



# GÖTEBORGS UNIVERSITET HANDELSHÖGSKOLAN

## **Transforming personal knowledge management: exploring the role of Generative AI Chatbots in an organizational context**

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**Transforming Personal Knowledge Management:**  
*exploring the role of Generative AI Chatbots in an organizational context*

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**Abstract:**

This thesis explores the impact of Generative AI (GenAI) chatbots on personal knowledge management (PKM) and organizational knowledge management (KM). The empirical study examines how generative AI chatbots influence individual knowledge workers' ability to manage information, create and apply knowledge, and transfer insights. Through a mixed-methods approach involving interviews with project managers and company engineers, the research identifies both the benefits and limitations of GenAI chatbots in affecting workers' knowledge management practices and their root causes. Benefits include condensing information sources, user-friendly explanations, and quality of communication, while limitations pertain to over-reliance on AI output and the unreliability of the AI black-box. The study concludes with recommendations for integrating GenAI chatbots into KM systems of organizations, emphasizing the need for expert supervision and the development of complementary human-AI collaboration strategies.

**Keywords:** *Personal Knowledge Management, Knowledge Management, Artificial Intelligence, GenAI chatbots, Collaboration, Information Technologies, Knowledge Dynamics, Knowledge Workers, Generative AI.*

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## Introduction

“The basic economic resource... is no longer capital, nor natural resources..., nor 'labour'... It is and will be *knowledge*.” (Drucker, P., 1993)

In the past few decades, knowledge has emerged as a central focus in various fields, particularly in organizational management. In the information era, the presence of knowledge-intensive workers is increasing as knowledge is considered the most valuable economic asset in organizations (Hislop, D. et al, 2018). In organizational studies, management has been encouraged to focus on knowledge as the fundamental link between human and technological assets (Smith, E. A., 2001). Managers have been defined as responsible for the application and performance of knowledge, by seeing it as the essential resource (Drucker, P., 1993). In the fast-evolving landscape of organizations, the study of knowledge dynamics has been the leverage to sustain long-term competitive advantages (Bhatt, G. D., 2001). Knowledge Management (KM) is a discipline focused on how organizations create and use knowledge (International Organization for Standardization, 2018). It has been a niche of the management field whose aim is to focus on the dynamic nature of knowledge (McInerney, C., 2002). It is also often defined as an operational and strategic management tool, and it aims to make the enterprises act most intelligently and to make the best out of their knowledge assets (Mårtensson, M., 2000; Wiig, K., 1997). The domain of knowledge management encompasses the tracking of knowledge holders and the means to access their expertise, which implies addressing the integration of information, technology, and human resources (Alavi, M., & Leidner, D., 1999). On a practical level, the principles of KM have been applied to organizational strategies through the development of systems that manage practices of retrieving, storing, organizing and sharing data and information (Alavi, M., & Leidner, D., 2001). Throughout the previous decades, the development of Information Technologies (IT) affected knowledge management studies in a symbiotic nature, one allowing the other to evolve (Alavi, M., & Leidner, D., 2001; Davenport, T. H., & Prusak, L., 1998); Bradley, J. H. et al, 2006). The evolution of functionalities and features within information technologies has played a major role in shaping knowledge management systems implemented by organizations, thereby enhancing their relevance and impact (Tseng, S. M., 2008; Tsui, E., 2005).

The fast-changing business environment with an increasing load of information required for working and the natural complexity of the tasks performed by the organizational members challenges the knowledge management systems developed by organizations. The knowledge repositories are required to be updated and enriched constantly, adding complexity and uncertainty around their effectiveness and threatening their actual usage (Jarrahi, M. H. et al, 2023). To tackle this issue, researchers started to shift the attention not only to the organizational dynamics but to the individual practices that workers undertake for the creation and retrieval of new knowledge. (Davenport, T. H., & Prusak, L., 1998, Pauleen, D., 2009, Wiig, K., 2012). This shift of focus on the practitioners allows them to identify issues and new opportunities of information technologies (IT) in addressing creating, locating, applying and transferring knowledge. By directly addressing the workers needs, instead of

projecting the organizational beliefs and structures with a top-down approach, knowledge management systems can be improved and adjusted for their effective usage (Liu, C.-H. et al, 2017; Jarrahi, M.H. et al, 2021).

The recent surge of generative artificial intelligence (GenAI) in the business world brings the interlink between knowledge management, IT support and individual practices more relevant than ever. Artificial Intelligence is characterized as the capability of a system to accurately comprehend external data, acquire knowledge from it, and employ those acquired insights to accomplish particular objectives and tasks through adaptable adjustment (Kaplan, A., & Haenlein, M., 2019). The term "generative" in the context of AI refers to a new paradigm of artificial intelligence capable of autonomously generating novel data and content that closely resembles human-produced output (Mondal et al., 2023). Even if the concept of generative AI is not new to the corporate world, the release of free accessible and user-friendly platforms such as chatbots built on the ChatGPT model are having a significant impact in shaping daily practices for workers in creating and applying knowledge. Developed by OpenAI, ChatGPT is a transformer-based language model trained on extensive text data, capable of generating text across various styles and formats (OpenAI, n.d.). As IT, also GenAI and KM are intricately linked to the essence of knowledge and learning, and recent advancements in AI offer new opportunities for reshaping KM within organizations (Sanzogni, L. et al, 2017).

## Research Problem

While utilizing ChatGPT offers numerous potential advantages, such as the provision of more precise and comprehensive information and streamlined integration into the KM processes, it also presents considerable challenges (Hu, X. et al, 2023). These include ensuring the quality and accuracy of generated information, guarding against biases, and ensuring the relevance and reliability of the information for specific tasks (Nazeer, S. et al, 2023). Despite the surge in attention toward the artificial intelligence domain prompted by the success of ChatGPT, its application within the context of knowledge management remains largely unexplored. The literature particularly emphasizes the need for empirical studies on the effect of the Chatbot's AI usage on knowledge management practices on workers (Hu, X. et al, 2023; Nazeer, S. et al, 2023; Jarrahi, M. H. et al, 2023).

In response to the directives outlined by the literature, our research aims to address the identified gaps in the existing studies and contribute to the advancement of knowledge management practices placing the lenses on the individual level. Specifically, our study aligns with their call for future research initiatives aimed at enriching the field by focusing on two key areas: firstly, conducting empirical investigations to elucidate effective usage of generative AI chatbots within the realm of Personal Knowledge Management (PKM) in an organizational context; and secondly, highlighting through the case study the potentialities and challenges introduced by the technology in Knowledge Management practices. By adhering to these research directives, our study aims to provide valuable insights into the practical applications and implications of generative AI chatbots within KM in organizational environments to researchers and practitioners.

Hence, our research question:

*'How does the usage of generative AI chatbots impact personal knowledge management processes among knowledge workers? And what are the organizational takeaways?'*

Which serves as a guiding inquiry to explore the intricate dynamics between the retrieval, creation, application and transfer of knowledge through the new GenAI chatbots. Through empirical investigation and analysis of real-world experiences at the practitioner level, this study endeavors to uncover the nuances of AI integration within organizational contexts, offering actionable insights on two levels. First, it aims to uncover the potential and issues of GenAI chatbots for informed individual information retrieval, knowledge creation, application and transfer. Second, it provides empirical insights for KM systems design based on the concrete needs and experiences of workers with the new technology.

## Literature review

Researching knowledge management inside businesses and the influence of Generative AI chatbots led to an evaluation of the current status of studies in two major areas. First, we explore relevant studies on knowledge management in an organization and the role of technology in supporting the processes. This will allow us to discuss the contribution that the research could have to organizational KM systems implementation, design and application. Second, we outline how the focus on personal knowledge management has been essential to understand the knowledge dynamics in complex and fast changing environments. The literature on personal knowledge management guided us towards unresearched gaps and new perspectives of standard practices. Third, we delve deeper into existing research on the role of Generative AI chatbots in KM at the corporate and individual levels, emphasizing their context of application, potential, problems, and future research prospects.

## Knowledge Management and Personal Knowledge Management

The study of knowledge management has its roots within the field of organizational studies, as a managerial tool to understand and enhance human capital by recognizing knowledge as its core added value (Smith, E. A., 2001). The ultimate goal of knowledge management, studied from an organizational perspective, is to generate and maintain knowledge within the company for its effective application (Mårtensson, M., 2000). The SECI model, developed by Nonaka, I., & Takeuchi, H. (1995), is so far the best-known conceptual framework for understanding knowledge generation processes in this realm (Farnese, M. L. et al, G., 2019, Adesina, A. O., & Ocholla, D. N., 2019). The model is based on the dynamic interaction between tacit and explicit knowledge. Tacit knowledge, which is unarticulated, intuitive, and rooted in personal experience, contrasts with explicit knowledge that is codified and easily shared through documents and formal language (Polanyi, M., 2009). The SECI model describes how knowledge is created through a continuous cycle of Socialization, Externalization, Combination, and Internalization. Socialization involves sharing tacit knowledge through direct interaction, while Externalization converts tacit knowledge into explicit forms. Combination organizes and integrates explicit knowledge, and Internalization

transforms this explicit knowledge back into tacit knowledge through practice and experience. This model highlights the importance of both types of knowledge in organizational knowledge creation and management, providing a theoretical foundation that underscores the significance of balancing tacit and explicit knowledge in enhancing knowledge management practices, a key aspect explored in this thesis. Alavi, M., & Leidner, D. E. (2001) provided a significant contribution to the literature using the SECI model to address the information technology impact on knowledge management. Their findings outline significant potentialities in enhancing knowledge creation, storage, application and sharing while understanding the importance of flexibility and user-friendliness of ITs for their effective impact. More practically, the authors believe that intranets, groupware and communication technologies unlock and faster access to new comprehensive sources of information, support organizational and individual memory and speed the application of internal knowledge.

In the late 1990s, classical theories of knowledge management began to be criticized for being overly focused on top-down approaches. Davenport, T. H., & Prusak, L., (1998) highlighted that organizational knowledge largely depends on individual workers, whom they referred to as "knowledge workers." They argued that viewing knowledge as merely a corporate asset is insufficient without considering how to manage the knowledge dynamics of these workers. As the new century approached, there was a recognized need to refocus attention on the workers themselves (Pauleen, D., 2009). Wiig, K., (2012) emphasized that humans, not computers, are the central actors in organizations and society. To understand organizational knowledge management, he argued, the focus must be on people, their behaviors, and their roles in enterprise operations. Wright, K. (2005) was among the firsts to link personal knowledge management enhancing workers and organizational performance.

According to the author, effective organizations prioritize enhancing the knowledge of individual employees over focusing solely on organizational knowledge as a whole. Pauleen, D., (2009) argues that while organizations aim to develop effective knowledge management strategies, individuals face two significant challenges: an abundance of information sources and changes in the nature of work. These factors lead to new mechanisms that organizations often overlook when they concentrate on managing their knowledge repositories and systems. Jarrahi, M.H. et al, (2021) emphasize that personal knowledge management is crucial for understanding how individuals interact with information technologies. They suggest that the overload of information sources and evolving work needs render the limited internal knowledge available in organizational IT systems inadequate. This is particularly relevant for generative AI (GenAI) chatbots, which operate beyond traditional internal knowledge repositories. These chatbots serve as comprehensive tools for retrieving, organizing, creating, applying, and transferring knowledge beyond the confines of the organization.

## GenAI Chatbots and Knowledge Management

ChatGPT, with its advanced natural language processing capabilities, presents substantial opportunities for enhancing knowledge management (KM) and personal knowledge management (PKM). According to Nazeer, S. et al, (2023), ChatGPT can significantly

improve personal knowledge practices by providing accurate and comprehensive information, integrating generated knowledge into personal workflows, and facilitating expansive learning through iterative interactions. Similarly, Jarrahi, M. H. et al (2023) emphasize that AI can enhance various KM processes, such as knowledge storage, retrieval, creation, and sharing. More specifically, the authors argue that AI can elevate humans in KM through reskilling and up-skilling. By leveraging AI's advanced data classification and predictive analytics, organizations can efficiently manage vast amounts of data, uncover new insights, and promote innovative knowledge creation. These capabilities enable both individuals and organizations to harness and utilize information more effectively, ultimately advancing organizational learning and decision-making. Moreover, the authors stress the need for organizations to build infrastructures to pursue mutual learning and form cross-functional teams that enable workers to interact with the AI technology in a social environment.

Despite these opportunities, significant challenges accompany the integration of ChatGPT into KM and PKM. Hu, X. et al. (2023) highlight critical issues of the GenAI chatbot in designing knowledge management strategies through a top-down approach. They identify problems such as bias, low transparency, and data unreliability. For instance, the study provides evidence of bias in ChatGPT's responses, which can lead to culturally biased answers and unfair discrimination. Meske, C. et al (2022) gives a perspective on the issue by stating that the lack of transparency in how ChatGPT generates responses, described as functioning as a "black-box," further complicates its reliability and trustworthiness. They argue that explainability of AI, meaning the ability to express how the mechanism is processing and producing information, is the main concern for learning from it. Nazeer, S. et al, (2023) echo these concerns and relate them by focusing on individual practices, noting that the inherent opaqueness of ChatGPT's decision-making process makes it difficult for users to fully understand or trust its outputs for users. They add in the picture the issue of justifiability, brought by the impossibility to explain the thought process behind the chatbot outputs. These challenges underscore the complexity of integrating ChatGPT into KM and PKM practices and highlight the need for strategies to mitigate these issues while leveraging AI's potential benefits.

Given the significant opportunities and challenges associated with ChatGPT, there is a pressing need for empirical research to contextualize these theoretical insights within practical settings. Both Hu, X. et al, (2023) and Nazeer, S. et al, (2023) call for extensive empirical studies to explore how ChatGPT's advantages and limitations manifest in real-world applications. Such research is essential for developing robust strategies that address the challenges of bias, transparency, and reliability while maximizing the benefits of AI in KM and PKM. By investigating the practical implications of ChatGPT's integration, future research can provide valuable insights into how AI tools can be used responsibly and effectively, ensuring that both individual knowledge workers and organizations can fully leverage their potential.

## Theoretical framework

As illustrated by the literature review, the choice of a framework focused on personal knowledge management comes from the individual knowledge dynamics typical of contemporary organizations and the scope of the tool researched, which is user-centric and goes beyond the organizational boundaries of knowledge. The Personal Knowledge Management definition adopted in this research follows the guides of Cheong, R. K., & Tsui, E. (2010), who developed a new framework around the notions introduced throughout the years from the mentioned works. They define PKM as the study of the dynamics of locating/capturing information, creating knowledge, applying, and transferring it. The practices of knowledge workers are categorized and studied in separate activities belonging to one of the four dynamics listed and then classified in a hierarchy of steps that individuals face when dealing with their knowledge. The framework has been used as the basis for this research since it goes beyond the mere individual application typical to the classic PKM models. Instead, the model aims to connect the contribution that theoretical PKM literature brings to organizational knowledge management such as the SECI model by Nonaka, I., & Takeuchi, H. (1995), in line with the aim of this paper. The authors propose a more elaborated model by defining four categories that structure the knowledge processes and related individual skills, defined by Seufert, A. et al, (2003), required from individuals for each step of the personal knowledge management processes. Those categories are:

- Personal Information Management (PIM);
- Personal Knowledge Internalization (PKI);
- Personal Wisdom Creation (PWC);
- Interpersonal Knowledge Transferring (IKT).

Each category represents a distinct aspect of the knowledge management process as locating/capturing, creating, applying and transferring knowledge. Its dynamics have been further narrowed and enriched according to the specificity of this research. Overall, the proposed focus on the four categories allowed us to locate the effective contribution of the GenAI technology within each stage of knowledge, from retrieval to application and transfer. Then, it helps the researcher to observe and compare how the standard skills required for each step are affected by the usage of the chatbot tool. Moreover, the lenses of the framework led us to a possible explanation to the ineffectiveness of the tool within the categories, placing the issues raised by the empirical findings and sustained by the literature to the four stages of personal knowledge management.

### Personal Information Management

Personal Information Management (PIM) stands at the very base of knowledge creation (Berners-Lee, T., 1989). Throughout the years the notion, as Cheong, R. K., & Tsui, E. (2011) describe, researchers tended to justapose it with the whole Personal Knowledge Management concept, giving to this latter a limited domain (Frاند, J. L., & Hixson, C. G., 1998). Jones, W. P., & Teevan, J. (2007) define personal information as information that can be owned by, about, directed toward, sent by, experienced by, or relevant to “me”. According to the authors, Personal Information Management (PIM) consists of the practice and the study of the



activities a person performs to acquire or create, store, organize, maintain, retrieve, use, and distribute information in each of its many forms. As per Cheong, R. K., & Tsui, E. (2010) PIM involves the processes of transforming raw data into useful information and organizing it for future reference. Data are not interpreted symbols, simple observations, text or messages (Van der Spek, R., & Spijkervet, A., 1997). Information is data with meaning, a flow of meaningful messages within a context of application (Van der Spek, R., & Spijkervet, A., 1997; Nonaka, I., & Takeuchi, H., 1995). The knowledge management process involved in this step is knowledge capture and location, with the objective of creating an information base from which to base the further steps of knowledge. To excel in PIM, individuals need skills such as retrieving information efficiently, evaluating its credibility and relevance critically, and organizing it in a structured and accessible manner (Cheong, R. K., & Tsui, E., 2010).

### Personal Knowledge Internalization

In the process of Personal Knowledge Internalization (PKI), individuals focus on integrating explicit knowledge into their personal knowledge base. This requires analyzing and synthesizing information, identifying patterns and insights, and continuously engaging in learning and self-development (Tsai, M. T., & Lee., K. W., 2006). During this step, information is transformed into knowledge at the individual level. Knowledge consists of commitments and beliefs formed from these insights (Nonaka, I., & Takeuchi, H., 1995). It encompasses truths, beliefs, perspectives, judgments, know-how, and methodologies (Wiig, K., 1994). In the context of management studies, knowledge is intended as effective in action, while information is focused on the results (Hislop, D. et al, 2018). This step reflects the internalization process of the SECI model by Nonaka, I., & Takeuchi, H. (1995) and it focuses on the conversion from explicit to tacit knowledge through analysis. They define internalization as the engine of the entire knowledge-creation process. In today's dynamic and competitive landscape, companies expect employees to not only apply knowledge but also actively create it. Tsai, M., & Lee., K. (2006) therefore define knowledge internalization as knowledge-creating and applying capabilities. According to the authors, to internalize knowledge the workers have to go through a cycle that starts from observing and understanding concepts to testing and experiencing them. Cheong, R. K., & Tsui, E. (2011), instead, separate these two distinct processes into Personal Knowledge Internalization and Personal Wisdom Creation. For practicality of this case, we intend personal knowledge internalization as information analysis and learning as illustrated by the framework of Cheong, R. K., & Tsui, E. (2010). Testing and experiencing, which are included in the category of applying knowledge, are intended as part of wisdom creation described in the following section (Ackoff, R., L., 1989). To understand how explicit knowledge is converted to tacit knowledge, the mental process applied by individuals is referred to as sensemaking (Yao, L. et al, 2011). This is a key mechanism for the workers for navigating through vast amounts of information, aiding individuals in comprehending ambiguous or complex situations encountered within organizational contexts (Klein, G. et al., 2006). In the internalization process, as intended by Cheong, R. K., & Tsui, E. (2010), skills such as analysing, self learning and reflecting are the key to developing a personal knowledge base.

## Personal Wisdom Creation

The third step of Personal Wisdom Creation (PWC) sees individuals applying their knowledge to perform tasks and tackle challenges, while evaluating its contextual effects and results to prepare for the future. From the already internalized explicit knowledge, the knowledge worker is applying the know what and know how in a real situation and observing the outputs. Therefore, new tacit knowledge arises in the context of application, and increases the expertise of the worker around specific tasks and problems. Through its application and collection of experiences to prepare for the future, individuals transform knowledge is transferred into Wisdom (Cheong, R. K., & Tsui, E., 2011). This latter concept is what differentiates the PKM model from most knowledge management frameworks. As defined by Ackoff, R. L., (1989), wisdom is to deal with the future, and its peculiarity is that its based on values and ideals. If knowledge, information, and data can be developed and reproduced by well-trained computer-based systems, wisdom is strictly dependent on individuals' personal views. Russell, D. M. (2009) defines Sensemaking the processes people go through to frame, collect, organize and structure information to help understand a problem. Moreover, Sensemaking encompasses more than merely locating information, it entails familiarizing oneself with unfamiliar domains, resolving ambiguous problems, gaining situational awareness, and engaging in social knowledge exchanges (Pirolli, P., & Russell, D. M., 2011). and values (Ackoff, R. L., 1989). By wisdom creation, the author suggests that testing concepts acquired from the knowledge internalization step and putting them into practice, as intended by Tsai, M., & Lee., K. (2006), leads individuals to shape personal values and contextual sensemaking. While internalization allows knowledge workers to have “know what” and “know how”, the practical application leads to the creation of “know why”. This notion is particularly suitable in the case of technology analysis, to separate its contribution to knowledge management to the workers' contribution. Artificial Intelligence has been able to replicate, at different efficacy levels, the first two types of knowledge, while “know why” seems to be a specific human characteristic (Jarrahi, M. H. et al, 2023). Throughout the process of wisdom creation, workers must identify, analyze, and solve problems effectively by applying the internalized knowledge and, most importantly, learn from the experiences and results gathered. The skills functional to the personal wisdom creation are problem-solving, creativity, and mental agility as well as reflection and critical thinking (Cheong, R. K., & Tsui, E., 2010).

## Inter-personal Knowledge Transferring

The last step of the personal knowledge processes is Inter-personal Knowledge Transferring (IKT), in which individuals share and transfer knowledge with others, fostering collaboration and knowledge exchange. Among the categories analyzed, knowledge transferring goes beyond the individual dimension and it positions the PKM model in its collaborative and interactive dimension (Cheong, R. K., & Tsui, E., 2010). Facilitating knowledge transfer among employees plays a crucial role in fostering organizational learning and has been a key lens to understand the creation of knowledge within organizations (Wang, S., & Noe, R. A., 2010; Kang, M., & Kim, Y. G., 2010). In its theoretical conception, the interpersonal notion is intended as a network in which the individual is embedded. For relevance of the case study

presented, we assign to the network the organizational dimension. Argote, L., & Ingram, P., (2000) define knowledge transfer within organizations as to the process by which the experience of one unit impacts another, shaping its practices and operations. The authors identify two solutions in which it can occur: explicitly, such as when one unit communicates with another regarding a practice that enhances performance, or implicitly, where the receiving unit absorbs knowledge without necessarily articulating it. The first solution is efficiently described by the authors who posits that it typically entails significant social processes like sharing, interpreting, and integrating information, along with storing this information to ensure its continuity against individual turnover. Throughout this process, the transfer of knowledge follows an indirect approach, since it passes through the generation of information and consequently an internalization from the interested individual. From this definition the strict interconnection between the explicit dimension of knowledge transfer and Information Management is enlightened. For instance, the process of writing a report for a worker can be encoded as knowledge sharing, while at the organizational level it can be included also as information management. The skills required for this step can be summarized with the concept of communication, in its sense that encompass every type of information generation from presentation, documents, reports, blogs and videos. While the first way is easily detected as explicit knowledge, the second one involves tacit knowledge and it's mainly realized through collaboration (Nonaka, I., & Takeuchi, H., 1995). This second process can be intended as a direct transfer of knowledge, without going necessarily through explicit forms. According to Nonaka, I., & Takeuchi, H. (1995), tacit knowledge transfer is the first step of the knowledge creation spiral within an organization. In this realm, the collaboration concepts include skills such as team working, observing, discussing and critical thinking. In Inter-personal Knowledge Transferring, both processes are included and studied. Instead, the dimension of Wisdom is not present in the category of knowledge transferring, since it can be achieved only by practice and reflection on experiences on a personal level. Communication and collaboration are not enough steps to build "know why" and Wisdom, therefore the concept cannot be studied as a practice from interpersonal perspective.

The following table summarizes the Personal Knowledge Framework dynamics applied to the study, by using the Cheong, R. K., & Tsui, E. (2010) model as a structure and reviewing it according to the research scope and content.

PKM Framework (reviewed)	Personal Information Management (PIM)		Personal Knowledge Internalization (PKI)			Personal Wisdom Creation (PWC)		Inter-Personal Knowledge Transferring (IKT)	
<i>KM Process</i>	Capture/Locate		Create			Apply		Transfer	
<i>Knowledge Conversion</i>	Explicit ← → Explicit		Explicit → Tacit			Tacit ← → Tacit/Explicit		Explicit ← → Explicit	Tacit ← → Tacit
<i>DIKW Transformation Layer</i>	Data ← → Information		Information ← → Knowledge			Knowledge ← → Wisdom		Information ← → Information	Knowledge ← → Knowledge
<i>Skill/Competence</i>	Retrieving	Organizing	Analysis	Learning/ Self Development	Reflection	Problem Solving	Creativity	Communicating	Collaborating

Figure 1. PKM Framework by Cheong, R. K., & Tsui, E., (2010) - reviewed

## Methodology

This section outlines the methodology employed in this research, detailing the context of the study, data collection methods, sampling approach, data analysis techniques, study limitations and ethical considerations. The study's focus is on examining the influence and impact of generative AI chatbots on personal knowledge management (PKM), knowledge sharing, and collaboration practices within LTD Company Limited. To achieve this, a combination of qualitative methods, including interviews, and document analysis were utilized.

### LTD Company Limited

LTD Company Limited is a significant entity in the information technology industry, known for its wide range of technological solutions. The company specializes in software-defined networking for efficient and secure data transmission, cloud services, security solutions, and collaboration tools to support remote and hybrid work environments. (LTD Company Limited, 2023).

The enterprise operates on a global scale, serving clients across various countries. The company's headquarters are strategically located to manage its worldwide operations, with additional offices and subsidiaries in multiple locations. This extensive global presence allows the company to support a diverse client base and address regional technological needs effectively. LTD Company Limited's role in the IT industry, combined with its global reach and comprehensive service offerings, make it a relevant organization in the study of AI influence in personal knowledge management, knowledge sharing, and collaboration processes.

In August 2023, it launched ChatbotAI, a generative AI-driven solution aimed at augmenting workforce productivity and efficiency (LTD Company Limited, 2023). ChatbotAI provides responses to user queries utilizing advanced natural language processing capabilities leveraging Microsoft Azure Open AI Service, the company asserts its commitment to leverage this, and similar tools in the future.

Responding to the call by Nazeer, S. et al, (2023), we posit that an empirical investigation into the influence and impact of ChatGPT, in this case specifically ChatbotAI fed by GPT -4, on specific aspects of personal knowledge management (such as information organization, retrieval, knowledge creation, application and transferring) among knowledge workers is crucial for further advancements in the Personal Knowledge Management field.

## Data Collection Methods

In this qualitative study, primary data was gathered through 20 voluntary interviews with LTD Company limited contributors. Additionally, we gathered data through the company's website, wiki pages and documents related to ChatbotAI's user statistics, LTD Company Limited's AI Strategy and other relevant presentations. Interviews were selected due to their power to explain the subject's experience freely and extensively (Kvale, S., 2006). The combination of interviews and document analysis were used to increase reliability of data (Bowen, G. A., 2009).

### *Sampling Approach*

The study employed both a hybrid method of purposive and convenience sampling method to gather insights from individuals within LTD Company Limited. Invitations to participate were initially extended through direct message groups of AI Users within LTD Company Limited. However, due to time constraints and voluntary resource availability, invitations were later extended to other users in other non-AI users chat groups to ensure an adequate sample size and to broaden the study's scope.

Employees across various roles, departments, seniority levels, and geographical locations were targeted. This inclusive approach ensured the recruitment of willing and available participants, capturing a broad spectrum of perspectives on the influence of ChatbotAI on personal knowledge management, knowledge-sharing, and collaboration practices for both AI familiar users and other users.

To strengthen the methodology, other sampling methods such as stratified or random sampling were considered but deemed infeasible due to constraints in accessing a complete and randomized list of employees. Additionally, the dynamic and voluntary nature of participation in internal company research favored convenience sampling as the most practical approach.

To mitigate the effects of purposive sampling and enhance the robustness of the findings, efforts were made to seek a range of perspectives in other groups, including those from participants who were less slightly actively engaged with ChatbotAI, and might have had less

positive or optimistic insights. This approach aimed to balance the sample and reduce potential biases associated with voluntary participation and AI enthusiasm, ensuring a more comprehensive and representative dataset. By embracing diversity in participant selection, this study sought to enhance the richness and validity of its findings.

#### *Internal Company Documents*

To support the research, internal documents from LTD Company Limited were reviewed. These documents included strategic reports, internal communications, internal research, and policy papers relevant to the implementation and use of generative AI chatbots within the organization. Due to their confidential nature, specific details cannot be disclosed. However, these documents provided valuable insights into ChatbotAI launch strategy, user feedback research, and various use cases. This information was crucial for gaining a deeper understanding of the context, user use cases, and for designing the questionnaire.

Additionally, insights were gained from the development team, who shared user characteristics relevant to the study.

<b><i>Document Type</i></b>	<b><i>Purpose</i></b>
AI Reports	To gain a comprehensive understanding of the AI product portfolio at LTD Company Limited, including current and planned usage.
ChatbotAI Wiki Site	To comprehend the functionality of the ChatbotAI and the scope of information it can access.
Internal Communications	To gather insights on the ChatbotAI's launch date and other pertinent details.
Internal Research Papers	To review internal studies on user experiences, performance metrics, and the impact of GenAI chatbots.
Use Case Documentation	To examine various use cases of ChatbotAI within the organization for a thorough understanding of their applications.

*Figure 2. Document Analysis*

#### *Interviews*

Twenty semi-structured interviews were conducted across diverse roles within the organization to gather comprehensive insights. This method was chosen for its flexibility and depth, allowing for a nuanced understanding of participants' experiences with ChatbotAI within PKM. The interviews were conducted through the company's internal video conferencing platform. Video Conferencing tools offer significant flexibility in accommodating time zone differences while maintaining data quality (Archibald et al., 2019).

We designed a tailored survey that comprised over 30 questions, covering various aspects related to the usage of GenAI chatbots or virtual assistants and their possible impact in personal knowledge management. We followed a semi-structured interviews order and selection of questions were adapted and used depending on the direction of the interview and

context of answers given to gather systematic information while allowing for flexibility and exploration of new issues (Wilson, C., 2013). Interviews lasted between 30 and 45 minutes. Topics covered during the interviews included participants' familiarity with GenAI chatbots, their use cases on information retrieval and interaction with information, their personal perceptions of the impact on knowledge sharing and collaboration practices both with themselves and their teams, encountered challenges, future expectations, chatbot usage, perceived benefits, challenges, customization efforts, and any additional insights participants wished to share about their experiences with ChatbotAI.

The following table summarizes the roles that were interviewed:

<i>Role</i>	<i>Interviews</i>
Agile Coach	1
Business Intelligence Analyst	1
Critical Accounts Manager	1
Director, Strategy & Planning	1
Jr Project Manager	3
Partner Marketing Specialist	1
People Manager	1
Program Manager	1
Project Manager	4
Sales Manager	1
Site Reliability Engineer	1
Software Engineer	4
<i>Total Interviews</i>	<i>20</i>

*Figure 3. Data Collection*

### Data Analysis Method

For the analysis of our data, we adopted a grounded theory approach, which was particularly suitable due to the empirical nature of our case study on generative AI chatbots in Personal Knowledge Management Processes. Grounded theory allows for the generation of theory from data systematically gathered and analyzed, making it ideal for exploring complex, context-specific phenomena (Chun Tie Y. et al, 2019).

To structure our analysis, we employed framework analysis as outlined by Goldsmith, L. J., (2021). Framework analysis was particularly advantageous for this case as it provides a systematic yet flexible method to manage and interpret qualitative data, enabling us to delve deeply into participants' experiences and insights. This method involves a series of well-defined steps, ensuring a thorough and organized examination of the data while allowing for iterative refinement (Goldsmith, L. J., 2021).

We began by familiarizing ourselves with the data through repeated listening to the interview recordings. This immersive process involved transcribing the recordings meticulously to ensure accuracy and comprehensiveness. Each quote and relevant piece of information was then transferred to Microsoft Excel, creating a robust dataset for further analysis.

Next, we identified a thematic framework to guide our analysis. Using Excel's functionalities, we employed pivot tables to group quotes and insights, revealing recurring patterns and themes. This process helped us understand what each insight told us about the role of GenAI chatbots in knowledge processes. In this step, we incorporated existing theoretical concepts to structure our analysis framework analysis methodology (Ritchie, J. and Spencer, L., 1994). We selected Cheong, R. K., & Tsui, E. (2011) PKM framework, which includes key concepts such as Personal Information Management, Personal Knowledge Internalization, Personal Wisdom Creation, and Interpersonal Knowledge Transferring. Using the thematic framework, we systematically indexed all interview data in Excel, coding each piece of data according to the identified framework. We used both skills/competences and the KM process as guides to categorize the insights into each dimension (see Figure 1 for reference). This organized approach facilitated the retrieval and comparison of data related to each theme, enhancing our ability to identify and analyze insights. The process was iterative and involved considerable discussion, as we sometimes disagreed on whether a particular quote or insight fit into one dimension or another. Once the data was indexed, we synthesized it into tables, aligning the information with the thematic framework. Each table represented a different aspect of the PKM framework, summarizing the insights and patterns identified during the indexing process. This step helped visualize the data, making it easier to identify relationships and key findings.

In the final phase, we mapped out the data to interpret and understand the findings. By analyzing the charts and matrices, we identified key insights and patterns that answered our research questions. This comprehensive understanding of the data provided clear insights into the impact of generative AI chatbots on personal knowledge management processes.

Through this structured framework analysis, we achieved a nuanced understanding of how GenAI chatbots influence personal knowledge management within the organization. The use of Cheong, R. K., & Tsui, E. (2011) framework provided a robust theoretical lens, guiding our analysis and ensuring that our interpretations were grounded in established knowledge management principles. Framework analysis, with its systematic approach and flexibility, proved to be highly effective for managing and interpreting the rich qualitative data from our interviews.

## Study Limitations

The study is subject to several limitations that may affect the generalizability and reliability of its findings. Firstly, the reliance on voluntary participation introduces potential bias, as individuals already using ChatbotAI, or with a vested interest in the topic, may be overrepresented. This could skew results towards more positive perceptions or insights in relation to the technology.

Secondly, constraints on data access and confidentiality within LTD Company Limited could have restricted the depth of our analysis, impacting the comprehensiveness of insights gathered. Many of the documents reviewed contain sensitive information that cannot be disclosed, limiting the scope of publicly shareable findings. Furthermore, specific documents directly relating to personal knowledge management and the chatbot were sparse, which may



have impacted the breadth of the data available for analysis. On this level, the technical characteristic of the tool being not completely homogeneous among different companies could impact the generalizability of the findings.

Additionally, the employment of one of the researchers at LTD Company Limited introduces the possibility of bias, despite efforts to maintain objectivity. This researcher's familiarity with the organization's culture and individuals could inadvertently influence the data collection and interpretation processes. Even if biases were tried to be minimized through avoiding personal and work connection, for convenience most interviews were conducted by this researcher, which may have led to inconsistencies in data collection. Furthermore, the researcher's experience inside the context of the company led to a potential information asymmetry between researchers conducting interviews, which could have influenced data consistency and depth. While efforts were made to share relevant knowledge and standardize interview questions, variations in interviewing styles and contexts could have introduced discrepancies in the data collected.

Ethical considerations surrounding data confidentiality also limited the scope of information available for analysis. The need to protect sensitive company information meant that certain details could not be included in the study, potentially limiting the richness of the data.

Moreover, the sampling approach employed—a hybrid method of purposive and convenience sampling—while methodologically sound for internal validity, constrains the external validity of the study. As noted by Andrade (2021), the dual nature of convenience and purposive sampling limits the generalizability of findings to the broader population beyond the sampled group. The ability to generalize findings is confined to the population from which the sample was drawn and to individuals who share similar characteristics. Including more project managers and engineers, potentially introduced role-specific biases in the findings. This demographic skew might have influenced the overall perception and reported impact of the ChatbotAI on personal knowledge management.

Despite these limitations, significant efforts were made to ensure a representative sample and mitigate biases. The inclusion of participants from various roles, departments, seniority levels, and geographical locations aimed to capture a broad spectrum of perspectives on the influence of ChatbotAI on personal knowledge management, knowledge sharing, and collaboration practices.

In acknowledging these limitations, it is important to exercise caution when extrapolating the study's results to broader populations or contexts. Future research should explore these phenomena across diverse populations and settings to yield more generalizable conclusions. By doing so, subsequent studies can build upon the methodological rigor of this research while addressing its inherent constraints to provide more comprehensive and widely applicable insights.

## Ethical Considerations

The study conducted within the framework of this thesis adhered to rigorous ethical guidelines concerning participant consent, confidentiality, and objectivity in accordance with the The Swedish Research Council (2017).

Consent to perform the interviews was requested from the manager of the researcher employed at LTD Company Limited. This ensured that the study had organizational approval and that the research activities aligned with company policies. Prior to participation, all individuals were provided with a detailed explanation of the study's purpose. Participants were informed that their involvement was voluntary and they could decide to withdraw from the study at any time. Consent to record was obtained before conducting the interviews. To protect the privacy of participants, all data collected was anonymized. Identifiable information was removed or coded to prevent the association of responses with individual participants. The data was stored securely, accessible only to the research team. Confidential documents and proprietary information from LTD Company Limited were handled with the utmost care, ensuring the data was safely stored and that sensitive details were not disclosed in the research outputs. Moreover, we ensured that the use of this data was strictly for research purposes, and findings were reported in a way that did not compromise the company's competitive position or disclose sensitive operational details.

## Empirical Findings

The interviews quotes, insights and perspectives retrieved have been categorized and structured according to the related knowledge process. Within the stages from Personal Information Management to Interpersonal Knowledge Transferring, the workers reported insights on the reasons behind the choice of using ChatbotAI, actual practices implemented in their work, challenges faced and generic considerations about its effectiveness and future potential. To understand the implications of the ChatbotAI to knowledge management practices undertaken by workers, the following chapter encompasses the experiences, the concerns, the skills involved and the considerations on the future potential for each of the personal knowledge stages.

## AI-Powered Personal Information Management

We define AI-enhanced information retrieval as the utilization of artificial intelligence technologies, such as the chatbot of this case study, to enhance the efficiency and effectiveness of information retrieval and organization processes within corporate environments. This category encompasses the application of the company's AI tool to aid individuals in accessing various types of information. Due to the context of the case study, the insights are classified according to the types of information that the interviewee intends to retrieve. Firstly, we present the cases in which employees successfully use the chatbot for retrieval of external information on a personal and organizational level. Secondly, we present the main challenges and issues identified by the interviewees about external information retrieval with AI. Finally, we collect the insights about the necessity and possibilities

perceived from the interviewees about accessing internal information for an AI-powered Personal Information Management. External information is referred to in this paper as the non-specific information about internal projects and company activity. Those that the company would call “restricted” or “propriety”. From the other side, all the other types of information that are useful to the employees such as best practices for tools, processes and topics publicly available are included in this notion.

The results obtained about accessing external information by the employees encompass different use cases. The most recurring one is the interaction with the chatbot when it comes to dealing with software and other tech tools. Among the software engineers, the most recurrent one is looking for code or formulas, as reported by many as JA, Project Manager (1). Moreover, when encountering logs and coding issues (2), instead of scanning help pages and the internet to encode the problems. Finally, it’s commonly used to retrieve guidance of “how to” in using the technologies substituting guide books and courses as exemplify RA, Project Manager (3).

- (1) “I have also requested a lot, a lot of help to do the chatbot in generating some formulas in Excel.” (JA, Project Manager)
- (2) “logs... to find out more about what that means for us” (AD, CAP Manager)
- (3) "Definitely explaining technologies, because it's nice, because it can be like, <Oh, hey, this is what that means... let me make this really easy for you>”.(RA, Project Manager)

To give a further idea on the types of information retrieved, RA, Software engineer, clearly states how the chatbot has revealed itself useful in gathering information on a specific public matter, instead of going to the specific pages of each topic on the internet.

“So I have a lot of stuff in here about understanding different compliance standards, different compliance configurations, which a lot of those don't really change quickly. So, you know, if it's coming down from the federal government as some type of a mandate, then it's likely not has not changed and won't change for a couple of years. So I can pretty much take that for, for truth.” (RA, Software Engineer).

As reported by the respondent, many others use the tool for inquiries of the same nature as explaining theoretical concepts, standard terms, acronyms and more non-process-specific types of information.

The reason behind the popularity of the tool was largely agreed to be due to the complaint of employees to have an excessive variety of information sources to go through when approaching a new task or problem (1). Not only internet sources, but also information retrieved through human interaction seems to be highly affected by it (2). Moreover, one of the most common platforms for information retrieval among software engineers, Stack Overflow, a community of practice in which experts share solutions to different types of problems, turned out to be substituted by the chatbot in a first step information source (3).

- (1) "if it had not been for ChatbotAI, then we would have to basically search through the internet for that particular set logger, even look for what are all the features and what and all are the basic triggers for them." (RO, Software Engineer)
- (2) "I can directly ask questions to the chatbot instead of asking other people" (CR, Project Manager)
- (3) "It also saves time because now I don't have to go back to Stack Overflow the entire time and spend all my day fixing errors." (SD, Software Engineer)

The community Stack Overflow requires coders to go through multiple use cases to find the most similar to the problem they are facing. The chatbot lets them profile their context in such a way that the tool, in the majority of the cases, proposes the right contextual solutions. This reflects more deeply on the organizational level, particularly at Company Limited (LTD), where the overwhelming volume of information, presentations, documentation, and data across various platforms and teams is confusing and represents one of the main barriers to knowledge access. The results are consistent with the considerations brought by the literature that criticize organizational KM systems' ability in building a comprehensive knowledge base (Pauleen, D., 2009,, Jarrahi, M.H. et al, 2021). Participants expressed frustration with tools like ChatbotAI due to their inability to access internal company information, often resulting in time-consuming manual searches. While the internal chatbot initially seemed to be a natural solution, its current limitations in accessing internal information prevent it from being considered a comprehensive IT solution (Jarrahi, M.H. et al, 2021). Nevertheless, the user-friendly nature and knowledge comprehensive characteristic of the platform makes it the first resource of choice as soon as the task to go through requires some degree of external information, as exemplified by FE, Project Manager.

"I am having a concerning time wasting in understanding all of the packages which can be useful for my work. It's a little difficult because there's a lot of information spread on the intranet so I don't know what can be useful. In the end, at least from my experience, we just try to understand through ChatbotAI." (FE, Project Manager)

Consequent to the retrieving process, workers provide practices on organizing and storing the information. Some interviewees already tried the validity of the tool in some cases for the organization of the information in contexts such as meetings (1) and building knowledge repositories in form of tables (2).

- (1) "It's nice to try to separate some ideas and information, for example, in the meetings. And try to consolidate them" (RC, IB Consultant)
- (2) "I start with prompting <take the answer of these customers of this color help me to develop this Rusty>, which is a matrix of responsibilities in which I keep all the customer details and information." (FR, Project Manager)

Interesting recurrent insights from the interviews has been the need of the users to use the chatbot not only as a source of information, which reported to have its reliability and trust issues, but as a searching and cataloging tool among the internal documents. Great potential is perceived on these features and workers call for further development on this matter. AD refers at it as a rag system, able to empower the search function in the intranet by "giving us a

document, or a snippet of that document, using as input a statement of a problem or a case”, while AN, people manager, states that his needs email cataloging could be satisfied by “summarizing and categorizing them under the right topic or the right responsibility, and indicating them directly with the person in contact”.

Condensing information, even if only external and non contextual, in one single source has received quite widely success among employees. Nevertheless, even this process presented relevant issues about AI-enhanced information retrieval, some of the most recurrent being the reliability and trust of information. By relying on multiple and re-elaborated input, the chatbot does not clarify from where the information comes and who generated it (Liesenfeld, A. et al, 2023). For general information retrieval, this defect makes it difficult to trust the output (1), while for more technical inquiries it could lead to a more dangerous “hallucination” problem (2). These two results were widely reported by each type of users, indistinctly from their positive or negative perception of the tool, leading workers to abandon its usage for good (3).

- (1) "I asked for the definition of a metric and it came up with some industry standard definition, so I knew that it wasn't using the internal sources of reliable information. We try to combat it a little bit by asking it for citations to verify it, vainly most of the times. But yeah, there's a lot of concern there." (RU, Marketing Specialist)
- (2) "Well, I would say one hallucination and trust is still an issue. These chatbots right now run at somewhat low level. Some basic even math is a little bit dicey to ask, I got it wrong once and I know that I cannot trust it anymore" (CY, Project Manager)
- (3) "I think it's just building trust with it, right? But too often things are incorrect, or you don't get the answer you thought you were gonna get and then it's easy to like, lose faith in it and just do things on your own." (RP, Director Strategy & Planning)

In particular, the notion of “hallucination” has been widely reported by the interviewees to refer to the issue of misleading outputs from the chatbot. At the stage of information retrieval, this can be explained through the inability of the chatbot to evaluate critically the relevance of information in the context as the individual human process would require (Cheong, R. K., & Tsui, E., 2010). The lack of transparency in referencing leads to unreliability of data (Hu, X. et al., 2023), referred to as “hallucination” by the interviewees.

Overall, the contribution of Chatbot in the AI-advanced information retrieval process could be summarized as a comprehensive information resource for different kinds of external information. It applies more to specific tools “how to” indications, but it presents useful also with specific information on publicly available notions. The limitations of the tool are still very significant in this phase, from the genericity of the outputs to the lack of reference for the information given. The main future potential perceived by the employees is to have an AI powered search tool, which links the needs of the users to the specific internal document with trust-worthy information, enabling internal information access and adding references.

## AI-Supported Personal Knowledge Internalization

The following step for the information management processes identified in the interviews consists in the analysis and learning from the information gathered. By analysis and self learning we intend the actions of reading, decoding, understanding, summarizing and personalizing the information retrieved into something that can be used.

Overall, the respondents agree that at this stage of the chatbot implementation, analysis and understanding of texts is the most useful tool that it provides, or at least the tool where they saw the most impact. Examples of how analysis of information is powered by ChatbotAI are provided in different scenarios. The most common case is text summarization, simplification (1) and extraction of key points (2), but documents are not the only type of information that the tool helps to analyze. Structuring team meetings reports was one of the most common cases (3), as well as customer feedback analysis (4).

- (1) "So sometimes when I get a chunk of information, which might be too technical, or which might be out of scope of my understanding, I would put it on ChatbotAI to get condensed, not chopped up information and it will help you understand it better what the senior engineer has to say." (SD, Software Eng.)
- (2) "You have a long document, and normally you spend time reading it and take the more important ideas. So ChatbotAI can give me these sprays, and I can spend time where the main body points. They can help me summarize to understand" (FR, Project Manager)
- (3) "In webex, AI can transcript and extract the summary of the meeting. If you skip it or if you want to retrieve other information that you missed" (SD, Software Engineer)
- (4) So we have to go through a lot of customer feedback that we get. So use, like using ChatbotAI for summaries of that. And then just you know, audit and questions about random things or just coming out with the verbiage for different notes. It's been helpful." (RD, PM)

IV, project manager, exemplifies the value added by the chatbot when approaching information analysis and self-learning. His commonly shared point is that the ability of the ChatbotAI is to give a narrative output from the source of information, smoothing the process of making sense of the information. From the project workflows inputs, it can build a story explaining the interconnections in a clear and understandable way.

Considering the exploration of the tool's limitations and its implications, it's evident that user interaction with the chatbot reveals nuanced challenges beyond the concerns raised from information management. As stated by the use cases presented, the GenAI chatbot involves a new process of interacting with the information that deviates from the traditional way. Typically, when approaching a new task, workers went from retrieving information on the topic to analyzing these information, reading them through, summarizing and checking them with peers (Cheong, R. K., & Tsui, E., 2011). Instead, the tool offers an inviting alternative to substitute partially or completely human actions by providing structures, key concepts, summaries and explanations according to the users' needs. While in straightforward, non complex situations the tool saved considerable time, the more users required to simplify

concepts the more the outputs turned out to shift from the real content of the information. This process was exemplified by the concept of information “manipulation” in the interviews.

"Not always, but because you're kind of having a conversation with Bridget, you can then manipulate it a little bit. So, you can say things like <take out this word> or <rephrase bullet two>. It's useful if you already know what to do but it's dangerous if you don't have experience on the topic" (AD, CAP Manager)

The mechanism described by the interviewees is exemplary of how the new interaction with information through the chatbot can be problematic. Even avoiding transparency and reliability problems by entering the specific information to be analysed, the output is often shaped more to the user's needs instead of maintaining the true content of the information. According to the results, this risk is more likely to become reality as the users have less consolidated knowledge on the topic addressed and base their understanding on the chatbot output. In these cases, in fact, the most aware users feel the need for a peer-to-peer review with their colleagues on the topics (1). Not all of them seem to agree, most of the respondents confirming that they are highly relying on the tool for understanding problems, issues, even if they would essentially need confirmation from other more experienced workers (2). The following quotes emphasize the dichotomy retrieved on the interviews on awareness of its issues and over-reliance due to fast and apparently contextual answers.

- (1) "I don't go anymore to my colleagues for information that chatGPT can give me, but I often I need check with them the output to verify if I can go ahead with my steps" (SA, Site Reliability Engineer)
- (2) “So the same tasks that I'm doing now, if I did use it without using it, it would involve me going back and forth with my teammates clearing doubts and you know, we all work on different schedules. (SD, Software Engineer).”

By bypassing the self learning and analysis skills required by humans and projecting them entirely to the chatbot, the internalization process has the opposite result than the one desired. When workers rely on the chatbot to simplify the information and ease the analysis step, they end up internalizing not the original information but a secondary, non reliable text that adds uncertainty. This uncertainty is enhanced by the justifiability issue of the GenAI chatbot, not able to provide to the worker transparent explanations on their information retrieving process (Nazeer, S. et al, 2023). The user has to realize the process of interacting directly with the information, without pushing the tool to shape the output too far from its true meaning and always applying peer-to-peer reviews on the text produced. This requires renewed attention to skills. First, a conscious usage of the platform is required for an understanding of the tool as support and not as substitution of the human analysis skill. Second, critical thinking on the output should be complemented by an increasing importance of peer-to-peer reviews in this stage.

In conclusion, the process of analysis and self learning in knowledge management is where ChatbotAI relieved itself as most useful. By allowing a direct interaction with the information and building narratives to explain concepts, users were able to handle more information both in terms of quantity and quality. The downside of allowing a personalization of the

information analyzed was brought by the risk of “manipulation”, which consists in distorting the meaning from the original information. This raises new concerns around this phase and requires further attention by the users on critical thinking and involving peers for feedback.

## AI-Driven Personal Wisdom Creation

The third step studied in our data is the application of the knowledge retrieved and analyzed in the previous steps. Personal Wisdom Creation, as defined by Cheong, R. K., & Tsui, E. (2010), involves applying knowledge to tackle challenges and prepare for the future, transforming knowledge into wisdom. We refer to AI-driven problem-solving and creativity as the utilization of GenAI chatbots to augment decision-making, problem-solving and creative activities. We have identified three subcategories within the PWC section: problem-solving, analysis, and creativity. Through the integration of AI technologies, individuals or organizations can leverage these tools to analyze complex problems, generate insights, and recommend potential solutions and action items. Human-AI co-creation encompasses a collaborative endeavor where humans and AI synergistically engage to facilitate and enrich creative activities. This process entails the generation of novel content and interactive engagement with human counterparts, fostering an environment of shared creativity and innovation (Rezwana, J., & Maher, M. L., 2023).

ChatbotAI retrieves the information provided to it and autonomously proposes initial problem-solving strategies, thereby simplifying, expediting, and enhancing the quality of the process. Across various stages of problem-solving, the chatbot has been extensively utilized in analyzing situations and contexts, offering ideas and solutions, formulating action plans and how-tos, as well as testing and refining selected solutions. The interviews underscore insights on how ChatbotAI supports knowledge application.

Respondents frequently utilize chatbots for structured mentoring, particularly in problem-solving tasks such as email drafting and meeting minute creation, deriving actionable insights. For instance, RC, an IB Consultant, emphasized that ChatbotAI provides “with guidance on how to write emails or mention important details and follow up”, highlighting their assistance in drafting emails and providing actionable insights and next steps. RH, Software Engineer, highlighted the tool's capability in problem analysis for coding, emphasizing its ability to pinpoint causes when encountering software issues (1). Moreover, within the realm of creativity, chatbots facilitate brainstorming activities, aiding in addressing issues such as providing new solutions, possibilities or feedback and perspectives on already drafted ones. For instance, In this section, project managers made significant contributions. VL highlighted how chatbots assist in idea generation by offering suggestions based on provided context (2). Additionally, another project manager described using chatbots in Agile Transformation initiatives to draft user stories and define acceptance criteria, demonstrating their role in developing creative solutions (3). Finally, FR discussed leveraging chatbots to consider unforeseen risks in project planning, thereby aiding in both problem identification and solution planning (4).



- (1) "When we encounter an issue in the software, by entering the right information, ChatbotAI directs us to its causes." (RH, Software Engineer)
- (2) "When I need ideas or brainstorming, I provide some context, and it offers suggestions." (VL, Project Manager)
- (3) "In the Agile Transformation initiative, I use it to write comprehensive user stories or define acceptance criteria, turning tasks into well-drafted user stories with acceptance criteria." (FR, Project Manager)
- (4) "It's basically to consider other risks that maybe I hadn't, or I didn't see at the beginning, but to know those kinds of likely risks for my projects helps me plan in advance how to mitigate them." (FR, Project Manager)

By providing rapid access to relevant insights and automating routine tasks, AI enables individuals to dedicate more time to strategic endeavors. Several interviewees noted having more time for intellectually stimulating activities, underscoring AI's transformative impact on personal knowledge management. Within this context, the synthesis of information facilitated by ChatbotAI becomes crucial. By transforming raw data, such as meeting transcripts, into actionable insights, individuals and organizations can navigate complex challenges and make informed decisions more efficiently. This process of synthesizing information into wisdom represents a fundamental aspect of AI integration within organizational knowledge management practices, driving continuous improvement and adaptive decision-making in dynamic organizational environments.

FE, another Project Manager, highlighted the potential misuse of ChatbotAI, emphasizing the importance of expertise in both technical and business aspects for effective problem-solving and decision-making with AI. FE underscored the risks associated with inadequate prompts or contextual understanding, cautioning against dangerous "hallucinations" or biases that may arise.

"I start the process with a defined objective, understanding the importance of clarity in my suggestions for generating precise results. It is critical to examine the technical and business knowledge required for effective AI problem solving. Understanding the dangers associated with ambiguous cues or lack of context, I prioritize avoiding hallucinations or biases that would compromise results." (FE, Project Manager)

Within this context, the notion of "hallucination" has been widely reported to refer to an incorrect interpretation of the problem. The wide information and knowledge base of the chatbot contrasts with the tacit and content-specific knowledge that workers build with practice (Tsai, M., & Lee., K., 2006), therefore the substitution of humans toward AI for the problem solving process is sometimes incorrect and general and requires expert supervision. Other interviewees expressed their concern with these situations: "We used ChatbotAI to analyze an Excel table and ask it to suggest projects for our training program. However, it missed the full context in the project summaries, leading to an output table with poor project selections. As a result, we misallocated a large part of our training budget and had to spend a lot of time fixing these mistakes afterward" (AV, Project Manager) .This incident underscores

the importance of exercising care and critical thinking when interpreting AI-generated content, particularly in decision-making scenarios.

Overall, within the realm of problem-solving, decision-making, and creativity, ChatbotAI encounter limitations due to their inherent capabilities and design constraints. While AI algorithms excel at optimizing routine tasks, practical guidelines for projects and feedback, they may struggle to adapt to novel or unforeseen scenarios. Unlike humans, GenAI chatbots may face challenges in navigating ambiguous or complex situations that require intuition, emotional intelligence, or deeper context (Puranam, P., 2021). This requires for workers a better attention on the social dynamics surrounding the usage of ChatbotAI, not letting this to be used without expert supervision in complex tasks. Additionally, while AI can provide personalized recommendations based on data analysis, human creativity remains paramount for applying knowledge within organizations due to contextuality and expertise from workers.

### AI-Facilitated Interpersonal Knowledge Transferring

In the new PKM mode Cheong, R. K., & Tsui, E. (2010), Interpersonal Knowledge Transferring (IKT) signifies the exchange of knowledge among individuals within a collaborative context, underlining its pivotal role in the practice of Personal Knowledge Management (PKM). Effective IKT mechanisms are essential for harnessing the collective expertise and insights of individuals within an organization or community, emphasizing the significance of sharing knowledge to enhance organizational learning and innovation (Wang, S., & Noe, R. A., 2010). By promoting collaboration at individual, organizational, and social levels, IKT fosters a culture of knowledge sharing and co-creation, enabling individuals to leverage diverse perspectives, skills, and experiences to address complex challenges and achieve shared goals. Within the PKM framework, IKT serves as a cornerstone for building robust knowledge networks, facilitating the flow of information, ideas, and best practices across boundaries, and ultimately driving continuous improvement and growth Cheong, R. K., & Tsui, E. (2010). The last cluster of insights identified throughout the interviews was related to knowledge sharing and transferring. This step involves two main categories, the production of explicit knowledge such as presentations, documents, wiki pages, videos etc. and the collaboration processes among the teams that enable tacit knowledge transfer.

This theme emphasizes how AI-powered communication platforms and virtual assistants facilitate knowledge sharing and collaboration among individuals, potentially enhancing the IKT dimension by introducing new tools and processes for interpersonal knowledge transfer. Interpersonal information transfer is the peak of organizational knowledge management, representing the end result of efforts to guarantee that knowledge flows smoothly throughout an organization. At its core, this stage seeks to bridge the gap between knowledge holders and knowledge seekers by allowing individuals to share their insights and skills with others. In this context, generative AI chatbots play an important role by assisting with many areas of knowledge dissemination, such as document authoring, language refinement for user-friendly consumption, and even ideation and information visualization.

GenAI Chatbots help enterprises personalize and contextualize their knowledge production processes by efficiently replicating human conversation patterns. One of the positive characteristics found in the findings is the investigation of how ChatbotAI traverses geographical and language boundaries, allowing users to share knowledge and converse more accurately. This suggests that AI-mediated knowledge sharing can overcome traditional barriers to collaboration, promoting a more inclusive and globalized approach to knowledge exchange while providing a crispier and faster quality of communication as exemplified by VA, PM.

"It's kind of noticeable that people are using it because you notice less mistakes in the way things are being drafted. It's a bit more formal. So I think communication in general has improved also with stakeholders." (VA, Project Manager)

Additionally, the chatbot has been used to substitute a first level interaction with colleagues to retrieve information. This, according to 2 interviewees, has increased employees' confidence and knowledge on the topic and shaped the communication into a more critical and effective one.

- (1) Lately I have been going to my colleagues less and using the ChatbotAI more, but I always go to them for reviewing and checking. So it's a trade off not always it has definitely decreased the amount of communication, but it has also increased the more productive conversations" (SA, Site Reliability Engineer).
- (2) "So the same tasks that I'm doing now, if I did use it without using it, it would involve me going back and forth with my teammates clearing doubts and you know, we all work on different schedules. So we might not be able to be not be able to communicate." (GA, Software Engineer)

This latter case also introduces the second dimension of knowledge transferring, collaboration. Interviewees reported interesting insights in how chatGPT is shaping (or not) the collaboration dynamics within teams and with externals. Communication is paramount when collaborating with the teams and, as RO described, improving its quality leads also to collaborating better.

"I mean, yes, initially, we would think that with the introduction of ChatbotAI, a lot of questioning and asking around for help would be greatly reduced from an individual to their colleagues. But actually, what happened is that once I started using it, my domain of knowledge increased, not my expertise, but knowledge. So that basically makes me more confident in order to interact with my colleagues, even if they're my seniors". (RO, Software Engineer)

With the concept of "expertise", the interviewee indicates knowledge coming from experience and observations. This is what Cheong, R. K., & Tsui, E. (2011) called "Wisdom", or "know why" by Tsai, M., & Lee., K. (2006), and the users realize that this step is paramount and cannot be transferred by using the Chatbot. An indirect consequence of the integration of chatbots into collaboration and knowledge sharing practices, as reported by multiple interviewees, is a shift in how they allocate their time. TB, an Agile Coach, perceived a shift of focus to more value creating practices.

"The team is not working less, but rather focusing more on more creative and collaborative tasks, brainstorming sessions and ideations and planning sessions, while spending much less time on mundane tasks, like meeting summaries and drafting emails". (TB, Agile Coach)

This shift underscores the transformative impact of chatbots on workflow dynamics, allowing individuals to redirect their efforts towards more interactive and creative endeavors. The transition from spending time on solitary tasks like information retrieval and document creation to engaging in collaborative brainstorming and real-time interactions signifies a fundamental change in how knowledge is exchanged and utilized within organizations. This aligns with the principles of knowledge creation and sharing outlined in the SECI model proposed by Nonaka, I., & Takeuchi, H. (1995), where socialization and externalization are key stages in the conversion of tacit knowledge into explicit knowledge. By providing more opportunities for real-time interaction and collaboration, chatbots facilitate the socialization of knowledge by enabling individuals to share tacit insights, experiences, and perspectives in a dynamic and interactive manner, enriching organizational learning and innovation.

## Discussion

The empirical findings gleaned from interviews, analyzed through the lens of a personal knowledge management framework, provided valuable insights into understanding the intricacies of knowledge processes from the workers' standpoint, along with fresh perspectives introduced by the utilization of a GenAI chatbot. Specific practices were detailed across various stages, while the primary challenges identified from employees' experiences, corroborated by literature concepts, were thoroughly examined. Additionally, the emergence of these new perspectives presents a significant opportunity to challenge pre-existing notions and assumptions in the literature. Finally, the contribution to the field of knowledge management is explored, offering insights for designing and implementing knowledge management strategies within the organizational context.

### Opportunities and challenges of GenAI chatbots in PKM processes

The Cheong, R. K., & Tsui, E. (2011) personal knowledge framework was useful to structure the insights retrieved from the interviews. An early examination reveals that the usual technique of knowledge generation involves retrieving, organizing, analyzing, applying, and sharing knowledge. When faced with a new assignment, the majority of the results demonstrated how employees automatically rely on the chatbot for information retrieval and organizing within Personal Information Management (PIM).

The overload of information sources inside and outside the organizational environment leads workers to use the knowledgeable chatbot, as observed both by the literature and the results (Pauleen, D., 2009). Nevertheless, the intention of GenAI chatbots as a comprehensive source of knowledge has been yet not successful due to its limitations and issues. To delve into the nature of these, we identified two types of usage of the tool for information management, as a direct information source and as organization assistant. The former brought particular interest due to its limitation in transparency and reliability issues (Nazeer, S. et al, 2023; Hu, X. et al,

2023), that needs to be addressed by renewed attention for users, and the inability of accessing internal data. Both limitations led to the chatbot's failure as an overall comprehensive information source.

The information retrieval and organization was mainly followed by an AI-enhanced analysis of the information in which documents, registrations or reports were entered in ChatbotAI to help an initial sensemaking and the Personal Knowledge Internalization (PKI). Even if through user-friendly explanations and a close interaction with the information might seem an asset for understanding and sensemaking, its potential turned out to be its most dangerous threat. The manipulation of the output towards personalized explanations, combined with the inability of ChatbotAI to justify its resource and define boundaries, led to the generation of erroneous concepts and misunderstandings (Hu, X. et al, 2023). This leads to internalizing a second level type of information coming out from a "black-box", and the process ending up being biased. If some users are aware of this aspect and report the need of further controls with colleagues, others seem to be engaging with the tool with high dependence and over-reliance (Nazeer, S. et al, 2023). For these reasons, a particular attention to the need of expertise on topics and of involvement in peer to peer feedback activities acquire a renewed fundamental importance.

In the process of applying knowledge in problem solving and creativity, ChatbotAI supported decisions through two main mechanisms such as the provision of process knowledge, as code generation and brainstorming on possible solutions, and provision of feedback and input to the solutions provided by the users. This latter case, in our findings, is what truly enhanced the abilities of the workers and facilitated the process of Personal Wisdom Creation (PWC). The first case, instead, turned out to be the most problematic, involving how the lack of contextual understanding from the users might lead to "hallucination" issues, where the solutions provided are not content-specific towards the task due to the fake belief that ChatbotAI could contextualize itself the inquiry. The contextualization is brought by the tacit knowledge that humans build by practicing and reflecting on outputs, a process not performed by the ChatbotAI who tries in vain to fill the gaps with explicit non specific knowledge. The case aligns with the over-reliance and dependency issues mentioned by Nazeer, S. et al, (2023), while discussing the positive view reported by Jarrahi, M. H. et al (2023) of Artificial Intelligence. As the previous case of internalization of knowledge, application through the chatbot requires a new dynamic of collaborative problem solving with peers to develop clear boundaries and contextualities of the AI output.

Finally, knowledge sharing and collaboration resulted in Interpersonal Knowledge Transfer (IKT) by utilizing the chatbot in two different threads of practices. First, sharing explicit knowledge is strictly aligned with information management, and it was enhanced through grammatical, structural and qualitative improvements in explicit knowledge generation and categorization, as well as transcription and summarization functions. Second, collaboration was not directly impacted, being the chatbot not a collaborative platform, but indirectly shaped the interactions with the colleagues through providing instant knowledge to workers and building their confidence in interactivity. The concept of collaboration raised the

interesting insight of considering the human-AI interplay as collaborative. In the context of knowledge management, as collaboration plays a major role in the socialization process, it involves transforming tacit knowledge from others into tacit knowledge for the employee, building shared mental models and technical skills. Introducing a chatbot into the equation bypasses the socialization phase, as AI usage doesn't internally convert knowledge into tacit form (Sanzogni, L. et al, 2017). Consequently, users are prone to misunderstandings. Relying on the chatbot elsewhere might lead users to trust it blindly without possessing tacit knowledge relevant to the issue they're addressing.

## Breaking down complexity to address GenAI challenges

Through an analysis of various use cases using a personal knowledge management model, along with their associated challenges at each stage, it becomes apparent that as the complexity of PKM knowledge and actions escalates, the efficacy of chatbots in higher-skilled activities diminishes, posing potential threats. These challenges primarily stem from inflated expectations placed on the tool, including its perceived ability to serve as a comprehensive information source, explain complex concepts to audiences lacking prior knowledge, or solve contextual problems beyond its expertise. Some users even view the chatbot as an all-knowing colleague, setting unrealistic standards. Upon a deeper examination of these cases extracted from empirical findings and highlighting the limitations of generative AI chatbots, it becomes evident that users may often bypass certain stages of the knowledge creation process, as described by Nonaka, I., & Takeuchi, H. (1995). When users attempt to comprehend complex concepts through interaction with the chatbot without possessing prior knowledge of the topic, they often bypass the phase of personal information management. In such instances, users rely on the chatbot not only to provide explanations, but also allow it to retrieve information from its “black-box” of knowledge (Meske, C. et al, 2022). Furthermore, when workers engage with the tool seeking solutions to problems for which they lack contextual sensemaking and understanding, they are more susceptible to experiencing issues related to misinterpretations and over-reliance. Hence, we argue that by bypassing knowledge stages through the ChatbotAI as illustrated, the risks of falling into using wrong information and producing erroneous outputs increases.

From the opposite point of view, chatbots excel in automating and streamlining simpler, more repetitive tasks, thereby enabling users to be more productive in these areas. Those practices that had boundaries within the stage of knowledge management were perceived as the most useful from the interviewees. Personal Information Management has raised the need for an AI-powered search tool, that does not give an AI-generated explanation of unknown information about a problem statement, but directs you to the most relevant existing information from the inquiry requested. In order to smoothen the process of understanding, the functionality of summarizing a document that has been already retrieved, or meeting attended by the users were the most successful. For problem solving, providing external feedback on solutions shaped by the worker was widely applied in different situations from project management to coding. These processes have the common characteristic of being constrained into the stages of knowledge location, creation and application in an independent

way and have encountered fewer difficulties in their realization. The transition from spending time on solitary tasks like information retrieval and document creation to engaging in collaborative brainstorming and real-time interactions signifies a fundamental change in how knowledge is exchanged and utilized within organizations. This shift aligns with the principles of knowledge creation and sharing outlined in the SECI model proposed by Nonaka, I., & Takeuchi, H. (1995), where socialization and externalization are key stages in the conversion of tacit knowledge into explicit knowledge. By providing more opportunities for real-time interaction and collaboration, chatbots facilitate the socialization of knowledge by enabling individuals to share tacit insights, experiences, and perspectives in a dynamic and interactive manner, enriching organizational learning and innovation.

## GenAI driven Knowledge Management for organizations

The experiences and insights analyzed and discussed on the level of the workers in knowledge processes through GenAI chatbots posits renewed contribution for organizational knowledge management and the design of knowledge management systems. First, organizations must acknowledge the rise of the ChatGPT model technology among workers without fighting its usage. The natural urge that workers feel comes from structural problems already existing in organizational KM systems. The fast changing nature of tasks that workers are subject to, and the consequent need of new or updated knowledge led to inadequacy of internal knowledge repositories and the chatbot offers an apparent valuable opportunity. Software engineer's job does not end with coding anymore, as project managers are required to have specific knowledge on the project they are working on. The need of transversal knowledge has to be addressed in the organizational system with a faster and more comprehensive access to knowledge that the chatbot provides for its nature. By not addressing this rooting cause, the integration of chatbots might be limited and offer threats as not controlled. Second, the discussion offered a valuable cue for designing an effective KM system to address the workers' usage of the tool by focusing on single knowledge processes. Giving to the workers the possibility to interact with the chatbot on a specific action per time, such as retrieving a document or analyzing that document, instead of leaving space to the user to ask generic question, might help to fight the “black-box” problem, avoid lack of transparency and reduce unreliability issues (Meske, C. et al, 2022). New knowledge management system might want to take this perspective into account when defining the scope of the tool in their integration. Third, we link up with the renewed importance of expert reviews and feedback to the AI outputs brought up from the findings to the need of building structured networks within the organization around the usage of the chatbot. Because of its inability to create wisdom and “know-why”, users cannot rely on the chatbot for internalizing and applying knowledge. Expert workers can tackle this issue providing employees with context and expertise, correcting the responses and directives of the tool and helping users to think critically around the solution. This practice is in line with Jarrahi, M. H. et al (2023), who outline the need for organizations to be prepared and build infrastructures for mutual learning and cross-functional teams around AI.

## Contributions and future research

The case study analysed under the lenses of personal knowledge management theories brought to light several relevant insights that addressed the gaps identified by the literature. First, researching the usage of the ChatbotAI developed on the ChatGPT model within the context of personal knowledge management offered practical relevance to the opportunities and challenges identified by Nazeer, S. et al, (2023) and Hu, X. et al, 2023. The potential of the tool and the concerns around it have been tested in an empirical context, while practical implications and consequences have been observed. Second, the study offers contribution to the personal knowledge management research with a focus on generative AI. The impact of the new technology on the personal dimensions of locating/capturing, creating, applying and transferring knowledge have been observed and tested by focusing on individual practices as recalled by Pauleen, D., (2009) and Wiig, K., (2012). Third, the individual perspectives were discussed for the organizational knowledge management implications. The positive and critical aspects of the tool as information technology for personal use were addressed by following the thread of Jarrahi, M.H. et al, (2021), according to its nature of complementary technology to the organizational structured IT. Finally, the research outlines the practical aspects to be taken into account when approaching knowledge management strategies as the GenAI chatbots require infrastructures for collaboration and peer-to-peer review from experts in their application.

Following the thread outlined, we believe further research to enrich the literature on GenAI chatbot and knowledge management is required. Being the technology studied still emerging and its feature and adoption evolving at a remarkable pace, empirical studies will be needed to discuss and test the impact of the renewed tool. At this level, we believe researchers in broader organizational settings should focus on the users and the dynamics that surround them to understand new practices, motifs and skills as well as challenges and issues. A specific path to keep into account for the future research is the intrinsic nature of GenAI chatbot as a comprehensive information source for the future. For instance, as organizations are already enabling the GenAI chatbots to access their internal data, empirical studies on this matter can develop better understandings of the renewed dynamics. Meanwhile, theoretical approaches will be needed to set the direction of the studies on the AI-human interaction and its impact on knowledge creation on a personal and organizational level. We believe that the innovative functionalities of ChatGPT model based chatbots, and the future development, will pose a significant need for enriching the literature on knowledge management. The dynamics of knowledge location, creation, application and transfer will be significantly shaped with new skills required, a renewed importance of socialization and the role of expertise.



## Conclusion

The current study explored the impact of AI-driven chatbots or virtual assistants on personal knowledge management (PKM), knowledge sharing, and collaboration processes within organizations, with a specific focus on the organizational context of LTD Company Limited. Through semi-structured one-on-one interviews and tailored surveys, valuable insights were gathered to uncover the intricacies, challenges, and successes of AI integration within the organizational framework. The aim of this paper was to investigate how generative AI chatbots influence or shape knowledge management practices, delving into the shifts in personal knowledge management processes resulting from the use of GenAI chatbots.

Before delving into the responses suggested by the research, it's essential to address the implicit question of whether chatbots are making an impact. The answer, gleaned from empirical findings, is clear: within the context of knowledge management, GenAI chatbots are not only in use but also exacerbate a significant existing issue within organizational knowledge management systems. The overload of information and knowledge sources, as underscored by previous literature and supported by our findings, poses a threat to KM, and chatbots emerge as a natural solution in the eyes of workers. External pressures, such as the evolving nature of work and advancements in technology, necessitate a comprehensive, user-friendly platform to navigate new knowledge. While the effectiveness of this solution is debated in the empirical research conducted, further investigation in diverse organizational contexts and with advancements in GenAI chatbots is warranted.

To address our research question, "How does the usage of generative AI chatbots impact personal knowledge management processes?", the utilization practices and challenges identified in workers' experiences provided an overview of the new dynamics in knowledge processes at an individual level. Additionally, new skills and practices emerged as critical when interacting with generative AI chatbots. While significant advancements are evident in terms of quality and efficiency, there is a simultaneous risk of over-reliance and dependency that threatens the efficacy of the tool and necessitates attention. We contend that by focusing on individual processes, researchers and practitioners can gain a deeper understanding of the issues surrounding chatbot usage and develop potential solutions to mitigate them. Lastly, the personal perspective has been pivotal for grasping takeaways for organizational knowledge management. By understanding the reasons why workers choose GenAI chatbot organizations can realise where their KM systems are lacking, while benefit from the potential of the tool consciously. This means, as enlightened in the findings and discussed further, providing experts control and collaborative infrastructure around the tool usage, with the aim of fighting the AI over-reliance and unjustifiability challenges through organizational expertise.

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