpin successful knowledge sharing practices. Collectively the findings reflected in Figures 2 and 3 suggest that effective knowledge sharing is likely to occur when supportive leadership, positive organisational culture, strong interpersonal relationships and individual confidence work together to create an environment conducive to collaboration and continuous learning.



Figure 2: Factors enabling effective knowledge sharing (own source developed for this study, 2026)

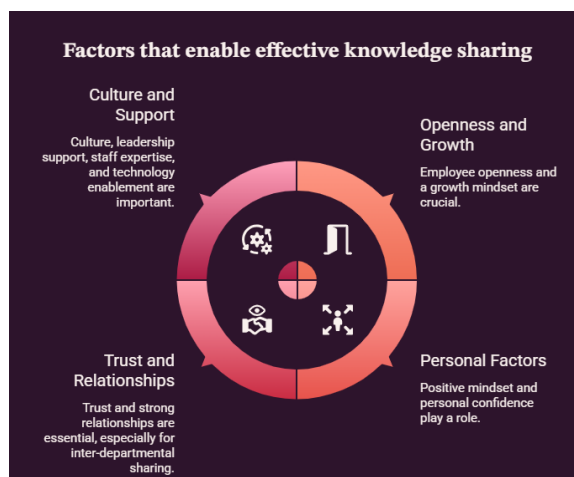


Figure 3: Factors hindering effective knowledge sharing (own source developed for this study, 2026)

The above enabling and hindering factors are equally applicable to AI-augmented knowledge sharing practices, as the successful implementation of AI for knowledge sharing remains dependent on the same organisational and human factors that underpin traditional knowledge sharing. Organisational culture, leadership support, trust and employee willingness to contribute knowledge continue to determine whether AI-enabled knowledge sharing technologies are effectively adopted and utilised to enhance organisational performance. Consequently, AI should be viewed as an enabler that complements existing knowledge sharing practices rather than a substitute for the interpersonal relationships and collaborative culture required for effective knowledge exchange.

4.4 Participants Perception Towards Knowledge Sharing and Organisational Performance

According to the responses received from the asynchronous online interviews participants consistently perceived knowledge sharing techniques as having a positive influence on organisational performance, particularly in relation to decision making and innovation. Most of the participants observed that knowledge sharing facilitates the exchange of experiences, know-how and insights which inevitably enable employees to make more informed decisions. Informal knowledge sharing practices were highlighted as valuable due to the ease and flexibility associated with these types of knowledge sharing techniques, often leading to increased collaboration and knowledge sharing across teams. Participants also stated that informal interactions between employees often encouraged the spontaneous exchange of ideas leading to innovation that may otherwise remain unrecognised.

In addition to supporting decision making and innovation, participants indicated that knowledge sharing techniques, both traditional and AI-augmented, contribute to broader organisational outcomes, increased productivity, and operational efficiency. Several participants described knowledge sharing as integral to the day-to-day functioning of their respective departments, providing opportunities for employees to combine

perspectives, solve problems collaboratively and generate new ideas. While participants acknowledged that the direct impact of knowledge sharing initiatives can be difficult to quantify, there was a strong perception that sustainable knowledge sharing practices deliver long term organisational benefits, by strengthening an organisations capacity for continuous improvement, innovation and effective decision making.

5. Conclusion

The findings of this study demonstrate that knowledge sharing is widely perceived as a significant contributor to organisational performance. Participants associated effective knowledge sharing with improved decision making, enhanced innovation and stronger collaboration across teams. The ability to share experiences, expertise and insight was viewed as essential for solving problems, generating new ideas and supporting informed decision-making processes. Furthermore, participants recognised that knowledge sharing contributes to productivity, operational efficiency and an increased capacity for continuous improvement. As organisations increasingly adopt AI to augment traditional knowledge sharing techniques these findings suggest that artificial intelligence has the potential to improve the capture, organisation, retrieval and dissemination of organisational knowledge while enhancing employees' access to relevant information and supporting timely decision-making.

Although the direct impact of knowledge sharing initiatives may be difficult to quantify, the findings suggest that organisations derive substantial long-term value from fostering environments where knowledge can be effectively shared and applied. While AI-augmented knowledge sharing technologies offer opportunities to improve the efficiency and accessibility of organisational knowledge their successful implementation remains dependent on the organisational culture, leadership support, trust and employee participation that underpin effective knowledge sharing.

To further strengthen the benefits of knowledge sharing within organisations participants recommended that organisations move beyond viewing knowledge sharing as an isolated activity but rather embed it within everyday processes, product delivery practices and lessons learned activities. The findings also highlighted the importance of cultivating genuine relationships, trust and openness amongst employees as meaningful knowledge sharing is ultimately driven by people rather than technology alone. Continuous learning, ongoing awareness initiatives and the careful selection of both traditional and AI-enabled knowledge sharing techniques were also identified as important considerations. Finally, participants emphasised the need for organisations to adopt flexible approaches that can be piloted, evaluated and adapted to suit their unique contexts. Collectively, these recommendations suggest that organisations seeking to enhance performance should focus on creating sustainable knowledge sharing cultures that integrate AI-enabled capabilities with established knowledge sharing practices to support learning innovation, collaboration and informed decision making on all levels of the organisation.

Ethics Declaration: Ethical clearance was obtained from the University of Johannesburg's, College of Business and Economics (CBE) Research Ethics Committee.

AI Declaration: The author declares that the Artificial Intelligence (AI) tool, Napkin, was used. The AI assistance was limited to idea organisation and generating figures based on the responses to the asynchronous online interviews. All intellectual content, critical analysis, and final interpretations were conducted by the author. The use of the AI tool complied with ethical standards and authorship criteria.

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