

The Use of Artificial Intelligence in Knowledge Management and Corporate Decision-Making Processes

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Abstract: The rapid development of artificial intelligence and the ongoing digital transformation of businesses are bringing about significant changes in the way knowledge is managed and decisions are made. The growing volume of data and the need to process it quickly mean that artificial intelligence tools are becoming a key element in supporting the functioning of modern organisations. The aim of this article is to identify the potential for using artificial intelligence tools in knowledge management processes and to determine their impact on improving decision-making processes within organisations. Accordingly, the following research questions have been formulated: (1) How do artificial intelligence tools support knowledge management processes in organisations? (2) What is the significance of artificial intelligence-based solutions for the quality and effectiveness of decision-making processes? (3) What benefits and challenges are associated with the implementation of artificial intelligence tools in organisations? It was assumed that the implementation of artificial intelligence-based solutions increases the efficiency of acquiring, processing and utilising organisational knowledge, whilst supporting more accurate managerial decision-making. This article is based on a narrative review of the literature and an analysis of secondary sources. The study covered domestic and international academic publications, industry reports, statistical data from 2023–2025, and documentation and official websites of the providers of selected artificial intelligence tools. Analyses have shown that artificial intelligence tools support the collection, organisation and sharing of knowledge, automate data analysis, and enable the identification of correlations and the forecasting of future events. AI-based solutions increase the speed of information flow, improve the quality of management decisions and support the creation of innovative organisational solutions. At the same time, the effective use of AI requires data of sufficient quality, integration with existing IT infrastructure, ensuring information security and the development of employees' digital skills. Research findings indicate that the integration of artificial intelligence tools into knowledge management processes is one of the key areas of development for modern enterprises. Artificial intelligence goes beyond a purely supportive role, becoming a strategic tool that underpins knowledge management, decision-making and the development of innovation and a sustainable competitive advantage for organisations in the digital economy.

Keywords: Artificial intelligence, Knowledge management, Decision-making processes, Digital transformation

1. Introduction

In today's knowledge-based economy, the processes of acquiring, creating, sharing and utilising knowledge constitute one of the key areas of organisational management (De Bem Machado et al., 2022). Knowledge is regarded as a strategic organisational resource that determines an organisation's ability to build a competitive advantage, stimulate innovation and support effective decision-making (Brusco Pletsch et al., 2026). Effective knowledge management requires modern digital technologies that enable the processing of large datasets, information analysis and decision support (Beyer, 2013). Consequently, knowledge management has become not only a source of competitive advantage but also a foundation of the digital transformation of modern organisations.

Artificial intelligence is playing an increasingly important role in this transformation, and its significance is expected to continue growing (Zhang, 2023). The dynamic development of AI technologies has made data one of the key organisational resources, while AI tools support knowledge management through automated data analysis, identification of relationships, generation of recommendations and improvement of information flows (Eboigbe et al., 2023; Mhaskey, 2024). As a result, organisations can use knowledge more effectively, improve business performance and make more informed decisions.

AI-based systems are increasingly used to optimise business processes, automate repetitive tasks and enhance organisational efficiency (Kitsios & Kamariotou, 2021). Their effective implementation, however, requires appropriate digital competences, data management capabilities and the integration of AI with existing business processes (Zhang & Wei, 2025; Kanbach et al., 2024).

Despite the growing interest in artificial intelligence, there remains a research gap regarding its integrated role in knowledge management and decision-making support. Existing studies focus mainly on technological aspects or selected AI applications, whereas the relationships between AI, knowledge management and organisational decision-making have received considerably less attention.

The aim of this article is to identify the potential of artificial intelligence tools in knowledge management processes and to determine their role in supporting decision-making within organisations. The study adopts an integrated perspective on AI as a tool supporting both knowledge management and managerial decision-making, while systematising contemporary AI solutions and presenting examples of their application in selected sectors of the economy. The findings provide a basis for further empirical research and may also support management practice in the area of digital transformation.

2. Methods and Materials

2.1 Theoretical Background

Knowledge management in modern business organisations is taking on particular significance against the backdrop of dynamic socio-economic changes, which have led to the transition from an industrial economy to a knowledge-based economy. In the literature, this is also referred to as the digital economy, the post-capitalist economy or the information society (Cameron, 2022; Inastrilla, 2023). Regardless of the terminology used, it is emphasised that knowledge, information and intellectual capital are now the most important resources determining the development and competitiveness of enterprises, whilst the importance of traditional material resources is gradually declining (Harris, 2001). An organisation's competitive advantage is therefore determined by its ability to create, acquire, utilise and protect knowledge, the sources of which include not only employees but also customers, business partners and the organisation's environment.

The development of the information society and information and communication technologies has significantly changed the way businesses operate. Widespread access to information, the ability to collaborate in real time, and the digitisation of business processes mean that knowledge is becoming a fundamental resource supporting the achievement of an organisation's objectives (Tirkolaee et al., 2025). In a knowledge-based economy, organisations use digital technologies not only to collect and process data, but above all to generate new knowledge, support innovation processes and make decisions (Michalik, 2014). This means there is a need to foster an organisational culture that encourages learning, the exchange of experiences and the continuous improvement of skills.

In recent years, the use of artificial intelligence as a tool to support knowledge management has become particularly important. Solutions based on machine learning algorithms, natural language processing and big data analysis enable the automation of processes for acquiring, organising and sharing knowledge, whilst also supporting information analysis and decision-making processes (Ajmal et al, 2025). Artificial intelligence enables the identification of relationships invisible to humans, the forecasting of future events and the generation of recommendations, thereby increasing the operational efficiency of businesses

The implementation of artificial intelligence tools presents challenges relating to data quality, information security, privacy protection and the development of employees' digital skills. AI supports knowledge management and human capital management without replacing expert knowledge or managerial skills (Naim et al., 2025). The effectiveness of its implementation depends on integrating the technology with organisational processes and fostering an organisational culture based on collaboration and the responsible use of data (Riepina et al., 2026).

In the context of digital transformation, artificial intelligence is becoming an important tool for supporting knowledge management, innovation and decision-making processes (Ratajczak, 2025). Despite the rapid development of AI, there is still a lack of comprehensive research analysing its impact on the integration of knowledge management and decision-making support.

2.2 Research Methods

The theoretical framework adopted in this article, developed on the basis of a review of the literature on knowledge management, artificial intelligence and corporate decision-making processes, enabled us to determine the current state of knowledge and identify the main directions of research. The analysis carried out showed that existing studies focus primarily on the technological aspects of artificial intelligence or selected areas of its application. By contrast, the issue of integrating artificial intelligence tools with knowledge management processes and their impact on supporting decision-making processes in organisations is addressed much less frequently. Consequently, a research gap has been identified, highlighting the need for a comprehensive examination of the interrelationships between the use of artificial intelligence tools, knowledge management and decision-making processes.

Based on this identified research gap, the aim of this article was established: to identify the potential for using artificial intelligence tools in knowledge management processes and to determine their significance for supporting decision-making processes in organisations.

Achieving this objective required the formulation of the following research questions:

P1. Which artificial intelligence tools are used in knowledge management processes within organisations?

P2. How does the use of artificial intelligence tools influence the support of decision-making processes in organisations?

P3. What are the benefits and limitations of using artificial intelligence tools in knowledge management and decision-making processes?

In order to answer the research questions posed, a narrative literature review was conducted, which enabled a critical analysis and synthesis of the academic literature on the use of artificial intelligence in knowledge management and decision-making support. This method allowed us to organise existing knowledge, identify relationships between the constructs under study, and suggest directions for further research.

The literature review was conducted using the Scopus, Web of Science and Google Scholar databases. The search for publications covered the years 2020–2025 and was based on the keywords: *artificial intelligence, knowledge management, decision-making, digital transformation* and combinations thereof, using the logical operators AND and OR. The analysis included peer-reviewed scientific publications and reports from public institutions and industry organisations concerning the application of artificial intelligence in knowledge management and decision-making processes. Publications that did not meet the thematic relevance criterion, popular science articles and duplicates were excluded. The literature was selected on the basis of an analysis of titles, abstracts and full texts, followed by a narrative synthesis.

The narrative literature review was supplemented by a review of secondary sources, including an analysis of industry reports and statistical data published between 2023 and 2025, in particular studies by the Central Statistical Office on the use of information and communication technologies and artificial intelligence in enterprises, as well as reports by public institutions and industry organisations on digital transformation, knowledge management and the implementation of AI tools in organisations. The use of diverse data sources made it possible to identify contemporary AI tools used in enterprises and to determine their potential application in knowledge management and decision-making support processes.

3. Results

Artificial intelligence is one of the key technologies underpinning the digital transformation of businesses. Its applications range from the optimisation of business and marketing processes to the development of new management models and the improvement of customer relations. Technological progress is leading to a steady expansion of the range of AI-based tools available, which are being applied in an ever-increasing number of areas within organisations. Accordingly, the remainder of this article presents the characteristics of selected AI solutions used in business practice. We have chosen to focus on four sectors in which these solutions may be applied and to provide examples of their use in each of the selected areas (Table 1.).

The following sectors were selected for analysis: tourism, services, manufacturing and technology.

The author considered an analysis of the tourism sector to be important given its significance to the economies of many countries, as it generates revenue and creates jobs. Research in this field can help to understand travel trends, tourists' preferences and the impact of marketing activities on tourist traffic. Furthermore, the solutions presented in the analysis may contribute to the development of sustainable tourism, minimising negative impacts on the environment and local communities (Alyasiri et al., 2024).

Services, on the other hand, account for a significant proportion of the economy in many countries. The analysis enables us to understand customer needs, improve service delivery processes and develop innovative solutions. The examples provided in the analysis can be used to strengthen quality-related aspects (customer satisfaction and loyalty building) (Hajipour et al., 2023).

The manufacturing sector was selected for this overview because it produces goods and thus generates revenue. The examples provided can help to improve the efficiency of manufacturing processes, optimise the supply chain, and increase productivity and competitiveness (Mana et al., 2024). The technology sector was chosen by the author because of its potential to revolutionise various sectors of the economy. The examples given of the

application of specific AI tools can help to identify new trends, forecast future changes and develop innovative solutions (Mitrache et al., 2024).

Table 1: Applications of AI tools in selected industries

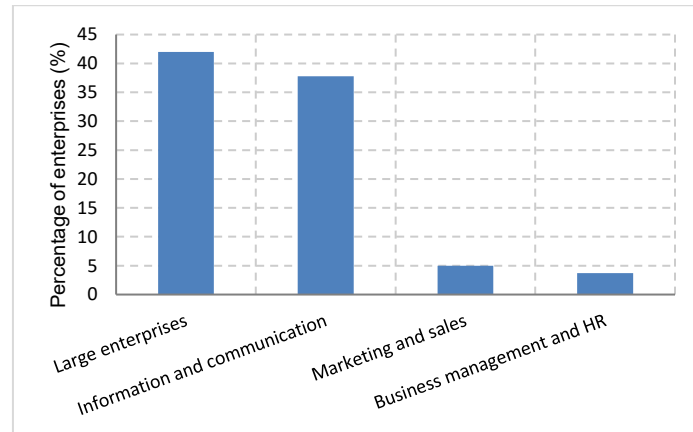
Tools / Sectors	Tourism	Services	Manufacturing	Technology
BOTWISE	Automated searching of the knowledge base to provide quick answers to customers' queries regarding holiday offers.	Simplified knowledge management in a service company through rapid retrieval of information on products and services offered to customers.	Optimisation of logistics processes through the integration of various systems and access to up-to-date data on stock and deliveries.	Enabling IT staff to quickly access technical documentation and the expert knowledge needed to resolve customer issues.
Kristalic	Automatic transcription of conversations with customers and the generation of meeting summaries, making it easier to track customers' progress in organising their trips.	Recording and analysing the content of conversations with customers, enabling the identification of trends and a better understanding of customer needs within a service-based company.	Generating reports based on the analysis of production line performance data and identifying areas requiring optimisation.	Automatically generating notes from IT team meetings and tracking progress in resolving technical issues.
Stackla	Detecting user-generated content about tourist attractions and events that can be used to promote tourist destinations.	Discovering user-generated content about a company's services and products that can be used to build customer engagement.	Collecting employee feedback on working conditions and suggestions for improvements, enabling better human resources management.	Analysing customer feedback on technology products and services on social media to identify areas for improvement.
Grammarly	Proofreading text on websites and in mobile apps relating to travel offers to ensure grammatical accuracy and clarity of message.	Correcting spelling in emails and business documents to ensure professionalism and clarity in communication with customers.	Checking the spelling in technical documents and user manuals to avoid misunderstandings and manufacturing errors.	Proofreading source code and technical documentation to ensure the correct functioning of IT systems and applications.
GumGum	Analysing social media content relating to tourist attractions and assessing their popularity amongst potential customers.	Using image analysis on social media to identify trends and customer preferences in the service sector.	Monitoring production processes using image analysis, enabling the rapid identification of faults and the avoidance of quality issues.	Using image analysis to identify user behaviour patterns and customer preferences in the technology sector.
Import.io	Collecting data from various websites regarding holiday offers and analysing competitive prices and customer reviews.	Collecting data on competing services and prices in the market, enabling a service provider to better tailor its offering.	Automatic retrieval of data on the technical specifications and prices of production materials from suppliers.	Collecting data from competitors' websites and analysing technological trends to improve the company's own products and services.
LivePerson	Using chatbots for real-time communication with customers to provide information on tourist attractions and handle bookings.	Making chatbots available on a service provider's website to respond quickly to customer enquiries and arrange appointments.	Implementing chatbots on the production line to provide technical support to staff and resolve issues quickly.	Creating chatbots for customer support within a technology company's mobile app to provide technical assistance and product information.
Optmyzr	Optimising search engine advertising campaigns for tourism-related keywords to increase conversions and reduce customer acquisition costs.	Using machine learning algorithms to optimise the marketing budget and select keywords for a service company to increase the reach and effectiveness of advertising campaigns.	Automatically adjusting bid rates based on demand forecasts and production costs to maximise profits and minimise losses.	Using machine learning algorithms to optimise software development and application testing processes in order to improve product quality and speed of delivery.

Tools / Sectors	Tourism	Services	Manufacturing	Technology
Smartly	Optimising advertising campaigns to promote tourist attractions on social media platforms and search engines.	Using an AI-based CRM tool to analyse customer data and personalise service offerings for individual and business customers.	Automation of production processes through data analysis and the generation of forecasts regarding demand for products and materials.	Using an AI platform to automate business processes, such as document management, data analysis and report generation, within a technology company.
Salesforce Einstein	Analysing customer preferences regarding tourist attractions and personalising tourism offerings based on data from social media platforms and customer behaviour.	Personalising services and customer interactions based on the analysis of data from various communication channels and customer transactions.	Forecasting market trends and product demand based on data from ERP systems and market analysis.	Analysing data relating to the company's operations, customers and the market to identify trends and forecast future technological needs.
Adobe Sensei	Personalising promotional and advertising content on websites and in mobile apps relating to holiday offers, based on an analysis of customer preferences and market trends.	Automatically tailoring content and service offers to customer preferences based on the analysis of data on customer behaviour and preferences.	Automation of design processes and creation of personalised content based on the analysis of data from various sources.	Using advanced image and video editing features to create promotional and instructional materials for a technology company.
IBM Watson	Using data analytics and natural language processing to create personalised holiday offers and recommendations for customers based on their preferences and purchase history.	Analysing customer data and predicting behaviour based on the analysis of large datasets from various sources, such as transactions, interactions and communications.	Using image analysis and sensor data to monitor production processes and identify potential problems and areas for optimisation.	Developing advanced decision-support systems based on the analysis of data from various sources and forecasts of future technological trends.
Microsoft Azure AI	Using AI services to personalise travel offers based on the analysis of data from various sources, such as transactions, user behaviour and demographic data.	Automating customer service and technical support using AI-powered chatbots capable of quickly answering questions and resolving issues.	Using machine learning to forecast demand for products and materials based on the analysis of market trends and production data.	Implementing smart data monitoring and analysis systems on the production line to improve production efficiency and quality.
Amazon AWS AI	Using AI services to analyse user-generated content on social media to identify trends and customer preferences in the tourism sector.	Recognising and analysing social media content relating to services and customer reviews to identify trends and better understand customer needs.	Using image data analysis to identify faults and issues in production processes and to prevent quality defects.	Building advanced machine learning models to analyse data and predict customer behaviour and technological trends within the industry.

Source: Own elaboration

The examples given in the table above are for illustrative purposes only. The selection of tools was deliberate and based on an analysis of the literature, industry reports and materials examined during the study. The selected solutions represent various areas of application of artificial intelligence in businesses and are intended to demonstrate its potential in knowledge management and decision-making support, rather than to present a comprehensive catalogue of available tools. It should be emphasised that the effective implementation of AI requires consideration of both technical aspects, such as data quality, integration with existing systems and information security, and organisational aspects, including organisational culture, the development of staff competencies and the adaptation of corporate strategy. Given the rapid development of AI technology and the ever-increasing number of available solutions, the considerations presented here are of a general nature and do not exhaust all possible applications.

The growing importance of artificial intelligence in business operations is confirmed by data from the Central Statistical Office. The report 'The Information Society in Poland in 2025' shows that 8.7% of enterprises employing at least 10 staff used artificial intelligence technologies, whilst in a similar survey from 2024 this figure stood at 5.9%, representing an increase of 2.8 percentage points. The highest level of AI use was recorded in large enterprises (42.0%) and in the Information and Communication sector (37.8%). Artificial intelligence technologies were most frequently used to support marketing and sales processes (5.0%) and office work related to business management and human resources (3.7%) (Central Statistical Office 2025). At the same time, the Central Statistical Office points out that the main barriers to AI implementation remain the lack of appropriate skills and knowledge among staff, and the high costs of implementing AI-based solutions. These figures confirm the growing importance of AI as a tool supporting digital transformation, knowledge management and the development of innovation within enterprises (Figure 1).



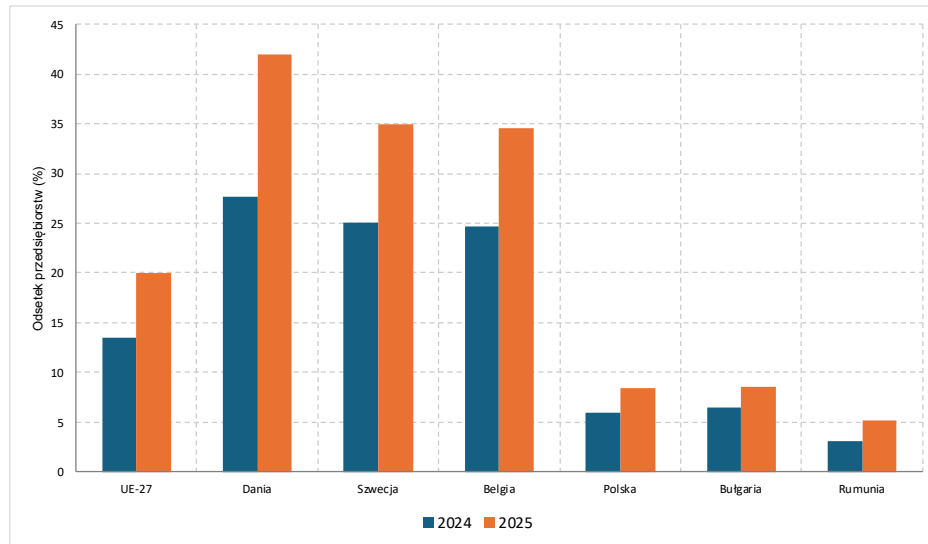
Source: Own elaboration based on Central Statistical Office. (2025). *The Information Society in Poland in 2025*. Warsaw–Szczecin

Figure 1: Selected indicators of the use of artificial intelligence technologies in enterprises in Poland in 2025 (in %)

Eurostat data indicate a dynamic increase in the use of artificial intelligence technologies by businesses in European Union member states between 2024 and 2025. The average proportion of businesses using AI solutions in the EU rose from 13.5% in 2024 to 20.0% in 2025, representing an increase of 6.5 percentage points. This trend confirms the growing importance of artificial intelligence as a technology supporting the digital transformation of businesses and knowledge management processes (Eurostat, 2025).

Of the countries analysed, the greatest increase in the use of artificial intelligence was recorded in Denmark, where the proportion of businesses using AI rose from 27.6% in 2024 to 42.0% in 2025 – an increase of 14.4 percentage points. Denmark maintained its leading position within the European Union in terms of the implementation of AI technology in businesses. Significant growth was also observed in Sweden, where the proportion of businesses using AI rose from 25.1% to 35.0% (+9.9 p.p.), and in Belgium, where it increased from 24.7% to 34.5% (+9.8 p.p.). These results demonstrate the high level of digital maturity of enterprises operating in these countries and the consistent implementation of innovative technologies supporting business process automation, data analysis and knowledge management (Eurostat, 2025).

In Poland, the use of artificial intelligence has also increased – from 5.9% in 2024 to 8.4% in 2025, representing a rise of 2.5 percentage points. Despite this positive trend, however, the level of AI adoption remains significantly lower than the EU average, indicating a need to step up efforts relating to digital transformation, the development of digital skills and investment in AI-based solutions. A similar level of AI adoption was recorded in Bulgaria, where the rate increased from 6.5% to 8.5% (+2.0 p.p.), whilst Romania, despite an increase from 3.1% to 5.2% (+2.1 p.p.), remains the country with the lowest level of AI adoption among those analysed (Figure 2).



Source: Own elaboration based on Eurostat. (2025). *Use of Artificial Intelligence in Enterprises*.

Figure 2: Use of artificial intelligence in enterprises in EU countries in 2024–2025

The results presented indicate an increase in the use of artificial intelligence technology in all the countries analysed, although the pace of change varied. The highest levels of adoption were recorded in Denmark, Sweden and Belgium, whilst Poland, Bulgaria and Romania remain below the EU average. The results confirm that the level of AI adoption is closely linked to the digital maturity of enterprises and their ability to manage knowledge and utilise data in decision-making processes.

The OECD presents similar findings, pointing to a steady increase in the use of artificial intelligence by businesses in member states. In 2025, around 20 per cent of enterprises were using AI, with the highest levels of adoption recorded in the information and communications technology sector and in large organisations with well-developed digital infrastructure and strong analytical capabilities (Andre et al., 2026).

4. Discussion

The analysis carried out confirmed that the article had achieved its objective, which was to identify the potential for using artificial intelligence tools in knowledge management processes and their significance in supporting decision-making processes within organisations. The research questions posed were also answered, highlighting the tools used in practice, their role in knowledge management, and the benefits and challenges associated with their implementation.

Previous research has mainly focused on the technical aspects of artificial intelligence, process automation and data analysis. The issue of AI in knowledge management is also being addressed with increasing frequency (Jarrahi et al., 2023; Khadir et al., 2023); however, the interrelationships between artificial intelligence, knowledge management and decision-making processes are rarely analysed collectively (Ransbotham et al., 2022; McAfee and Brynjolfsson, 2017). The findings of this study indicate that the effectiveness of AI implementation depends not only on the availability of the technology, but also on how knowledge is managed within the organisation.

The analyses carried out have shown that artificial intelligence streamlines decision-making processes by enabling faster analysis of large datasets, identifying correlations, forecasting future events and providing data-driven recommendations. Consequently, it enhances the quality of decisions, increases the effectiveness of knowledge management and strengthens an organisation's ability to learn and adapt to change. This is also confirmed by data from the Central Statistical Office (GUS) and Eurostat, which point to a steady increase in the use of AI within enterprises.

At the same time, the use of artificial intelligence in decision-making processes presents significant challenges. The effectiveness of AI solutions depends on the quality of the data, and errors in the data can lead to algorithmic bias and incorrect decisions. Another limitation is the lack of transparency in how advanced models operate, as well as the risk of over-reliance on automatically generated recommendations, which may diminish the role of decision-makers' knowledge and experience. Therefore, artificial intelligence should support, rather than

replace, humans in the decision-making process, whilst taking into account appropriate oversight and ethical and organisational considerations.

The findings indicate that the effective implementation of artificial intelligence requires not only the right technologies, but also high-quality data, competent staff and an organisational culture that fosters knowledge sharing. Only the simultaneous development of digital technologies and knowledge management capabilities allows the full potential of AI to be realised.

5. Conclusions

Artificial intelligence is becoming a key element in supporting the operations of modern businesses, going beyond the automation of operational processes. The analysis carried out indicates that AI tools streamline the collection, processing and utilisation of organisational knowledge, supporting more accurate decision-making and enhancing businesses' ability to adapt in a dynamic environment.

The value of this study lies in systematising the current state of knowledge regarding the use of artificial intelligence in knowledge management and presenting this issue from the perspective of decision-making processes. Combining these areas allows us to view artificial intelligence not only as a technological solution, but also as a tool supporting organisational management.

The considerations presented here may provide support for organisations planning to implement artificial intelligence tools in knowledge management and digital transformation processes. At the same time, they emphasise the importance of developing digital competences and of collaboration between academia, business and public administration regarding the responsible use of AI technology.

Given the methodology employed, this study is primarily exploratory and conceptual in nature. It may serve as a starting point for further empirical research aimed at verifying the relationships presented and assessing the impact of AI tools on the effectiveness of knowledge management and decision-making processes within organisations.

A key limitation of this study is that it is based on a narrative literature review and secondary data analysis, making the findings exploratory rather than empirically validated. Future quantitative and qualitative research across different sectors is needed to verify these relationships and identify factors influencing the effectiveness of AI implementation in knowledge management.

Ethics Declaration: Ethical approval was not required for this study.

AI Declaration: An artificial intelligence-based tool was used to search for publications and relevant information whilst preparing this article. All findings have been independently verified by the author.

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