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OPPORTUNITIES OF GENERATIVE AI IN THE FIELD OF KNOWLEDGE MANAGEMENT – A SYSTEMATIC LITERATURE REVIEW

In the era of digital transformation, organizations more frequently seek advanced technologies which will support effective management and the use of knowledge. Generative Artificial Intelligence (GenAI) is emerging as a technology with huge transformation potential in the field of knowledge management (KM) to improve key processes such as creation, organization, sharing and usage of knowledge. The study presents the results of a systematic literature review which aimed to identify current opportunities and future conceptual research in the context of integration between GenAI and KM practices. A synthesis of the literature from major databases indicates potential benefits resulting from using GenAI, such as improved effectiveness, support in decision-making, knowledge personalization, and developing employees. The article juxtaposes the perspective of researchers and GenAI, pointing to common conclusions and areas requiring research. A conceptual model of research clusters is proposed, which may offer a starting point for future analysis and structure the understanding of GenAI's role inside knowledge-based organizations.

Keywords: knowledge management, systematic literature review, digital transformation, large language models, generative AI

1. INTRODUCTION

In the knowledge economy, where the information is a key strategic resource, the role of KM in organizational planning is increasingly significant (Jashapara, 2011). Data is the new gold and GenAI appears to be a key player in transforming business (Mandapuram et al., 2018), including KM in organizations. As early as the

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1990s, Peter Drucker (1992) highlighted the transformation of society into a knowledge society, where knowledge surpasses traditional resources such as capital, labour and land in importance. KM encompasses processes that facilitate the discovery, selection, organization, dissemination and transfer of critical information and expertise. These processes are vital for activities such as problem-solving, dynamic learning, strategic planning, and decision-making (Gupta, Iyer, Aronson, 2000; Ruggles, 1998). Digital transformation and technology play a critical role in the KM process by facilitating the information flow, enhancing accessibility, improving collaboration, streamlining operations, and boosting knowledge sharing within organizations, as well as fostering the creation of innovative business models (Fitzgerald et al., 2014; Gray, Rumpe, 2017; Milton, Lambe, 2020). The integration of GenAI seems to elevate these capabilities and may provide new opportunities.

GenAI encompasses advanced machine learning techniques capable of creating various forms of media, such as text, images, and audio, in response to specific prompts (Mandapuram et al., 2018). One prominent example is OpenAI's GPT language model, which can generate natural language texts that are often indistinguishable from human-authored content (Dale, 2021). The core strength of generative models lies in their ability to learn from extensive datasets, identify patterns, and produce new content that mirrors the characteristics of human-generated creations (Kar et al., 2023). An ability to create valuable and contextual content from existing datasets opens new horizons for KM, allowing organizations not only to make more efficient use of the information they collect, but also to innovate and create new value (Benbya, Strich, Tamm, 2024).

The power of large language models lies not only in their ability to understand and reason, but also in generating new knowledge from unstructured data. GenAI has the potential to significantly improve project understanding and decision-making processes by identifying and using information that has previously remained hidden (Ghimire, Kim, Acharya, 2024). Traditional KM now faces the need to adjust to the emerging opportunities posed by GenAI.

Despite growing interest in using GenAI in business, there is still a need to understand how its use will influence different areas in business use (Parikh, 2023), including KM (Alavi, Leidner, Mousavi, 2024). This technology is still developing and it is necessary to update the existing literature to fully embrace the possibilities and opportunities emerging from advancements in GenAI (Naqbi, Bahroun, Ahmed, 2024). Existing works often take a fragmented approach, focusing on selected technology or business aspects instead of presenting a general overview of GenAI in transforming KM processes. This systematic literature review consolidate existing findings and identify opportunities for integration of GenAI in KM practices.

Based on the current literature, the following research question emerged: What are the main opportunities for using GenAI in KM practices? The aim of this research is to recognize how GenAI can support the processes of creating, organizing,

transferring and using knowledge within organizations based on a systematic literature review. In addition, it contrasts the academic perspective with the perspective of GenAI models, which helps to introduce a new, comparative dimension. Such an approach makes it possible to formulate future research that could help understand and optimize the application of GenAI in KM.

2. METHODOLOGY

This research is based on a systematic literature review (SLR) whose aim was to identify and structure opportunities connected with the use of GenAI in KM. Due to the early stage of development in the field of GenAI and relatively few available publications, the review takes on a conceptual and exploratory character. It does not constitute a summary of large empirical data sets, but is rather an attempt to structure and interpret the scattered knowledge, thereby building a base on which to create future conceptual models.

The literature review process lasted from February 1 to 10, 2024. To ensure a broad, interdisciplinary search, five databases were selected: Scopus, Ebsco, Web of Science, Proquest, and Emerald. This selection is justified by the databases' high recognition, wide range of topics and access to peer-reviewed journals from fields such like management, information systems and new technology.

A structured keyword search strategy was used. The basic set of keywords was a combination of the phrases "knowledge management" and "generative AI", as well as their alternative variants: "generative artificial intelligence" and "large language models". The keywords were selected based on analysis of the most frequently used vocabulary in science and industry on the topic. To refine the selection, the keywords were placed in quotation marks to limit the results. The research was also limited to publications in English, published in revived journals with open access. The final search resulted in 714 records, with Scopus contributing the most at 434 records. It is important to note that there was considerable overlap in the results across different databases and even within the same database using different terms, indicating significant thematic redundancy. This suggests that the actual number of unique and pertinent sources is much lower than the initially identified 714 records. The selection process was divided into several stages: first, the titles were analysed for consistency with subject matter, then abstracts were evaluated, and in ambiguous cases, the full texts were analysed. It should also be noted that authors tried to use Polish terms: "zarządzanie wiedzą", "generatywna sztuczna inteligencja", "generatywna SI", "generatywna AI" and "duże modele językowe" in combinations mentioned above. However, this brought only seven results in Ebsco, which did not match the topic of this research.

The papers qualified for use were then recorded and structured in MS Excel, which supported filtering, categorization and structuring data and also ensured

procedure transparency. After a meticulous evaluation, 14 articles were chosen that specifically address GenAI within KM, although only six involve the context of opportunities, which confirms the novelty of the area and the need for further in-depth research. While the limited number of available sources does not allow a full synthesis, it does provide a solid base for thematic reflection, identifying research gaps, and formulating future research directions.

3. RESEARCH RESULTS – IDENTIFIED OPPORTUNITIES FOR GENIN IN KM

The impact of GenAI goes beyond isolated aspects of project management and reaches deep into the strategic layers of KM in organizations. Adapting GenAI to knowledge storage, processing and distribution processes can fundamentally transform the organizational landscape (Korzynski et al., 2023). Through its ability to optimize information retrieval, document summarization, topic modelling or personalized learning, GenAI is becoming an indispensable tool in the hands of managers, streamlining and accelerating decision-making processes.

In the context of KM, the shift from human-generated content to AI-generated content marks a change not only in working methods, but also in the approach to knowledge itself. There is a need to understand the interaction between GenAI and current knowledge structures, networks and practices in organizations in order to fully realize the potential of this technology in KM (Alavi, Leidner, Mousavi, 2024). Only through such a holistic perspective can the impact of GenAI on organizational processes be assessed and maximized.

KM in the GenAI era is no longer just a matter of the efficient collection and distribution of information, but primarily the ability to create and adapt it. In this context, this study contributes to understanding how modern technology can transform traditional approaches to KM, opening up new horizons for organizations seeking to be innovative and competitive in the global marketplace. Moreover, it takes into account the potential risks that new technology entails.

3.1. Opportunities created by GenAI in KM

As organizations face challenges such as finding new solutions, increasing efficiency and productivity, finding ways to achieve time and money savings becomes crucial. The implementation of artificial intelligence-based technologies, particularly GenAI, presents itself as a promising strategy (Korzynski et al., 2023). GenAI, with its ability to sift through huge data sets, can play a key role in improving organizational efficiency. The technology has the potential to perform a rapid analysis of large amounts of data, generate project summaries, and automate many processes that would traditionally require meticulous manual work (Ghimire, Kim, Acharya,

2024). Increasing employee productivity through the use of GenAI is one of the most promising aspects of the technology. Research by Ziegler et al. (2022, as cited in Benbya, Strich, Tamm, 2024) indicates that the implementation of GenAI can boost employee productivity by up to 55%. Such a significant increase in efficiency underscores GenAI's potential as a tool to support employees in their daily duties, optimizing work processes and enabling better use of available resources.

GenAI is also fundamental to discovering and organizing knowledge that often remains hidden or difficult to access. With its advanced data processing and analysis capabilities, GenAI is able to identify hidden patterns, structure unstructured data, discover connections between seemingly unrelated information, and provide valuable insights that can be invaluable to an organization's decision-making process (Benbya, Strich, Tamm, 2024). This ability to deeply analyse data and draw meaningful insights from it allows organisations to better understand their business environment, which can ultimately lead to more informed and effective operational and strategic strategies.

Technology such as ChatGPT is revolutionising knowledge transfer in organisations, enabling the efficient transfer of tacit knowledge. It acts as a dynamic platform for virtual teams, where each interaction not only feeds the AI's knowledge base, but also enables easy distribution of this accumulated knowledge to other members of the organisation, regardless of their physical location (Korzynski et al., 2023). In addition, the answers provided by GenAI are characterised by significant accuracy, as the system strives to provide comprehensive answers to the questions posed, which may not be achievable with queries directed to supervisors or co-workers (Alavi, Leidner, Mousavi, 2024). They also highlight that particular importance, because employees may experience less resistance to asking GenAI questions about topics they might hesitate to raise directly with their supervisor or co-workers. This accessibility to knowledge and support can significantly increase openness and willingness to learn within an organization, promoting a culture of continuous development and innovation.

GenAI, like ChatGPT, uses a wide range of data and advanced deep learning techniques and has the unique potential to generate answers that are not only relevant but also innovative (Korzynski et al., 2023). In this way, ChatGPT facilitates the creation of new knowledge, not only by answering questions, but also by proposing new models of action and creating concepts. A significant advantage of GenAI is its ability to transform tacit knowledge into explicit knowledge. Access to diverse types of data, such as documents, messages, audio and video recordings, and images, allows GenAI to create summaries and categorise information. By processing this data, GenAI is able to generate new content using both external and internal data sources (Benbya, Strich, Tamm, 2024). Key here is the use of the ability to identify patterns, formulate hypotheses, analyse and process large amounts of information (Alavi, Leidner, Mousavi, 2024). In addition, GenAI's ability to combine information from different, often unrelated fields allows it to synthesise knowledge in ways

that can suggest entirely new solutions (Nazeer et al., 2023). Information provided from multiple departments, which at first glance may seem unrelated, gives GenAI the ability to make innovative connections and propose breakthrough concepts.

GenAI's ability to remember and work with the context of a user's query is a key part of personalising interactions. This approach allows for the creation of more personalised conversations in which responses are not only appropriate, but also tailored to the specific user and their needs. Through this process, AI not only responds to queries, but also "learns" from the user, allowing the responses to be even more tailored to the user's expectations and requirements (Alavi, Leidner, Mousavi, 2024).

By providing large amounts of data in a logically organised form, tools such as ChatGPT make it much easier for managers to filter and organise this data. This allows them to make decisions based on a solid information base, which is essential for effective management (Korzynski et al., 2023). Access to such structured data therefore allows for better and more informed decisions as a result of suggestions and evaluations made by GenAI. However, it is equally important to establish clear procedures for determining when GenAI should support the decision-making process and when key decisions should remain with humans (Nazeer et al., 2023). Such rules help balance the use of advanced AI tools with the need for human judgment and experience at critical decision-making moments.

GenAI is bringing revolutionary changes to the customer service domain, transforming the way companies communicate with customers and manage knowledge in this domain (Xing et al., 2023). Customer service, an integral part of the KM process, uses knowledge gathered by consultants solving customer problems and information published on websites. The use of chatbots based on GenAI allows customer inquiries to be handled on a scale previously unseen – they operate continuously, seven days a week, offering personalised responses to each inquiry. As a result, customers are provided not only with fast, but also with more personalised assistance, which significantly affects service quality and satisfaction.

Using its advanced capabilities, GenAI offers users a unique perspective on issues, suggesting alternative ways of looking at given problems, based on a complex query context (Benbya, Strich, Tamm, 2024). This approach provides insights into a topic from a variety of perspectives by analysing multiple variables: from user expectations, to data collected in systems, through to identifying patterns and relationships. Additionally, based on data history, GenAI is able to predict future trends, assess risks, identify potential opportunities, and forecast project details, which in turn avoids potential mistakes (Ghimire, Kim, Acharya, 2024).

GenAI has the ability to tailor job-specific knowledge, taking into account the key parameters of the job. Thus, it is able to prepare a compendium of knowledge tailored to the needs of newly hired employees, which significantly aids their induction and preparation for their assigned duties (Alavi, Leidner, Mousavi, 2024). In addition, GenAI has the potential to support employees in setting learning paths

and growing their knowledge by tailoring material appropriate to them, their requirements and their preferred form of learning. As a result, employees can more effectively develop their competencies based on individually tailored educational content (Benbya, Strich, Tamm, 2024).

KM using GenAI is opening new horizons for organisations in terms of efficiency and depth of analysis. Saving time and being able to gain broader insights from the information gathered are just the beginning of the benefits GenAI can bring. Quan et al. (2023) emphasise that implementing GenAI in KM processes is a preliminary step towards improving a number of other internal processes of companies.

3.2. Generative Artificial Intelligence perspective

In further exploring the opportunities and challenges of GenAI in the context of KM, it was decided to turn to an extremely intriguing perspective – GenAI itself. To determine whether the viewpoint of these advanced systems align with the researchers' perspectives, it was decided to pose questions to the most recognisable services in this area: OpenAI ChatGPT-4 and Google Gemini (formerly known as Google Bard). In order to obtain the broadest picture of GenAI's capabilities and limitations in KM, both models were queried using two identical prompts: "Indicate the potential opportunities and benefits of using Generative Artificial Intelligence in the area of knowledge management in organizations".

In terms of the opportunities and benefits of using GenAI for KM, the chatbots interviewed pointed to a number of opportunities that largely overlap with the researchers' areas of interest. Among them are improved methods of obtaining information, where GenAI, by understanding the context of a query, can offer more relevant results than traditional KM systems. The services also highlighted the ability to generate and summarise content, allowing for project-specific reports and summarising long documents, thereby extracting key information for the user. In addition, among the capabilities highlighted were the creation of new knowledge from existing data, the automatic extraction of knowledge from transcriptions and external sources, and the automation of data categorisation tasks, along with helping to increase employees' productivity and efficiency. Also indicated is the support of decision-making processes due to quickly providing valuable data and insights. What is more, improving the accessibility of KM systems to a broader audience was indicated, as well as offering support by providing interdisciplinary knowledge and increasing employee creativity.

However, GenAI has also suggested several opportunities not been directly addressed in the available research:
– detecting knowledge gaps and identifying areas where knowledge is outdated – this functionality can help organizations prioritize knowledge acquisition and updating processes, identifying gaps and areas that need attention,

- knowledge and document translation – significantly useful in multinational cor-
porations, where the ability to quickly translate documentation and knowledge
into different languages can save time and increase productivity,
- suggesting suitable employees to work with on projects – by analysing the skills,
experience and past performance of employees, GenAI systems can recommend
the most suitable people to work on specific tasks and projects.

4. OPPORTUNITIES OF USING GENERATIVE AI WITHIN
KNOWLEDGE MANAGEMENT FIELD – FUTURE RESEARCH

Digital transformation significantly enhances the current global economy by in-
creasing companies' competitiveness. This ensures access to large data and infor-
mation flows, processed by powerful software capable of highlighting the correla-
tions between useful knowledge across different company departments (Di Vaio
et al., 2021). As Alavi, Leidner, Mousavi (2024) highlight, the capabilities and
versatility of GenAI present new opportunities for businesses. The integration of
GenAI has the potential to significantly impact the productivity of organisations,
revolutionising the way work is organised, content is created and knowledge is
managed. However, in order to take advantage of these opportunities in a fully re-
sponsible and effective manner, it is necessary to thoroughly identify potential op-
portunities as well as to understand the impact of GenAI on the social and cultural
aspects of the organization (Naqbi, Bahroun, Ahmed, 2024). Digital transforma-
tion is an essential step that all companies must undertake to remain competitive
in the market (Erceg, Zoranović, 2022). The increasing interest in GenAI with-
in the research community, particularly following the rise in popularity of tools
like ChatGPT, highlights the necessity for further exploration in this field (Naqbi,
Bahroun, Ahmed, 2024).

To enhance research agenda in this field, it is important to structure different
approaches which emerge in the context of GenAI and KM. Based on the litera-
ture and the authors' conceptual inputs, a proposition of grouping these aspects
into three categories: 1) KM Core Processes, 2) Organizational Performance and
Decision Support and 3) Human and Relational Capital Development. Such a clas-
sification allows fragmented research ideas to be put in order and to link them with
practical opportunities and challenges which organizations need to face in the era of
AI-driven transformation.

The subsequent section of the article features a table that outlines potential ave-
nues for further research on the opportunities associated with the use of GenAI. The
topics listed in the table are derived from prior research studies and have been en-
hanced with the authors' own ideas, thereby offering a more expansive perspective
on the future of research in GenAI-based KM.

Table 1. Future research directions concerning opportunities of KM in the context of GenAI

Cluster	No.	Opportunity	Potential research areas
KM Core Processes	1	Knowledge discovery and structuring	– The role of GenAI in uncovering hidden knowledge and patterns. – Effectiveness of GenAI in connecting unstructured or unrelated information. – The impact of generated knowledge on organizational innovation.
	2	Knowledge transfer and accessibility	– Accuracy and cohesion of AI-generated responses. – Organizational readiness to use GenAI as a knowledge transfer tool. – Adoption barriers and supporting factors for GenAI-based knowledge tools.
	3	Knowledge creation and synthesis	– Creation of new knowledge through cross-domain data integration. – Assessment of creativity and originality in GenAI-generated outputs. – Influence of GenAI on interdisciplinary problem-solving. – GenAI's role in accelerating internal R&D processes.
	4	Personalised knowledge delivery	– Effects of GenAI-driven personalisation on user engagement and learning outcomes. – Personalisation of training and educational content using GenAI. – Tailoring knowledge access to user profiles and preferences.

Cluster	No.	Opportunity	Potential research areas
Organisational Performance and Decision Support	5	Operational efficiency	– The long-term impact of using GenAI on employee performance. – Assessing the impact of GenAI automation on work quality and employee satisfaction. – Cost-benefit analysis of GenAI implementation in organizations. – Comparison of the effectiveness of GenAI with traditional KM methods.
	6	Decision-making support	– Developing a procedural framework for GenAI decision support. – Analysing the impact of GenAI on the quality and speed of decision-making in organizations. – Developing methods for evaluating and validating data generated by GenAI in a decision-making context. – Balancing AI recommendations with human expertise. – Managers' perceptions and confidence in the decision support offered by GenAI.
	7	Strategic foresight and forecasting	– GenAI's ability and accuracy to predict trends. – Use of GenAI in risk identification and scenario planning.
Human and Relational Capital Development	8	Customer knowledge management	– Improvements in customer support quality using GenAI. – Personalisation of customer service interactions through AI. – Strategies for integrating GenAI with traditional customer service channels.
	9	Learning and skill development	– Impact of personalised learning paths on the effectiveness and speed of employee competence development. – Role of GenAI in onboarding and role-specific training. – The application of GenAI in the development of competencies specific to different positions. – Model development for assessing and tracking progress in GenAI-assisted learning. – Effectiveness of GenAI in the preparation of training materials.

Source: original study; Benbya, Strich, Tamm, 2024; Alavi, Leidner, Mousavi, 2024; Korzynski et al., 2023; Naqbi, Bahroun, Ahmed, 2024; Quan et al., 2023; Nazeer et al., 2023; Xing et al., 2023.

5. DISSCUSSION AND CONCLUSIONS

In the context of classical KM models, GenAI may be directly connected with key processes indicated by Ruggles (1998) and Gupta et. al (2000): knowledge creation, codification, transfer and usage. Its use expands the possibilities and scope of KM within organizations. For example, in the process of knowledge creation, GenAI facilitates the synthesis internal and external data, thus supporting the generation of new ideas and innovation (Benbya, Strich, Tamm, 2024; Nazeer et al., 2023). In the case of knowledge codification, it may help transform tacit knowledge into explicit knowledge, i.e. by summarising meetings, documents classification or capturing experiences (Korzynski et al., 2023; Alavi, Leidner, Mousavi, 2024). In the area of knowledge sharing, tools based on GenAI, such as chatbots or virtual assistants, facilitate immediate and contextual access to organisational knowledge, including scattered knowledge (Korzynski et al., 2023; Xing et al., 2023). Finally, in the field of knowledge usage, GenAI can support users in decision-making processes, providing recommendations based on large data sets analysis and recognition of patterns and relationships (Nazeer et al., 2023; Benbya, Strich, Tamm, 2024).

Findings indicate that GenAI is not only a new tool supporting KM, but also it may play a role of transformation mechanism, which redefines the way how KM systems work in organisations. This technology contributes to extend the range of KM processes increasing their scalability, elasticity and accessibility. Rethinking KM framework in the era of emerging technologies should be considered, and the representants of academia, business, KM practices and the technology should cooperate to create the best possible solutions.

Based on the literature review that synthesised the reported opportunities, a conceptual research model was proposed, in which opportunities of using GenAI in KM are grouped into three functional clusters:
- KM Core Processes – GenAI enhances fundamental mechanisms of KM such as creating, uncovering structure, distribution and personalization of knowledge. It allows better structuring of information resources, swifter access to knowledge, and faster organisational learning.
- Organizational Performance and Decision Support – through repetitive processes automation, data analysis, trends prediction and support for managerial decisions, GenAI contributes to productivity enhancements, higher-quality decisions and savings in resources.
- Human and Relational Capital Development – GenAI supports onboarding, competences development, learning paths personalization and customers' knowledge management. It influences organisational culture, innovation, and building stable internal and external relations.

This classification aligns with the themes emerging in recent literature; some authors focus more on the core KM processes like knowledge personalisation, and its potential for fast delivery and organisational learning (i.e. Benbya et al., 2024;

Korzynski et al., 2023), some indicating the automation of repetitive tasks and sup-
porting decision-making processes, which stands for Organizational Performance
and Decision Support (Bi, 2023; Ghimire, Kim, Acharya, 2024). Others indicate
the possible enhancements from the human perspective – Human and Relational
Capital Development (Xing et al., 2023; Alavi, Leidner, Mousavi, 2024).

The division indicated here helps to better understand the potential of using
GenAI within organisations and to direct future research to the most promising
areas. The proposed classification can provide a starting point for future works on
a conceptual model of maturity for GenAI in KM or an implementation framework,
which would take into account not only technical possibilities, but also organisa-
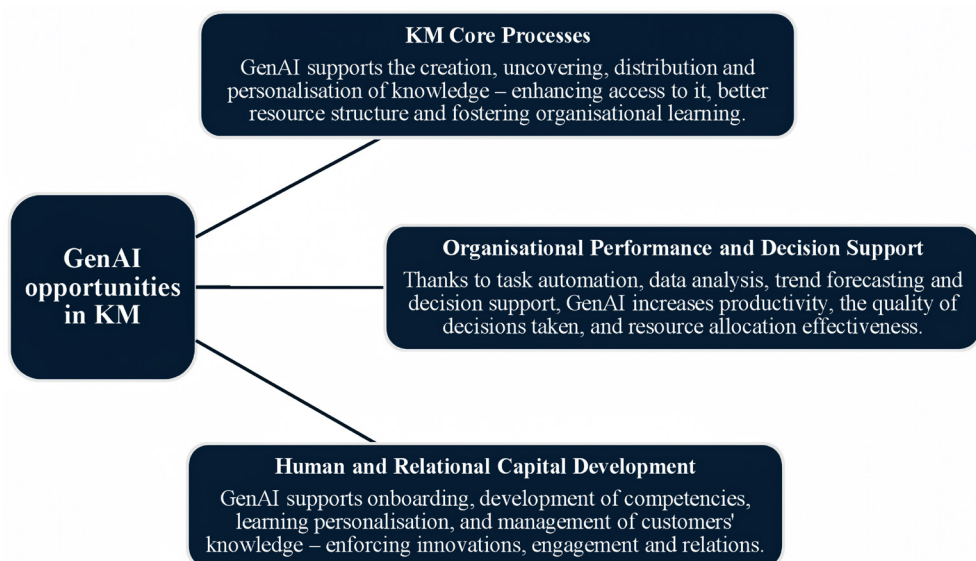tional, competence and ethical factors.

Fig. 1. Three main areas of GenAI opportunities in KM

It is worth highlight that some of opportunities indicated by GenAI models, such
as uncovering knowledge gaps, documents translation or recommending project
teams, are yet to appear in the broader academic discussion. The integration of the
technology's perspective is also unique and provides a novel contribution to cur-
rent KM literature. When researchers are focused on the human-technology rela-
tion (Alavi, Leidner, Mousavi, 2024; Naqbi, Bahroun, Ahmed, 2024; Choudhury,
Shamszare, 2023), it was decided to let GenAI put its own insight. It can also be
reason why future research should not only deepen current aspects, but also include
the perspective of technology itself, which thanks to its responses and interactions,
becomes a new actor in the field of KM. This methodology can create a new gener-
ation of hybrid approach to knowledge discovery made by a human and technology.

This study enriches the literature by systematically synthesising current discussions on the use of GenAI within KM. The comprehensive literature review undertaken here not only offers an in-depth look at the existing scholarship on KM and GenAI, revealing a notable research gap, but also interesting insights through contrasting the researchers' perspective with that of artificial intelligence itself. This allows novel opportunities and themes suggested by AI to be presented. This interaction between human understanding and the capabilities of GenAI opens up new avenues for further research and discussions on the future shape of KM in organizations.

The analysis details the opportunities and benefits in integrating GenAI into KM, underscoring the necessity for further investigation. In practical terms, the study provides organizations with valuable insights into how to approach the use of GenAI in KM to boost its potential. However, despite the many identified benefits, the authors of existing research point to how the challenges and potential problems posed by GenAI in KM could threaten organizations, thereby emphasising the need for further research and strategy development to manage these risks and address ethical concerns.

The scope of this study might have been limited by the number of databases and articles reviewed and also by its focus on English-language literature, which may have impacted on the comprehensiveness of the data collected. Excluding non-English sources can lead to the regional context being overlooked, especially in the field of implementing GenAI in KM practices in the public sector. However, it still outlines promising avenues for future research in local cases and language-specific KM challenges. There is also a suggestion that additional value could be derived from tapping into unconventional sources, such as social media platforms and professional forums like LinkedIn.

In conclusion, the article identifies the vast unexplored potential of GenAI in KM, thus encouraging a broadening of research horizons. It advocates for expanding existing knowledge by incorporating the experiences and views of users and practitioners through forums and social media, which could not only deepen academic discussions but also offer practical advice for organisations. This approach could mark the start of a dynamic new research direction, fostering further innovation in KM.

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MOŻLIWOŚCI GENERATYWNEJ SZTUCZNEJ INTELIGENCJI W OBSZARZE ZARZĄDZANIA WIEDZĄ – SYSTEMATYCZNY PRZEGLĄD LITERATURY

Streszczenie

W erze cyfrowej transformacji organizacje coraz częściej szukają zaawansowanych technologii, które będą wspierać efektywne zarządzanie i użycie wiedzy. Generatywna sztuczna inteligencja (GenAI) wyłania się jako technologia z dużym transformacyjnym potencjałem w obszarze zarządzania wiedzą (KM), aby usprawnić kluczowe procesy, takie jak tworzenie, organizacja, dzielenie się i zastosowanie wiedzy. Badanie ukazuje wyniki systematycznego przeglądu literatury, mając na celu identyfikację obecnych możliwości oraz przyszłych koncepcyjnych badań w kontekście integracji między GenAI i praktykami zarządzania wiedzą. Opierając się na analizie literaturowej z głównych baz naukowych w tym obszarze, dokonano syntezy, która wskazuje potencjalne korzyści wynikające z użycia GenAI, takie jak poprawa efektywności, wsparcie w podejmowaniu decyzji, personalizacja wiedzy i rozwój pracowników. W artykule zestawiono perspektywę GenAI i badaczy, ukazując zarówno wspólne wnioski, jak i obszary wymagające dodatkowych badań. Zaproponowano koncepcyjny model klastrów badawczych, który może być punktem wyjścia do przyszłych analiz oraz ustrukturyzowania zrozumienia roli generatywnej AI w organizacjach opartych na wiedzy.

Słowa kluczowe: zarządzanie wiedzą, systematyczny przegląd literatury, transformacja cyfrowa, duże modele językowe, generatywna sztuczna inteligencja