

Reconceptualising AI-enabled Knowledge Management: Implications for Organisational Learning and Strategic Decision-Making

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Abstract: The increasing integration of artificial intelligence (AI) into organisational environments is transforming knowledge management (KM) practices, yet scholarly understanding of how these developments support organisational learning and strategic decision-making remains fragmented. While existing research highlights the role of AI in enhancing knowledge retrieval, analytics, and decision-support capabilities, it often adopts a techno-centric perspective that underplays the influence of human, organisational, and contextual factors. This fragmentation limits the development of a coherent understanding of AI-enabled knowledge management as a unified construct. This study addresses this gap by conducting a systematic literature review (SLR) guided by PRISMA 2020 guidelines to synthesise and critically evaluate research on AI-enabled knowledge management. Peer-reviewed journal articles and conference papers published between 2010 and 2025 were retrieved from Scopus, Web of Science, EBSCOhost, and ProQuest. Following a rigorous screening and selection process, the final corpus was analysed using descriptive and thematic synthesis techniques to identify patterns, relationships, and conceptual gaps within the literature. The findings reveal five interrelated themes, namely, AI as an enabler of knowledge management processes; human-AI collaboration and the reconfiguration of knowledge work; AI-enabled organisational learning; AI-enabled knowledge management as a strategic capability; governance, ethics, and contextual contingencies. The results demonstrate that AI enhances knowledge creation, sharing, and decision-making when embedded within human-centred and learning-oriented organisational environments (Kitsios and Kamariotou, 2021; Jarrahi et al., 2023). Uncritical reliance on AI may ostensibly lead to automation bias, reduced critical engagement, and weakened knowledge quality (Storey, 2025). The study advances theory by reconceptualising AI-enabled knowledge management as a socio-technical capability mediated by human-AI interaction and shaped by governance and contextual conditions (Paschen et al., 2020; Rezaei, 2025). An integrative conceptual framework is proposed to capture these relationships and to provide a foundation for future empirical research. Practically, the findings highlight the need for organisations to balance technological innovation with human capability development and ethical governance to ensure effective and responsible AI adoption.

Keywords: Artificial intelligence, Knowledge management, Organisational learning, Strategic decision-making, Human-AI collaboration, Governance and ethics

1. Introduction

Artificial intelligence (AI) is reshaping how organisations manage knowledge, positioning AI-enabled knowledge management as a strategic capability in digitally transforming environments. AI technologies, including machine learning and analytics, enhance knowledge creation, retrieval, and application beyond traditional systems (Kitsios & Kamariotou, 2021; Thakuri et al., 2024). The literature remains fragmented across technological and organisational perspectives, limiting integrative understanding (Jarrahi et al., 2023; Pai et al., 2022). Existing studies prioritise technological capabilities while under-theorising human, governance, and contextual factors shaping learning and decision-making. Although human-AI collaboration is recognised, it is asserted that, its influence on organisational outcomes remains insufficiently integrated (Paschen et al., 2020; Hemmer et al., 2025). This study addresses these gaps through a systematic literature review, developing an integrative framework for AI-enabled knowledge management.

2. Research Problem

The rapid integration of artificial intelligence (AI) into organisations has transformed knowledge management (KM) yet understanding of how these changes support organisational learning and strategic decision-making remains fragmented. While AI enhances knowledge retrieval and decision-support capabilities (Jarrahi et al., 2023; Thakuri et al., 2024), the literature is dispersed across technological and organisational perspectives without a coherent foundation. Existing studies adopt a techno-centric focus, under-theorising human, cultural, and governance dynamics shaping knowledge use. Although human-AI collaboration is recognised (Paschen et al., 2020; Hemmer et al., 2025), its influence on learning and strategic judgement remains insufficiently integrated. Moreover, governance concerns such as trust, bias, and knowledge integrity are

underexplored (Rezaei, 2025; Storey, 2025). Consequently, a systematic synthesis is required to integrate these dimensions and determinants.

3. Research Objectives

This study is guided by the following research objectives:

- To synthesise existing research on artificial intelligence in knowledge management
- To examine how artificial intelligence enables key knowledge management processes
- To analyse the role of human-AI collaboration in shaping organisational learning and strategic decision-making
- To evaluate the governance, ethical, and contextual factors influencing AI-enabled knowledge management
- To identify conceptual, empirical, and contextual gaps in the literature

4. Research Questions

This study is guided by the following research questions:

- How is artificial intelligence conceptualised in the knowledge management literature in relation to organisational learning and strategic decision-making?
- How does artificial intelligence enable key knowledge management processes within organisations?
- How does human-AI collaboration influence organisational learning and strategic decision-making?
- What governance, ethical, and contextual factors shape the effectiveness of AI-enabled knowledge management?
- What conceptual, empirical, and contextual gaps exist in the current literature?

5. Methodology

5.1 Research Design

This study adopts a systematic literature review (SLR) to develop an integrative understanding of AI-enabled knowledge management in relation to organisational learning and strategic decision-making. Guided by PRISMA 2020, the approach ensures transparency and rigour. A configurative–aggregative design combines conceptual interpretation with empirical synthesis, supported by a predefined protocol to ensure consistency, reliability, and methodological rigour.

5.2 Search Strategy and Data Sources

A comprehensive and systematic search strategy was employed to identify relevant literature on artificial intelligence-enabled knowledge management in relation to organisational learning and strategic decision-making. Given the interdisciplinary nature of the topic, the search process was designed to maximise coverage across knowledge management, information systems, organisational studies, and strategic management domains while ensuring the inclusion of high-quality peer-reviewed research. The literature search was conducted across four major academic databases: Scopus, Web of Science Core Collection, EBSCOhost Business Source Complete, and ProQuest. These databases were selected due to their extensive indexing of high-impact journals and conference proceedings relevant to knowledge management, digital transformation, and organisational research. The use of multiple databases reduces the risk of publication bias and enhances the comprehensiveness of the review.

An initial scoping search was undertaken to identify key concepts, refine search terms, and ensure alignment with the research objectives. Based on this exploratory phase, a structured search string was developed using Boolean operators, truncation, and phrase searching. The search strategy combined terms related to artificial intelligence (e.g., “artificial intelligence”, “AI”, “machine learning”, “generative AI”, “intelligent systems”) with knowledge management constructs (e.g., “knowledge management”, “knowledge sharing”, “knowledge creation”, “knowledge application”, “knowledge management systems”), as well as organisational learning and strategic decision-making concepts. To ensure relevance and quality, the search was limited to peer-reviewed journal articles and full conference papers published in English between 2010 and 2025. This time frame reflects the period during which AI-enabled knowledge management has gained significant scholarly traction. In addition to database searches, backward and forward citation tracking were conducted to identify additional relevant studies and ensure comprehensive coverage.

5.3 Inclusion and Exclusion Criteria

Clear and consistently applied inclusion and exclusion criteria were established to ensure that only conceptually relevant and methodologically sound studies were included in the review. These criteria were defined prior to the screening process to maintain analytical focus and reduce subjectivity in study selection. Studies were included if they met four criteria. Firstly, they had to be peer-reviewed journal articles or full conference papers. Secondly, they were required to explicitly examine artificial intelligence or AI-driven technologies in relation to knowledge management processes or systems. Thirdly, the studies needed to demonstrate a clear connection to organisational learning, decision-making, or strategic outcomes. Fourthly, the research had to be situated within an organisational or institutional context. Studies were excluded if they focused solely on technical or algorithmic development without engaging with knowledge management or organisational implications. Articles addressing knowledge management without reference to artificial intelligence, or vice versa, were also excluded. Non-peer-reviewed sources, including editorials, book reviews, and practitioner commentaries, were omitted to ensure academic rigour.

5.4 Screening and Selection Process

A systematic and transparent screening process was employed in accordance with PRISMA 2020 guidelines. All records retrieved from the databases were exported into a reference management system, where duplicates were identified and removed. The screening process was conducted in two stages. In the first stage, titles and abstracts were reviewed to assess preliminary relevance based on the inclusion criteria. Studies that did not address artificial intelligence in relation to knowledge management or lacked an organisational focus were excluded. The screening and selection process were conducted using predefined inclusion and exclusion criteria aligned with the research objectives. To enhance consistency and reduce subjectivity, screening decisions were documented systematically throughout both stages of the review process. Where conceptual uncertainty emerged during full-text assessment, studies were re-evaluated against the review criteria and theoretical focus of the study before any final inclusion decisions were made.

In the second stage, full-text articles were assessed for eligibility. Each study was examined to confirm conceptual alignment with AI-enabled knowledge management and relevance to organisational learning and strategic decision-making. Studies that failed to meet these criteria were excluded, with reasons for exclusion documented systematically. The final corpus consisted of 12 studies included in the qualitative synthesis. The selected articles demonstrated strong conceptual relevance and analytical depth in relation to AI-enabled knowledge management, organisational learning, and strategic decision-making. Given the emerging nature of the field, the focused sample enabled detailed synthesis and conceptual integration rather than broad generalisation.

5.5 Quality Appraisal

Table 1: Quality Appraisal Criteria

Criterion	Description
Conceptual clarity	Alignment between objectives and theoretical focus
Methodological rigour	Transparency of design and analytical procedures
Theoretical grounding	Use of relevant theoretical or conceptual foundations
Analytical coherence	Consistency between findings and conclusions
Relevance	Contribution to AI-enabled KM and organisational learning

As shown in Table 1, an adapted appraisal framework assessed conceptual clarity, methodological rigour, theoretical grounding, and analytical coherence. Studies were rated as high, medium, or low quality. Rather than excluding studies, quality informed the weighting of evidence during synthesis, ensuring robust interpretation while maintaining inclusivity of relevant research. Studies demonstrating stronger conceptual alignment and methodological transparency were given greater analytical weighting during the analysis of key themes.

5.6 Data Extraction and Synthesis

Data were extracted using a structured template capturing study characteristics and findings. Descriptive analysis identified patterns across studies, while thematic synthesis used a hybrid deductive-inductive approach. The logical component of the analysis was guided by the research objectives and key concepts identified in prior literature, including knowledge management processes, organisational learning, governance, and strategic decision-making from a broader perspective. The bottom-up approach allowed for additional patterns and relationships to emerge directly from the included studies, particularly regarding human-AI collaboration and socio-technical integration. Codes were iteratively refined and grouped into broader categories through constant comparison across studies. Themes were developed iteratively, informing an integrative conceptual framework linking AI, KM processes, human-AI collaboration, organisational learning, and strategic decision-making.

5.7 PRISMA Flow

As presented in Figure 1, the study selection process followed PRISMA 2020 guidelines to ensure transparency and replicability. An initial search across Scopus, Web of Science, EBSCOhost, and ProQuest yielded 186 records, with an additional 14 identified through citation tracking. After removing 38 duplicates, 162 records remained for title and abstract screening. A total of 118 records were excluded for lack of relevance, resulting in 44 articles for full-text assessment. Of these, 32 were excluded due to limited conceptual alignment or insufficient methodological rigour. The final corpus comprised 12 studies included in the synthesis of information.

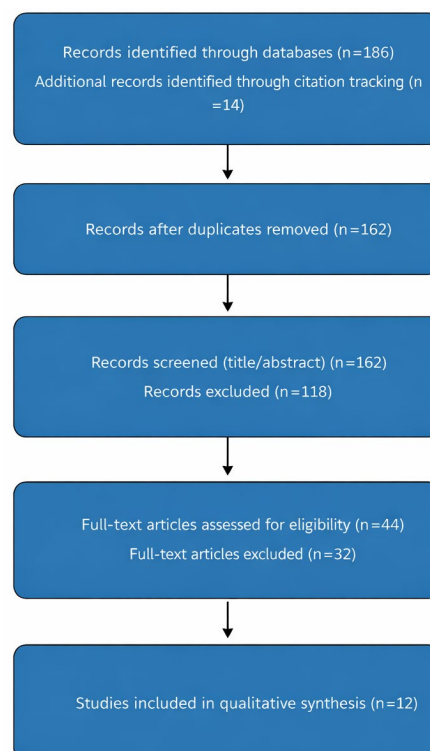


Figure 1: PRISMA Flow Diagram

6. Results

6.1 Publication Trend

The temporal distribution of studies indicates that research on AI-enabled knowledge management is emergent but rapidly expanding. As shown in Figure 2, early contributions between 2020 and 2022 were limited, reflecting exploratory engagement with AI in knowledge contexts. From 2023 onwards, publication activity increases significantly, with a sharp rise in 2024 and 2025. This pattern aligns with broader advancements in generative AI and increased organisational adoption of data-driven technologies (Kitsios & Kamariotou, 2021). The concentration of recent studies more importantly suggests, that the field is transitioning from conceptual exploration to more structured inquiry. The limited longitudinal depth, however, indicates that theoretical consolidation remains incomplete. More importantly, this trend reinforces the need for integrative synthesis to stabilise conceptual foundations and guide future intended empirical research (Jarrahi et al., 2023).

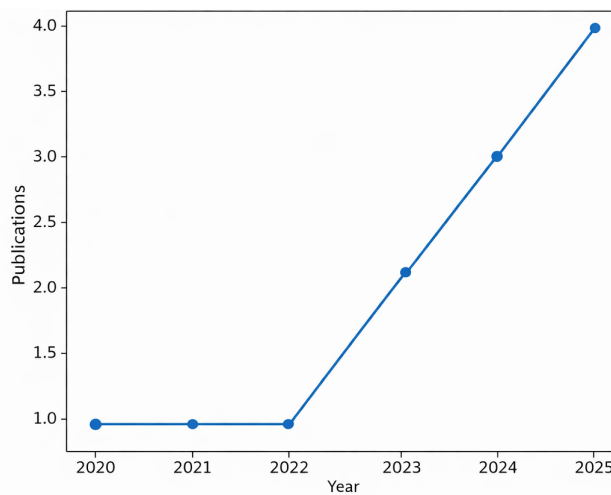


Figure 2: Publication Trend

6.2 Publication Outlet Distribution

The distribution of studies across publication outlets highlights the dynamic interdisciplinary nature of AI-enabled knowledge management. Figure 3 shows that most studies are published in knowledge management journals, significantly reinforcing KM as the foundational domain. A substantial proportion appears in management and strategy outlets, indicating growing recognition of AI-enabled KM as a strategic capability linked to decision-making and performance (Csaszar et al., 2024). Technology and information systems journals also contribute significantly, focusing on analytics and system-driven knowledge processes (Thakuri et al., 2024). This distribution demonstrates that the field spans multiple disciplines but remains fragmented across them. The absence of strong integration across these domains limits theoretical coherence, and hence, underscores the need for frameworks that bridge technological, organisational, and strategic perspectives respectively (Jarrahi et al., 2023).

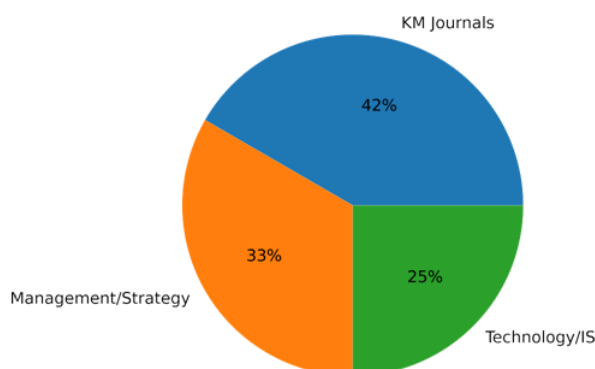


Figure 3: Publication Outlet Distribution

6.3 Methodological Distribution

As presented in Figure 4, the methodological profile of the literature shows a dominance of conceptual and review-based studies, indicating that the field is still in a stage of theoretical development. These studies focus on defining constructs and proposing frameworks for understanding AI-enabled knowledge management. Empirical research is present but limited, with quantitative studies primarily examining performance and decision-support outcomes (Kitsios & Kamariotou, 2021). Qualitative and mixed-methods approaches are less represented, suggesting a lack of context-rich insights into organisational practices. This imbalance highlights a critical gap, as many claims about AI-enabled KM remain under-tested in real-world settings. The findings support more calls for more empirical research that captures human-AI interaction, organisational learning, and contextual dynamics (Storey, 2025).

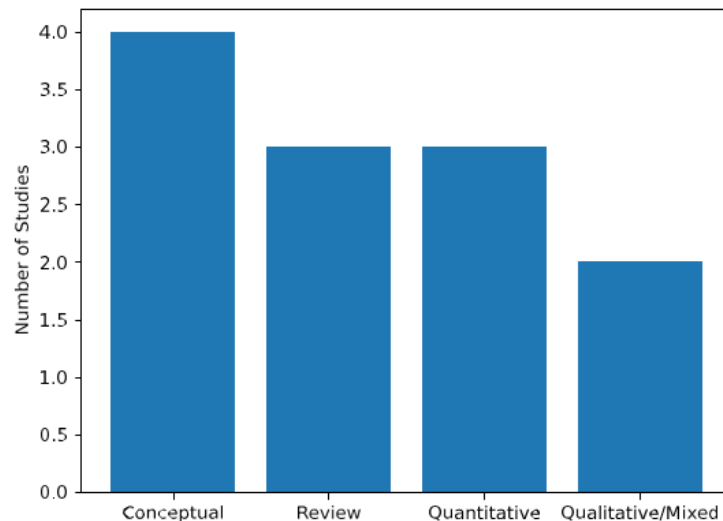


Figure 4: Methodological Distribution

6.4 Sectoral Distribution

The sectoral distribution of studies shows a strong concentration of AI-enabled knowledge management research within private-sector contexts, as presented in Figure 5. Most studies focus on corporate environments where AI is applied to enhance performance, efficiency, and strategic decision-making. This aligns with the increasing adoption of AI technologies in business settings (Csaszar et al., 2024). In contrast, public-sector and higher education contexts are underrepresented, despite their knowledge-intensive nature. This gap is significant given the role of these sectors in shaping innovation systems and knowledge ecosystems. Limited cross-sectoral studies further suggest that contextual variations in AI adoption remain underexplored. The imbalance constrains the generalisability of findings and highlights the need for more context-sensitive research, particularly in emerging economies and institutional environments (Rezaei, 2025).

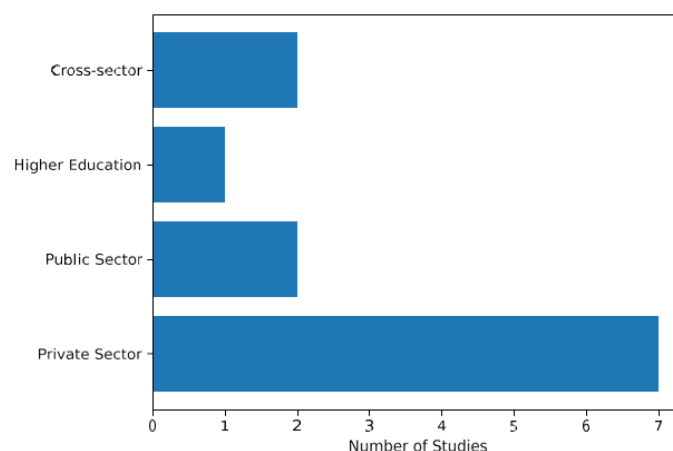


Figure 5: Sectoral Distribution

6.5 Geographical Distribution

The geographical distribution of studies reveals a dominance of Global North contexts, particularly Europe and North America, as displayed in Figure 6. These regions benefit from advanced digital infrastructure, strong research ecosystems, and higher levels of organisational readiness for AI adoption (Kitsios & Kamariotou, 2021). Contributions from East Asia are present but limited, while Africa remains significantly underrepresented. This imbalance raises concerns about the contextual relevance of existing findings, as organisational structures, governance systems, and resource constraints differ across regions. The dominance of Global North perspectives limits the applicability of current AI-enabled KM frameworks to diverse socio-economic environments. This finding underscores the need for more inclusive research that captures the realities of emerging economies and supports context-sensitive theoretical development (Rezaei, 2025).

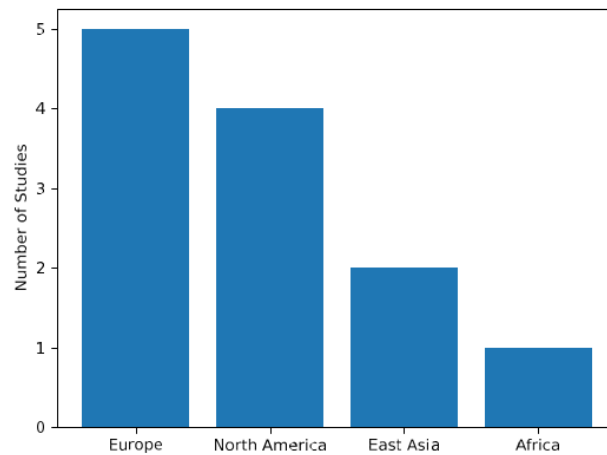


Figure 6: Geographical Distribution

6.6 Distribution of AI Technologies

As presented in Figure 7, the distribution of AI technologies shows a clear dominance of machine learning and analytics in knowledge management research. These technologies are primarily used to enhance knowledge retrieval, prediction, and decision-support capabilities (Thakuri et al., 2024). Decision-support systems and generative AI are moderately represented, reflecting their emerging role in knowledge creation and strategic decision-making, however their integration into KM frameworks remains limited. Agentic AI is minimally represented, indicating that research on autonomous and adaptive systems is still at an early stage. This technological distribution suggests a strong focus on efficiency-driven, codified knowledge processes, with limited attention to adaptive and socially embedded AI capabilities. The findings highlight the need for broader exploration of advanced AI applications in knowledge management (Storey, 2025).

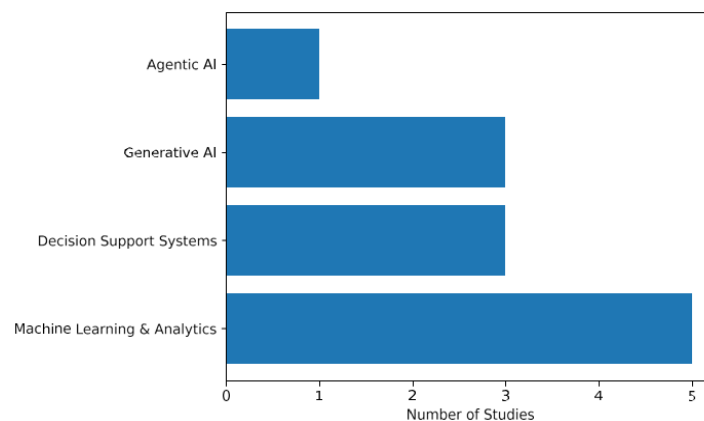


Figure 7: AI Technologies in Knowledge Management Research

7. Thematic Synthesis

Table 2: Theme Development Process

Theme Development Process		
Initial Codes	Category	Final Theme
Knowledge retrieval; predictive analytics; knowledge sharing	KM processes	AI as an Enabler of KM Processes
Human judgement; AI augmentation; decision support	Human-AI interaction	Human-AI Collaboration and Knowledge Work
Feedback systems; adaptive learning	Organisational learning	AI-Enabled Organisational Learning
Strategic intelligence; forecasting	Strategic capability	AI-Enabled KM as a Strategic Capability
Bias; trust; transparency	Governance and ethics	Governance, Ethics, and Context

The theme development process in Table 2 demonstrates how initial codes extracted from the reviewed studies were systematically grouped into broader analytical categories and subsequently synthesised into five integrative themes. The table illustrates the progression from specific AI-enabled knowledge management concepts towards higher-order construct of relevant themes underpinning the study's conceptual framework.

7.1 Theme 1: AI as an Enabler of Knowledge Management Processes

Artificial intelligence is conceptualised as a key enabler of knowledge management processes, enhancing knowledge creation, storage, sharing, and application. AI technologies support pattern recognition, real-time retrieval, and predictive insights, thereby improving efficiency and scalability (Kitsios & Kamariotou, 2021; Thakuri et al., 2024). The literature also indicates a bias towards codified knowledge, often marginalising tacit and experiential forms (Jarrahi et al., 2023). This suggests that while AI strengthens knowledge processes (Kirchner et al., 2025), it may adversely constrain knowledge diversity if not complemented by human-centred practices (Rezaei, 2025).

7.2 Theme 2: Human-AI Collaboration and Knowledge Work

It can be said that research indicates that AI has the potential and ability to carry out some of the mechanisms associated with intelligence, while it may not be able to do so with others (McCarthy, 2004 in Judkins and Hwang, 2025: 1011). The author submits that human level intelligence is equally needed to solve problems and achieve goals. Human-AI collaboration is central to translating AI capabilities into meaningful organisational outcomes (Ali et al., 2025). AI generates insights, but human actors interpret and apply them within specific contexts (Paschen et al., 2020; Cszasz et al., 2024). This reconfigures knowledge work towards sense-making and judgement. Risks such as automation bias and over-reliance on AI may also reduce critical reflection and decision quality (Hemmer et al., 2025; Storey, 2025). Effective collaboration depends on trust, transparency, and digital competencies, highlighting the importance of socio-technical integration (Jarrahi et al., 2023). It is further asserted that, AI enables a shift from retrieval-based knowledge management to contextual decision support, hence effective AI-enabled knowledge management requires human intervention. The author hereto emphasises that, AI augments human judgment rather than replacing it to avoid the risk of misapplication (Antill, 2026: 2).

7.3 Theme 3: AI-enabled Organisational Learning

AI supports organisational learning by enabling continuous feedback, pattern recognition, and adaptive responses (Oppioli et al., 2024). These capabilities enhance both incremental and transformative learning processes. Uncritical reliance on AI may also reinforce routine-based decision-making and limit deeper learning (Storey, 2025). The literature emphasises that learning outcomes depend on organisational culture and

leadership, which shape how AI is integrated into knowledge practices (Jarrahi et al., 2023). Thus, AI-enabled learning is contingent on human engagement and organisational context.

7.4 Theme 4: AI-Enabled KM as a Strategic Capability

AI-enabled knowledge management is increasingly viewed as a strategic capability that enhances decision-making and organisational performance. AI improves forecasting, scenario analysis, and access to relevant knowledge, supporting strategic responsiveness (Csaszar et al., 2024). Strategic value depends on human interpretation and alignment with organisational goals (Paschen et al., 2020). Organisations lacking digital readiness and leadership capability may fail to realise these benefits (Kitsios & Kamariotou, 2021). This highlights that AI contributes to, but does not determine, strategic outcomes.

7.5 Theme 5: Governance, Ethics, and Context

Governance and context are critical in shaping AI-enabled knowledge management outcomes. Issues such as bias, transparency, and data quality influence knowledge integrity and trust (Rezaei, 2025; Storey, 2025). Without effective governance, AI systems may undermine decision-making and organisational legitimacy. Contextual factors, including sector and regional conditions, further shape AI adoption, with Global North dominance limiting generalisability (Rezaei, 2025). These findings emphasise the need for responsible, context-sensitive AI implementation.

8. Conceptual Framework

The conceptual framework presented in Figure 8 emerged directly from the five themes identified through synthesis of information. Theme 1 informed the positioning of AI as an enabler of knowledge management processes, while Theme 2 highlighted the mediating role of human-AI collaboration. Theme 3 informed the organisational learning dimension, and Theme 4 contributed to the strategic decision-making component. Finally, Theme 5 introduced governance, ethics, and contextual conditions as moderating influences shaping the effectiveness of AI-enabled knowledge management.

The integrative conceptual framework presented in Figure 8 synthesises the findings of this review by illustrating how artificial intelligence (AI) enables knowledge management processes that, through human-AI collaboration, support organisational learning and strategic decision-making within specific governance and contextual conditions. AI technologies, including machine learning, analytics, and generative systems, enhance knowledge creation, storage, sharing, and application (Kitsios & Kamariotou, 2021; Thakuri et al., 2024). These processes are mediated by human actors who interpret and apply AI-generated insights, reinforcing the importance of human-AI collaboration in shaping outcomes (Paschen et al., 2020; Csaszar et al., 2024).

The framework further positions organisational learning as an emergent outcome of this interaction, influenced by feedback, adaptation, and critical engagement (Oppioli et al., 2024). Strategic decision-making is subsequently enabled through improved decision intelligence, although it remains dependent on human judgement and contextual alignment (Paschen et al., 2020). Governance and contextual factors, including ethics, trust, and institutional conditions, moderate these relationships and shape the effectiveness of AI-enabled knowledge management (Rezaei, 2025; Storey, 2025).

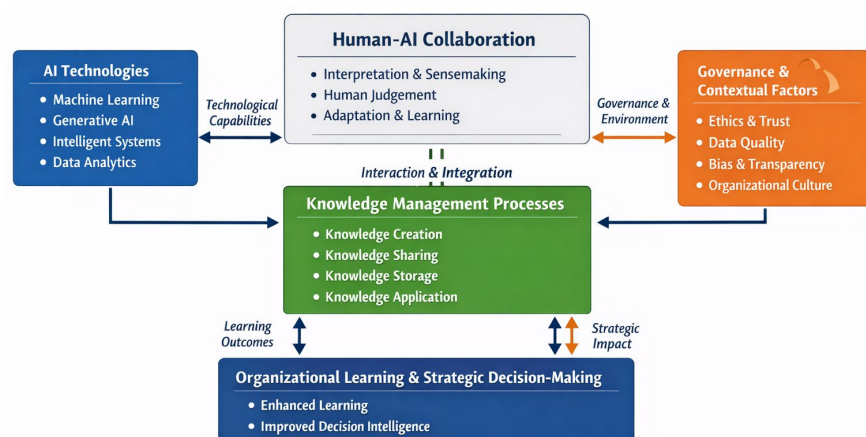


Figure 8: Integrative Conceptual Framework of Artificial Intelligence-Enabled Knowledge Management

9. Discussion

This study provides an integrated understanding of how artificial intelligence (AI) enables knowledge management processes that support organisational learning and strategic decision-making, addressing fragmentation in prior research. The findings confirm that AI enhances knowledge creation, retrieval, and application through data-driven capabilities (Kitsios & Kamariotou, 2021; Thakuri et al., 2024), but demonstrate that these benefits are contingent on human–AI collaboration and organisational context (Jarrahi et al., 2023). AI therefore functions not merely as a tool, but as a transformative element reshaping knowledge process. A key insight is that AI reconfigures, rather than replaces, human agency. While AI generates predictive insights, human actors remain central in interpreting and applying these outputs (Paschen et al., 2020; Csaszar et al., 2024). Risks such as automation bias and reduced critical engagement may undermine decision quality and learning (Hemmer et al., 2025; Storey, 2025).

The findings further show that AI-enabled learning is contingent on organisational culture and leadership, as AI may reinforce routine-based practices rather than transformative learning (Oppioli et al., 2024; Storey, 2025). Strategically, AI enhances decision intelligence but remains dependent on human judgement (Csaszar et al., 2024). Governance factors, including trust and transparency, are therefore considered as critical (Rezaei, 2025). Overall, AI-enabled knowledge management is best understood as a socio-technical capability shaped by human and organisational dynamics.

10. Implications, Limitations, and Future Research

This study contributes to knowledge management and organisational scholarship by advancing a socio-technical understanding of AI-enabled knowledge management as a mediated capability rather than a purely technological system. While prior research emphasises AI's role in enhancing efficiency and decision support (Kitsios & Kamariotou, 2021; Thakuri et al., 2024), the findings demonstrate that value is realised through human-AI collaboration, organisational learning, and governance conditions (Jarrahi et al., 2023). Practically, this suggests that organisations should complement AI investments with leadership development, digital skills, and governance mechanisms that ensure ethical and context-sensitive knowledge use (Rezaei, 2025; Storey, 2025).

The review is based on a relatively small and emerging body of literature, dominated by conceptual studies, which limits empirical generalisation. In addition, the literature is largely situated in Global North and private-sector contexts, constraining applicability to emerging economies and public institutions (Rezaei, 2025). The exclusion of non-peer-reviewed sources may also limit the inclusion of recent industry developments. There is a need for more empirical studies, particularly qualitative and mixed-methods research, to examine AI-enabled knowledge management in practice with particular reference to the Global South as well. Future studies should also explore underrepresented contexts, including emerging economies and higher education institutions, to enhance contextual relevance. Furthermore, research should investigate emerging AI technologies, such as generative and agentic systems, and their implications for knowledge quality and decision-making (Storey, 2025). The authors to this paper are of the view that the conceptual framework proposed in this study should be empirically tested to strengthen its applicability across diverse organisational settings.

11. Conclusion

The results from this study provide important insights into integrating AI-enabled knowledge management for improved decision-making across organizations. This study set out to develop an integrative understanding of how artificial intelligence enables knowledge management practices that support organisational learning and strategic decision-making. The findings demonstrate that while AI enhances knowledge processes such as creation, retrieval, and application, its value is realised through human-AI collaboration, organisational learning dynamics, and governance conditions. Whilst there are AI-driven models with the use of data to inform decision-making, knowledge-based models, human value judgements do play an integral role. The study shows that AI does not replace human agency but reconfigures knowledge work, positioning individuals as interpreters and decision-makers within AI-enabled environments (Paschen et al., 2020). At the same time, risks such as automation bias and reduced critical engagement highlight the need for balanced integration of technology and human judgement.

Whilst the quality of decision-making is paramount for organisations, the findings further emphasise that governance, ethics, and context are central in shaping the effectiveness and legitimacy of AI-enabled

knowledge systems, thus creating a more responsible use of AI-generated and enabled knowledge management perspectives. By synthesising fragmented literature and proposing an integrative conceptual framework, this study advances a socio-technical perspective of AI-enabled knowledge management. It provides a foundation for future research and offers practical guidance for organisations seeking to leverage AI as highlighted, in a responsible, context-sensitive, and strategically aligned manner.

Acknowledgements

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Ethics Declaration: This study did not require ethical clearance as it is based on a systematic literature review of publicly available secondary data. No human participants or primary data were involved. All sources were appropriately cited, and the study adheres to established academic, scholarly and ethical research standards and responsible use of information.

AI Declaration: No AI tools were used in the design, analysis, or writing of this study and manuscript.

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