

Wind of Change: How ChatGPT and Big Data can Reshape the Knowledge Management Paradigm?

Abstract

Purpose –The new disruption in the form of ChatGPT can be a valuable tool for organizations looking to enhance their knowledge management and decision-making capabilities. This article explores how ChatGPT can enhance organizations' KM capability for improved decision-making and identifies potential risks and opportunities.

Design/methodology/approach – Using existing literature and a small-scale case study, we develop a conceptual framework for implementing artificial intelligence on the internal organizational knowledge base of big data and its integration with a larger knowledge base of ChatGPT.

Findings—This viewpoint conceptualizes integrating knowledge management and ChatGPT for improved organizational decision-making. By facilitating efficient information retrieval, personalized learning, collaborative knowledge sharing, real-time decision support, and continuous improvement, ChatGPT can help organizations stay competitive and drive business success.

Originality—This is one of the first studies exploring the linkage between ChatGPT and knowledge management for informed decision-making.

Implications – This is one of the first studies that provide valuable insights to research scholars to further the integration of organizational knowledge management systems with ChatGPT, adding to the existing body of knowledge through developing a linkage framework and exploring the opportunities and risks in this regard. The study also provided insights to managers and executives who, in collaboration with IT professionals, can devise a mechanism for integrating existing knowledge management systems in organizations with ChatGPT.

Keywords: ChatGPT, Knowledge Management, Big Data, Explicit Knowledge, Tacit Knowledge, Decision Making

Introduction

Technological advancement is gradually impacting the world in every dimension. The COVID-19 global crisis has revolutionized technology acceptance, implementation, and advancement (Almeida et al., 2020; Amankwah-Amoah et al., 2021; Faraj et al., 2021). The latest technological breakthrough is the ChatGPT, an artificial intelligence-based integrated prototype of deep learning and language model that is based on the Generative Pre-training Transformer (GPT) architecture launched on 30th November 2022 and reached 1 million users within the first five days (Dwivedi et al., 2023). Its evolution brings us different versions depending on the diversity and length of the data sets and language learning models. The first version, ChatGPT 3.5, has trained on text from diverse sources, such as websites, books, research articles, social media, etc., on 175 billion parameters (Dwivedi et al., 2023). ChatGPT is gradually impacting every field of life, such as public health (Som S Biswas, 2023), Education (Adiguzel et al., 2023; Ausat et al., 2023; Raman et al., 2023), supply chain (Verma, 2023), agriculture (S. Biswas, 2023b), construction (Prieto et al., 2023), medical education (Khan et al., 2023), global warming (Som S. Biswas, 2023), libraries and information centers (Kirtania, 2023; Lund & Wang, 2023), scientific and academic research (Islam & Islam, 2023; Qasem, 2023b), environmental research (Zhu et al., 2023), knowledge engineering (Hu et al., 2023), social media (S. Biswas, 2023a), clinical decision support (Liu et al., 2023) etc.

ChatGPT has the potential to impact all aspects of organizations, whether it is at a strategic level, functional or administrative, HR or decision-making, managerial, leadership or workers, etc.(Korzynski et al., 2023). It will not replace human expertise, but it adds value in all fields of life (Amber & Hashmi, 2023; George, 2023; Raftis, 2023). In organizations, its implications are predicted for all levels, i.e., strategic, functional, and administrative, and in all functional areas, i.e., human resources, customer dealing, employee management, product development, service provision, etc.(Korzynski et al., 2023). ChatGPT has the potential to provide comprehensive factual information to support decision making in organizations by integrating its knowledge base with different organizational processes, for instance, in design engineering (Hu et al., 2023). It has become a knowledge base that is growing exponentially and provides support to individuals and organizations in decision-making. The field of knowledge management is highly correlated with technology. Knowledge management in organizations deals with explicit and tacit knowledge to facilitate decision making (Abubakar et al., 2019). Valuable knowledge generation through big data and artificial intelligence has

substantially improved the decision-making process and decision quality in organizations, enhancing the knowledge management capability of the organizations (De Bem Machado et al., 2022; Sumbal et al., 2021; Sumbal et al., 2015). The evolution and revolution brought about by artificial intelligence resulted in the development of ChatGPT, which has the potential for exponential improvement in decision-making in organizations (Sharma & Dash, 2020). In this direction, we explore how and why ChatGPT may facilitate knowledge management to enhance organizational decision-making. It leads us to the development of a framework of ChatGPT mediated knowledge management system for improved decision making in organizations. Moreover, avenues for the research and practice for the symbiosis of knowledge management and ChatGPT, along with the dark side of ChatGPT, are also identified and presented.

Role of ChatGPT in Knowledge Management

Knowledge management is about managing tacit and explicit knowledge in organizations (Nonaka & Takeuchi, 1995). It includes several processes of knowledge acquisition and creation, knowledge transfer, knowledge sharing, knowledge application, and knowledge dissemination (Wiig, 1995). Organizations produce enormous amounts of data regularly that need efficient management and retrieval. Technology has always played an essential role in managing organizational big data for valuable knowledge, especially the generation and codification of explicit knowledge and conversion to tacit knowledge under knowledge management in organizations (De Bem Machado et al., 2022; Smith, 2001). Knowledge management systems, primarily based on information technology, have always facilitated efficient and informed decision-making in organizations based on the large amount of data they produce.

The latest technological advancement of Industry 4.0 revolutionizes organizational decision making by improving the knowledge management capability of organizations (De Bem Machado et al., 2022). Furthermore, the technological boom after COVID-19 brought us ChatGPT, whose impact is far more significant than technology ever had in the past. It could impact all processes of knowledge management in organizations. It was also validated in the response when ChatGPT was asked about its impact on knowledge management in organizations (see Table I). Chat GPT could be used in organizations to enhance their knowledge management processes and thus inform decision-making by reshaping knowledge creation, transfer, sharing, and application. ChatGPT is not only a tool that individuals can use;

organizations at a larger scale may also improve their processes by efficiently integrating ChatGPT with the existing internal knowledge base. The rich and diversified knowledge base of ChatGPT integration will enhance the decision quality to the next level compared to the earlier decisions made merely through the internal knowledge base.

Insert Table I here

Role of ChatGPT in Explicit Knowledge Management

Explicit knowledge is "know what" knowledge about work practices in organizations described in formal language using print or electronic document format (Smith, 2001). In a conventional knowledge management system, explicit knowledge is managed by keeping a complete record of organizational documents and an efficient retrieval system (Gamble, 2020). Explicit knowledge, by nature, is tangible and comparatively easy to articulate and manage using technology. ChatGPT has a built-in system for keeping records of all available documents on the web. Organizations can establish a link between the internal knowledge base and ChatGPT to have better, diverse, and comprehensive information retrieval. It could be helpful in accurate prediction modeling and comparative analysis of organizational information based on market trends, industry perspectives, consumer/customer/user perceptions, experts' opinions, community sentiments, etc., that are available freely from worldwide resources through ChatGPT. Table II presents ChatGPT generated responses highlighting areas where ChatGPT could facilitate explicit knowledge management. These areas cover all aspects of explicit knowledge management in organizations, i.e., knowledge creation, use, application, transfer, etc.

Insert Table II here

Role of ChatGPT in Tacit Knowledge Management

Tacit knowledge management is a complex phenomenon and requires extensive efforts to manage in organizations because of its intangible nature (Muthuveloo et al., 2017; Venkitachalam & Busch, 2012). Though an essential asset for organizations, tacit knowledge is hard to express in the language (Hadjimichael & Tsoukas, 2019), and its acquisition, retention, transfer, and use are also a challenge for organizations (Gamble, 2020). However, it is the most critical factor for overall organizational success, as it has a competitive edge if

managed and used correctly. Technological advancement facilitated the process of tacit knowledge management, primarily through language-based artificial intelligence models and text-mining approaches (Manesh et al., 2020). The extended form ChatGPT, by its language and text-based approach, may facilitate tacit knowledge management in organizations. ChatGPT can generate knowledge that resembles human experts by integrating unsupervised pre-training and fine-tuning approaches (Dwivedi et al., 2023). All the aspects of tacit knowledge management, such as knowledge sharing, communities of practice, knowledge transfer, etc., could be efficiently managed by incorporating ChatGPT with the existing organizational models of knowledge management. The response of ChatGPT on its impact on tacit knowledge also supported the notion that it has the ability to enhance all dimensions of tacit knowledge management in organizations. ChatGPT response, in this direction, is presented in Table III.

Insert Table III here

Case Study

Methodology

We conducted a case study to strengthen our argument of ChatGPT-mediated knowledge generation and flow. A qualitative approach was adopted to obtain responses from professionals in diverse fields. Moreover, selected individuals represent diversity in their position level, i.e., researchers, research students, research staff, and faculty working in different hierarchal positions. Furthermore, the selected individuals are the ones who are working/researching on the practical side of their field of study with industry collaboration. The findings of the case study to support our arguments are justified and cover diverse opinions from the perspective of position, field of study, and practical dimensions. The respondents who actively used ChatGPT for their work activities were selected. The respondents' profiles for the use of ChatGPT for work tasks are given in Table IV. Formal and informal discussions were conducted to obtain respondents' perceptions based on their experiences. Informal discussions with eight individuals were conducted. The respondents were asked about their experience using ChatGPT to evaluate their use for work tasks, their motivation and satisfaction with using ChatGPT, and their perception of the feasibility of ChatGPT-mediated knowledge management systems. Other than the demographic details, the questions posed to our respondents are as follows: (a) What motivates you to use ChatGPT for your work tasks? (b) ChatGPT is

beneficial for what kind of work tasks or activities? (c) Please specify, for example, how ChatGPT brings value to your work tasks. (d) What do you think ChatGPT can support organizational systems such as ERP or knowledge management systems? (e) What additional benefits can employees avail through ChatGPT mediated knowledge management system? These perceptual questions lead us to explore ChatGPT's role in facilitating employees and the feasibility of integrating ChatGPT with existing knowledge management systems in organizations. The interviews were conducted in December 2023 with individuals working in industry-academia projects at one of the universities in Hong Kong. All the interviews were conducted in English and recorded after getting consent from the respondents. Each interview lasted between 20 to 45 minutes. The obtained responses were transcribed for analysis. The transcribed responses were analyzed using the content analysis approach. One of the authors did the initial coding of the data, which was checked and improved by the other author to ensure the reliability of the analysis. Moreover, the findings were also matched with the existing literature and confirmed from respondents to ensure the validity and reliability of study. All the transcribed interviews were read repeatedly to develop the two main themes, i.e., acceptance, motivation, and satisfaction of using ChatGPT and their perception regarding ChatGPT mediated knowledge management system. Our analysis and findings facilitate exploring employees' perceptual level of acceptance, motivation, and satisfaction with using ChatGPT for their work tasks and their perception of the mediated knowledge management system.

Insert Table IV here

Discussion and Findings of the Case Study

Acceptance, Motivation, and Satisfaction of using ChatGPT

Respondents are motivated by the use of ChatGPT. They not only accept the use of ChatGPT for their work task but are also satisfied with the responses they obtain from ChatGPT on their queries. Most respondents are satisfied with how ChatGPT facilitates their work. Respondents enjoy and benefit from ChatGPT's conversational features. The following example responses demonstrate that respondents accepted the use of ChatGPT, they are motivated to use ChatGPT for their work tasks, and they are satisfied with the guidance and knowledge provided by ChatGPT:

"ChatGPT is a buddy, rather more than a buddy, whom I can ask anything and everything. Literally everything. I enjoy using ChatGPT for personal and work tasks, and the response it provides is relevant, appropriate, and comprehensive. I must say that finding information on the internet is a mess ... ChatGPT made it easy and excellent" (R-3)

"If we say ChatGPT has the capability to replace organizational databases. No! It could never be, but yes! It facilitates much better than a colleague. I always feel like I am consulting with a colleague to whom I can ask anything without hesitation and who would respond to me in a way I would like to receive a response. I can ask it again and again until I get the response I literally require. I need to be very cautious when asking for things from colleagues. " (R-2)

"ChatGPT is the eight months old story. When we talk about coding, there are enormous LLM solutions available in the market now. They are giving me wonderful solutions for my coding tasks" (R-4)

"One important thing I want to share with you is it gives me confidence rather it boosts my confidence at the highest level. I feel extremely confident when I receive ChatGPT confirmation on my thoughts. Previously, I had no avenue to test whether I was going in the right direction, whether what I was thinking or doing was right or wrong, etc. Now I have a friend or a colleague I can discuss everything with" (R-6)

A few of our respondents highlighted some issues with using ChatGPT, such as giving irrelevant answers. However, the respondents themselves highlighted the solution also. For example

"ChatGPT does not provide exact solutions to the queries or exact guidance on our problem. It is completely the user's responsibility to dig out and get the appropriate response from ChatGPT. But I admit if the user is capable, ChatGPT is a great tool to get facilitation for daily personal life matters and for work tasks" (R-7)

ChatGPT Mediated Knowledge Management System

When asked about the integration of ChatGPT with the organizational knowledge base, respondents are of the view that when they think of ChatGPT integrated with the organizational system, and they would have a formal avenue to use it for work tasks, it gives them great feeling and satisfaction. They come up with several advantages of having a mediated knowledge management system in organizations, such as efficiency in their task, time-saving that they could utilize in some other creative tasks, comprehensive knowledge in a required format, etc. Respondents

"Organizational knowledge base is an excellent tool to get the required information. However, that is not advanced enough to provide context specific information with precision and clarity. If you search anything on the organizational database, it guides you toward resources, provides information about the person to talk to, or indicates similar issues that arose previously. However, ChatGPT gives comprehensive output to every query, and even if you are not satisfied, you can refine its answers by asking again differently or by guiding ChatGPT about your context. I wonder if an organizational knowledge base could be able to facilitate us like ChatGPT" (R-1)

"After I started using ChatGPT, I felt like I no longer needed to consult my colleagues for things that were generic. However, for specialized and specific tasks like enhancement of the new product line, ChatGPT cannot assist me in-depth or more specifically for my organization. But yes! If we integrate it with organizational database and it has access to our organizational knowledge, it would do wonders for us" (R-5)

"I have to manage diverse teams; for that, I need to handle diverse issues as a mediator or arbitrator. I use the organizational knowledge base to understand team members through their profiles, experience levels, target achievement, etc. On the other hand, I use ChatGPT to guide a team on this specification or guidance on a particular issue and how others have handled similar situations with success stories only. This is only one example of how I integrate knowledge from both organizational database and ChatGPT" (R-8)

"Another important factor is that ChatGPT can facilitate me on any topic, whereas my organizational knowledge base is not rich enough to respond to issues not previously handled in the organizations or whose related records are unavailable in the repository. I feel like linking ChatGPT with the organizational database would facilitate employees enormously not only with mere the organizational knowledge but with a larger knowledge base of generative AI from around the world" (R-1)

"It is important to understand that to work in an organization, we need knowledge other than what is available. For that, we search using different sources available on the internet or consulting with our friend circle outside the organization, etc. These resources are time-consuming and do not provide comprehensive information. ChatGPT is such a great help that it provides knowledge quickly in no time with just a click and does not overload us with information. It gives us comprehensive and to the point responses" (R-2)

"I feel that ChatGPT is inevitable, especially when the issue we are working on is novel, and we are facing that for the first time in our organization. It does not mean that it is not effective for routine matters. It substantially improved the quality of routine tasks by having diverse perspectives" (R-3)

The overall summary of the findings is presented in Table V. This discussion of the case study findings urges the development of an organizational system that integrates ChatGPT with the organizational knowledge base. Undoubtedly, the system will provide the utmost benefits to employees in their work. However, developing such a system requires an in-depth investigation of system feasibility. In the coming sections, we will discuss integrating the ChatGPT-mediated knowledge management system. Along with the conceptual framework, we also discussed the opportunities and risks associated with integrating ChatGPT and the organizational knowledge management system.

Insert Table V here

A ChatGPT based Knowledge Management System for improved Decision Making

The chatbot platform ChatGPT has become an efficient resource for organizations to revamp their knowledge management frameworks and improve the quality of decision making. To manage explicit knowledge, organizations can establish a ChatGPT integrated information retrieval system that uses the internal knowledge base available in organizations and links it with external sources. ChatGPT could be trained to retrieve relevant information required by employees for informed decision-making. Moreover, aligning with the qualitative findings, ChatGPT has the capability to provide a real-time integrated decision support system that extracts insights from real-time diverse data from organizations, competitors, market trends, etc., and supports employees in making timely and informed decisions that are comprehensive and relevant to all stakeholders. However, ChatGPT can be used to support tacit knowledge management through collaborative knowledge sharing. It can provide a platform where employees can share information and insights that promote collaboration at all inter-employee, intra and inter-teams, as well as intra and inter-organizational levels.

ChatGPT offers a dynamic and interactive platform to acquire knowledge with the unique capability of iterative knowledge acquisition (Hu et al., 2023). ChatGPT mediated knowledge management can allow employees to interact with a broader knowledge base, i.e., ChatGPT and organizational knowledge, not only to acquire knowledge but also to seek additional information and dig out for the clarifications of any doubts with ChatGPT's dialogue mechanism. Moreover, ChatGPT could be programmed to provide personalized learning and skill development opportunities for employees to support their decision-making capabilities. Above all, ChatGPT has the potential to serve the organization by continuously learning from

diverse data sources, both explicit and tacit, i.e., organizational internal and external resources and employee interactions. The continuously updated programmed chatbot ensures the provision of up-to-date information. It thus supports informed decision-making to drive business success and overcome or minimize human limitations of decision-making (Korzynski et al., 2023). ChatGPT-mediated knowledge management systems can serve employees with context-specific information after understanding the context and semantics of the inquiry. It will be possible because of the unique characteristics of the live and back-and-forth conversational interaction capability of ChatGPT (Hu et al., 2023). The respondents in our qualitative case study highlighted that ChatGPT can clarify the context and respond accordingly.

ChatGPT can provide context-specific information; for instance, it has given similar but different answers to the same question in two different countries' contexts (Hu et al., 2023). This capability of ChatGPT to provide context specific information would enhance the organizational internal knowledge management system, and this feature has also been discussed in our qualitative findings. Employees would acquire context-specific information that may satisfy their customized information requirements. Artificial intelligence systems give biased information based on discrimination such as race, age, gender, and culture, which ChatGPT can mitigate by having trained on large datasets and refined natural language processing models.

Organizational Big Data and Artificial Intelligence-Oriented Knowledge Management

Organizations produce enormous amounts of explicit data daily that can be used to enhance their knowledge base and decision quality. Artificial intelligence has allowed us to learn the patterns in a large amount of data and provide insights and decision support. There are three kinds of algorithms offered by machine learning and deep learning (Anastasopoulos & Whitford, 2019; Canhoto & Clear, 2019; Schweyer, 2018), i.e., supervised learning, unsupervised learning, and reinforcement learning. Supervised learning is opted when the data is labeled and algorithms describe the relationships between input and outcome variables. Supervised learning is further broken down concerning the problem that needs to be addressed, i.e., classification and regression. Unsupervised learning is opted when the data is not labeled and the outcome is not specified. It is used for clustering and dimensionality reduction. The third approach is reinforcement learning, which, through trial and error, learns the optimum solution from the data, especially when the outcome is unknown. Another type of algorithm

identified in the literature is semi-supervised learning, a hybrid approach of supervised and unsupervised learning (Lee & Shin, 2019; Schweyer, 2018). All these techniques are used to learn and explore the unique patterns and behaviors in the explicit data.

For tacit knowledge management, natural language processing (NLP) is opted to learn from textual data, i.e., text preprocessing (includes steps of tokenization, stop words removal, and lemmatization), text representation (unstructured text is classified into discrete representation such as a bag of words and distributed representation such as word embeddings), modeling (numeric input is used for prediction or classification) and model evaluation (examine model accuracy and generalizability to select best-performing model) (Guo et al., 2021). These steps generate a learning model of tacit knowledge that organizational employees share. Organizations must try revamping the existing knowledge management system by incorporating big data and artificial intelligence models in all processes (Sumbal et al., 2019; Sumbal et al., 2017; Sumbal et al., 2015). Both explicit and tacit knowledge management must be upgraded using artificial intelligence models. In this direction, Fteimi and Hopf (2021) have developed a theoretical framework with four approaches, i.e., strategy and approach to adapt knowledge in the human mind and AI models, expanding actors and roles towards AI specialist and software developers, AI tools as instrument and evaluation by user satisfaction and task outcome quality. Artificial intelligence-based organizational knowledge management can generate automated responses to employees' inquiries about their issues and problems in the same manner it facilitates students using chatbots (Kumar et al., 2021). Unlike human experts, Chatbots have no limitation on time, location, and number of queries, allowing efficient and effective knowledge sharing (Narendra et al., 2017). They can complete physical and mental activities far better and faster than humans; however, they lack wisdom and cognitive awareness (Sanzogni et al., 2017). Chatbots can give human-like interaction and outperform the traditional techniques of knowledge externalization, i.e., concept maps, discussion, and questionnaire surveys, by using its vast knowledge repository (Narendra et al., 2017). However, keeping a record of employees' dialogue with the Chatbots is essential. These discourses are used in ongoing learning by the chatbots to update the training and learning base of chatbots. We have evidence of literature on artificial intelligence and knowledge management symbiosis; however, it is limited at the current time and is expanding exponentially. Some examples of literature are demonstrated in Table VI.

Insert Table VI here

ChatGPT Knowledge Base

ChatGPT is built on publicly available data on websites, including books, scientific journal articles, news, Wikipedia, etc. The generative pre-trained transformer uses large language models that learn from different data types and facilitate human-like conversation and tasks (Dwivedi et al., 2023). Using the Natural Language Processing model, it is trained with the textual data and generates human-like responses. It encompasses data of all kinds, i.e., structured, semi-structured, and unstructured, to learn patterns in the data using multiple available learning models (Floridi, 2023). ChatGPT responds to human queries in a human-like manner using the data it is fed (Dwivedi et al., 2023). It creates knowledge based on learning from the vast amount of publicly available data. Therefore, ChatGPT is a knowledge base that facilitates the creation of knowledge.

ChatGPT and Big Data for Organizational Knowledge Management

In relation to the above discussion, we have conceptualized a technologically advanced knowledge management system based on the conventional model of knowledge creation, i.e., explicit and tacit knowledge in organizations (Nonaka, 1994; Nonaka & Takeuchi, 1995). Thanks to technological advancements, especially the Generative Pre-training Transformer (GPT) architecture, based on which we present this new system in organizations to support decision-making in current times. Figure 1 illustrates ChatGPT mediated knowledge management model for decision making in organizations. For explicit knowledge management using ChatGPT, we propose integrating organizational big data with ChatGPT's knowledge base using machine and deep learning models of supervised, unsupervised, and reinforcement learning of structured, unstructured, and semi-structured datasets.

In the ChatGPT-based organizational knowledge management perspective, two main streams of datasets are adopted: existing organizational data available in organizational knowledge repositories and ChatGPT's knowledge base. The existing organizational knowledge repository contains vast amounts of data that must be learned using machine and deep learning models under natural language processing (Fteimi & Hopf, 2021). On the other hand, the ChatGPT knowledge base learns from worldwide data using natural language processing (Dwivedi et al., 2023). ChatGPT learns the organizational data using an appropriate learning model and integrates it with appropriately selected data from its knowledge base using machine or deep learning models. The internal learning models for explicit and tacit knowledge

are combined with ChatGPT to help organizations make informed decisions. During the integration phase, an information query check system will ensure the query is appropriately addressed by comparing and contrasting information from the two databases. Code/algorithm or API-enabled communication.

ChatGPT understands the context of the query through its dialogue system and thus generates responses accordingly that are coherent and relevant to the issue or problem (Li et al., 2023). The model is rich enough to include a vast amount of data, comprehensive enough to correlate organizational data and worldwide data to provide a concise and compact decision, and diverse enough to use not only the diverse organizational data but also relevant available worldwide data. It allows for natural and interactive conversations and effective knowledge exchange. Organizations are free to customize the model as per the requirements and contextual limitations. They can build their database to integrate organizational data with ChatGPT or use available platforms in the market, such as "Kinetica." Whatever the way organizations opt for the integration of organizational data with ChatGPT, this initiative not only benefits employees but also gives a significant boost to organizational productivity, performance, and profitability. It is also essential to create an authentication layer to check the reliability and validity of the accessed information to mitigate the potential risks of using ChatGPT open knowledge base (the potential negative impact of ChatGPT is discussed in subsequent sections). Based on the algorithm, the authentication layer checks for information quality, accuracy, bias, and originality before the user accesses it.

Insert Figure 1 here.

Opportunities and Risks for Integration of ChatGPT with Knowledge Management

Organizations can benefit from ChatGPT by implementing an integrated system of internal knowledge management and ChatGPT. Potential benefits organizations may obtain from ChatGPT's integrated knowledge management system are informed and improved decision making, increased productivity, and efficiency, improved customer/user services, personalized learning to employees, etc. In this vein, risks associated with this model, such as increased ethical and security concerns, intellectual property rights concerns, employee laziness, and lethargy leading to a lack of innovation and creativity among knowledge workers, should also be considered. The most critical risks associated with ChatGPT in literature are recognizing and preventing security attacks (Sharma & Dash, 2020), lack of transparency (van Dis et al.,

2023), and addressing ethical concerns (Haque et al., 2022). However, it is essential to explore the positive use of this technology and uncover the potential collaborative avenues for improving work and organizations. The opportunities and risks for integration of ChatGPT with knowledge management are given in Table VII.

Insert Table VII here.

Potential Challenges of ChatGPT and their Remedies through ChatGPT Mediated Knowledge Management System

ChatGPT is an evolving concept in organizational research and practice. It is, therefore, imperative to keep in mind the dark side of ChatGPT from the perspective of its potential negative impact on employees and organizations, especially organizational decision-making. Some potential challenges associated with ChatGPT are discussed in the literature. First, ChatGPT is trained on open data available on the internet; the information provided by ChatGPT needs to be checked for accuracy and quality (Hu et al., 2023). In this direction, it is essential to devise a mechanism to cross check the quality and accuracy of ChatGPT information. Again, ChatGPT mediated knowledge management system may have the ability to double check the system, i.e., ChatGPT knowledge base and organizational knowledge base. Second, ChatGPT, like artificial intelligence-based Chatbots, lacks creativity and innovation, which require self-awareness and deep knowledge of society (Sanzogni et al., 2017). From an organizational perspective, an artificial intelligence-based knowledge management system has deep knowledge of the organizational processes and employees.

On the other hand, ChatGPT contains the world's best practices. Therefore, the integrated framework has the capability to support knowledge workers' productivity, innovation, and creativity. Third, there is a possibility that ChatGPT may provide biased information or information that is not relevant (Hu et al., 2023). ChatGPT mediated knowledge management system will be able to check ChatGPT information in the context of organizational requirements by correlating both knowledge bases. Thus, it has the potential to nullify the biases and ensure the relevancy and usefulness of the information. Fourth, soft knowledge management issues such as commitment, recognition, attitudes, perceptions, and assumptions about the role of technology in knowledge management are also concerns to address for technology-mediated social interaction (Sanzogni et al., 2017). ChatGPT mediated knowledge management system provides employees with a social interaction platform through its robust

dialogue system and identification of internal and external experts' locations for social interaction. This will help employees experience socialization and lead to employee commitment, satisfaction, and motivation. Fifth, it is also evident that ChatGPT provides a fabricated response when it cannot give an accurate response, which is misleading (Hu et al., 2023). The integrated knowledge base of ChatGPT with organizational knowledge management will establish a mechanism to validate information authenticity before sending it to the user at the front end.

Conclusion and Recommendations

As noted by Patel et al. (2023), “ChatGPT is a game changer, but we’re not quite ready to play”(e102); there is a need to dig deeper into how we can get benefits of the latest technological revolution to avoiding its' consequences simultaneously. There is no doubt that ChatGPT has the potential to impact knowledge management in organizations to improve informed decision-making. However, the practical feasibility of the diversified opportunity is yet lacking. In this regard, scholars and practitioners need to come up with emerging and practical ideas for integrating ChatGPT with traditional knowledge management models and practices. Integration of ChatGPT with any field is a black box at the moment and requires thorough investigation and exploration in research and practice. Moreover, in collaboration with IT professionals, knowledge management researchers, and experts can devise a mechanism for integrating existing knowledge management systems in organizations with ChatGPT.

Limitations and Future Research Directions

This research presents a conceptual debate on the integration of generative AI in organizations to strengthen the internal organizational knowledge management system. The study has adopted a case study to strengthen the conceptual debate for the integrated model, which has provided evidence from the experience of professionals working in diverse fields and positions. It is still imperative to investigate and explore the phenomenon through practical dimensions. For that, future researchers may explore the feasibility of our model in an actual work environment using quantitative and experimental research design.

Extensive development in artificial intelligence and generative AI made them stand alone with no alternatives and competition; however, being an evolving concept in organizational research and practice, it urges extensive research focus (Burger et al., 2023). In Table VIII, we presented

a few research gaps to focus on by the researchers and practitioners in the field of knowledge management. These research directions purely focus on the practical dimensions of the ChatGPT mediated knowledge management system.

Insert Table VIII here

Theoretical and Practical Implications

This viewpoint aims to advance the possibilities of integrating the latest technological breakthroughs, i.e., ChatGPT and organizational knowledge management systems. Having started with the discussion on the gradual evolution of organizational knowledge management systems from human-oriented knowledge management systems to technology-oriented knowledge management systems (Fteimi & Hopf, 2021), we now incorporated the debate of its evolution from artificial intelligence-oriented knowledge management system to ChatGPT mediated knowledge management system. We initiated the debate with our conceptual framework on the possibilities of incorporating generative AI to strengthen organizational knowledge mechanisms and improve organizational decision-making. The integrative framework enables us to understand generative AI's role in the interaction between employees and the organizational knowledge management system. The resulting framework underlines the improvement in knowledge management systems caused by the advent of generative AI.

For researchers, our conceptualization could be the theoretical grounding to further investigate the possibilities and directions for integrating generative AI and organizational knowledge base to better support human-technology interaction and improve decision quality and efficiency. For practitioners, the proposed framework aims to guide managers with the development of a specific knowledge management strategy for their organizations and to plan ChatGPT-mediated knowledge management initiatives rather than leave employees to use ChatGPT for their work tasks which may cause many risks and threats related to unauthenticated, biased and fabricated information (Ray, 2023; Sohail et al., 2023; van Dis et al., 2023; Wu et al., 2023). Our case study findings also show that the respondents experience ChatGPT as beneficial and demonstrate that they would benefit more if it is integrated with the organizational knowledge base. Therefore, this study helps policymakers to generate synergies through the symbiosis of human and emerging technology in organizations at a fast pace. We underline that our proposed conceptualization is subject to further investigations, especially the deployment of ChatGPT mediated knowledge management systems in organizations;

moreover, researchers and practitioners should exercise caution in the adoption of artificial intelligence or ChatGPT, as these fields are evolving and, therefore, new challenges and opportunities are emerging (Burger et al., 2023).

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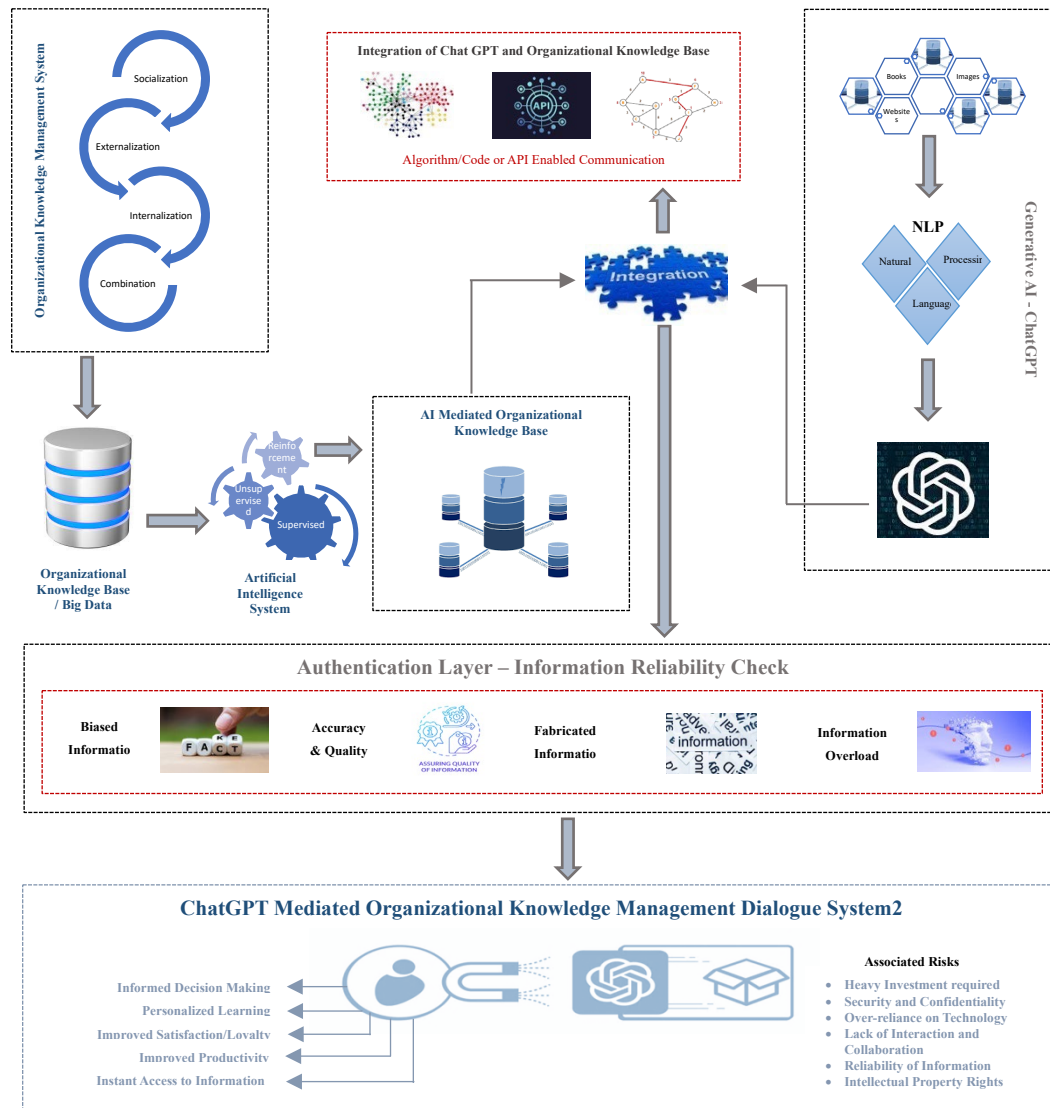
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Figure 1: ChatGPT Supported Knowledge Management Model for Decision Making



TABLES

Table I: ChatGPT Response to its Impact on Knowledge Management (Author: ChatGPT)

ChatGPT Response	Literature Support
<p>ChatGPT, or any other conversational AI technology, can play a significant role in reshaping knowledge management in various ways. Here are a few examples:</p> <p>1. Efficient knowledge sharing: ChatGPT can be used to build conversational knowledge bases that enable employees to access information quickly and easily. These knowledge bases can be integrated with business applications, allowing employees to get answers to their questions without leaving the context of their work.</p> <p>2. Personalized learning: ChatGPT can be trained to provide personalized learning experiences to employees. By understanding an individual's learning style, interests, and skill level, ChatGPT can recommend specific courses, articles, or resources to help them develop their knowledge and skills.</p> <p>3. Collaborative problem-solving: ChatGPT can facilitate collaborative problem-solving by bringing together employees with different expertise and perspectives. By analyzing the conversation, ChatGPT can identify knowledge gaps and recommend additional resources to help the team arrive at a solution.</p> <p>4. Continuous improvement: ChatGPT can be used to capture and analyze feedback from employees, customers, and other stakeholders. This feedback can be used to identify areas for improvement in processes, products, or services, and to inform decisions about future investments in knowledge management.</p>	<p>(Al Mansoori et al., 2020; Amber & Hashmi, 2023; Berg & Gmyrek, 2023; Dwivedi et al., 2023; Jarrahi et al., 2023; Jo & Bang, 2023; Korzynski et al., 2023; Kummar et al., 2021)</p>

Overall, ChatGPT can help organizations to create a culture of continuous learning and improvement, where knowledge is shared, and innovation is encouraged.	
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Table II: ChatGPT Response to its Impact on Explicit Knowledge Management (Author: ChatGPT)

ChatGPT Response	Literature Support
<p>ChatGPT can enhance explicit knowledge management by providing a conversational interface that allows employees to easily access and share information. Explicit knowledge is formal and codified knowledge that can be easily documented, stored, and shared. Here are some ways ChatGPT can enhance explicit knowledge management:</p> <p>1. Knowledge base creation: ChatGPT can be used to build a conversational knowledge base that contains explicit knowledge. This knowledge base can be accessed by employees to quickly find answers to their questions or to learn about specific topics.</p> <p>2. Document management: ChatGPT can be integrated with document management systems to make it easier for employees to find and access relevant documents. Employees can ask ChatGPT to search for specific documents or to provide them with relevant documents based on their interests or job role.</p> <p>3. Training and onboarding: ChatGPT can be used to provide training and onboarding to new employees. By providing a conversational interface, ChatGPT can guide new employees through the onboarding process, answer their questions, and provide access to relevant training materials.</p> <p>4. Workflow automation: ChatGPT can be integrated with workflow automation tools to streamline processes and reduce errors. For example, ChatGPT can be used to automate approval workflows, where employees can ask ChatGPT to initiate the approval process and track the progress of their request.</p>	<p>(Amber & Hashmi, 2023; Dwivedi et al., 2023; Englund & Jayne, 2023; Narendra et al., 2017)</p>

<p>5. Analytics and reporting: ChatGPT can be used to capture data on employee interactions and provide insights into knowledge usage, knowledge gaps, and training needs. This data can be used to improve the knowledge base and training materials and to inform decisions about future investments in knowledge management.</p> <p>Overall, ChatGPT can enhance explicit knowledge management by providing a conversational interface that makes it easier for employees to access and share information, automate workflows, and capture data on knowledge usage.</p>	
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Table III: ChatGPT Response to its Impact on Tacit Knowledge Management (Author: ChatGPT)

ChatGPT Response	Literature Support
<p>Tacit knowledge is personal knowledge that is difficult to formalize, document, or transfer to others. ChatGPT can enhance tacit knowledge management by providing a conversational interface that allows employees to share their expertise and experiences with others. Here are some ways ChatGPT can enhance tacit knowledge management:</p> <p>1. Expertise location: ChatGPT can be used to identify subject matter experts within an organization. When employees have questions or need guidance, they can ask ChatGPT to recommend an expert who can provide them with the advice or information they need.</p> <p>2. Communities of practice: ChatGPT can be used to facilitate communities of practice, where employees can share their knowledge and experiences with others who have similar interests or job roles. ChatGPT can be used to moderate discussions, share relevant resources, and connect employees with one another.</p> <p>3. Coaching and mentoring: ChatGPT can be used to provide coaching and mentoring to employees. By understanding an individual's learning style, interests, and skill level, ChatGPT can recommend specific coaching or mentoring opportunities to help them develop their tacit knowledge.</p>	<p>(Amber & Hashmi, 2023; Englund & Jayne, 2023; Fteimi & Hopf, 2021; Narendra et al., 2017)</p>

<p>4. Storytelling: ChatGPT can be used to capture and share stories from employees. These stories can be used to communicate organizational values, share best practices, and illustrate the impact of tacit knowledge on business outcomes.</p> <p>5. Feedback and reflection: ChatGPT can be used to facilitate feedback and reflection. Employees can use ChatGPT to reflect on their experiences, share feedback with others, and receive feedback on their performance.</p> <p>Overall, ChatGPT can enhance tacit knowledge management by providing a conversational interface that allows employees to share their expertise and experiences with others, connect with subject matter experts, and receive coaching and mentoring. ChatGPT can also be used to facilitate communities of practice, capture and share stories, and facilitate feedback and reflection.</p>	
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Table IV: Respondents' Profile for the Use of ChatGPT

Respondent	POSITION	Diversity	ChatGPT Usage Level (Frequency of use for Professional Knowledge)	Duration to Use ChatGPT	Mode of Language used
R-1	Chief Technology Officer	Food and Nutrition	Daily	5 Months	English
R-2	Project Director	Construction	5 Days a week	9 Months	English
R-3	Manager Operations	Construction	Daily	8 Months	English
R-4	Senior Solution Consultant	IT	Daily	10 Months	English
R-5	Director	Research	5 Days a week	8 Months	English

R-6	Project Coordinator	Food and Nutrition	Twice a week	9 Months	English
R-7	Senior Research Officer	Research	Daily	10 Months	English
R-8	Team Facilitator and Supervisor	Research collaboration	Twice a week	7 Months	English

Table V: Summary of the Case Study Findings

Questions	Summary of the Findings	Example Quotes
What motivates you to use ChatGPT for your work tasks?	ChatGPT, being a rich and new innovative tool, becomes a motivation for everyone to use it for personal and professional purposes. People are motivated for its use because of instant access to the required knowledge in a precise and easy to understand format. The use of ChatGPT itself is a motivation. When one starts using it, he/she is motivated for its further use.	<i>"The more I use ChatGPT for my work tasks, the more I enjoy using it. Now I think that its' not possible for me to move forward and work efficiently without ChatGPT. It literally becomes a tool I can't survive without. Maybe I am little exaggerating, but ChatGPT is, no doubt, a useful tool so far" (R-7)</i>
For what kind of work tasks or activities ChatGPT is beneficial?	According to the respondents, ChatGPT is beneficial for gaining knowledge on any topic, guidance to perform a task, decision support, content generation, code verification and refinement, personalized recommendations, ideas generation etc. There is a long list one can benefit for through the use of ChatGPT. It has no boundaries for any profession or any knowledge type. It has the capability not only to facilitate with explicit knowledge but with tacit knowledge also.	<i>"Being a project director, I usually have little time to conduct research and come up with the innovative ideas on day-to-day matters. ChatGPT very efficiently resolve my problem. Now I just need to ask ChatGPT and use the provided information to get benefits and achieve efficiency in my work" (R-2)</i>
Could you specify with example how ChatGPT	The greatest value of ChatGPT, according to the respondents, is efficiency. The use of ChatGPT for	<i>"One thing that I have noticed is that my work task is far much better now after using ChatGPT in</i>

bring value to your work tasks?	work tasks enhances one's efficiency at the work place. Another value that ChatGPT brings in is quality. ChatGPT enhances the quality of one's work by providing accurate and rich content in a precise manner.	<i>comparison with when I didn't use ChatGPT. Now I am able to finish my work more quickly and in a better way" (R-4)</i>
What do you think ChatGPT is capable to support organizational systems such as ERP or knowledge management system?	ChatGPT is capable to provide employees with quick and convenient access to required information and knowledge by providing relevant information, answer frequently asked questions, and provide guidance on various topics. ChatGPT can serve as a conversational interface, allowing users to interact with the knowledge base and retrieve information more easily. Moreover, AI-powered ERP systems integrated with ChatGPT can automate various manual processes within an organization.	<i>"This debate is now outdated that what ChatGPT is capable of and is not. ChatGPT is a tool that could be integrated with any software to get benefits of the world wide published and unpublished knowledge and experiences. It can enhance the conventional working style of the organizations" (R-1)</i>
What additional benefits do you think employees can avail through ChatGPT mediated knowledge management system?	ChatGPT is capable to generate content in multiple languages provides a valuable resource for content creators, enabling them to connect with diverse audiences and expand their reach in a global context. This feature of ChatGPT supports the diversity in organizations and facilitates all employees irrespective of their language fluency.	<i>" I have experience of handling employees coming from different background and it is difficult to make thing learn by using one approach for all. ChatGPT has resolve this issue by facilitating with multiple language option. Now I prefer to design instructions in the language my supervisees are convenient in. This is easily possible using ChatGPT" (R-8)</i>

Table VI: Literature on Symbiosis of Artificial Intelligence and Knowledge Management

Dimension	Source
Tacit Knowledge Management	(Sanzogni et al., 2017)
Educational Knowledge Management System	(Kummar et al., 2021)
Externalization of Tacit Knowledge	(Narendra et al., 2017)
Artificial Intelligence-Oriented Knowledge Management	(Fteimi & Hopf, 2021)
Human-AI Symbiosis for Knowledge Management	(Jarrahi et al., 2023)
Efficiency of Knowledge Management	(Al Mansoori et al., 2020)
Overview and Trends of Knowledge Management	(Birzniece, 2011)
Business Communication	(Iaia et al., 2023)
Knowledge Hiding	(Abubakar et al., 2019)

Table VII: Potential Opportunities and Risks Associated with Integration of ChatGPT and Organizational Knowledge Management (Source: Authors' Elaboration)

Opportunities	Organizations may lead to informed decision making by integrating their internal knowledge management system with ChatGPT
	Organizations may offer their employees with the personalized learning experiences that are customized with the employee requirement by integrating ChatGPT and internal knowledge base
	Integrating knowledge management system with ChatGPT may support organizations by substantially improved customer/user services which leads to customer/user satisfaction and loyalty
	ChatGPT supported knowledge management system will improve employees' productivity by quickly providing answers to their queries and they are more focused on their tasks
	ChatGPT supported knowledge management system is smart enough to provide error free information retrieval which help organizations to manage knowledge more efficiently by providing instant access to relevant information

Risks	Organizations are required to invest resources, i.e., financial, human, time etc. for integration of ChatGPT with internal knowledge management system
	Organizational sensitive and confidential information integration with ChatGPT may pose security risks and privacy concerns
	Over-reliance on technology may decrease employees critical thinking and innovative capabilities
	Increasing dependance on technology may leads to lack of interaction and collaboration among employees which leads organizations to face the challenge of managing teams
	Accuracy and reliability of the information provided by ChatGPT is not yet validated at any reliable forum of research and thus organizations have to use it with caution
	Intellectual property rights are not specified with regard to the information available through ChatGPT

Table VIII: Potential Research Avenues (Source: Authors' Elaboration)

Dimensions	Sub-Dimensions	Research Avenues	Sources
Knowledge Management and Decision Making	Explicit Knowledge Management	What is the mechanism for integration of explicit knowledge management and ChatGPT?	(Berg & Gmyrek, 2023; Dwivedi et al., 2023; Englund & Jayne, 2023; Hu et al., 2023; Jo & Bang, 2023; Korzynski et al., 2023; Narendra et al., 2017; Ray, 2023; Vrontis et al., 2023; Woodruff et al., 2023)
		Devising a mechanism for proportion estimation of explicit knowledge management from internal (organizational knowledge base) and external (Worldwide sources from ChatGPT) sources.	
	Tacit Knowledge Management	What is the mechanism for integration of tacit knowledge management and ChatGPT?	
		Devising a mechanism for collaboration and knowledge sharing among employees using ChatGPT.	

	Knowledge Management	Establishing the ways and means (protocols and algorithms) for integration of existing knowledge management system in organizations with ChatGPT.	
	Decision Making	<p>What is the mechanism by which organizational decision making could be improved through integration of knowledge management systems and ChatGPT?</p> <p>What is the mechanism to evaluate decision quality generated by the integrated knowledge management and ChatGPT structure?</p>	(Haque et al., 2022; Hu et al., 2023; Singh, 2023; Vrontis et al., 2023; Yang & Wang, 2023)
Security Concerns	Internal Security	<p>How organizations can ensure security concerns in establishment of an integrated knowledge management model with ChatGPT?</p> <p>What mechanism organizations need to establish to address the security concerns of their internal data and knowledge base while integration of ChatGPT with their internal knowledge management system?</p>	(Dwivedi et al., 2023; Li et al., 2023; Lund & Wang, 2023; McGee, 2023; Qasem, 2023)
	Intellectual Property rights	How intellectual property rights of the content available through ChatGPT can be ensured and used in organizations?	
Regulations and Legislations	Organizational Level	<p>Devising organizational rules and regulations for the establishment of decision support model with integration of knowledge management system and ChatGPT.</p> <p>Establishing the procedure for implementation of enhanced knowledge management model integrated with ChatGPT.</p>	(Budhwar et al., 2023; Dwivedi et al., 2023; Sohail et al., 2023)
	Government Level	<p>Establishing regulations for use of ChatGPT in organizations.</p> <p>Amendments in the intellectual property rights with the perspective of data sources used by the ChatGPT for training and learning.</p>	

