



Proceedings of the Informing Science + Information Technology Education Conference

An Official Publication
of the Informing Science Institute
InformingScience.org

InformingScience.org/Publications

July 26 – 31, 2026

ARTIFICIAL INTELLIGENCE, KNOWLEDGE SHARING, AND ORGANIZATIONAL PERFORMANCE: A SYSTEMATIC LITERATURE REVIEW

Armel Djangone

Central Connecticut State University, adjangone@ccsu.edu
New Britain, CT, USA

ABSTRACT

Aim/Purpose	To systematically review the literature on artificial intelligence (AI) and knowledge sharing in order to identify AI that support organizational knowledge sharing, examine organizational factors that influence their effectiveness, and assess the resulting organizational performance outcomes.
Background	Organizations increasingly rely on AI to enhance knowledge sharing processes. While prior research has examined AI, knowledge sharing, and organizational performance as separate constructs, there is limited synthesis regarding how AI techniques, organizational conditions, and knowledge sharing practices collectively affect organizational performance.
Methodology	The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines were followed in this study. Articles published between 2015 and 2025 were retrieved from the Scopus and IEEE Xplore databases using predefined search criteria. After screening titles, abstracts, and full texts, 32 peer-reviewed studies that met the inclusion criteria were analyzed.
Contribution	This study integrates four dimensions of AI-enabled knowledge sharing into a single conceptual framework by synthesizing AI techniques, organizational moderating factors, AI-knowledge-sharing relationship types, and organizational performance outcomes. The study provides a comprehensive overview of current research while identifying important gaps for future investigation.
Findings	The findings indicate that Generative AI, machine learning, fuzzy logic, natural language processing, recommender systems, support vector machines, semantic AI, and random forests as the principal artificial intelligence techniques. Trust, leadership support, employee engagement, and role clarity are

Publishers Note: This is the abstract of the paper. The full version of this paper will be available as soon as possible.

Accepted by Editor Michael Jones | Received: June 1, 2026 | Revised: July 13, July 16, 2026 |
Accepted: July 17, 2026.

Cite as: Djangone, A. (2026). Artificial intelligence, knowledge sharing, and organizational performance: A systematic literature review. In M. Jones (Ed.), *Proceedings of InSITE 2026: Informing Science and Information Technology Education Conference, USA*, Article 34. <https://doi.org/10.28945/5851>

(CC BY-NC 4.0) This article is licensed to you under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/). When you copy and redistribute this paper in full or in part, you need to provide proper attribution to it to ensure that others can later locate this work (and to ensure that others do not accuse you of plagiarism). You may (and we encourage you to) adapt, remix, transform, and build upon the material for any non-commercial purposes. This license does not permit you to use this material for commercial purposes.

	the most frequently reported organizational moderating factors. AI-enabled knowledge sharing is primarily associated with transformational organizational change and is linked to enhanced decision-making, innovation, and productivity.
Recommendations for Practitioners	This study offers specific and practical insights into the impact of AI-based knowledge sharing systems on business performance. Practitioners and organizational leaders are encouraged to evaluate the integration of AI into knowledge-sharing processes to enhance business outcomes.
Recommendations for Researchers	Subsequent research should validate and expand upon the relationships identified in this review by employing longitudinal and empirical research designs across a range of industries and organizational contexts.
Impact on Society	As organizations increasingly integrate AI into knowledge management, understanding how AI enhances knowledge sharing can improve organizational learning, innovation, and decision-making.
Future Research	Future research should investigate industry-specific AI-enabled knowledge-sharing practices, emerging generative AI applications, governance mechanisms, and longitudinal organizational outcomes associated with AI adoption.
Keywords	artificial intelligence, knowledge sharing, knowledge management, generative AI, machine learning, organizational performance, organizational learning, systematic literature review

AUTHOR



Armel Djangone, Ph.D. is an **Assistant Professor of Management Information Systems** at Central Connecticut State University. He holds a Ph.D. in Data Analytics and Decision Support and has extensive academic and industry experience. His research lies at the intersection of knowledge management, information systems, and artificial intelligence, with a particular emphasis on how these technologies can be applied to solve real-world problems and improve decision-making processes.