



# Artificial intelligence and knowledge sharing: Contributing factors to organizational performance

Femi Olan<sup>a,\*</sup>, Emmanuel Ogiemwonyi Arakpogun<sup>a</sup>, Jana Suklan<sup>b</sup>, Franklin Nakpodia<sup>c</sup>,  
Nadja Damij<sup>a</sup>, Uchitha Jayawickrama<sup>d</sup>

<sup>a</sup> Newcastle Business School, City Campus East 1, Newcastle Upon Tyne NE1 8ST, United Kingdom

<sup>b</sup> NIHR Newcastle IVD Co-operative, Translational and Clinical Research Institute, Newcastle University, Newcastle Upon Tyne NE2 4HH, United Kingdom

<sup>c</sup> Durham University Business School, Mill Hill Lane, Durham University, United Kingdom

<sup>d</sup> School of Business and Economics, Loughborough University, Loughborough, Leicestershire LE11 3TU, United Kingdom

## ARTICLE INFO

### Keywords:

Artificial intelligence  
Business processes  
Knowledge sharing  
Organizational performance  
Performance management

## ABSTRACT

The evolution of organizational processes and performance over the past decade has been largely enabled by cutting-edge technologies such as data analytics, artificial intelligence (AI), and business intelligence applications. The increasing use of cutting-edge technologies has boosted effectiveness, efficiency and productivity, as existing and new knowledge within an organization continues to improve AI abilities. Consequently, AI can identify redundancies within business processes and offer optimal resource utilization for improved performance. However, the lack of integration of existing and new knowledge makes it problematic to ascertain the required nature of knowledge needed for AI's ability to optimally improve organizational performance. Hence, organizations continue to face reoccurring challenges in their business processes, competition, technological advancement and finding new solutions in a fast-changing society. To address this knowledge gap, this study applies a fuzzy set-theoretic approach underpinned by the conceptualization of AI, knowledge sharing (KS) and organizational performance (OP). Our result suggests that the implementation of AI technologies alone is not sufficient in improving organizational performance. Rather, a complementary system that combines AI and KS provides a more sustainable organizational performance strategy for business operations in a constantly changing digitized society.

## 1. Introduction

Artificial intelligence (AI) is a collection of information communication technologies (ICTs) that imitate human intelligence for the primary purpose of improving jobs, creating greater efficiencies, and driving economic growth (Arakpogun et al., 2021). Knowledge, on the other hand, is the key component that enables AI innovations adding value to intelligent agents and systems (Robbins, 2019). The *intelligent agents* (IA) that results from AI activities hold numerous know-hows that are required to improve productivity and create new knowledge for business processes. AI-driven approach for instance is a strategy whereby IA enable the accessibility of valuable information via technology-driven platforms for employees. Furthermore, IA has a wide range of capacities in contributing to organization's approaches for innovation through strategic knowledge activities. This renaissance is

driven by evidence that competitive advantages in the industries are more limited and significant for growth (Liebowitz, 2006).

However, IA needs an enabling *intelligent systems* (IS) environment to grow and engage with the reality of existing challenges in a given organization (Huang & Rust, 2018). Therefore, where there is a lack of an enabling environment, organization struggles with the development and implementation of intelligent systems, the process of distribution, retention, and knowledge re-use. Under such circumstances, methods for knowledge retrieval, sharing and re-use are limited and challenging to implement. Thus, a complementary approach that combines AI and knowledge sharing (KS) tool with other organizational factors need to be considered. The focus of such a complementary relationship is on improving productivity by constructing a knowledge-based system around the workforce in the organization (Malik et al., 2020).

How an organization create, share and re-use available knowledge

\* Corresponding author.

E-mail addresses: [femi.olan@northumbria.ac.uk](mailto:femi.olan@northumbria.ac.uk) (F. Olan), [e.arakpogun@northumbria.ac.uk](mailto:e.arakpogun@northumbria.ac.uk) (E. Ogiemwonyi Arakpogun), [jana.suklan@ncl.ac.uk](mailto:jana.suklan@ncl.ac.uk) (J. Suklan), [franklin.nakpodia@durham.ac.uk](mailto:franklin.nakpodia@durham.ac.uk) (F. Nakpodia), [nadja.damij@northumbria.ac.uk](mailto:nadja.damij@northumbria.ac.uk) (N. Damij), [U.Jayawickrama@lboro.ac.uk](mailto:U.Jayawickrama@lboro.ac.uk) (U. Jayawickrama).

<https://doi.org/10.1016/j.jbusres.2022.03.008>

Received 1 March 2020; Received in revised form 24 February 2022; Accepted 5 March 2022

Available online 20 March 2022

0148-2963/© 2022 The Authors. Published by Elsevier Inc. This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>).

determines the level of sustainable competitive edge and growth in the digital economy, which is, in turn, driven by intelligent use of knowledge (Yilmaz, 2016). According to Argote and Fahrenkopf (2016), knowledge is the primary source of improving organizational performance and if all conditions meet organization's demand, it is a vital source of competitive edge for the organization. Hence, strategy of business entities is to consistently develop new concepts that will encourage innovation at all levels of operation and impact employees' interactions to further enhance performance. Furthermore, AI provides a platform for the decision-makers in the organization to promote KS activities that will benefit both employees and the organization (Argote, 2013, 2015). Faced with a new challenge, the nature of knowledge that is required by IA can be problematic to ascertain, the need to develop fundamental knowledge maps is, therefore, important to the success of the AI-KS implementation.

To address this gap, our study aims to explore the impact of AI-KS implementation on organizational performance by considering key organizational performance (OP) factors. Organizations can effectively manage tangible resources using strategy tools to analyze complex tangible components such as tacit knowledge. However, there are challenges in allocating resources to knowledge activities given the difficulty in quantifying how tangible the outcomes of knowledge interactions are to the measurement units for tangible resources (Wang et al., 2016). Furthermore, the understanding that the economy is shifting from the traditional market to an innovative knowledge-based market is galvanizing evidence to embrace knowledge as a sustainable approach to retaining market presence and edge (Eilert et al., 2017).

Recent research has shown that AI is an important tool for improving services and the wider economy in an era of digitization era (Huang & Rust, 2018; Olan et al., 2021; Olan et al., 2021). Performance growth now depends more on innovative product and service, not only as a collaboration between departments, units, and teams but as progression to sustaining who-knows-what and sharing the know-how to foster growth. Moreover, research has also shown that organizations are shifting towards AI by changing their business process competitiveness and innovative strategies (Parkes & Wellman, 2015).

In this paper, the complementary relationship between AI and KS provides the answer to the research gap on the lack of integration of existing knowledge such as lessons learnt from completed projects in an organization to the business processes, the introduction of AI technologies enables an organization to improve employee's efficiency with access to a knowledge database. In addition, by exploring existing knowledge, an organization continues to generate new knowledge from business processes and employees' interactions. Therefore, this paper search for answers to the following research questions (RQs):

RQ1. *Why is AI important for organizational know-how activities?*

RQ2. *How does AI-KS integration contribute to organizational performance (OP)?*

This study develops a meta-framework based on extant literature in AI technologies, knowledge management and performance management using a *set-theoretic comparative approach* to simultaneously test three complementary relationship factors underpinned by the conceptualization of AI, KS, and OP. This paper is organized as follows: the literature review explains the theoretical basis for the concept of AI, KS, and OP. This is followed by a methodology section that describes the data, analysis and presents the results of the study. Further, there is a discussion section on the results, limitations of the study and future research.

## 2. Literature review

The implementation of AI over the last decade has led to organizational successes. As such, organizations are gradually embracing the benefits of AI (Arakpogun et al., 2021). Previous studies have discussed the challenges and benefits of AI (Arakpogun et al., 2021, Huang & Rust, 2018, Olan et al., 2021; Olan et al., 2021) while others looked into the

analyses of the future of AI to individuals and communities (Zahraee et al., 2016). Broadly, research on AI has been divided into two - the economic and technology literature (Huang & Rust, 2018). This paper will be exploring the theoretical literature around AI.

One of the important developments in organizations is the advancement of knowledge activities that enable managers to utilize available knowledge and expertise effectively and readily when required (Zhao et al., 2016). Knowledge is a key element for innovation and growth in organization, especially for employees to efficiently discharge their assigned duties and roles. The challenges that are associated with the implementation of a KS culture or systems are complex and difficult (Lombardi, 2019; Olan et al., 2022). However, certain literature has tackled some of the challenges of implementing KS systems, knowledge networks, culture, and organizational learning (Wu, 2016; Olan et al., 2022).

OP is a set of organization's goals and objectives, which are aligned with the key performance indicators (KPIs) with KPIs often used for measuring the targets required to achieve the vision of the organization (Obeidat et al., 2016). The relationship between AI and KS as a system for promoting knowledge activities will directly improve the organizational performance, provided all other organizational factors are constant (Huang et al., 2016). The remaining part of this section will be exploring AI, KS, and OP theories.

### 2.1. Understanding artificial intelligence, intelligent agents and systems

AI comprises intelligent agents (IA) and intelligent systems (IS), which enable organizations to carry out intelligent and cognitive activities that integrate the business process with tasks, enabling organizations to be innovative (Arakpogun et al., 2021; Miller, 2019). IA consists of human intelligence that the intuitive abilities produce creative and novelty ideas that drive innovations in organization, this is classified as a competitive edge due to higher experience-based thinking (Liebowitz, 2006). IA is characterized by creative thinking, problem-solving skills, and intuitive abilities, also IA possesses analytical and explorative qualities (Amershi, 2019; Robbins, 2019; Wright & Schultz, 2018; Zahraee et al., 2016). IA is considered as the foundation for building a strong AI, as such, IA is built on human cognition and learning attributes (Chen et al., 2012; Martínez-López & Casillas, 2013). IA can thus be compared to a 'human child' with the ability to learn and absorb new ideas faster, including consciousness, self-learning, and other features of human intelligence (Chen, et al., 2012).

According to Wooldridge and Jennings (1995), IA is not a new development in the technology industry as its application can be seen in autonomous computer systems. Rather, IA is a major component of a computer system that is set in a given environment with the characteristics of autonomous actions designed to achieve preconceived objectives. There are difficulties in underpinning the concept of autonomous properties of IA, however, studies suggest that IA autonomy simply demonstrates that such a system be able to function independent of human interventions and manage its own actions and internal state (Padgham & Winikoff, 2002; Zhao et al., 2020). According to Asgari and Rahimian (2017), it is important that IA develop an analogy distinguishing the notion of autonomy with respect to data and understanding of the encapsulation of object-oriented systems. IA objects capture data state and manage the contents in the state in that it can control access or retrieval of data using methods that the data objects allow. Similarly, IA functions as a tool for encapsulating behavior with the idea that an object on its own does not possess the characteristic to encapsulate behavior.

AI technologies depend on IS, which automatically carry out routines, repeat tasks and share intelligence (Miller, 2019). In addition to these properties, IS can process complex information, problem-solving and alternative solutions. IS are designed to support human limitations such as learning and adaptive abilities (Pavlou, 2018). Thus, humans can carry out more intelligent and cognitive processes now than

ever with the assistance of IS that provide support and efficiency. IS has been implemented as a mining technique that facilitates intelligent communications and better analysis for teams and individuals (Liu et al., 2020). According to Gretzel (2011), IS has evolved from understanding and mirroring nature to applicable innovations and discoveries. The transition of computer systems fosters successes in implementations of IS that are incorporated with AI technologies to ensure continuous performance actions leading to a knowledge-based system.

One of the functions of IS is to apply the autonomous learning operators (IA) to predict the impacts of actions in the environment and analyzing the significance of these actions (De-Graaf & Malle, 2017). The unified theories of cognition show that adapting IS in the class of niches describes the intermediate between the nature of IA technologies and the effectiveness of adopting human knowledge (Hopgood, 2012). Therefore, IS presents dynamic variability in characterizing required tasks, resource allocation, contextual requirements, and performance indicators. In addition, IS niches and IA possess common pervasive quality as that of human behavior to function effectively (Bryson, 2018). IS hierarchically composes AI technology components for perception, knowledge acquisition and cognition processes (Pearl, 2014). IS perception processes consist of acquisition, abstractions, and filtering of data before transporting it for the next action (Gregor & Benbasat, 1999). On the other hand, knowledge acquisition manages the execution of the processed data via external actions while cognition processes influence knowledge acquisition directly through actions of reflex arcs and coordination processes (Gregor & Benbasat, 1999).

Organizations are implementing AI as a different way of responding to the challenges and problems with the aim of deriving a solution with the most informed decision in real-time completed on behalf of decision-makers (Chen et al., 2012; Chen & Chen, 2013; Husain et al., 2013; Martínez-López & Casillas, 2013; Pavlou, 2018; Soriano & Huarng, 2013). AI thus brings many benefits to the organization, however, the struggles with the right implementation of business knowledge and available resources are challenges bedeviling organizations (Patnaik, 2015).

## 2.2. Knowledge sharing: understanding organizational knowledge

The exchange of know-how between organizational employees is an important element of organizational knowledge process (Cabrera & Cabrera, 2002). According to Cummings (2004), the resource-based view of the organization is a strategic tool for competitive advantage, which is unique by characteristics of physical, human resources, and organizational assets. Organization aims to sustain a competitive advantage by relying on assets that are valuable, rare unique and making it difficult for competition to imitate or substitute. A few researchers have argued that organizational knowledge is the required resource to attain this strategy, therefore, should be considered as a strategic asset in the organization (Cabrera & Cabrera, 2005; Gruber, 1995; Lin, 2008; Yang & Wu, 2008). In addition, organizational knowledge can be a track from specific historical events such as internal and external interactions, past projects with lessons learned and adaptation policies by the organization.

Oyemomi et al. (2019) identified that path dependency characteristic is responsible for the rareness and uniqueness of organizational knowledge as the history of learning experiences differs from one organization to another. Supra-individual characters and co-specialized capabilities make it difficult to appropriate collective knowledge by other organizations and harder to simulate or imitate due to causal ambiguous features (Van den Hooff & Huysman, 2009). Consequently, collective knowledge is embedded in the complex organizational business processes that include formal and informal inter-employees' associations and is a common and undocumented network of norms and practices. Most studies argued organizational theory of knowledge discovered a taxonomic distinction of organizational knowledge by establishing two unique knowledge classifications known as explicit and

tacit knowledge (Nonaka & Von Krogh, 2009).

Knowledge or expertise that exists with the organization is communicated, shared, transferred, or coordinated through a channel that can be described as KS (Ertek et al., 2017). The aim here is to foster organizational productivity, continuous innovation and sustain a competitive edge. Tacit and explicit knowledge is the foundation for organizational knowledge where the interaction of these types of knowledge produces new knowledge that the organization can use for innovation and strategy purposes (Ikujiro, 1994; Nonaka & Von Krogh, 2009; Von Krogh et al., 2001). Tacit knowledge here refers to knowledge that is owned by individuals, acquired over time, and unconsciously becomes part of the individual (Goksel & Aydintan, 2017). The sharing of tacit knowledge is strongly encouraged in organizations as this produces new knowledge that helps in refining business processes and strategies in the organization. On the other hand, explicit knowledge is seen as codified knowledge and is available in the form of documents, processes, reports and can be stored and shared in an IS within an organization (Ikujiro, 1994).

Organizations implement KS as a system to promote organizational resources/capabilities that are driven based on knowledge. Thereby promoting interactions in different forms such as socialization, which will lead to the generation of new knowledge that improves employees' performance (Argote et al., 2003; Von Krogh et al., 2001). According to Von Krogh et al. (2001), organizations can leverage on socialization as a strategic environment to promote the sharing of tacit knowledge as employees can interact during social engagements and create new knowledge. This new knowledge becomes the foundation for innovation, efficiency, and competitive advance for the organization. For explicit knowledge, externalization as a social construct and environment enables employees to interact with the systems and share tacit knowledge (Erden et al., 2012).

However, there are potential barriers to the implementation of KS in the organization, including the implementation of a KS system, employees' attitudes to the new system, lack of will to participate and cost associated with implementation (de Vasconcelos et al., 2017). Therefore, these challenges necessitate further research on the implementation of KS systems.

## 2.3. The intersectionality of artificial intelligence and knowledge sharing

The intersectionality between technologies and KS sharing has been highlighted in extant research. For example, Dong and Yang (2015) establish that organizations rely on the interaction between technologies and KS to create innovative solutions. Accordingly, the social exchange theory predicate that the intersection between AI and KS provides an organization with a sequence of activities that propel a chain of reciprocity between entities involved in the exchange relationship (Russell & Norvig, 2002; Turner & Kuczynski, 2019). Such intersecting exchanges form new important relationships that promote understanding of employees' know-how. Further building on the fundamentals of the social exchange theory, De Boeck et al (2018) and Duggan et al (2020) introduced AI-enabled consumer social exchange as a bridge of interdependent entities with AI at the center for introducing the consumer-to-consumer relationship, which is also known as the taxonomy of mediation mechanisms.

AI-KS intersection nurtures the understanding of the many analytic mediation mechanisms that fit both the organization and employees in a real-world system influencing digitalized competitiveness (Eslami et al., 2019; Ma & Brown, 2020; Russell & Norvig, 2002; Turner & Kuczynski, 2019). Hence, AI broadly refers to intelligent support systems built on algorithms, natural language processing, machine learning methods, and human intelligence to provide support for human activities and decision-making (Akkiraju et al., 2006; De Boeck et al., 2018). Thereby providing precepts knowledge from the organization and its underlying environment. As such, the relationship between employee-to-employee, employees-to-employee, organization-to-employee, and organization-

to-employees knowledge sharing engagements through an enabled AI social exchange environment and the impact on employees' productivity and performance requires an underpinning theoretical understanding.

While there are different standpoints on how employees and organizations' systems interactions are planned (Russell & Norvig, 2002), there is a need to further our understanding of the AI-KS intersectional perspective. Insights from such understanding are critical to envisioning employee interactions with AI-enabled organizational processes and enhancing the learning curves from activities driven by KS social exchange. Organizations invest in AI-enabled innovations that can store, share, and create new knowledge on different cloud databases and other platforms. However, critical review shows that the social exchange between employees and the AI-enabled cloud platforms does not progress knowledge engagements or performance (Russell & Norvig, 2002). In examining the context of intersecting mechanisms, the role of organized social interaction underlines AI-KS mechanisms (Olan et al., 2022). Whilst AI-based communication is centered on augmentation mechanisms such as smart/auto-replies and auto-corrections in emails as well as other social media applications (Akkiraju et al., 2006; Liebowitz, 2001); it is also essential to note that the nature of social exchange can broadly take two forms: direct and generalized/indirect social exchanges.

#### 2.4. Organizational performance

Researchers in the field of performance management in the past have discussed performance solely as operational and financial perspectives that impact directly on organizational competitiveness and strategies (Grinyer et al., 1988; Neider & Schriesheim, 1988; Scholz, 1988). The operational perspective focuses more on the organizational success factors ranging from cost management, processes management and overall quality control that led to the long-term competitive edge (Davis & Schul, 1993; Priem, 1994). Conversely, financial perspective generally refers to an assessment of the organization's assets and liabilities, and how revenues are generated to reflect the organization's financial statements (Lin & Carley, 1997; Roland et al., 1997). The role of technology in improving OP is important to achieving organizational goals such as operational excellence, financial targets, and customer satisfaction. According to Alessandri and Khan (2006); Darlington (1996); Drew (1997), an organization's continuous investment in AI and other information technology (IT) has a huge contribution to the improvement of business processes, equipping employees with know-how and continuous training. Thus, in turn, has a direct impact on the improvement of OP.

Scholars have commonly agreed that OP can continue to grow when the organization successfully implement an alignment of performance measurement and the organization's business strategies (Alessandri & Khan, 2006; Darlington, 1996; Drew, 1997; Ghosh et al., 2017; Lin & Carley, 1997; March & Sutton, 1997). In addition, strategic performance measurement combines both organizational goals and operational activities, leading to acceptable business processes that improve employee performance. Zhu, Wang, and Bart (2016) discuss the relevance of implementing IT solutions that have the potential of impacting positively on employees' attitudes. It is thus crucial that the organization manages and identifies factors that can influence employees' attitudes towards discharging their duties and roles and by extension, help in achieving higher performance. Organizations are also encouraged to find a balance between the implementation of performance measurement units and the attitudes of employees to improving performance (Gorane & Kant, 2017; Jourdan & Kivleniece, 2017; Kundu & Mor, 2017).

While IT innovations continue to evolve over the past decades, organizations' strategies are also changing and paving the way to new methods that influence business strategies. These new business strategies help to achieve and improve OP (Tzabbar et al., 2017). It is also suggested that organizations should implement business processes with

strategies that continuously monitor employees' activities with the aim of providing support through informal systems that are embedded in the performance measurement systems (Azar & Ciabuschi, 2017). Furthermore, scholars have discussed the potential linkages between measurement systems and business processes, arguing that this intersection is imperative as the new system provides information on achieving organizational goals (Zidane et al., 2016).

#### 2.5. Conceptual model

Argote and Fahrenkopf (2016); Lombardi (2019); Miller (2019) discussed the importance of knowledge management, performance, and AI respectively. However, there is a limited direct relationship between these individual research areas. Based on previous studies, this paper is able to derive a logical relationship between AI and KS as existing parallel studies show that the role of AI-KS relationship is important for improving OP nomological structure and measurement (Ikujiro, 1994; Liebowitz, 2006; Lombardi, 2019).

Previous research in the field of knowledge management have suggested that KS leads to the increase of competitive advantage, and that organization can invest in this area to enhance innovation among employees (Argote & Miron-Spektor, 2011). KS roles in an organization can change employees' behavior and indirectly facilitate the transformation of tacit knowledge to explicit knowledge with the resulting new knowledge stored in the organization in the form of reports and documents (Argote et al., 2003; Ikujiro, 1994). This will then lead to innovativeness and efficiency, which combine to drive employees' performance. According to Culver, Green, and Redden (2019), AI implementations lead to advancement in organizational innovativeness. Specifically, AI components (IA and IS) are influencing factors in advancing an organization's competitiveness. In addition, organizational competitive advantage is highly dependent on the ability of the organization to create innovations from employees' knowledge interactions (Soriano & Huarng, 2013). Table 1 shows a summary of the literature review based on the contribution of citations to the research areas.

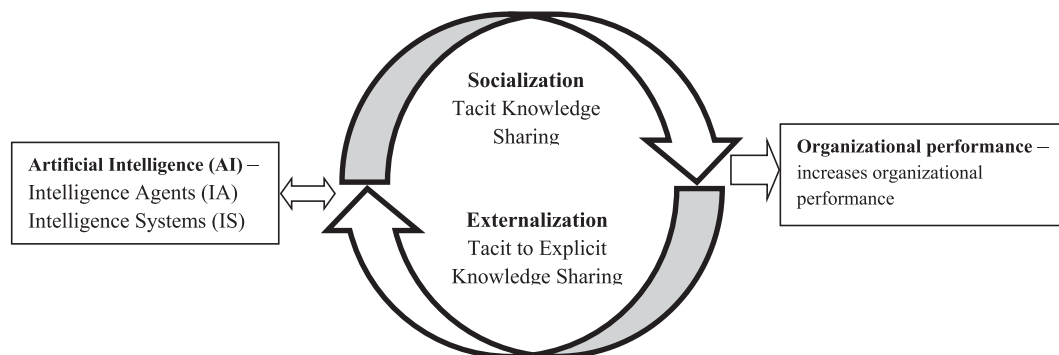
According to the literature from many streams, AI-KS partnership can directly contribute to the advancement of KS practices and processes to promote innovative ideas and facilitate strategic business processes that lead to improving performance (Argote & Fahrenkopf, 2016; Argote et al., 2003; Argote & Miron-Spektor, 2011; Levin & Cross, 2004; Miller, 2019; Nonaka & Von Krogh, 2009; Von Krogh et al., 2001). AI has the potential to facilitate and develop enabling environments for the implementation of a KS system that promotes employee interactions (Culver et al., 2019). According to Martínez-López and Casillas (2013); Miller (2019); Pavlou (2018), the introduction of AI-KS system as a process for innovation improves interactions among employees and creates new knowledge, skills and contribute to OP. Furthermore, to strengthen employee relationships, the organization is required to improve the organizational structure and environment.

Extant studies have shown AI as the antecedent for promoting KS activities and ensuring organizational competitiveness (Chen et al., 2012; Huang & Rust, 2018; Zahrae et al., 2016). As shown in Fig. 1, KS activities are divided into two parts: tacit and tacit to explicit KS, where the social environment for employees' interactions are socialization and externalization respectively. Also, AI has two components that are reflected in the conceptual framework - IA and IS. The implementation of AI-KS system has the foundation built on these concepts from literature from technological and knowledge management theories.

Fig. 1 proposes an integration of AI components with concepts in KS at the intermediate level in the organizational network. This is designed to capture new knowledge via adopted strategies in the organization's business processes. Rather than implementing a new system entirely, organization is positing a logical method to existing business processes by merging AI and KS. This concept assumes that the proposed framework considers most of the organizational factors that can positively or

**Table 1**  
Summary literature review on background studies.

Citations (category order)	Context AI, KS, & OP	Research aims	Summary/main outcome	Relationship between AI, KS, & OP	Benefit of AI, KS, & OP
(Chen & Chen, 2013)	Innovation/technology	Technology supporting service industry through the implementation of AI systems	Service industry remains competitive and implement new innovations and learning system	A proposed decision support system that integrates concepts that promote innovation	An innovation model designed from the service industry which is applicable to other sectors
(Huwe & Kimball, 2000)	Performance	A performance management system that takes into to account employees' contribution to the organization, taking measurements that contribute to productivities	The application of key performance indicators KPIs in counting employees' contributions to the organization	The advantage of the proposing KPIs in the conceptual stage of associations	A performance management system that considers all existing KPIs
(Lombardi, 2019)	Knowledge Management	Strategy models incorporating business strategic, business processes with knowledge framework	The holistic approach presented here, has compared the traditional business process with a knowledge driven business process	A synthetic strategy design with the aim of creating new innovations, reducing business processes, and leading to increased organizational performance	A holistic approach targeting new knowledge in the organizational business processes
(Liebowitz, 2006)	Strategic Intelligence	Development and experimental intelligence doe organizational strategies	The organizational system efficiency and productive is on the decrease. with strategic intelligence, competitiveness and enhanced perform can start again	The intelligent system supports organizational strategies by reviewing sectors where intelligent strategy can be implemented	Organization intelligent systems are important for enhanced organizational performance
(Pavlou, 2018)	Internet of Things	Development of a hybrid intelligent system which supports the organization strategy process. The purposes for this system are to enhance strategic intelligent information on setting planning.	The system was empirically assessed with organization decision-makers. Results showed that the hybrid system was useful and helpful in supporting the key aspects of organization strategy development	An artificial intelligence network is developed to analyze and predict the organization growth while emerging organization strategy. Problem-solving is evaluated through interactions.	Artificial intelligent composed of system thinking, expert systems and fuzzy logic



**Fig. 1.** The Conceptual Framework – An integrated AI-KS system for organizational performance.

negatively impact the introduction of the AI-KS system. AI-KS system thus focuses on improving performance at all levels in the organization by consolidating organizational business processes to enhance process efficiencies and capture knowledge for innovation (Chesbrough, 2010; Abdallah, 2017).

**3. Methodology**

**3.1. Data sample and collection**

This paper adopts a systemic data sampling method that surveys organizations' workforce that ranges from strategic, mid-managerial and operational level with every organization provided with the same questionnaire to maintain uniformity of data. The organizations that are represented in the construct are independent, have the right to intellectual property, talented employees, and invest in innovation through research and development (Banker & Morey, 1986). Organizations are striving to remain competitive in a challenging digital economy. As such, the need to explore and provide a better understanding of the available resources are indisputable factors for organizational success. Furthermore, organizations mirror real-case scenarios to analyze the

predictive and conditions set for the framework. There is a validity response rate of 52% - an indication that there is a low non-response rate and there is no bias in this survey (Balezentis et al., 2016).

The construct reliability and validity in this study use existing measurement scale to define and categorizing items into groups and sub-groups of an expert panel consisting of academics, members of organization's strategic, mid-managerial and operational levels. These groups were engaged for validation of the questionnaire. Thereafter, data collection started with the approved questionnaire after detailed scrutiny by the expert panel with all questionnaire items aligned to the three components discussed in the conceptual framework in Section 2.4 (Bogetoft et al., 2016). At the data collection stage, this study utilized predictor and criterion variables developed from the same organizational respondent to mitigate bias.

**3.2. Research design**

This study applied a fuzzy set-theoretic approach underlying two main arguments - complementarity and equifinality with the patterns of attributes defining the different features leading to varying results on the arrangement of the relationships (Fiss, 2007). Contextually,

complementarity and equifinality in set-theoretic approach demonstrate attributes within a set of either present or absent conditions rather than showing the net effect of the isolated conditions to determine the result. In addition, complementarity is described as the existence of matching casual factors leading to a higher level of result while equifinality is said to have occurred when the combination of causal factors demonstrates at least two different pathways that lead to the same level of result (Frambach et al., 2016).

According to Greckhamer et al. (2013), assumption mismatch consequential from methodological gratuity demonstrates impeccable results capturing, not to mention the analyses, complementarity and equifinality hypothetically propelling to equivocal outcomes. Therefore, by focusing the research on the net effect of a variable omitting the significant absence or presence of alternative variables, data analysis continues to find it hard to identify the situations for a particular variable (e.g., if there is less or more influence on the result). Thus, complementarity and equifinality of the set-theoretic approach address this common error in using correlation-based analysis. Conventional approaches use a given population sample and consider the set-theoretic technique by distributing constructs of each perspective with another, which helps develop both positive and negative relationships. For example, relationships that are not supported by the results are classified as negative relationships based on testing with the available data. On the other hand, they can generate results that are supported by another set of data.

### 3.3. Analytical techniques

Fuzzy set logic is more associated with the pure sciences and engineering, where in the past, social sciences, economics, and management generally implemented very little or no ‘fuzzy’ (Ragin, 2009). Researchers encounter challenges that involve approximate reasoning and the fact that it can affect decision-making. Therefore, the level of fuzziness is considered a major problem in management and social sciences compared to the applied and pure sciences that include engineering (Guo, 2009). Recent research shows the development of two hybrid methodologies of the fuzzy logic system that support fuzzy analysis in social sciences and management as well as decision-making in international marketing (Cardenas et al., 2016; Lousteau-Cazalet et al., 2016). As such, there is a systemic application of fuzzy logic in management analysis.

Fuzzy set theory, causal symmetry as discussed by Woodside (2013), looks into the relationship of predictors by the means of values and latent variables characterized by high and low values for sufficiency and predicting variables as they occur. Causal symmetry consists of more than one complex combination of antecedents and requires not just variables but also causal recipes to complete an analysis (Keshtkar & Arzanpour, 2017). Fuzzy set results can be classed as incomplete or incorrect causal if the causal symmetry is not applied during analysis. This leads to a misunderstanding of the fuzzy set phenomena. This study aims to implement a casual explanatory method that focuses on analyzing the parameters of predictions as discussed in the fuzzy set theory (Casillas & Martínez-López, 2009). The significant implication of applying causal symmetry is that there is uniform heteroscedasticity in the testing and analysis of data (Schmitt et al., 2017). This suggests that the results in this paper follow rigorous step-by-step processes.

Fuzzy-set analysis is used to prepare data for calibration on a Boolean algebra concept (Ragin, 2009). This study carried out the following configurational analysis on the following steps, using 5-point Likert scale values and categorical data based on fuzzy-set membership scores (Schmitt et al., 2017). Likert scale values are linked to the four associated variables: intelligence agents and intelligent systems of artificial intelligence, socialization and externalization of knowledge sharing, and organizational performance. The associated variables are coded as the average scores of the corresponding measured variables. Three anchors are defined as full non-membership score (=0.05), full-membership

score (=0.95), and the crossover point of maximum ambiguity (=0.50). The membership scores over 0.5 indicate a case of more in than out; those lower than 0.5 indicate a case of more out than in. This study follows Ragin’s (2009) principle that calibration of membership scores in the fuzzy set must be grounded in theory and the external knowledge of causal conditions. Analysis of causal necessity is a separate process from the analysis of causal sufficiency. Necessary conditions refer to those conditions that have to be present for the outcome of interest to exist (Fiss, 2007). A condition or combination of conditions with the consistency level exceeding the threshold of 0.8 is considered a necessary condition (Ragin, 2009).

## 4. Data results

This paper carried out several tests for consistency, coverage, and unique path for reflective constructs (Sengupta, 1992). The initial pathway in Table 2 identifies the consistency and coverage, either close to or exceeding the average critical threshold value of 0.70. In addition, the raw coverage and consistency average are close to or exceed 0.50 to 0.70 respectively for all the constructs in the tests, confirming the support or ignoring the solution or combined path in the test.

Tables 2 and 3 present the results of the consistency and coverage testing by using casual conditions which shows whether the association is supported or ignored (Qin et al., 2009). These tables show an association of unions that are supported to exist and satisfy the casual condition for symmetry while the ignored associations are discarded as the associations are not satisfying the casual condition for symmetry. Furthermore, the casual condition for association meets the cut-off value of 0.80 – thereby providing evidence of symmetry validity of each construct.

This paper explores the relationship among three components in Tables 2 and 3 with emerging results classified by recommendations to either support or ignore an association based on the casual condition configured during testing. Therefore, fuzzy set-theoretic logic allows the investigation of associations by several probabilities for traditional analysis and small for some statistical analyses.

The results in Tables 2 and 3 indicate that complex antecedent and casual conditions are required pre-requisite for associating items in the criteria of KS combining AI variables with KS items characterized by the equivalent negated variables of AI. Complex antecedent condition demonstrates an association of KS variables to AI variables that highly influence the condition of OP. Furthermore, while KS has a defining role on both AI and OP items, KS and AI have a significant and positive impact on OP. However, some associations in the results in Tables 2 and 3 are not supported. While this result might be unique to organizations that participated in the survey, the focus on the associations is the critical factor for an organization to implement functioning KS activities in the business processes – further underlining AI as an influencing factor in this study.

## 5. Discussion

This paper compares three associations that can contribute towards organizational innovativeness and OP by using data collected from selected organizations to test the nomological relationships. The associations testing uses the casual conditions in fuzzy set qualitative comparative analysis (fsQCA) to explain the complex causal antecedent conditions identified in the relationships. The results provide a consistent pathway in the common associations, which generated more interpretable associations (Woodside, 2013). The outcome of robust associations demonstrates accurate interpretations of the relations among KS, AI and OP with the comparisons in Tables 2 and 3 supporting the majority of the associations. Therefore, the association of KS and AI in an organizational structure can promote innovation and productivity. Table 3 not only supports KS activities but shows a very high proportion of variance and best prediction for OP – a clear indication that

**Table 2**  
Result of KS, AI, and OP components comparativity.

	KS-IA-OP				KS-IS-OP					
Consistency	0.648344	0.663247	<b>0.782438</b>	<b>0.772698</b>	<b>0.707672</b>	<b>0.724664</b>	<b>0.794016</b>	0.697460	<b>0.773250</b>	<b>0.778194</b>
Raw coverage	0.196212	0.374276	0.115329	0.172121	0.102809	0.159101	0.110858	0.250632	0.153986	0.033637
Unique coverage	0.054184	0.241412	0.037515	0.032313	0.032455	0.058696	0.016003	0.120965	0.028882	0.010464
Solution consistency	0.635798				<b>0.714627</b>					
Solution coverage	0.538797				0.454133					
A1: KS•IA⊂OP-Consistency	<b>0.791743</b>	<b>0.954857</b>	<b>0.796242</b>	<b>0.875266</b>	<b>0.748266</b>	<b>0.776939</b>	<b>0.833337</b>	0.672732	0.688173	<b>0.865103</b>
A1: KS•IA⊂OP -Raw coverage	0.054777	0.042356	0.059158	0.046974	0.054794	0.041098	0.039283	0.016219	0.018201	0.005915
A2: ~KS•IA⊂OP -Consistency	0.645642	0.663392	<b>0.774616</b>	<b>0.771952</b>	<b>0.721813</b>	<b>0.723961</b>	<b>0.793858</b>	0.697353	<b>0.772928</b>	<b>0.780676</b>
A2: ~KS•IA⊂OP -Raw coverage	0.192817	0.375529	0.111991	0.171354	0.102856	0.158391	0.109838	0.250811	0.154502	0.033991
A3: KS•~ISC~OP -Consistency	0.615825	0.600694	0.643375	0.600694	0.596100	0.600781	0.600781	0.600781	0.600781	0.600781
A3: KS•~ISC~OP -Raw coverage	0.046819	0.046819	0.046819	0.046819	0.044053	0.047553	0.047553	0.047553	0.047553	0.047553
A4: ~KS•~ISC⊂OP -Consistency	0.544902	0.542449	0.517564	0.524309	0.525862	0.532296	0.532542	0.526383	0.539682	0.528046
A4: ~KS•~ISC⊂OP -Raw coverage	0.897811	0.736226	0.933547	0.896900	0.934876	0.897471	0.937648	0.798192	0.905846	0.958520
Solution path hypothesis result	Ignore	Ignore	Support	Support	Support	Support	Support	Ignore	Reject	Support
Combined solution path unique coverage of same hypothesis result			0.069828		0.117618				0.028882	
Overall hypothesis result	<b>Support</b>				<b>Support</b>					

organization can implement a KS system parallel to existing business processes, remain competitive and achieve set goals.

Another implication arising from this study is that the gap between KS activities, which are difficult to integrate with organizational business processes, is bridged with the help of AI via the development of an AI-KS framework linking KS activities with AI components (IA and IS) and OP. Tables 2 and 3 indicate that most associations tested underline that KS and AI play important roles in organizational competitiveness (Lombardi, 2019). This result can help decision-makers in the organization to leverage on the potential opportunities that can drive productivity and innovation by implementing AI-enabled KS activities in the business processes.

Our result also highlights how employees' attitudes play important role in integrating an AI-KS system with the existing organizational context. Hence, organizations need to focus on ensuring that there is a commitment to analyze employee's responses to the introduced KS system. Corroborating this, Argote (2015) argue that while knowledge is significant for competitive advancement, organization should also nurture knowledge assets that exist in the workforce. Organizations can gradually transit from a more traditional mindset and evolve through knowledge activities to remain operational and productive. While the future of an organization may be uncertain, emerging innovations through knowledge engagements secure continuous contribution to performance and complete advantages.

### 5.1. Why is AI important for organizational know-how activities?

This study emphasized the social construct, contextual and dynamic character in the resource-based view of knowledge. The implementation of collective knowledge has received a consensus on employees' interactions in the organization. However, the degree of technological growth in organization is constantly changing because of advancements in design and implementation. Furthermore, the continuous evolution of technologies (including AI) is remarkable and transverses how organizations re-think their priorities. Thus, organizational knowledge activities are dependent on advanced technologies such as AI to foster the

application of knowledge outcomes with business processes (Tsui, Garner, & Staab, 2000).

The result shown in Table 2 suggests a support consistency association for AI and KS activities – a signal that the implementation of AI technologies acts as an enabler for processing complex knowledge interactions such as tacit-to-tacit knowledge activities. According to Olaisen and Revang (2018), AI technologies support organizational knowledge activities by managing complex collective knowledge that is difficult for employees to apply and integrate into business processes. The important role of AI technologies in promoting organizational knowledge activities is towards improving organization performance and competitive advantages.

### 5.2. How does AI-KS integration contribute to organizational performance?

Organizations rely on outcomes from financial, product market and shareholders return to make strategic decisions (Ho, 2008). The identification of knowledge as a resource-based entity in the organization has propelled a shift in defining organizational assets. The need to invest in systems that promote intellectual capital or organizational knowledge activities demonstrates the important role of employees in improving organizational performance. The implementation of AI-KS system is to catalog knowledge priority with business processes, and by extension, a robust efficiency and productivity. Table 3 emphasized that although AI-KS integration is important to promoting existing knowledge, it is also essential for the creation of new knowledge. Furthermore, AI-KS system impacts positively on the three performance perspectives (financial, product market, and shareholders return) by enhancing employees' efficiency, know-how and know-when.

The results in Table 3 further underpin the organizational strategic value of AI-KS system to support knowledge activities. In practice, employees' acceptance of engagement using AI-KS system suggests that other benefits such as building organizational knowledge networks become add-ons to the organizational business processes. Thus, AI-KS system strengthens the partnership between employees and the

**Table 3**  
Result of KS and AI components comparativity.

	KS-AI							KS-IA-IS				
Consistency	<b>0.758981</b>	0.672589	<b>0.746798</b>	<b>0.788748</b>	<b>0.872892</b>	<b>0.753113</b>	<b>0.745734</b>	0.697646	<b>0.802344</b>	<b>0.893413</b>	<b>0.714466</b>	<b>0.768479</b>
Raw coverage	0.153345	0.118903	0.145043	0.139896	0.094074	0.136517	0.121743	0.131969	0.145075	0.155288	0.104384	0.074119
Unique coverage	0.077501	0.012854	0.020641	0.048869	0.027373	0.048765	0.021669	0.040570	0.068934	0.063018	0.020535	0.014923
Solution consistency	0.688993							0.699581				
Solution coverage	0.410388							0.322408				
A1: KS*AI⊂OP -Consistency	<b>0.794100</b>	<b>0.871676</b>	<b>0.833135</b>	<b>0.786903</b>	<b>0.870305</b>	<b>0.752888</b>	<b>0.746007</b>	<b>0.853988</b>	<b>0.883733</b>	<b>0.862407</b>	<b>0.712902</b>	<b>0.764976</b>
A1: KS*AI⊂OP -Raw coverage	0.092813	0.099467	0.116176	0.139381	0.092826	0.134638	0.120067	0.087861	0.092437	0.107623	0.102684	0.073019
A2: ~KS*AI⊂OP -Consistency	<b>0.779091</b>	0.673811	<b>0.747583</b>	<b>0.849189</b>	<b>0.835916</b>	<b>0.888739</b>	<b>0.855904</b>	0.698485	<b>0.809106</b>	<b>0.895238</b>	<b>0.864201</b>	<b>0.910380</b>
A2: ~KS*AI⊂OP -Raw coverage	0.146954	0.118632	0.144035	0.075568	0.070472	0.074925	0.089832	0.132414	0.136581	0.154362	0.081173	0.068686
A3: KS*~IA⊂~IS -Consistency	0.557086	0.556765	0.556765	0.578579	0.567134	0.572559	0.561409	0.575412	0.578739	0.575412	0.575637	0.571539
A3: KS*~IA⊂~IS -Raw coverage	0.527130	0.532670	0.532670	0.513636	0.532670	0.505430	0.512516	0.606197	0.603014	0.606197	0.578663	0.591108
A4: ~KS*~IA⊂IS -Consistency	0.447217	0.447961	0.435137	0.434078	0.434078	0.434078	0.434078	0.585850	0.570792	0.550756	0.566924	0.566924
A4: ~KS*~IA⊂IS -Raw coverage	0.433866	0.444984	0.436043	0.458084	0.458084	0.458084	0.458084	0.502510	0.495574	0.493919	0.535422	0.535422
Solution path hypothesis result	Support	Ignore	Support	Support	Support	Support	Support	Ignore	Support	Support	Support	Support
Combined solution path unique coverage of same hypothesis result	0.244818							0.16741				
Overall hypothesis result	Support							Support				

organization through common ownership of knowledge resources in a manner that brings untapped resources together with the aim of improving performance.

## 6. Implications and conclusion

### 6.1. Theoretical implications

This study carried out a fuzzy set-theoretic analysis by mapping complementary and equifinality causality associations on constructs of the identified three perspectives: organizational knowledge activities, AI technologies and organizational performance. This gave rise to the exploration of the inter-connectivity among three theoretical fields underpinned by extant research and enabled this paper to develop a holistic conceptual framework based on resource-based theory. Hence, this study is embedded in the specific context of the application of knowledge, understanding the vital role of AI technologies, and the emergence of the contribution of this phenomenon to existing literature. This study provides important specific insights into how AI-KS system contributes to organizational performance, particularly the various steps followed in analyzing the data as a valuable contribution to the alignment of AI-KS conceptual framework.

### 6.2. Industry implications

Business processes are important segmentation that forms the core peripheral of an organization with employees carrying out daily

activities using processes that analyze their functions and tasks. Organizations depend on employees' knowledge and expertise to formulate strategies that sustain competitive advantage. The literature discussed in this study further supports the implementation of AI-KS system in practice. As such, there are three stages in this study that further contribute to practice. Firstly, there are three underpinning theoretical backgrounds: organizational knowledge sharing, AI technologies and organizational performance. The resulting developed constructs based on our conceptual framework demonstrate that organizations benefit from the implementation of AI-KS system.

Secondly, when AI technologies are deployed to ensure knowledge engagements in the organization, it is clear that employees develop more trust in interacting and exchanging tacit knowledge. Lastly, organizational strategies require new knowledge to improve organizational performance by adapting an AI-KS system. Complex processes are then identified and the introduction of solutions by the new system makes the organizational business processes more efficient. The approach in this study suggests that, by using a resource-based approach, employees' interactions further the extraction of knowledge by implementing AI technologies to manage organizational knowledge activities.

### 6.3. Conclusions

While the advancement of AI-enabled cutting-edge technologies has helped to improve business operations and performance, many organizations continue to face reoccurring challenges in their business



processes. The main reason for these challenges hinges on the point that organizations often find it difficult to integrate existing and new knowledge into the learning process of AI. This creates a lack of an enabling environment and causes organizations to struggle with the development and implementation of intelligent systems, the process of distribution, retention, and knowledge re-use. As such, the benefits of AI to organizational performance become limited.

To address this knowledge gap, this study applies a fuzzy set-theoretic approach underpinned by the conceptualization of AI, KS, and OP. We then conduct data collection using an online survey. The data analysis suggests that the implementation of AI technologies alone is not sufficient to improve organizational performance. Rather, the association of knowledge activities such as lessons learned from completed projects with AI technologies contributes to performance and efficiency. This study further discovered that knowledge activities are not considered as a key factor for improving performance, making organizations make limited investments in implementing robust knowledge systems. We draw on our findings to recommend to organizations the significant contribution of an AI-KS system towards a more sustainable organizational performance strategy for business operations in a constantly changing digitized society. By so doing, the paper contributes to the existing literature in knowledge management by identifying AI technologies as a significant tool that promotes knowledge activities in an organization.

The limitation in this paper is that the conceptual framework and analysis considered a suitable organization' conditions where other factors such as leadership system, culture and technology are supportive. However, organizations without such conditions were not considered in this study. Future research can compare the results from organizations with suitable conditions to those without suitable conditions. The outcome could complement our paper and provide a solution to the limitations identified here. Finally, the associations that support the framework in this research could be introduced to organizations intending to engage their workforce in more knowledge interactions in a manner that promote innovation.

#### CRedit authorship contribution statement

**Femi Olan:** Conceptualization, Data curation, Writing – original draft, Formal analysis, Methodology, Writing – review & editing. **Emmanuel Ogiemwonyi Arakpogun:** . **Jana Suklan:** Data curation, Formal analysis, Methodology. **Franklin Nakpodia:** Writing – review & editing, Writing – original draft, Visualization, Resources. **Nadja Damij:** Investigation, Project administration, Validation. **Uchitha Jayawickrama:** Software, Resources, Investigation, Project administration.

#### Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

#### References

- Akkiraju, R., Srivastava, B., Ivan, A.-A., Goodwin, R., & Syeda-Mahmood, T. (2006). Semaplan: Combining planning with semantic matching to achieve web service composition. 2006 IEEE International Conference on Web Services (ICWS'06).
- Alessandri, T. M., & Khan, R. H. (2006). Market performance and deviance from industry norms: (Mis)alignment of organizational risk and industry risk. *Journal of Business Research*, 59(10–11), 1105–1115. <https://doi.org/10.1016/j.jbusres.2006.07.004>
- Amershi, B. (2019). Culture, the process of knowledge, perception of the world and emergence of AI. *AI and Society*, <xocs:firstpage xmlns:xocs=""/>. doi:10.1007/s00146-019-00885-z.
- Arakpogun, E. O., Elsahn, Z., Olan, F., & Elsahn, F. (2021). Artificial Intelligence in Africa: Challenges and Opportunities. *The Fourth Industrial Revolution: Implementation of Artificial Intelligence for Growing Business Success*, 375–388.
- Argote, L. (2013). *Organizational learning : Creating, retaining and transferring knowledge* (2nd ed.). New York: New York: Springer.
- Argote, L. (2015). An Opportunity for Mutual Learning between Organizational Learning and Global Strategy Researchers: Transactive Memory Systems. *Global Strategy Journal*, 5(2), 198–203. <https://doi.org/10.1002/gsj.1096>

- Argote, L., & Fahrenkopf, E. (2016). Knowledge transfer in organizations: The roles of members, tasks, tools, and networks. *Organizational Behavior and Human Decision Processes*, 136, 146–159. <https://doi.org/10.1016/j.obhdp.2016.08.003>
- Argote, L., McEvily, B., & Reagans, R. (2003). Managing Knowledge in Organizations: An Integrative Framework and Review of Emerging Themes. *Management Science*, 49(4), 571–582. <https://doi.org/10.1287/mnsc.49.4.571.14424>
- Argote, L., & Miron-Spektor, E. (2011). Organizational Learning: From Experience to Knowledge. *Organization Science*, 22(5), 1123–1137. <https://doi.org/10.1287/orsc.1100.0621>
- Asgari, Z., & Rahimian, F. P. (2017). Advanced virtual reality applications and intelligent agents for construction process optimisation and defect prevention. *Procedia engineering*, 196, 1130–1137.
- Azar, G., & Ciabuschi, F. (2017). Organizational innovation, technological innovation, and export performance: The effects of innovation radicalness and extensiveness. *International Business Review*, 26(2), 324–336. <https://doi.org/10.1016/j.ibusrev.2016.09.002>
- Balezentis, T., Li, T. X., Streimikiene, D., & Balezentis, A. (2016). Is the Lithuanian economy approaching the goals of sustainable energy and climate change mitigation? Evidence from DEA-based environmental performance index. *Journal of Cleaner Production*, 116, 23–31. <https://doi.org/10.1016/j.jclepro.2015.12.088>
- Banker, R. D., & Morey, R. C. (1986). The Use of Categorical Variables in Data Envelopment Analysis. *Management Science*, 32(12), 1613–1627. <https://doi.org/10.1287/mnsc.32.12.1613>
- Bogetoft, P., Hougaard, J. L., & Smilgins, A. (2016). Applied cost allocation: The DEA-Aumann-Shapley approach. *European Journal of Operational Research*, 254(2), 667–678. <https://doi.org/10.1016/j.ejor.2016.04.023>
- Bryson, J. J. (2018). Patency is not a virtue: The design of intelligent systems and systems of ethics. *Ethics and Information Technology*, 20(1), 15–26.
- Cabrera, A., & Cabrera, E. F. (2002). Knowledge-sharing dilemmas. *Organization Studies*, 23(5), 687–710.
- Cabrera, E. F., & Cabrera, A. (2005). Fostering knowledge sharing through people management practices. *The International Journal of Human Resource Management*, 16(5), 720–735.
- Cardenas, J. R. G., Nebot, A., Mugica, F., & Vellido, A. (2016). A decision making support tool: the Resilience Management Fuzzy Controller. 2016 *Ieee Congress on Evolutionary Computation (Cec)*, 2313–2320. Retrieved from <Go to ISI>://WOS:000390749102065.
- Casillas, J., & Martínez-López, F. J. (2009). Mining uncertain data with multiobjective genetic fuzzy systems to be applied in consumer behaviour modelling. *Expert Systems with Applications*, 36(2), 1645–1659. <https://doi.org/10.1016/j.eswa.2007.11.035>
- Chen, C., & Storey, (2012). Business Intelligence and Analytics: From Big Data to Big Impact. *Mis Quarterly*, 36(4), 1165. <https://doi.org/10.2307/41703503>
- Chen, J.-K., & Chen, I. S. (2013). A theory of innovation resource synergy. (competition between firms). *Innovation: Management, Policy, & Practice*, 15(3), 368. <https://doi.org/10.5172/impp.2013.15.3.368>
- Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. *Long Range Planning*, 43(2), 354–363. <https://doi.org/10.1016/j.lrp.2009.07.010>
- Culver, T., Green, L., & Redden, J. (2019). Peering into the Future of Intelligent Systems: Lessons from the SPRING Program. *Research-Technology Management*, 62(3), 21–30. <https://doi.org/10.1080/08956308.2019.1587322>
- Cummings, J. N. (2004). Work groups, structural diversity, and knowledge sharing in a global organization. *Management Science*, 50(3), 352–364.
- Darlington, G. (1996). Improving organizational performance - A handbook for managers - Baguley P. *Long Range Planning*, 29(1), 125. [https://doi.org/10.1016/S0024-6301\(96\)90013-8](https://doi.org/10.1016/S0024-6301(96)90013-8)
- Davis, P. S., & Schul, P. L. (1993). Addressing the Contingent Effects of Business Unit Strategic Orientation on Relationships between Organizational Context and Business Unit Performance. *Journal of Business Research*, 27(3), 183–200. [https://doi.org/10.1016/0148-2963\(93\)90025-K](https://doi.org/10.1016/0148-2963(93)90025-K)
- De Boeck, G., Meyers, M. C., & Dries, N. (2018). Employee reactions to talent management: Assumptions versus evidence. *Journal of Organizational Behavior*, 39(2), 199–213.
- De Graaf, M. M., & Malle, B. F. (2017). *How people explain action (and autonomous intelligent systems should too)*. Paper presented at the 2017 AAAI Fall Symposium Series.
- de Vasconcelos, J. B., Kimble, C., Carreteiro, P., & Rocha, A. (2017). The application of knowledge management to software evolution. *International Journal of Information Management*, 37(1), 1499–1506. <https://doi.org/10.1016/j.ijinfomgt.2016.05.005>
- Dong, J. Q., & Yang, C. H. (2015). Information technology and organizational learning in knowledge alliances and networks: Evidence from US pharmaceutical industry. *Information & Management*, 52(1), 111–122.
- Drew, S. A. W. (1997). From knowledge to action: The impact of benchmarking on organizational performance. *Long Range Planning*, 30(3), 427–441. [https://doi.org/10.1016/S0024-6301\(97\)90262-4](https://doi.org/10.1016/S0024-6301(97)90262-4)
- Duggan, J., Sherman, U., Carbery, R., & McDonnell, A. (2020). Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. *Human Resource Management Journal*, 30(1), 114–132.
- Dweekat Abdallah, J. (2017). A supply chain performance measurement approach using the internet of things: Toward more practical SCPMS. *Industrial Management & Data Systems*, 117(2), 267–286. <https://doi.org/10.1108/IMDS-03-2016-0096>
- Eilert, M., Walker, K., & Dogan, J. (2017). Can Ivory Towers be Green? The Impact of Organization Size on Organizational Social Performance. *Journal of Business Ethics*, 140(3), 537–549. <https://doi.org/10.1007/s10551-015-2667-4>
- Erden, Z., Von Krogh, G., & Kim, S. (2012). Knowledge Sharing in an Online Community of Volunteers: The Role of Community Munificence. *European Management Review*, 9(4), 213–227. <https://doi.org/10.1111/j.1740-4762.2012.01039.x>

- Ertek, G., Tokdemir, G., Sevinc, M., & Tunc, M. M. (2017). New knowledge in strategic management through visually mining semantic networks. *Information Systems Frontiers*, 19(1), 165–185. <https://doi.org/10.1007/s10796-015-9591-0>
- Eslami, M., Vaccaro, K., Lee, M. K., Elazari Bar On, A., Gilbert, E., & Karahalios, K. (2019). User attitudes towards algorithmic opacity and transparency in online reviewing platforms. Proceedings of the 2019 CHI Conference on Human Factors in Computing Systems.
- Fiss, P. C. (2007). A set-theoretic approach to organizational configurations. *Academy of Management Review*, 32(4), 1180–1198.
- Frambach, R. T., Fiss, P. C., & Ingenbleek, P. T. (2016). How important is customer orientation for firm performance? A fuzzy set analysis of orientations, strategies, and environments. *Journal of Business Research*, 69(4), 1428–1436.
- Ghosh, D., Sekiguchi, T., & Gurnathan, L. (2017). Organizational embeddedness as a mediator between justice and in-role performance. *Journal of Business Research*, 75, 130–137. <https://doi.org/10.1016/j.jbusres.2017.02.013>
- Goksel, A., & Aydintan, B. (2017). How can tacit knowledge be shared more in organizations? A multidimensional approach to the role of social capital and locus of control. *Knowledge Management Research & Practice*, 15(1), 34–44. <https://doi.org/10.1057/kmrp.2015.22>
- Gorane, S., & Kant, R. (2017). Supply chain practices and organizational performance: An empirical investigation of Indian manufacturing organizations. *International Journal of Logistics Management*, 28(1), 75–101. <https://doi.org/10.1108/ijlm-06-2015-0090>
- Greckhamer, T., Misangyi, V. F., & Fiss, P. C. (2013). The two QCAs: From a small-N to a large-N set theoretic approach. In *Configurational theory and methods in organizational research*: Emerald Group Publishing Limited.
- Gregor, S., & Benbasat, I. (1999). Explanations from intelligent systems: Theoretical foundations and implications for practice. *Mis Quarterly*, 497–530.
- Gretzel, U. (2011). Intelligent systems in tourism: A social science perspective. *Annals of Tourism Research*, 38(3), 757–779.
- Grinyer, P. H., Mckiernan, P., & Yasaiardekani, M. (1988). Market, Organizational and Managerial Correlates of Economic-Performance in the UK Electrical-Engineering Industry. *Strategic Management Journal*, 9(4), 297–318. <https://doi.org/10.1002/smj.4250090402>
- Gruber, T. R. (1995). Toward principles for the design of ontologies used for knowledge sharing? *International Journal of Human-Computer Studies*, 43(5–6), 907–928.
- Guo, P. J. (2009). Fuzzy data envelopment analysis and its application to location problems. *Information Sciences*, 179(6), 820–829. <https://doi.org/10.1016/j.ins.2008.11.003>
- Ho, L. A. (2008). What affects organizational performance? *Industrial Management & Data Systems*.
- Hopgood, A. A. (2012). *Intelligent systems for engineers and scientists*. CRC Press.
- Huang, K. E., Wu, J. H., Lu, S. Y., & Lin, Y. C. (2016). Innovation and technology creation effects on organizational performance. *Journal of Business Research*, 69(6), 2187–2192. <https://doi.org/10.1016/j.jbusres.2015.12.028>
- Huang, M.-H., & Rust, R. T. (2018). Artificial Intelligence in Service. *Journal of Service Research*, 21(2), 155–172. <https://doi.org/10.1177/1094670517752459>
- Husain, Z., Altameem, A., & Gautam, V. (2013). Technology based management of customer relational capital: human-touch still a necessity. *Journal of Services Research*, 13(1), 53–74.
- Huwe, T. K., & Kimball, J. (2000). Manufacturing advantage: Why high-performance work systems pay off. *In*, 39, pp. 720.
- Ikujiro, N. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, 5(1), 14–37. <https://doi.org/10.1287/orsc.5.1.14>
- Jourdan, J., & Kivleniece, I. (2017). Too much of a good thing? The dual effect of public sponsorship on organizational performance. *Academy of Management Journal*, 60(1), 55–77. <https://doi.org/10.5465/amj.2014.1007>
- Keshkar, A., & Arzanpour, S. (2017). An adaptive fuzzy logic system for residential energy management in smart grid environments. *Applied Energy*, 186(P1), 68–81. <https://doi.org/10.1016/j.apenergy.2016.11.028>
- Kundu, S. C., & Mor, A. (2017). Workforce diversity and organizational performance: A study of IT industry in India. *Employee Relations*, 39(2), 160–183. <https://doi.org/10.1108/Er-06-2015-0114>
- Levin, D., & Cross, R. (2004). The strength of weak ties you can trust: The mediating role of trust in effective knowledge transfer. *Management Science*, 50(11), 1477–1490. <https://doi.org/10.1287/mnsc.1030.0136>
- Liebowitz, J. (2001). Knowledge management and its link to artificial intelligence. *Expert Systems with Applications*, 20(1), 1–6.
- Liebowitz, J. (2006). *Strategic intelligence: Business intelligence, competitive intelligence, and knowledge management*. Auerbach Publications.
- Lin, W.-B. (2008). The effect of knowledge sharing model. *Expert Systems with Applications*, 34(2), 1508–1521.
- Lin, Z., & Carley, K. M. (1997). Organizational response: The cost performance tradeoff. *Management Science*, 43(2), 217–234. <https://doi.org/10.1287/mnsc.43.2.217>
- Liu, Y., Bao, R., Tao, J., Li, J., Dong, M., & Pan, C. (2020). Recent progress in tactile sensors and their applications in intelligent systems. *Science Bulletin*, 65(1), 70–88.
- Lombardi, R. (2019). Knowledge transfer and organizational performance and business process: Past, present and future researches. *Business Process Management Journal*, 25(1), 2–9. <https://doi.org/10.1108/BPMJ-02-2019-368>
- Lousteau-Cazalet, C., Barakat, A., Belaud, J. P., Buche, P., Busset, G., Charnomordic, B., . . . Vialle, C. (2016). A decision support system using multi-source scientific data, an ontological approach and soft computing - Application to eco-efficient biorefinery. 2016 *Ieee International Conference on Fuzzy Systems (Fuzz-IEEE)*, 249–256. Retrieved from <Go to ISI>://WOS:000392150700035.
- Ma, X., & Brown, T. W. (2020). AI-mediated exchange theory. arXiv preprint arXiv: 2003.02093.
- Malik, A., Froese, F. J., & Sharma, P. (2020). Role of HRM in knowledge integration: Towards a conceptual framework. *Journal of Business Research*, 109, 524–535. <https://doi.org/10.1016/j.jbusres.2019.01.029>
- March, J. G., & Sutton, R. I. (1997). Organizational performance as a dependent variable. *Organization Science*, 8(6), 698–706. <https://doi.org/10.1287/orsc.8.6.698>
- Martinez-López, F. J., & Casillas, J. (2013). Artificial intelligence-based systems applied in industrial marketing: An historical overview, current and future insights. *Industrial Marketing Management*, 42(4), 489–495. <https://doi.org/10.1016/j.indmarman.2013.03.001>
- Miller, T. (2019). Explanation in artificial intelligence: Insights from the social sciences. *Artificial Intelligence*, 267, 1–38. <https://doi.org/10.1016/j.artint.2018.07.007>
- Neider, L. L., & Schriesheim, C. A. (1988). New Approaches to Effective Leadership - Cognitive Resources and Organizational Performance - Fiedler, Fe, Garcia Je. *Administrative Science Quarterly*, 33(1), 135–140. <https://doi.org/10.2307/2392862>
- Nonaka, I., & Von Krogh, G. (2009). Tacit knowledge and knowledge conversion: Controversy and advancement in organizational knowledge creation theory. *Organization Science*, 20(3), 635–652. <https://doi.org/10.1287/orsc.1080.0412>
- Obeidat, S. M., Mitchell, R., & Bray, M. (2016). The link between high performance work practices and organizational performance: Empirically validating the conceptualization of HPWP according to the AMO model. *Employee Relations*, 38(4), 578–595. <https://doi.org/10.1108/Er-08-2015-0163>
- Olaisen, J., & Revang, O. (2018). Exploring the performance of tacit knowledge: How to make ordinary people deliver extraordinary results in teams. *International Journal of Information Management*, 43, 295–304.
- Olan, F., Arakpogun, E. O., Jayawickrama, U., Suklan, J., & Liu, S. (2022). Sustainable supply chain finance and supply networks: The role of artificial intelligence. *Ieee Transactions on Engineering Management*, 1–16. <https://doi.org/10.1109/TEM.2021.3133104>
- Olan, F., Liu, S., Suklan, J., Jayawickrama, U., & Arakpogun, E. O. (2021). The role of Artificial Intelligence networks in sustainable supply chain finance for food and drink industry. *International Journal of Production Research*, 1–16. <https://doi.org/10.1080/00207543.2021.1915510>
- Olan, F., Suklan, J., Arakpogun, E. O., & Robson, A. (2021). Advancing consumer behavior: The role of artificial intelligence technologies and knowledge sharing. *Ieee Transactions on Engineering Management*, 1–13. <https://doi.org/10.1109/TEM.2021.3083536>
- Oyemomi, O., Liu, S., Neaga, I., Chen, H., & Nakpodia, F. (2019). How cultural impact on knowledge sharing contributes to organizational performance: Using the fsQCA approach. *Journal of Business Research*, 94, 313–319.
- Padgham, L., & Winikoff, M. (2002). *Prometheus: A methodology for developing intelligent agents*. Paper presented at the International Workshop on Agent-Oriented Software Engineering.
- Parkes, D. C., & Wellman, M. P. (2015). Economic reasoning and artificial intelligence. 349(6245). doi:10.1126/science.aaa8403.
- Patnaik, D. (2015). Theorizing change in artificial intelligence: Inductivising philosophy from economic cognition processes. *AI & Society*, 30(2), 173–181. <https://doi.org/10.1007/s00146-013-0524-5>
- Pavlou, P. A. (2018). Internet of Things – Will Humans be Replaced or Augmented? *GfK Marketing Intelligence Review*, 10(2), 42–47. <https://doi.org/10.2478/gfkmir-2018-0017>
- Pearl, J. (2014). *Probabilistic reasoning in intelligent systems: Networks of plausible inference*. Elsevier.
- Priem, R. L. (1994). Executive judgment, organizational congruence, and firm performance. *Organization Science*, 5(3), 421–437. <https://doi.org/10.1287/orsc.5.3.421>
- Qin, R., Liu, Y. K., Liu, Z. Q., & Wang, G. L. (2009). Modeling fuzzy DEA with type-2 fuzzy variable coefficients. *Advances in Neural Networks - Isnn 2009, Pt 2, Proceedings*, 5552, 25–+. Retrieved from <Go to ISI>://WOS:000268028700004.
- Ragin, C. C. (2009). *Redesigning social inquiry: Fuzzy sets and beyond*. University of Chicago Press.
- Robbins, S. A. (2019). AI and the path to envelopment: knowledge as a first step towards the responsible regulation and use of AI-powered machines. *AI&Society: the Journal of Human-Centered Systems and Machine Intelligence*, urn:issn:0951-5666.
- Roland, C., Cronin, K., Guberman, C., & Morgan, R. (1997). Insights into improving organizational performance. *Quality Progress*, 30(3), 82–85. Retrieved from <Go to ISI>://WOS:A1997WL71900027.
- Russell, S., & Norvig, P. (2002). *Artificial intelligence: a modern approach*.
- Schmitt, A. K., Grawe, A., & Woodside, A. G. (2017). Illustrating the power of fsQCA in explaining paradoxical consumer environmental orientations. *Psychology & Marketing*, 34(3), 323–334. <https://doi.org/10.1002/mar.20991>
- Scholz, C. (1988). New Approaches to Effective Leadership - Cognitive Resources and Organizational Performance - Fiedler, Fe, Garcia Je. *Organization Studies*, 9(2), 275–277. <https://doi.org/10.1177/017084068800900215>
- Sengupta, J. K. (1992). A fuzzy-systems approach in data envelopment analysis. *Computers & Mathematics with Applications*, 24(8–9), 259–266. [https://doi.org/10.1016/0898-1221\(92\)90203-T](https://doi.org/10.1016/0898-1221(92)90203-T)
- Soriano, D. R., & Huarng, K.-H. (2013). Innovation and entrepreneurship in knowledge industries. *Journal of Business Research*, 66(10), 1964–1969. <https://doi.org/10.1016/j.jbusres.2013.02.019>
- Tsui, E., Garner, B. J., & Staab, S. (2000). The role of artificial intelligence in knowledge management. *Knowledge based systems*, 13(5), 235–239.
- Turner, A. J., & Kuczynski, J. (2019). Impacts of behavioral modeling assumptions for complex adaptive systems: an evaluation of an online dating model. 2019 Winter Simulation Conference (WSC).
- Tzabbar, D., Tzafir, S., & Baruch, Y. (2017). A bridge over troubled water: Replication, integration and extension of the relationship between HRM practices and

- organizational performance using moderating meta-analysis. *Human Resource Management Review*, 27(1), 134–148. <https://doi.org/10.1016/j.hrmr.2016.08.002>
- Van den Hooff, B., & Huysman, M. (2009). Managing knowledge sharing: Emergent and engineering approaches. *Information & Management*, 46(1), 1–8.
- Von Krogh, G., Nonaka, I., & Aben, M. (2001). Making the most of your company's knowledge: A strategic framework. *Long Range Planning*, 34(4), 421–439.
- Wang, Z. N., Sharma, P. N., & Cao, J. W. (2016). From knowledge sharing to firm performance: A predictive model comparison. *Journal of Business Research*, 69(10), 4650–4658. <https://doi.org/10.1016/j.jbusres.2016.03.055>
- Woodside, A. G. (2013). Moving beyond multiple regression analysis to algorithms: Calling for adoption of a paradigm shift from symmetric to asymmetric thinking in data analysis and crafting theory. *Journal of Business Research*, 66(4). <https://doi.org/10.1016/j.jbusres.2012.12.021>
- Woodridge, M. J., & Jennings, N. R. (1995). Intelligent agents: Theory and practice. *The Knowledge Engineering Review*, 10(2), 115–152.
- Wright, S. A., & Schultz, A. E. (2018). The rising tide of artificial intelligence and business automation: Developing an ethical framework. *Business Horizons*, 61(6), 823–832. <https://doi.org/10.1016/j.bushor.2018.07.001>
- Wu, C. F. (2016). The relationship between business ethics diffusion, knowledge sharing and service innovation. *Management Decision*, 54(6), 1343–1358. <https://doi.org/10.1108/Md-01-2016-0009>
- Yang, H.-L., & Wu, T. C. (2008). Knowledge sharing in an organization. *Technological Forecasting and Social Change*, 75(8), 1128–1156.
- Yilmaz, R. (2016). Knowledge sharing behaviors in e-learning community: Exploring the role of academic self-efficacy and sense of community. *Computers in Human Behavior*, 63, 373–382. <https://doi.org/10.1016/j.chb.2016.05.055>
- Zahraee, S. M., Khalaji Assadi, M., & Saidur, R. (2016). Application of artificial intelligence methods for hybrid energy system optimization. *Renewable and Sustainable Energy Reviews*, 66, 617–630. <https://doi.org/10.1016/j.rser.2016.08.028>
- Zhao, L., Detlor, B., & Connelly, C. E. (2016). Sharing knowledge in social Q&A sites: The unintended consequences of extrinsic motivation. *Journal of Management Information Systems*, 33(1), 70–100. <https://doi.org/10.1080/07421222.2016.1172459>
- Zhao, Y., Borovikov, I., de Mesentier Silva, F., Beirami, A., Rupert, J., Somers, C., ... Pourabolghasem, R. (2020). Winning is not everything: Enhancing game development with intelligent agents. *IEEE Transactions on Games*, 12(2), 199–212.
- Zhu, H. J., Wang, P. J., & Bart, C. (2016). Board processes, board strategic involvement, and organizational performance in for-profit and non-profit organizations. *Journal of Business Ethics*, 136(2), 311–328. <https://doi.org/10.1007/s10551-014-2512-1>
- Zidane, Y. J. T., Hussein, B. A., Gudmundsson, J. O., & Ekambaram, A. (2016). Categorization of organizational factors and their impact on project performance. *Proceedings of the 29th Ipma World Congress Wc2015*, 226, 162–169. doi:10.1016/j.sbspro.2016.06.175.
- \*Femi Olan, PhD ([femi.olan@northumbria.ac.uk](mailto:femi.olan@northumbria.ac.uk); corresponding author) is a Senior Lecturer in Business Information Management at Marketing, Operations and Systems Department, Newcastle Business School, Northumbria University, UK. He obtained his PhD degree in Business and Management from the University of Plymouth, UK. He is a Fellow of Higher Education Academy (FHEA), UK. He has industrial experience in technological banking products and services. Femi is a member of the Board of Assistants (BA) with Euro Working Group - Decision Support Systems EWGDSS. He is an active researcher with publications in highly renowned conferences, book chapters and journals. He is an Editor with Cogent Business and Management journal and reviewer for a number of journals and conferences.
- Emmanuel Ogiemwonyi Arakpogun, PhD ([e.arakpogun@northumbria.ac.uk](mailto:e.arakpogun@northumbria.ac.uk)) is a Senior Lecturer in Digital Economy and International Business Management at Newcastle Business School. His research interests lie at the nexus of the liberalization of the telecommunications market and universal access policies as a combined strategy for closing the digital divides in emerging economies. He is a reviewer for several journals including Information Technology and People, Technological Forecasting and Social Change, and Journal of Management Information Systems.
- Jana Suklan, PhD ([jana.suklan@ncl.ac.uk](mailto:jana.suklan@ncl.ac.uk)) is an Associate Researcher at the Translational and Clinical Research Institute at Newcastle University. She works across the University and National Institute for Health Research Newcastle In Vitro Diagnostics Co-operative. She holds a PhD in Interdisciplinary Statistics from the University of Ljubljana, Slovenia. Her thesis covered the application of econometric models for the analysis of synergetic effects within channels of integrated marketing communications. Her current work focuses on evaluations of novel medical devices from very early stages to adoption. She is professionally active in several research areas including social research, business and management, innovation, and healthcare.
- Franklin Nakpodia, PhD ([franklin.nakpodia@durham.ac.uk](mailto:franklin.nakpodia@durham.ac.uk)) joined Durham University as an Assistant Professor in its Business School in August 2020. Before joining Durham, he worked as a Lecturer at University of Leeds and Northumbria University, UK. He teaches on several modules within the Accounting and Finance undergraduate and postgraduate programmes. He leads the Financial Reporting and Analysis module (LUBS5982) at the school. His areas of research include corporate governance and corporate social responsibility, with a specific focus on institutional frameworks in emerging and developing economies. His research has been published in globally renowned journals such as Journal of Business Ethics, Accounting Forum, Business and Society, Journal of Business Research, among others. He has also presented his research at major international conferences organised by The Academy of Management (AOM), The Academy of International Business (AIB), British Accounting and Finance Association (BAFA), etc. In addition to his academic career, Franklin possesses more than a decade of professional experience in accounting and banking industries in different countries.
- Nadja Damij, PhD ([nadja.damij@northumbria.ac.uk](mailto:nadja.damij@northumbria.ac.uk)) is an Associate Professor in Business Information Management at Newcastle Business School, Northumbria University, UK, where she is also a Chair of Applied Information System Research Interest Group. Her interdisciplinary research interests include information systems and business process management, specifically developing process-oriented Tabular Application Development methodology. Dr. Damij is a Fellow at the UK Higher Education Academy and has been awarded the Excellence in Leadership Award from the International Institute for Applied Knowledge Management, USA in 2017. She is a co-author of the top 25% most downloaded eBooks in the Process Management eBook collection in 2018 by Springer with a total of over 50,000-chapter downloads. She acted as a principal investigator on twelve national and international research projects. Currently, she is a guest editor of IEEE TEM and DPRG journals' Special Issues, as well as editorial board member for PLOS ONE Journal and International Journal of Modern Education Studies.
- Uchitha Jayawickrama, PhD ([U.Jayawickrama@lboro.ac.uk](mailto:U.Jayawickrama@lboro.ac.uk)) is a Lecturer in Information Systems (which is equivalent to Assistant Professor) at the Information Management Group, School of Business and Economics, Loughborough University, UK. He obtained his PhD degree from Plymouth University, UK. He has research, teaching, and industry experience in the field of information systems, particularly in the areas of enterprise systems, cloud ERP, business process automation, knowledge management, knowledge management systems, digitization (digital innovation & productivity), business intelligence, data analytics, and business process re-engineering. He has published research in various renowned conferences, books, and journals. He is involved in several research projects internally and externally. He is a reviewer for several journals and international conferences. He has editorial experience in various journals. He is a member of several scientific/technical/program committees.