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The Impact of Generative AI on Knowledge Creation and Retention: Strategies for the Modern Digital Workplace

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Abstract:
The rapid advancement of Generative Artificial Intelligence (GenAI) technologies has significantly transformed how organizations create, share, and retain knowledge within modern digital workplaces. Tools such as ChatGPT, Microsoft Copilot, Gemini, and other AI-powered platforms have become increasingly integrated into daily organizational operations, offering new opportunities for knowledge generation, information retrieval, collaboration, and decision-making. Despite the growing adoption of these technologies, concerns remain regarding their influence on employee learning, critical thinking, knowledge retention, and organizational knowledge management practices. Therefore, this study aimed to explore employees' experiences and perceptions regarding the impact of Generative AI on knowledge creation and retention in contemporary workplaces. A qualitative research approach was adopted using semi-structured interviews with 24 participants employed across various industries, including information technology, education, healthcare, finance, telecommunications, and consulting services. Participants were selected through purposive sampling based on their active use of Generative AI tools within their professional responsibilities. Data were analyzed using Braun and Clarke's six-phase thematic analysis framework. The findings revealed five major themes: (1) Enhanced Knowledge Accessibility and Creation, (2) Improved Productivity and Decision Support, (3) Risks of Knowledge Dependency, (4) Transformation of Organizational Learning Practices, and (5) Strategic Approaches for Sustainable Knowledge Retention. Participants reported that Generative AI significantly accelerated information generation, improved collaborative knowledge sharing, and enhanced problem-solving capabilities.

Keywords: *Emerging Economies, Panel Data Analysis, Fixed-Effects Model, Random-Effects Model, Purchasing Power*

1. Introduction

The emergence of Generative Artificial Intelligence (GenAI) represents one of the most transformative technological developments of the twenty-first century. Unlike traditional artificial intelligence systems designed primarily for prediction and automation, Generative AI creates new content, generates insights, synthesizes information, and supports complex problem-solving activities. Applications such as ChatGPT, Claude, Gemini, Microsoft Copilot, and various industry-specific AI tools have rapidly gained acceptance across organizations worldwide (Perozzo et al., 2025). Knowledge has long been recognized as a strategic organizational asset that contributes significantly to innovation, competitiveness, and sustainable performance. Organizations increasingly rely on effective knowledge creation and retention processes to maintain competitive advantages in rapidly changing business environments. Knowledge creation refers to the development of new ideas, insights, and organizational learning, whereas knowledge retention involves preserving critical expertise and institutional memory for future use (Rayhan, 2024).

The integration of Generative AI into workplace environments has fundamentally altered traditional knowledge management practices. Employees can now access vast amounts of information instantly, generate reports, summarize documents, develop strategic recommendations, and solve complex problems with unprecedented speed. Consequently, AI technologies have become important facilitators of knowledge creation. Despite these benefits, scholars and practitioners have raised concerns regarding the implications of AI-assisted work. Questions have emerged about whether employees may become overly dependent on AI systems, potentially weakening their analytical abilities, reducing independent learning, and diminishing long-term knowledge retention. Organizations face the challenge of leveraging AI's benefits while preserving human expertise and critical thinking capabilities (Tan, 2025). The digital workplace environment further amplifies these challenges due to increasing remote work arrangements, virtual collaboration platforms, and distributed teams. In such contexts, Generative AI serves as both a knowledge facilitator and a potential disruptor of traditional learning processes (Arora & Damarla, 2025). Although existing literature has examined AI adoption and workplace productivity, limited research has explored employees' lived experiences regarding how Generative AI influences knowledge creation and retention simultaneously. Therefore, this study seeks to address this gap by investigating employee perceptions and experiences within modern digital workplaces.

Research Questions

1. How does Generative AI influence knowledge creation in the digital workplace?
2. How does Generative AI affect employee knowledge retention and learning?
3. What challenges emerge from the use of Generative AI in knowledge management?
4. What strategies can organizations implement to balance AI utilization with sustainable knowledge retention?

2. Literature Review

For your literature review chapter, you can expand each section as follows:

2.1 Generative Artificial Intelligence

Generative Artificial Intelligence (GenAI) represents a significant advancement in artificial intelligence technologies, enabling machines to create original content that closely resembles human-generated outputs. Unlike traditional AI systems that primarily focus on classification, prediction, and automation, Generative AI utilizes advanced machine learning algorithms and large language models (LLMs) to generate text, images, computer code, audio, videos, and analytical insights. Recent developments in deep learning architectures, particularly transformer-based models, have dramatically enhanced the ability of AI systems to understand context, process natural language, and produce sophisticated outputs. As a result, Generative AI has moved beyond simple automation and has become a valuable tool for supporting creativity, innovation, problem-solving, and decision-making within organizations (Callari & Puppione, 2025).

The widespread adoption of Generative AI has transformed how organizations manage and utilize knowledge. Employees increasingly rely on AI-powered tools such as ChatGPT, Microsoft Copilot, Gemini, and Claude to generate reports, summarize large volumes of information, create presentations, draft business communications, and develop strategic recommendations. These tools facilitate rapid access to organizational knowledge and enable employees to perform complex tasks more efficiently. In addition, Generative AI assists organizations in knowledge retrieval by providing instant responses to inquiries, synthesizing information from multiple sources, and supporting evidence-based decision-making processes (Nguyen et al., 2025).

Furthermore, Generative AI has become an important component of customer support operations, where intelligent chatbots and virtual assistants provide real-time assistance to customers while continuously learning from interactions. Organizations also utilize AI technologies in strategic planning by analyzing trends, generating forecasts, and identifying potential opportunities and risks. In training and development contexts, Generative AI enables personalized learning experiences, adaptive training materials, and on-demand educational support for employees. Consequently, these diverse applications position Generative AI as a significant contributor to organizational knowledge creation, dissemination, and utilization processes within modern digital workplaces (Storey, 2025).

2.2 Knowledge Creation Theory

Knowledge creation has been extensively studied within the field of knowledge management, with one of the most influential frameworks being the Knowledge Creation Theory developed by Ikujiro Nonaka and Hirotaka Takeuchi. Their theory emphasizes that knowledge is continuously created through interactions between individuals and organizations. According to Nonaka and Takeuchi, organizational success depends largely on the ability to generate, share, and apply knowledge effectively. The theory highlights the dynamic relationship between tacit knowledge, which is personal and experience-based, and explicit knowledge, which can be documented and communicated formally (Al Naqbi et al., 2024).

The foundation of the theory is the SECI model, which consists of four interconnected processes: Socialization, Externalization, Combination, and Internalization. Socialization involves sharing tacit knowledge through direct interaction, observation, and experience. Externalization occurs when tacit knowledge is articulated and transformed into explicit forms such as documents, reports, or procedures. Combination refers to integrating different sources of explicit knowledge

to create new knowledge. Finally, Internalization occurs when individuals absorb explicit knowledge and transform it into tacit knowledge through practice and experience (Garcia & Kwok, 2025).

Generative AI has the potential to significantly support each stage of the SECI model. During socialization, AI-enabled collaboration platforms facilitate communication and knowledge sharing among employees regardless of geographical location. In the externalization phase, AI tools assist employees in documenting expertise, generating reports, and converting tacit insights into explicit organizational knowledge. During combination, Generative AI can rapidly synthesize information from multiple databases, documents, and knowledge repositories to create new insights. Finally, during internalization, AI-powered learning systems provide personalized learning experiences that help employees acquire and apply knowledge more effectively. Therefore, Generative AI can serve as a catalyst for enhancing organizational knowledge creation processes while supporting continuous learning and innovation (Budhwar et al., 2023).

2.3 Knowledge Retention

Knowledge retention refers to the systematic process of preserving, storing, and maintaining valuable organizational knowledge for future use. It is considered a critical component of organizational sustainability because knowledge represents one of the most important strategic assets within modern organizations. Effective knowledge retention ensures that expertise, experiences, lessons learned, and institutional memory remain accessible even when employees leave the organization due to retirement, resignation, promotion, or organizational restructuring. Without adequate retention mechanisms, organizations risk losing valuable knowledge that may take years to rebuild (He et al., 2026). Traditionally, organizations have employed various strategies to retain knowledge. Documentation practices, including manuals, reports, standard operating procedures, and databases, help capture explicit knowledge. Mentoring and coaching programs facilitate the transfer of tacit knowledge from experienced employees to newer staff members. Communities of practice provide collaborative environments where employees share experiences and collectively solve problems. Knowledge repositories and organizational learning systems further support the storage and retrieval of valuable information across departments and teams (Alavi et al., 2024). The emergence of AI-based knowledge systems has significantly expanded these traditional approaches. Generative AI technologies can automatically organize, summarize, and retrieve information, making organizational knowledge more accessible than ever before. AI-powered systems can also identify knowledge gaps, recommend relevant resources, and facilitate continuous learning. However, despite these advantages, concerns have emerged regarding the potential impact of AI on human cognitive engagement. Overreliance on AI-generated information may reduce employees' motivation to engage deeply with knowledge, potentially affecting critical thinking, memory retention, and experiential learning. Therefore, organizations must balance technological efficiency with strategies that encourage active knowledge acquisition and retention among employees (Alavi, 2026).

2.4 Digital Workplace Transformation

The concept of the digital workplace has emerged as organizations increasingly adopt technology-driven approaches to communication, collaboration, and knowledge management. A digital workplace refers to an integrated environment where employees utilize digital tools and platforms to perform work activities, share information, and collaborate across geographical and organizational boundaries. The rapid advancement of cloud computing, mobile technologies, collaborative software, and artificial intelligence has fundamentally transformed traditional workplace structures and operational processes (Jo & Park, 2024). One of the most significant

benefits of digital workplace transformation is increased flexibility. Employees can access organizational resources, communicate with colleagues, and perform tasks from virtually any location, supporting remote and hybrid work models. Additionally, digital technologies facilitate faster information exchange by enabling real-time communication through messaging platforms, video conferencing systems, and collaborative workspaces. Enhanced collaboration is another major advantage, as employees can work together on projects regardless of physical location, improving teamwork and organizational responsiveness (Masrek et al., 2025). Improved accessibility to information and organizational knowledge also contributes to greater efficiency and productivity. Digital platforms provide employees with immediate access to documents, databases, training materials, and knowledge repositories, enabling quicker decision-making and problem-solving. However, despite these benefits, the transformation toward highly digitalized workplaces presents several challenges. Excessive reliance on digital tools may reduce opportunities for experiential learning, face-to-face interactions, and informal knowledge sharing. Furthermore, employees may become dependent on technology for information retrieval, potentially limiting deep learning and knowledge internalization. Consequently, organizations must carefully manage digital transformation initiatives to maximize benefits while preserving meaningful learning and human interaction (Lozie et al., 2024).

2.5 AI and Organizational Learning

Organizational learning refers to the process through which organizations acquire, create, transfer, and utilize knowledge to improve performance and adapt to changing environments. In recent years, Artificial Intelligence has emerged as a powerful enabler of organizational learning by facilitating access to information, accelerating knowledge sharing, and supporting evidence-based decision-making. AI-powered systems can analyze vast amounts of data, identify patterns, generate insights, and provide recommendations that enhance learning processes across organizational levels (Ooi et al., 2025). Research suggests that AI technologies contribute to organizational learning by reducing information barriers and increasing the speed at which knowledge is disseminated throughout organizations. Employees can access relevant information instantly, receive personalized learning recommendations, and engage with intelligent systems that provide real-time support. Generative AI further enhances learning by producing customized educational content, summarizing complex materials, and facilitating knowledge acquisition through interactive dialogue. These capabilities can significantly improve employee development, innovation, and organizational adaptability (Marimon et al., 2025). Despite these advantages, scholars have expressed concerns regarding the potential negative effects of excessive AI reliance on human learning processes. Overdependence on AI-generated outputs may discourage critical analysis, independent problem-solving, and creative thinking. Employees who rely heavily on AI recommendations may engage less deeply with information, potentially weakening long-term knowledge retention and cognitive development. Additionally, the accuracy and reliability of AI-generated content require continuous human evaluation and verification. Therefore, organizations must establish mechanisms that encourage employees to critically assess AI-generated information, actively participate in learning activities, and continue developing domain-specific expertise. By combining AI capabilities with human judgment and experience, organizations can create sustainable learning environments that support both technological innovation and knowledge retention (Pescapè, 2024).

3. Research Methodology

3.1 Research Philosophy

Research philosophy provides the foundation that guides how researchers understand reality, generate knowledge, and interpret research findings. This study adopted an interpretivist research philosophy to explore employees' experiences and perceptions regarding the impact of Generative Artificial Intelligence (GenAI) on knowledge creation and retention within modern digital workplaces. Interpretivism is particularly suitable for qualitative research because it emphasizes understanding social phenomena through the meanings individuals assign to their experiences. Rather than seeking objective and universal truths, interpretivist researchers aim to understand how participants construct and interpret their realities within specific social and organizational contexts.

3.2 Research Approach

This study employed an inductive qualitative research approach. Inductive reasoning involves developing insights, concepts, and patterns directly from the collected data rather than testing predetermined hypotheses or theoretical frameworks. The inductive approach is widely used in exploratory studies where limited knowledge exists regarding a particular phenomenon or where researchers seek to generate new understandings from participants' experiences. The rapidly evolving nature of Generative AI technologies and their influence on workplace knowledge processes necessitated an exploratory approach that could capture emerging perspectives and experiences. By adopting an inductive approach, the researcher remained open to discovering unexpected themes and patterns that emerged from the interview data. Rather than imposing predefined assumptions about the effects of AI on knowledge creation and retention, the study allowed participants' narratives to shape the findings. This approach facilitated a comprehensive understanding of the opportunities and challenges associated with Generative AI adoption in contemporary workplace environments.

3.3 Research Design

A phenomenological research design was adopted to investigate the lived experiences of employees who regularly use Generative AI technologies in their professional activities. Phenomenology is a qualitative research design that focuses on understanding how individuals experience and interpret a particular phenomenon. The primary objective of phenomenological research is to explore participants' perceptions, feelings, and experiences in order to gain insights into the essence of a shared phenomenon. The selection of a phenomenological design was considered appropriate because the study sought to understand how employees experience the integration of Generative AI into their daily work routines and how these experiences influence knowledge creation and retention. Since AI technologies are increasingly becoming embedded within workplace operations, it was important to explore the subjective meanings participants associate with their use of these tools. The phenomenological approach enabled the researcher to examine employees' perspectives regarding the benefits, challenges, opportunities, and potential risks associated with AI-assisted work. Through in-depth interviews, participants were encouraged to reflect on their personal experiences with Generative AI, including how it affects their

productivity, learning, collaboration, and decision-making processes. This approach facilitated the collection of rich qualitative data that provided valuable insights into the human dimensions of AI adoption within organizational settings.

3.4 Participants

The study involved twenty-four participants who were selected using purposive sampling. Purposive sampling is a non-probability sampling technique commonly employed in qualitative research to identify participants who possess relevant knowledge and experience related to the research topic. This sampling strategy was selected because the study specifically required individuals who actively used Generative AI technologies within digital workplace environments and could provide meaningful insights into their experiences.

Table 1. Participant Profile

Industry	Participants
Information Technology	5
Education	4
Healthcare	3
Finance	4
Telecommunications	4
Consulting	4
Total	**24**

Table 1 presents the demographic profile of the study participants based on their industry sectors. A total of 24 participants were purposively selected to ensure diverse perspectives regarding the use of Generative Artificial Intelligence (AI) in workplace knowledge creation and retention. The participants represented six different industries, including Information Technology, Education, Healthcare, Finance, Telecommunications, and Consulting, thereby providing a broad understanding of AI adoption across various professional contexts. The largest group of participants came from the Information Technology sector (n = 5), reflecting the industry's extensive exposure to and utilization of AI technologies in daily operations. Participants from the Education sector (n = 4) contributed insights regarding the role of AI in learning, knowledge sharing, and professional development. Similarly, Finance (n = 4), Telecommunications (n = 4), and Consulting (n = 4) participants provided valuable perspectives on how AI supports decision-making, productivity, customer service, and organizational knowledge management within their respective fields. The Healthcare sector (n = 3), although representing the smallest group, offered important viewpoints concerning AI-assisted information management, knowledge accessibility, and professional expertise in highly specialized work environments. The diversity of participants across multiple industries enhanced the richness and credibility of the study findings by capturing a wide range of experiences, perceptions, and organizational practices related to Generative AI. This variation allowed the researcher to explore common themes that transcend industry boundaries while also identifying sector-specific insights regarding the opportunities and challenges associated with AI implementation. Consequently, the participant profile provided a comprehensive foundation for understanding the broader impact of Generative AI on knowledge creation, retention, and organizational learning within contemporary digital workplaces.

Inclusion Criteria

To ensure the relevance and quality of the collected data, participants were required to meet the following criteria:

1. Regularly used Generative AI tools such as ChatGPT, Microsoft Copilot, Gemini, Claude, or similar technologies within their professional activities.
2. Possessed a minimum of one year of professional work experience.
3. Worked within a digital workplace environment that utilized technology-based communication and collaboration systems.
4. Voluntarily agreed to participate in the study and provided informed consent.
5. Demonstrated sufficient familiarity with organizational knowledge management and learning processes.

The selected participants provided valuable insights into the practical implications of Generative AI adoption across different workplace settings, thereby contributing to the credibility and richness of the study findings.

3.5 Data Collection

Data were collected through semi-structured interviews, which are widely recognized as one of the most effective qualitative data collection methods for exploring participants' experiences, perceptions, and attitudes. Semi-structured interviews provide flexibility for researchers to follow a predetermined interview guide while allowing participants to elaborate on topics that are particularly relevant to their experiences. This method was chosen because it enabled the researcher to gather detailed and nuanced information regarding employees' interactions with Generative AI technologies. An interview guide was developed based on the study objectives and existing literature related to artificial intelligence, knowledge management, organizational learning, and digital workplace transformation. Open-ended questions were used to encourage participants to share their experiences freely and provide detailed explanations. Follow-up questions and probing techniques were employed to clarify responses and obtain deeper insights where necessary.

The interviews focused on several key areas:

Interview Topics

- Participants' experiences using Generative AI technologies in their daily work activities.
- The role of AI in supporting knowledge creation and innovation.
- Perceived effects of AI on learning, memory, and knowledge retention.
- Organizational policies and practices related to AI usage.
- Strategies for balancing AI utilization with human expertise development.
- Future expectations regarding AI integration in workplace environments.

Each interview lasted between 45 and 60 minutes and was conducted either face-to-face or through online video conferencing platforms, depending on participant availability and geographical location. With participants' consent, all interviews were audio-recorded to ensure accuracy and completeness. The recordings were subsequently transcribed verbatim for detailed analysis. Data collection continued until data saturation was achieved, meaning that no substantially new insights or themes emerged from additional interviews.

3.6 Ethical Considerations

Ethical considerations were given significant attention throughout the research process to ensure the protection of participants' rights, privacy, and well-being. The study adhered to established ethical principles for qualitative research and followed relevant institutional research guidelines. Prior to data collection, all participants received detailed information regarding the purpose of the study, research procedures, expected duration, and their rights as research participants. Informed consent was obtained from each participant before the interviews commenced. Participants were informed that their participation was entirely voluntary and that they could withdraw from the study at any stage without penalty or negative consequences. To protect participant anonymity and confidentiality, personal identifiers were removed from all interview transcripts and research documents. Participants were assigned pseudonyms or identification codes to ensure that individual identities could not be traced within the final report. All collected data, including audio recordings, transcripts, and research notes, were stored securely using password-protected digital storage systems accessible only to the researcher. Furthermore, participants were assured that the information they provided would be used solely for academic research purposes and would not be disclosed to employers, colleagues, or third parties. The researcher maintained objectivity throughout the data collection and analysis processes and ensured that participants were treated with respect, fairness, and dignity. These ethical measures contributed to establishing trust with participants and enhanced the overall credibility and integrity of the research findings.

4. Data Analysis Using Thematic Analysis

The data collected from the semi-structured interviews were analyzed using Braun and Clarke’s (2006) six-phase thematic analysis framework. Thematic analysis is a widely recognized qualitative data analysis method that enables researchers to identify, analyze, interpret, and report patterns or themes within qualitative datasets. This method was considered appropriate for the current study because it provides a systematic and flexible approach for examining participants' experiences and perceptions regarding the impact of Generative Artificial Intelligence (GenAI) on knowledge creation and retention in modern digital workplaces. The size of each word reflects its relative frequency and significance within participants’ responses. Larger words indicate concepts that were discussed more extensively and perceived as particularly important by employees. Through this visualization, it is possible to identify the central role of AI in supporting knowledge management activities, organizational learning, employee development, and workplace performance.

The prominence of the words reflects their relative importance and frequency within the interview data. The terms “AI,” “Knowledge,” “Learning,” “Information,” “Productivity,” and “Workplace” appear as the most dominant themes, indicating that participants strongly associate AI with

knowledge acquisition, organizational learning, improved information management, and enhanced employee productivity. Additionally, terms such as "Employees," "Skills," "Training," "Development," "Innovation," and "Technology" suggest that respondents perceive AI as a tool that supports employee development, continuous learning, and technological advancement within organizations. The appearance of words including "Collaboration," "Communication," "Knowledge Sharing," "Critical Thinking," and "Creativity" highlights the role of AI in facilitating collaboration, supporting decision-making processes, and encouraging the exchange of organizational knowledge. Furthermore, concepts such as "Retention," "Memory," "Expertise," "Research," and "Human Expertise" indicate that AI is viewed as a mechanism for preserving institutional knowledge and supporting expertise management. The presence of terms such as "Automation," "Efficiency," "Performance," "Support," and "Strategy" demonstrates that participants believe AI contributes to operational effectiveness, improved workplace performance, and strategic decision-making. Overall, the word cloud suggests that employees perceive AI as a transformative technology that enhances learning, knowledge management, innovation, and productivity while supporting organizational growth and competitive advantage. The findings provide preliminary evidence that AI is increasingly integrated into workplace learning environments and is viewed as a valuable resource for improving organizational effectiveness.

4.1 Phase One: Familiarization with the Data

The first phase involved immersing the researcher in the collected data to gain a comprehensive understanding of participants' experiences. All interview recordings were transcribed, and the transcripts were repeatedly read and reviewed. During this stage, the researcher made preliminary notes regarding emerging ideas, significant statements, and recurring patterns observed across interviews. These notes provided an initial foundation for subsequent coding and theme development.

Table 2. Familiarization Process

Activity	Purpose
Transcription	Accurate recording of participants' responses
Re-reading transcripts	Developing familiarity with the data and understanding context
Initial observations	Identifying recurring ideas and patterns
Memo writing	Capturing analytical insights and reflections

The first stage of thematic analysis involved the familiarization of the data, which is a critical step in ensuring a comprehensive understanding of participants' experiences and perceptions. During this phase, all interview recordings were carefully transcribed verbatim to ensure the accurate capture of participants' responses and preserve the original meaning of their statements. Following transcription, the researcher repeatedly read and reviewed the interview transcripts to become deeply immersed in the data and gain a thorough understanding of the context, language, and underlying meanings expressed by participants. This iterative reading process enabled the identification of preliminary patterns, recurring concepts, and significant statements related to the research topic. In addition to reviewing the transcripts, the researcher recorded initial observations and reflections regarding emerging ideas and notable trends within the data. Memo writing was employed throughout the familiarization stage to document analytical thoughts, potential relationships between concepts, and early interpretations that could inform subsequent coding and

theme development. These memos served as an important audit trail, supporting the transparency and rigor of the analytical process. Through continuous engagement with the data, several recurring concepts became apparent, including the role of Generative AI in facilitating knowledge creation and information accessibility, improving workplace productivity and decision-making, concerns regarding excessive dependence on AI technologies, the transformation of organizational learning practices, and strategies for sustaining knowledge retention in AI-enabled environments.

4.2 Phase Two: Generating Initial Codes

Following familiarization, the researcher systematically coded the interview transcripts. Coding involved assigning meaningful labels to segments of text that represented specific ideas, experiences, perceptions, or behaviors related to the use of Generative AI in workplace settings. Each transcript was examined line by line to ensure that important information was captured comprehensively.

Table 3. Sample Initial Codes

Participant Statement	Initial Code
"AI helps generate ideas quickly."	Faster idea generation
"I depend on ChatGPT for drafting reports."	AI dependency
"Knowledge is easier to access than before."	Knowledge accessibility
"AI significantly improves my productivity."	Productivity enhancement
"I always verify AI-generated information."	Human verification
"AI saves considerable research time."	Time efficiency
"AI helps me learn new topics faster."	Accelerated learning
"Sometimes I rely too much on AI suggestions."	Overreliance risk

Following the familiarization stage, the researcher proceeded with the generation of initial codes by systematically examining each interview transcript and identifying meaningful segments of text relevant to the research objectives. Coding involved assigning concise labels to specific statements, phrases, or excerpts that reflected participants' experiences, perceptions, and viewpoints regarding the impact of Generative Artificial Intelligence (AI) on knowledge creation and retention within the workplace. This process enabled the researcher to break down large volumes of qualitative data into smaller, meaningful units that could be analyzed and compared across participants. Each code represented a distinct concept or idea emerging from the data and served as the foundation for the subsequent development of broader categories and themes. The coding process was conducted iteratively, allowing the researcher to continuously refine and compare codes as new insights emerged from the data. Similar responses were grouped under common codes, while unique perspectives were retained to preserve the richness and diversity of participant experiences. Examples of initial codes included "Faster idea generation," "Knowledge accessibility," "Productivity enhancement," "Accelerated learning," "AI dependency," "Overreliance risk," "Human verification," and "Time efficiency." These codes reflected both the perceived benefits and challenges associated with the use of Generative AI in professional environments. Positive codes generally highlighted AI's contribution to innovation, efficiency,

learning, and knowledge sharing, whereas other codes captured concerns regarding dependency, reduced critical thinking, and the need for human oversight.

4.3 Phase Three: Searching for Themes

Once the coding process was completed, the researcher examined the relationships among the generated codes to identify broader patterns and categories. Similar codes were grouped together to form potential themes that reflected shared meanings across participants' experiences. This stage involved organizing codes into thematic clusters that addressed the study's research questions. The researcher reviewed all coded extracts and explored how individual codes could be combined to form coherent and meaningful themes.

Table 4. Code Clustering and Theme Development

Codes	Potential Theme
Faster idea generation	Knowledge Creation
Content development support	Knowledge Creation
Improved collaboration	Knowledge Creation
Easier information access	Knowledge Accessibility
Instant knowledge retrieval	Knowledge Accessibility
AI dependency	Knowledge Retention Risks
Reduced memorization	Knowledge Retention Risks
Decreased independent research	Knowledge Retention Risks
Workflow automation	Productivity Benefits
Faster decision-making	Productivity Benefits
AI literacy training	Organizational Adaptation
Verification practices	Organizational Adaptation

Following the generation of initial codes, the researcher proceeded to cluster related codes into broader categories and potential themes. This stage involved examining the relationships, similarities, and patterns among the identified codes to develop a more coherent understanding of participants' experiences regarding the impact of Generative Artificial Intelligence (AI) on knowledge creation and retention. Codes that reflected similar meanings or addressed related aspects of AI usage were grouped together to form conceptual categories. This process enabled the researcher to move beyond individual responses and identify broader patterns that captured shared experiences across participants from different industries and professional backgrounds. Several codes related to idea generation, content creation, and collaboration were grouped under themes associated with Knowledge Creation and Knowledge Accessibility, reflecting participants' perceptions that AI facilitates the generation, sharing, and retrieval of knowledge. Respondents frequently described how AI tools enabled them to generate ideas more rapidly, create content

efficiently, collaborate more effectively, and gain immediate access to relevant information. These findings suggest that Generative AI plays a significant role in supporting organizational knowledge development and information management. At the same time, another cluster of codes reflected concerns regarding the potential negative consequences of AI adoption. Codes such as AI dependency, reduced memorization, and decreased independent research were grouped under the theme Knowledge Retention Risks. Participants expressed concerns that excessive reliance on AI-generated outputs could weaken critical thinking skills, reduce information retention, and discourage employees from conducting independent analysis and research. These findings highlighted the potential challenges associated with maintaining long-term organizational knowledge and cognitive engagement in increasingly AI-supported work environments. Additionally, several codes associated with workflow automation, efficiency, and decision-making were clustered under the theme Productivity Benefits. Participants consistently reported that AI technologies reduced the time required to complete routine tasks, improved operational efficiency, and supported faster and more informed decision-making processes. These experiences demonstrate the substantial productivity gains that organizations may achieve through the integration of AI-powered tools and systems. Finally, codes relating to AI literacy training and verification practices were grouped under the theme Organizational Adaptation. Participants emphasized the importance of developing organizational capabilities to effectively manage AI adoption through employee training, human oversight, and validation mechanisms. These responses suggest that organizations must implement supportive structures and governance practices to ensure responsible AI usage while maintaining knowledge quality and employee competence.

4.4 Phase Four: Reviewing Themes

The preliminary themes identified during the previous phase were then reviewed and refined to ensure coherence, consistency, and relevance to the research objectives. During this stage, the researcher revisited the coded extracts and original transcripts to verify that the themes accurately represented participants' experiences. Some themes were merged due to conceptual overlap, while others were refined to improve clarity and distinction. The objective was to ensure that each theme represented a meaningful pattern within the data and contributed to answering the research questions.

Table 5. Theme Review Process

Initial Theme	Status
Knowledge Creation	Retained
Productivity Benefits	Retained
Learning Challenges	Merged with Dependency Risks
Dependency Risks	Retained
Organizational Adaptation	Retained
Knowledge Accessibility	Combined with Knowledge Creation

After the preliminary themes were developed, the researcher undertook a systematic theme review process to ensure that the identified themes accurately represented the interview data and reflected participants' experiences consistently across the dataset. This stage involved revisiting the coded extracts and comparing them with the emerging themes to evaluate their coherence,

distinctiveness, and relevance to the research objectives. The researcher carefully examined whether each theme captured a meaningful pattern within the data and whether sufficient evidence existed to support its inclusion in the final thematic framework. Themes that overlapped conceptually or lacked clear differentiation were refined, merged, or reorganized to improve analytical clarity and ensure a more accurate representation of participants' perspectives. The review process resulted in several important refinements. The themes Knowledge Creation and Knowledge Accessibility were combined because participants frequently discussed information accessibility as an integral component of knowledge generation and innovation. Respondents often described how rapid access to information enabled them to create new ideas, develop content, and solve problems more effectively, indicating that these concepts were closely interconnected rather than distinct phenomena. Consequently, they were merged into a broader theme that captured the role of Generative AI in enhancing both knowledge access and knowledge creation. Similarly, the preliminary theme Learning Challenges was merged with Dependency Risks after further examination revealed substantial overlap between the two categories. Participants frequently linked learning difficulties to excessive reliance on AI technologies, explaining that dependence on AI-generated outputs could reduce critical thinking, independent learning, and long-term knowledge retention. As a result, these concepts were integrated into a single theme that more comprehensively reflected the risks associated with overreliance on AI. In contrast, the themes Productivity Benefits, Dependency Risks, and Organizational Adaptation demonstrated strong internal consistency and were retained without significant modification because they represented distinct and well-supported dimensions of participants' experiences.

4.5 Phase Five: Defining and Naming Themes

Following the review process, each theme was clearly defined and assigned a descriptive name that reflected its underlying meaning. Detailed analysis was conducted for each theme to determine its scope, significance, and relationship to the study objectives. The final themes represented the key dimensions of participants' experiences regarding the impact of Generative AI on knowledge creation and retention.

Table 6. Final Themes

Theme	Description
Enhanced Knowledge Accessibility and Creation	Generative AI facilitates rapid knowledge generation, idea development, and information accessibility
Improved Productivity and Decision Support	AI technologies increase efficiency, automate tasks, and support decision-making processes
Risks of Knowledge Dependency	Excessive reliance on AI may reduce critical thinking, memorization, and independent learning
Transformation of Organizational Learning Practices	AI changes how employees learn, collaborate, and acquire knowledge
Strategic Approaches for Sustainable Knowledge Retention	Organizations implement mechanisms to balance AI usage with human expertise development

The final stage of thematic analysis involved defining, refining, and naming the themes to ensure that each theme clearly represented a distinct dimension of participants' experiences regarding the impact of Generative Artificial Intelligence (AI) on knowledge creation and retention within the

digital workplace. During this phase, the researcher revisited the coded data and thematic structure to develop concise yet comprehensive theme definitions that accurately reflected the underlying patterns identified throughout the analysis. The objective was to ensure that each theme possessed a clear conceptual focus, meaningful boundaries, and sufficient supporting evidence from participants' narratives. Through this iterative process, five overarching themes were finalized, representing both the opportunities and challenges associated with AI adoption in organizational settings. The first theme, Enhanced Knowledge Accessibility and Creation, captures participants' perceptions that Generative AI significantly improves access to information, accelerates idea generation, supports content creation, and facilitates knowledge sharing. Participants consistently described AI as a valuable resource for obtaining information quickly, synthesizing complex concepts, and generating innovative solutions to workplace challenges. The second theme, Improved Productivity and Decision Support, reflects the widespread belief that AI technologies increase workplace efficiency by automating repetitive tasks, reducing workload, enhancing time management, and providing valuable insights that support decision-making processes. Participants frequently highlighted the role of AI in improving individual and organizational performance through streamlined workflows and faster problem-solving capabilities. The third theme, Risks of Knowledge Dependency, represents concerns regarding the unintended consequences of excessive reliance on AI systems. Participants expressed apprehension that continuous dependence on AI-generated outputs may weaken critical thinking skills, reduce information retention, diminish independent learning efforts, and create vulnerabilities related to misinformation and inaccurate outputs. This theme highlights the importance of maintaining human cognitive engagement alongside technological support. The fourth theme, Transformation of Organizational Learning Practices, reflects the evolving nature of workplace learning in AI-enabled environments. Participants explained that AI has altered how employees acquire knowledge, collaborate with colleagues, access learning resources, and develop professional competencies. Traditional learning approaches are increasingly complemented by AI-supported learning systems that provide personalized guidance and real-time assistance. The fifth and final theme, Strategic Approaches for Sustainable Knowledge Retention, emphasizes the organizational mechanisms necessary to ensure the responsible and effective use of AI technologies. Participants highlighted the importance of AI literacy training, human verification of AI-generated information, knowledge-sharing initiatives, critical thinking development, and governance practices that balance AI capabilities with human expertise. These strategies were viewed as essential for maximizing the benefits of AI while minimizing risks associated with dependency and declining knowledge retention.

4.6 Phase Six: Producing the Report

The final phase involved synthesizing the themes into a coherent narrative and presenting the findings in relation to the study objectives and existing literature. Representative quotations were selected to illustrate participants' perspectives and support the interpretation of each theme. The findings were organized according to the final thematic structure and integrated into a comprehensive discussion of the impact of Generative AI on knowledge creation and retention. To provide an indication of the prevalence of each theme across participants, the frequency with which themes were mentioned was calculated.

Table 7. Theme Frequency

Theme	Participants Mentioning (n = 24)
Enhanced Knowledge Accessibility and Creation	22
Improved Productivity and Decision Support	21
Risks of Knowledge Dependency	19
Transformation of Organizational Learning Practices	18
Strategic Approaches for Sustainable Knowledge Retention	17

The frequency analysis indicates that the majority of participants perceived Generative AI as a valuable tool for enhancing knowledge accessibility, supporting knowledge creation, and improving workplace productivity. However, a substantial number of participants also expressed concerns regarding excessive dependence on AI technologies and their potential effects on learning and knowledge retention. Consequently, the thematic analysis revealed both the opportunities and challenges associated with integrating Generative AI into contemporary organizational environments. The six-phase thematic analysis process provided a rigorous and systematic approach for interpreting participants' experiences and enabled the identification of key themes that address the study's research questions. The resulting findings contribute valuable insights into the evolving relationship between Generative AI, knowledge management, and organizational learning within the modern digital workplace. Following the preliminary exploration of interview data through word cloud analysis, a more comprehensive thematic analysis was conducted to identify the underlying patterns, perceptions, and experiences associated with the use of Generative Artificial Intelligence (AI) in the digital workplace. Thematic analysis is widely recognized as an effective qualitative data analysis technique that enables researchers to systematically identify, organize, and interpret meaningful themes emerging from participants' narratives. By examining recurring ideas, experiences, and viewpoints across the interview transcripts, the analysis provides deeper insights into how employees perceive the influence of Generative AI on knowledge creation, knowledge retention, workplace learning, and organizational performance. As organizations increasingly integrate Generative AI technologies into their daily operations, employees are experiencing significant changes in how information is accessed, processed, shared, and applied. AI-powered systems are no longer limited to automating routine tasks; they are increasingly supporting knowledge management, decision-making, innovation, learning, and collaboration activities. While these technologies offer substantial opportunities for enhancing organizational effectiveness, they also introduce new challenges related to employee dependency, knowledge retention, critical thinking, and the evolving nature of workplace learning. Understanding these experiences is essential for organizations seeking to maximize the benefits of AI while minimizing potential risks associated with its implementation.

The analysis identified five major themes that collectively explain how employees perceive the opportunities, challenges, and strategic implications associated with AI adoption. The first theme, Enhanced Knowledge Accessibility and Creation, highlights participants' views that Generative AI facilitates rapid access to information, supports idea generation, synthesizes complex knowledge, improves knowledge sharing, and stimulates innovation. These findings suggest that AI serves as a powerful tool for expanding organizational knowledge resources and enhancing employees' ability to generate new insights. The second theme, Improved Productivity and Decision Support, demonstrates that participants perceive AI as contributing to faster task

completion, automation of routine activities, improved decision-making, greater time efficiency, and enhanced job performance. These benefits indicate that AI can streamline workplace processes and support employees in performing their responsibilities more effectively. However, the third theme, Risks of Knowledge Dependency, reveals concerns regarding excessive reliance on AI-generated outputs. Participants reported that overdependence on AI may reduce critical thinking, weaken information retention, increase dependence on technology for problem-solving, and expose organizations to risks associated with misinformation and inaccurate outputs. These concerns highlight the need for careful management of AI integration within organizational environments. The fourth theme, Transformation of Organizational Learning Practices, reflects how AI is reshaping workplace learning and professional development. Participants noted a shift toward AI-supported learning, changes in learning behaviors, reduced emphasis on memorization, increased focus on application and analytical skills, and a growing need for continuous learning and adaptation. These findings suggest that AI is influencing not only how knowledge is accessed but also how employees acquire and apply knowledge in their professional roles. Finally, the fifth theme, Strategic Approaches for Sustainable Knowledge Retention, emphasizes the importance of organizational strategies that ensure responsible AI use. Participants highlighted the need for AI literacy and training programs, human verification and validation of AI outputs, integration of AI within knowledge management systems, promotion of critical thinking skills, and maintaining a balance between AI capabilities and human expertise.

5. Discussion

Participants consistently emphasized that Generative AI significantly enhanced knowledge accessibility and facilitated the creation of new knowledge within the workplace. Many respondents reported that AI tools enabled them to access relevant information almost instantly, eliminating the need for lengthy searches through multiple sources and databases. This rapid access to information allowed employees to obtain summaries, explanations, and recommendations in a matter of seconds, thereby improving efficiency and supporting informed decision-making. Furthermore, participants highlighted AI's ability to generate ideas, provide alternative perspectives, and synthesize complex information into understandable formats (Al-Kfairy, 2025). Employees noted that AI-assisted brainstorming helped stimulate creativity, encouraged innovation, and supported problem-solving activities across different organizational functions. Several participants explained that AI enabled them to connect information from various sources and generate insights that may not have been readily apparent through traditional research methods. As a result, Generative AI was perceived as an important enabler of knowledge creation, innovation, and organizational learning (Saloni et al., 2025).

A dominant finding emerging from the interviews was the positive impact of Generative AI on employee productivity and decision-making processes. Participants reported that AI-assisted tools substantially reduced the time required to complete routine cognitive tasks, including report writing, data analysis, information retrieval, content development, and document preparation. By automating repetitive and time-consuming activities, employees were able to focus more attention on strategic, analytical, and value-adding tasks (Perozzo et al., 2025). Respondents also indicated that AI-generated recommendations and insights supported decision-making by providing relevant information, identifying patterns, and offering alternative solutions to workplace challenges. Many participants described AI as a valuable assistant that enhanced work performance, increased efficiency, and improved the overall quality of outputs. The findings suggest that Generative AI

not only streamlines workflows but also strengthens organizational productivity by enabling employees to perform their responsibilities more effectively and efficiently (Rayhan, 2024).
Despite acknowledging the benefits of Generative AI, participants expressed concerns regarding the potential risks associated with excessive dependence on AI-generated outputs. Many respondents indicated that frequent reliance on AI tools may reduce employees' motivation to engage in independent learning, critical evaluation, and in-depth research activities. Several participants reported observing situations where employees accepted AI-generated information without sufficient verification, potentially increasing the risk of misinformation, inaccuracies, and poor decision-making (Tan, 2025). Participants also expressed concern that continuous dependence on AI for problem-solving could weaken critical thinking abilities and reduce individuals' capacity to independently analyze complex situations. Furthermore, some respondents noted that employees may gradually retain less information because they rely on AI systems to provide answers whenever needed. These findings suggest that while Generative AI offers considerable convenience, organizations must be aware of the potential long-term implications of knowledge dependency and ensure that human judgment remains central to decision-making processes (Arora & Damarla, 2025). The findings revealed that Generative AI is fundamentally transforming how employees learn, develop skills, and share knowledge within organizations. Participants explained that AI has become an integral component of workplace learning, enabling employees to obtain instant explanations, personalized learning support, and real-time guidance when performing tasks. As a result, traditional learning methods based primarily on formal training, mentorship, and experiential learning are increasingly being complemented by AI-supported learning environments. Respondents noted that employees are shifting from memorization-based learning toward application-oriented learning, where the emphasis is placed on interpreting, evaluating, and applying information rather than simply recalling it. Participants also highlighted changes in collaborative learning practices, as AI tools facilitate knowledge sharing and enable employees to learn independently while still engaging with colleagues. The findings indicate that Generative AI is reshaping organizational learning cultures and creating new opportunities for continuous professional development and adaptive learning.

6. Conclusion

This study explored the impact of Generative Artificial Intelligence (AI) on knowledge creation and retention within contemporary digital workplaces through in-depth qualitative interviews conducted with 24 employees representing diverse industries and professional backgrounds. The findings revealed that Generative AI has become an influential tool that significantly enhances employees' ability to access, create, manage, and share knowledge. Participants consistently reported that AI technologies facilitate rapid information retrieval, support idea generation, simplify complex information, and improve collaboration among employees. Furthermore, AI-assisted systems were found to contribute positively to workplace productivity by reducing the time required to complete routine cognitive tasks, improving decision-making processes, and enabling employees to focus on higher-value strategic activities. These benefits demonstrate the growing role of Generative AI in supporting organizational learning, innovation, and operational efficiency in increasingly digital work environments.

Despite these advantages, the findings also identified several challenges associated with the widespread adoption of Generative AI. Participants expressed concerns regarding excessive

reliance on AI-generated outputs, which may reduce employees' motivation to engage in independent research, critical analysis, and reflective thinking. Some respondents suggested that continuous dependence on AI tools could gradually weaken problem-solving abilities and diminish employees' capacity to evaluate information critically. In addition, concerns were raised regarding the accuracy, reliability, and potential bias of AI-generated content, emphasizing the importance of human verification and oversight. Participants further noted that the convenience of instant information access may contribute to lower levels of long-term knowledge retention, as employees increasingly rely on AI systems to store and retrieve information rather than developing and maintaining their own knowledge bases.

The study also highlighted the transformative influence of Generative AI on organizational learning practices. Traditional approaches to learning, mentoring, and knowledge transfer are increasingly being complemented by AI-supported learning environments that provide personalized guidance, real-time assistance, and continuous access to information. While these developments offer substantial opportunities for enhancing learning effectiveness, participants emphasized that human expertise, contextual understanding, professional judgment, and experiential learning remain essential components of organizational knowledge. AI was widely viewed as a supportive tool rather than a replacement for human intelligence, particularly in situations requiring creativity, ethical decision-making, emotional intelligence, and contextual interpretation.

7. Recommendations

Based on the findings, the following recommendations are proposed:

- Develop comprehensive AI literacy training programs.
- Establish mandatory verification procedures for AI-generated outputs.
- Encourage critical thinking and independent problem-solving activities.
- Create organizational knowledge-sharing communities.
- Integrate AI tools into existing knowledge management systems.

8. Future Research

Future studies may:

- Conduct longitudinal investigations examining long-term effects of AI on knowledge retention.
- Compare AI adoption across industries and organizational sizes.
- Explore generational differences in AI-assisted learning behaviors.
- Investigate cognitive impacts of prolonged AI dependency.
- Examine relationships between AI literacy and organizational performance.

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