The next big thing: role of ChatGPT in personal knowledge management challenges and opportunities for knowledge workers across diverse disciplines

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Abstract

Purpose – The purpose of this paper is to embark on evaluating the role of Chat Generative-Trained Transformer (ChatGPT) in personal knowledge management (PKM) practices of individual knowledge workers across varied disciplines.

Design/methodology/approach – The methodology involves four steps, i.e. literature search, screening and selection of relevant data, data analysis and data synthesis related to KM, PKM and generative artificial intelligence (AI) with a focus on ChatGPT. The findings are then synthesized to develop a viewpoint on the challenges and opportunities brought by ChatGPT for individual knowledge workers in enhancing their PKM capability.

Findings – This work highlights the prevailing challenges and opportunities experienced by knowledge workers while leveraging PKM through implying ChatGPT. It also encapsulates how some management theories back the cruciality of generative AI (specifically ChatGPT) for PKM.

Research limitations/implications – This study identifies the challenges and opportunities, from existing studies and does not imply empirical data/result. The authors believe that findings can be adjusted to diverse domains regarding knowledge workers’ PKM endeavors. This paper draws some conclusions and calls for further empirical research.

Originality/value – ChatGPT’s capability to accelerate organizational performance compelled scholars to focus in this domain. The linkage of ChatGPT to Knowledge Management is an under-
explored area specifically the role of ChatGPT on PKM hasn’t been given attention in the existing work. This is one of the earliest studies to explore this context.

**Keywords** Personal knowledge management, Generative AI, ChatGPT, Knowledge worker, Knowledge management theories, Knowledge augmentation

**Paper type** Viewpoint

1. Introduction

“Knowledge” is the most exquisite asset for any organization. The people working in organizations are the primary inheritors of this asset who create, share and apply knowledge in a supportive organizational environment. Initially, knowledge management (KM) scholars laid emphasis on contextual and organizational perspectives (Huysman and Wulf, 2006). They relied more on explicit knowledge, which is highly formal and systematic (Nonaka and Takeuchi, 1995), while paying little attention to individual KM capabilities. Later, Frand and Hixson (1998) became the pioneering scholars who coined the term “personal knowledge management” (PKM) and maintained their focus on the importance of individual-level performance. PKM is defined as “the range of actions performed by individual workers to explore, gather, and apply novel information, learning and experiences. This enables them in updating and renewing their personal knowledge amidst the continuously evolving and serendipitous operating environment” (Razmerita et al., 2014, p. 77).

To explore the PKM activities of knowledge workers, it is vital to discuss the ever-evolving digital landscape that pushed organizations across various industries to undergo the process of digital transformation. Digital transformation is the change in the structure and functioning of organizations in order to embrace digital technologies such as industry 4.0, block chain, machine learning and artificial intelligence (Matt et al., 2015; Sahu et al., 2018). This change is often characterized by gigantic organizational change facilitated by technology and alters the process by which knowledge work is carried out (Wessel et al., 2021). With respect to this, knowledge workers who are central to knowledge creating and leveraging activities across organizations are more likely to be affected by these changes (Vial, 2019). In the era of digital transformation, the emergence of artificial intelligence (AI) generative technologies, specifically, Chat Generative Pre-Trained Transformer (ChatGPT) emerged as a disruptive technology which can help businesses and individuals towards professional and personal growth (Vial, 2019). The existing literature is mostly geared toward organizational KM process with the goal of bolstering organizational-level productivity with the help of technology (Cranefield and Prusak, 2016). However, little attention has been paid to individual workers on their existing and ongoing KM practices at individual level with the use of technology (Liu et al., 2017; O’Leary, 2016; Pauleen and Gorman, 2016; Jarrahi et al., 2019). More specifically, interaction between PKM and use of technology to manage personal knowledge is still in nascent stages and calls for further exploration (Pauleen and Gorman, 2016; Cranefield and Prusak, 2016; Jarrahi et al., 2019). In this connection, this article seeks to investigate the impact of ChatGPT on PKM of knowledge workers across varying disciplines. The article aims to highlight the challenges and opportunities for knowledge workers by exploring this linkage of ChatGPT and PKM which failed to gain much attention in the existing research.

The paper outlines the methodology, literature review on PKM and ChatGPT, along with discussing theories, related concepts and outlining future research potentials. The article synthesizes the existing work on ChatGPT to provide valuable insights into opportunities and challenges faced by knowledge workers while leveraging the role of ChatGPT in their PKM practices. Finally, the paper draws conclusions based on findings and recommends avenues for future research.
2. Methodology
To probe the existing academic and professional literature on the role of ChatGPT in PKM and possible challenges and opportunities for knowledge workers across different disciplines, this study reviewed the literature with particular focus on ChatGPT and PKM. The process encompassed conducting literature search, screening and selection of relevant data, performing analysis and synthesis. An extensive literature search has been conducted using academic databases such as Google Scholar, Emerald Insight, Web of Science, Research Gate, IEEE Xplore and Science Direct. The search strategy used combinations of keywords such as “ChatGPT” and “Personal Knowledge Management”, “ChatGPT” and “Healthcare”, “ChatGPT” and “Education”, “ChatGPT” and “Banking”, “ChatGPT” and “Tourism”. The search included research papers published in English language only. After the initial screening of articles, only those relevant to ChatGPT and PKM were included for the analysis. For analysis, all the articles were thoroughly read to assess according to their suitability, and relevant data that provided insights on the role of ChatGPT in PKM across different disciplines was extracted. Finally, the findings of the selected articles were synthesized using thematic analysis. The themes were analyzed to explicate patterns and relationships which developed understanding the role of ChatGPT in PKM and challenges and opportunities experienced by knowledge workers across diverse disciplines along with ethical concerns.

3. Personal knowledge management
Previous literature suggests that PKM has been given succinct importance in KM research (Pauleen and Gorman, 2016). The concept published by Frand and Hixson (1998), further elaborated by Davenport (2016), showed that these scholars primarily focused their work on elucidating the importance of knowledge workers’ performance at an individual level. This perspective recognizes that knowledge, particularly tacit knowledge, is deeply woven into one’s personal experiences, values and insights. This ultimately leads them to develop meaning, build ideas and make sense of their work life and social interaction with other societal actors (Chatti, 2012). Pauleen (2009) explains this PKM as the set of practices that individuals perform to identify, acquire and incorporate novel and relevant information, knowledge, experiences and insights. These practices assist in creation, organization and dissemination of personal knowledge ensuring the uninterrupted renewal of individual knowledge in the face of ever changing and unpredictable environment within which individual operates (Razmerita et al., 2014). To develop a better understanding of the concept, PKM skills were classified into two sets i.e. basic skills and higher order skills (Cigognini et al., 2011). Managing media and information falls under the category of basic skills, whereas managing one’s personal knowledge comes under higher order skills. This depicts that the prime focus of PKM is on individual inquiries and practices unlike the organizational KM approach (Hwang et al., 2018; Pauleen and Gorman, 2016) and individuals who exercise PKM are known as knowledge workers.

A knowledge worker manages him/herself by developing the capability of “stay in the know” which is crucial for maintaining their competence and relevance in their work/career (Ahmed et al., 2021). This involves information technology (IT) systems and tools, a variety of individual’s relentless habits and practices and their social relationships that brace up PKM (Nicolini et al., 2015). For example, knowledge workers use tools such as LinkedIn, Twitter, Zoom, Google Drive and cloud-computing to manage their personal knowledge (Leonardi, 2014). Hence, as opposed to the traditional hierarchical model of KM that places huge emphasis on top-down approaches, PKM embraces bottom-up perspective (Jarrahi et al., 2019; Jones et al., 2016), which is thought to be a self-directed and self-regulated
learning (Fujita, 2020). These knowledge workers are referred to as self-directed and self-managed individuals because their personal KM practices are less reliant on organizational sources since they invest quite highly in their self-reflecting activities to keep updated with their work and career.

3.1 Use of technology in personal knowledge management—ChatGPT

While developing a linkage between PKM practices and IT, Jarrahi et al. (2019) presented a brief and clear description of the concept of “shadow IT,” which is increasingly adopted by the knowledge workers to augment their work practices (Behrens, 2009; McCoy and Rosenbaum, 2019; Silic and Back, 2014). Generally, ineffective and inefficient organizational IT compels employees to resort to IT platforms outside the realm of organizational control (Haag and Eckhardt, 2014). The pervasiveness of the concept of “shadow IT” cannot be denied in the context of organizational KM. It acts as personal infrastructure that allows workers to be involved in PKM activities (Steinhueser et al., 2017). As knowledge workers are assumed to be responsible managing their information, learning and experience for their career acceleration, the significance of KM infrastructure has gained much importance (Pauleen and Gorman, 2016). Advancement of AI generative technologies has further accelerated this trend of employing informal channel technology in their work practices and ChatGPT is one such trend which has become a buzz word.

Built by OpenAI, ChatGPT is an advanced AI language model that pronounces itself as “a powerful machine learning software that uses the GPT algorithm to generate human-like responses to text-based inputs” (Adiguzel et al., 2023, p. 13). It has been trained on the wealth of data all over the internet comprising of books, journals, websites, blogs and written text. Through its fine-tuning process, it optimizes dialogues and hence generates responses in a conversational manner to the prompts given (Health, 2023). GPT uses deep learning to deliver exceptional conversational ability and are trained on wide-ranging data sets making them stand out from its predecessors such as GPT-3 and GPTInstruct. According to Rospigliosi (2023), ChatGPT is capable of recognizing data regularities and patterns which allows it to generate relevant text and images in response to prompts fed by users. Moreover, it can perform numerous tasks ranging from language translation, generations stories, writing essays, explicating complex subjects, writing codes and fixing the ones with errors (Eke, 2023).

Despite the surge in significance of PKM and usage of non-organizational IT, a little research has been dedicated to exploring the linkage between the two concepts and how personal infrastructure encourages and emerges (Liu et al., 2017; O’Leary, 2016; Pauleen and Gorman, 2016; Jarrahi et al., 2019). Furthermore, technological development, mainly advent of generative AI and specifically, ChatGPT has drastically complicated this landscape. It gave individuals an unbridled resourcefulness and freedom to find solutions, create opportunities that support or deter their personal or professional development (Hwang et al., 2018). In this scenario, ChatGPT holds a substantial role for PKM necessitating further investing within scholarly domains.

4. Leveraging personal knowledge management through ChatGPT

4.1 Augments decision making

Literature suggests some theories that generative AI proposes an innovative context for management theories particularly related to decision-making. The human decision-making process is not free of inherent limitations which, however, can be mitigated by deploying
generative AI through facilitating humans in the process. Simon (1987) theorized the concept of bounded rationality model to explain the limitations such as lack of cognitive understanding, dearth of reliable information and lack of time that restricts humans to make rational decisions (Cristofaro, 2017). With the rapid advancement in technology, the interest in using evolutionary algorithms in hybrid systems is also growing. This development could possibly lead to advancement of optimization theory (Sieja and Wach, 2019). According to Dean and Sharfman (1993), bounded rationality can be mitigated through developing a procedural rationality which is about organizing the process of collection of credible information. Generative AI can be useful in developing procedural rationality and making the optimal decisions when it comes to handling customer service and deciding to use human capability or AI technology to deal with the problem. In support of this view, Terwiesch (2023) emphasized the importance of using ChatGPT for better decision-making. Likewise, ChatGPT has been proved beneficial for educators in making critically reflective decisions (Cano et al., 2023). Through its ability to gather and analyze wide range of data, ChatGPT offers better assistance in making decisions in the growing complexity of business world (Armstrong and Elbanna, 2023). In brief, ChatGPT augments the decision-making ability of a knowledge worker through facilitating his/her PKM.

4.2 Reflection and networking
The influence of ChatGPT and other generative AI tools encompasses the most prevalent theories of KM and explicates how it supports knowledge workers to reflect and build networks. According to knowledge multiplication theory, knowledge creation is dynamic progression of tacit and explicit knowledge that comes into play through process of internalization, socialization, combination and externalization (Nonaka and Takeuchi, 1995). Generative AI, specifically ChatGPT, can be a facilitator for all the process, thereby supporting the process of reflection and networking. For instance, ChatGPT acts as a virtual platform that shares information among the geographically dispersed team through seamlessly converting tacit knowledge in socialization. For instance, ChatGPT allows their members to have in-person sharing and exchanging of knowledge (tacit) through socialization using this digital platform. Nguyen and Malik (2022) inveterate the scholarship of previous studies that confirmed the positive role of generative AI in the process of knowledge exchange. However, ChatGPT is largely acknowledged and praised for its answering to open-ended questions and personalized responses to user in their preferred language (Korzynski et al., 2023).

4.3 Collaborative construction of knowledge
The statement that ChatGPT facilitates the collaborative construction of knowledge can be backed by the research of Hu et al. (2023) who opined that concurrent engineering, during the different stages design process requires multiple stakeholders from multiple domains. This shows the necessity of collaboration for the development of successful design (Jang et al., 2021). The research suggested that ChatGPT has the potential to assist concurrent engineering by providing a platform for shared knowledge that enables team members to acquire knowledge and collaborate effectively (Hu et al., 2023). It reiterates the potential of ChatGPT to assist concurrent engineering and empower knowledge workers for acquiring knowledge, asking questions, demanding clarifications and exploring solutions. For instance, a mechanical engineer may seek help from ChatGPT regarding robotic arm, whereas an electrical engineer can ask ChatGPT about electrical systems (Jang et al., 2021). Amazingly, both designers would receive a real-time response tailored to their needs and allow them to continue their work in parallel and collaborative their efforts (Chen et al., 2019). This collaborative effort gives them a
holistic view of the glitches and helps them to co-create new knowledge to improve design solutions. Moreover, ChatGPT can facilitate expansive learning. Through involving themselves in novel and challenging activities, individuals can learn new knowledge or enhance their personal knowledge base (Tessier, 2022).

4.4 Knowledge organization and augmentation
ChatGPT has this huge potential for presenting large number of data sets in the most structured and coherent form allowing the knowledge workers to filter out and arrange materials as per the requirements (Armstrong and Elbanna, 2023). Furthermore, its understanding and natural language capabilities assist individuals to have easy access to personalized information (Arif et al., 2023). It is also regarded as individual’s “personal coach,” as it provides guidance and support to human capabilities and enables them to perform their efficiently and timely which augments individual knowledge workers productivity (Ritala et al., 2023).

4.5 Knowledge expansion
The inherited generative nature of ChatGPT has tremendous potential of generating new data and is not only restricted to analyzing the existing data. This characteristic distinguishes it from earlier counterparts. Assessing patterns has long been a specialty of machine learning, but ChatGPT has taken a step further by recognizing these discerning patterns are used to create a new data set, thereby exhibiting generative capability. This way, it generates novel ideas and sparks creativity (Cox and Tzoc, 2023; Kilinç, 2023). From a scholarly standpoint, there are various facets through which ChatGPT can facilitate an individual to enhance/manage his personal knowledge, but the researcher anticipated that its ability to generate first draft will be vital for a knowledge worker primarily in academic research (Qasem, 2023). Without it, knowledge workers suffer substantial amount of time and effort to develop a first draft of something, e.g. email, proposal, business plan or a research article. To support this view, the research by Dwivedi et al. (2023) can be quoted here that states the potential of ChatGPT on increasing knowledge workers productivity in multiple ways, such as briefly explaining the information and search processes. Furthermore, it is also deduced from the findings of another research that ChatGPT exhibits remarkable applicability in knowledge expansion within academic settings. Because it can provide gist of the complex topics and simplify the writing process, enriching student personal knowledge (Wang et al., 2023).

4.6 Development of divergent thinking through ChatGPT for knowledge workers
Raftis (2023) wrote an article after getting inspired by the podcast of Andrew Huberman. He researched “using ChatGPT for divergent thinking in obsidian and PKMs” and elaborated divergent thinking as “about generating multiple responses to open-ended and complex problems (Gibson et al., 2009)”. The researcher found out that ChatGPT produces some interesting possibilities for structuring prompts and realized that effectiveness of AI is not about the program but about the user’s ability to build high quality prompts. It has the capability to transfigure user creativity to develop a memo about a particular concept and then generate several other related written texts that are interrelated. An individual augments their personal knowledge through ChatGPT through creating and reflecting their own notes regarding information which enhances divergent thinking. This will open avenues for new perspectives and ideas.
4.7 Creative thinking tool to generate novel ideas

Bouschery et al. (2023) analyzed the role of ChatGPT as a creative thinking tool that works as an innovator in hybrid innovation team. The study found that its capacity to provide spaces for larger problems and solutions brings higher innovation. Further research (Stevenson et al., 2022) opined that the highly generative nature of ChatGPT makes it capable of generating new concepts and ideas. It enables human beings to better understand their problems and offer them probable solutions.

5. ChatGPT for knowledge workers across diverse sectors

5.1 ChatGPT for knowledge workers in financial sector

Deployment of ChatGPT in the banking sector is providing tailored recommendations to customers by understanding their need and then targeting them with needed products (Mogaji et al., 2020a; Mogaji et al., 2021). Moreover, ChatGPT can also assist back-end operations, process huge amounts of data and perform financial marketing without direct engagement with customers (Northey et al., 2022; Sheth et al., 2022). Its generative capabilities enable it to curate customized suggestions based on personal needs, wants and preferences. Its natural language processing abilities allow it to converse like humans which add emotional appeal to marketing campaigns for more personalized results in conjunction with human assistance (Omoge et al., 2022).

5.2 ChatGPT for knowledge workers in travel and tourism industry

Likewise, ChatGPT is equally beneficial to be used in travel and tourism business and can provide accurate information and even help them plan their trips through giving them tailored response by combing and extracting output from range of multiple sources (Buhalis and Moldavska, 2022). It can facilitate customer phasing and back-office operations of companies operating in the areas of travel, tourism, hospitality and transportation. For example, providing travel recommendations, booking and reservations, creating itineraries, offering multilingual support and personalized guests suggestions for their disabilities (a research study shows that ChatGPT helped to increase knowledge through providing a suggestion to a blind person i.e. a knowledge seeker who was traveling to France) (Tércio Pereira et al., 2022).

5.3 ChatGPT for knowledge workers in higher education and academia

Research shows that ChatGPT has a potential to offer personalized knowledge curation in teaching and higher education. The transformative role of ChatGPT enables it to provide personalized suggestions to students in their research endeavors and teachers in designing pedagogical plans where resources are limited and enhancing their teaching skills (Aldeman et al., 2021; Kendrick, 2023). AI technologies are good at predicting student performance and addressing the issues of student disengagement (Karsenti, 2019; Villegas-ch et al., 2021). It helps in quick assimilation of knowledge to facilitate students but can also be used as a source while writing dissertations, which raises the concerns of plagiarism that can be addressed through effective collaboration of student and teachers by identifying the ethical boundaries and limitations of ChatGPT (Stokel-Walker, 2022).

5.4 ChatGPT for knowledge workers in health care

Multiple studies suggested ChatGPT as a panacea for health care due to its extraordinary potential to deal with the challenges of diagnosis and treatment along with providing great
deal of support for managing workflow and optimizing documentation which ultimately save cost and time and bring focus to personalized medicine (Li et al., 2023; Cheng et al., 2023). It has the capability to diagnose based on patient symptoms and medical history. ChatGPT can accurately and effectively address the queries of both patients and doctors. It can significantly mitigate the patients’ fear by providing them sufficient information on surgery and post-operative preparations (Cox et al., 2023; Xie et al., 2023). Moreover, it works as virtual assistant to physicians and provides lists of potential surgical risks, drug suggestions and free psychological counseling to patients (Zhang et al., 2023). ChatGPT also aids physicians to evaluate the risk of poor prognosis and issue warnings and intervene at initial stages to prevent the damage and improve health outcomes (Cheng et al., 2023). Moreover, ChatGPT also helps medical students through improving their communication and problem-solving skills along with developing their logical thinking skills in clinical settings. It also has shown its effectiveness in gastroenterology research through identifying research priorities (Homolak, 2023). It also facilitates public health through increasing daily work efficiency of their staff and policymaking processes due to its prediction-making and data analysis abilities (Zhang et al., 2023).

6. Challenges and prospects of ChatGPT for personal knowledge management

6.1 Inherent issue of reliability and biasness

Jang et al. (2021) devoted prime importance to reliability of natural language models in their endeavors of research and development. Reliability of these language models is central to the precision of generated response that ultimately influences the product impact and acceptance. If the information/data is fallacious, redundant and titled toward any kind of bias, the resultant output would be lacking credibility. Consequently, the reliability of AI systems is in shambles, thereby losing the trust of its users. The recent escalation in utilization of such a natural language model, ChatGPT, necessitates the accuracy and reliability of generated output. In the case of ChatGPT, it is evident from users’ perspective that there were instances of common-sense errors and fabrication of information, that could lead serendipitous yet harmful consequences. Users who lack the ability to distinguish between credible and concocted information are more at risk of believing the misleading output. Hu et al. (2023) published some of such instances in his research paper where he presented how ChatGPT gave misleading information when asked about authors and publication dates of some of the articles. This can produce erroneous content and diminish the rigor of academic research if a user solely relies on ChatGPT. As far as bias is concerned, ChatGPT is a reinforced learning system and is prone to be influenced by training data without recognizing biases in the data set (Domnich and Anbarjafari, 2021). Instances of biases and unfairness have been reported by users across various countries. Research draws a comparison through publishing a ChatGPT response toward the same question for different countries (Hu et al., 2023). A user asked, “why Chinese and American families use a floor cleaning robot”. To our amazement, ChatGPT responded as “American use it for saving time and convenience while Chinese use it as a status symbol”. This instance shows the clear bias and discrimination against countries, and this can likely increase the race, gender, age and culture divide.

6.2 Issue of transparency

Continuous advancement of ChatGPT demands more transparency in its decision-making system to address the user concerns (Felzmann et al., 2020). Transparency is about having knowledge of the basis and sources of ChatGPT, which enables it deliver output and allowing users to verify the accuracy of those outputs. In-spite of ChatGPT swift response
generation to prompts across multiple domains, its transparency index is not at par. ChatGPT is seen with suspicion for using personal data to train itself, thereby endangering the privacy of user which too lacks accuracy and transparency of the response generated. The monopoly of a technology giant i.e. Microsoft, over conversational AI and obscure nature of their working mechanism makes it impossible for the outside researchers to evaluate the reliability and validity of the system. Resultantly, there is dearth of transparency while accessing, retrieving and processing of textual information that lays the basis of AI responses (Van Dis et al., 2023). However, to mitigate the challenge of lack of transparency, AI is required to promote and endorse the development of open-source AI. This way researchers will have undeniable access to its internal mechanism and will forge an inclusive ecosystem for the transparent evolution of AI systems (Van Dis et al., 2023).

6.3 Issue of justifiability
The proliferation of ChatGPT across numerous domains is an undeniable fact. However, due to its obscure internal mechanism, users and developers refer to it as a “black box” (Meske et al., 2022). Because this makes it difficult for users to understand the process inside AI. Hence, over-reliance on the output generated by ChatGPT is prone to incorrectness. For instance, when ChatGPT is asked to generate content on a particular topic, it could generate erroneous or non-existing scientific work references (Dwivedi et al., 2023) and user does not understand the reasoning behind this recommendation and cannot trust fully in the academic/research domain where justifiability is paramount. However, the issue of justifiability can be resolved through mitigation of obscure dependencies between input and output during the process of response generation. Adadi and Berrada (2018) suggested that keeping users at the center and enhancing transparency would allow users to develop better understanding the decision-making of generative AI technologies.

6.4 Issue of dependency and over-Reliance
Due to challenges of low transparency, it is disastrous for a knowledge worker to have over-reliance and dependency on ChatGPT. Here, we can quote the example case of Samsung, whose workers inadvertently leaked confidential information to ChatGPT while using it to help them with tasks. Samsung allowed its knowledge workers at its semiconductor arm to use ChatGPT to fix source-code problems with AI writer. To do so, the workers unintentionally entered company’s confidential information along with the source-code meant for a new program. As ChatGPT retains users’ data to train itself, these trade secrets are now in the hands of OpenAI which could be disastrous for the company. In another case, an employee had input meeting notes to ChatGPT to help assist him/her in making presentation. The content of the meeting notes was of secret nature that Samsung would never like to leak to a third party. These are the instances when using ChatGPT for PKM is not always safe (Maddison, 2023). In nutshell, over-reliance and dependency of knowledge worker to manage his personal knowledge can lead to difficult circumstances, as it does not provide information retrieval access hence loss of important information would occur.

7. Conclusion and future research directions
This paper outlines some of the promising prospects of ChatGPT in PKM of individuals across diverse disciplines. It presents that ChatGPT can augment individual KM by enhancing their productivity, learning outcomes, innovation and creativity, skill development, expansive learning, collaborative knowledge construction, synthesizing and creating new information and acting as an innovator in hybrid teams. However, limitations and challenges that come with the usage of ChatGPT must be considered including its factual inconsistencies, lack of in-depth
understanding, safety concerns, inherent biasness of lack of transparency and justifiability. They pose huge concerns among the knowledge workers across all the disciplines, and it affects the ability of a knowledge worker to enhance their own performance and organizational performance overall. To address the issues of transparency, justifiability and biasness, AI needs to develop and promote an opensource AI that can be accessed by the outside researchers to know the working of internal mechanisms of the system. Open AI also needs to diminish the obscure procedure between input and output to bring more transparency. This way individual knowledge worker would gain deeper understanding of the decision-making process at AI when processing the prompts (Adadi and Berrada, 2018).

7.1 Social, ethical and practical implications
Nonetheless, the social and practical implications surrounding the adoption of ChatGPT cannot be ignored, and it can be applied in both positive and negative manner as outlined below:

- ChatGPT boosts employee productivity across diverse professions through task automation that prevents employees from indulging in repetitive tasks and allows them to concentrate on innovative aspect of their work with enhanced accuracy (Wade, 2023; Shrivastava, 2022).
- It facilitates streamlining information retrieval, enhances accuracy in the financial sector through aiding text-mining and intricate regulatory systems (Pathak, 2023).
- It enables efficient learning of students and assists academic researchers to design the first draft of their papers (Rowe, 2018).
- The disruptive effects of ChatGPT are more pronounced in the education sector. It includes challenges of plagiarism, cheating, student assessments and their motivation to learn and write independently (Rospigliosi, 2023).
- ChatGPT lacks the credibility of co-authorship which may lead to devalued research work (Burger et al., 2023).
- Growing adoption of ChatGPT may lead to excessive loss of jobs in the areas such as “copywriting, customer service, journalists, transcriptionist and executive assistant” (Dwivedi et al., 2023).
- ChatGPT’s tendency of being misused and abused by nefarious societal actors for spreading misleading information or news (Duan et al., 2019).

7.2 Research limitations and future research avenues
The application of ChatGPT is not devoid of limitations:

- ChatGPT has inherent biases such as lack of transparency and justifiability that affects the ability of a knowledge worker which ultimately affects organizational performance.
- The training data of ChatGPT is not extended beyond year 2021; hence, it lacks the capability of integrating real-time data in its responses.

The following future research avenues have been identified from the gap assessment of previous studies to enrich the research:

- conducting empirical research to develop insights on the usage and impact of ChatGPT in PKM;
- analyzing the potential of ChatGPT4 and other AI technologies for PKM;
exploring the impact of hybrid approaches on PKM would also be a great contribution to the literature; and

examining the role of ChatGPT in managing personal knowledge of employees with disabilities.

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