International Journal of Current Science Research and Review
ISSN: 2581-8341
Volume 09 Issue 06 June 2026
DOI: 10.47191/ijcsrr/V9-i6-42, Impact Factor: 8.048
IJCSRR @ 2026
www.ijcsrr.org

Role of Artificial Intelligence for Modern Organizations Based on Tacit, Explicit, And Reusable Knowledge Resources: A Discussion

Akhilesh Harsh[1], Shivani Tewari[2], O. K. Harsh[3]
[1]Project Management Consultant, Public Sector, Ex-academic staff member at the University of Adelaide, Australia,
[2]Registrar, Glocal University, Saharanpur, India
[3]Pro-Chancellor (Addl), Glocal University, India

ABSTRACT: Organizational knowledge management, including human resource management, is the most important mechanism for increasing organizational performance and hence the performance of business. Employees are the most valuable resource, determining a company's success and growth and enabling its competitiveness in the international market. This article theoretically examines the essential characteristics of organizational knowledge management and the relationship between business performance and human resource management, incorporating artificial intelligence and explicit, tacit, and reusable knowledge. The study demonstrates how organization-wide management of tacit, explicit, and reusable knowledge, including human resource management, can help companies leverage the know-how, skills, competencies, and valuable knowledge of their employees for the company's development and success. Effective organizational knowledge management is essential for achieving company goals. Organizations should focus on managing explicit and tacit knowledge, as well as ensuring that this knowledge can be reused efficiently. Doing so enhances employee effectiveness by providing access to relevant knowledge and skills, which expands competencies and, in turn, improves overall business performance.

KEYWORDS: Tacit Knowledge, Explicit Knowledge, Reusable Knowledge, Organizational Performance, Human Resources, Three-Dimensional Model

INTRODUCTION

Artificial intelligence and Management System

Management systems have undergone significant transformation in recent years, reshaping many areas of modern organisational practice. These developments raise important questions about emerging management trends and the evolution of related industries. A central issue is whether contemporary management approaches can enhance performance by improving productivity across the organisation. To address this, it is essential to examine management dynamics within the context of changing organisational environments.

In today's highly competitive landscape, companies face continual pressure to improve performance and justify their position in international markets. Many organisations have therefore sought to strengthen their internal management systems and integrate more effective methods into daily operations. Modern management practices focus heavily on optimising the use of human resources, particularly in areas such as workforce planning, employee selection, recruitment, and performance management. These shifts encourage organisations to reconsider the role of structured management processes within traditionally human-centred workplaces and to explore how improved systems can help them achieve better results with available resources.

Contemporary organisations are increasingly committed to achieving measurable improvements through the continuous enhancement of internal processes, organisational values, products, and employee capabilities. (Mello, 2010) identified human resource management as a central driver of measurable benefits and long-term organisational sustainability. As such, HR professionals must pay close attention to processes such as forecasting staffing needs, aligning personnel with organisational demands, and ensuring that the workforce can adapt to changing conditions. (Porter et al., 2016) described human resource management as the effective utilisation of an organisation's people to achieve its strategic objectives and contribute to the desired outcomes.

Human resource management has been an important area of study for over three decades, receiving considerable attention due to its strong influence on organisational performance. Numerous studies highlight the link between effective HR practices and the development of a skilled workforce aligned with business goals. Strong human resource management is widely regarded as one

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of the most effective strategies for improving organisational performance and sustainability (Chang & Huang, 2005; Kazlauskaite et al., 2012).

Current research continues to explore how modern management approaches and knowledge-based practices can enhance organisational efficiency and deliver measurable benefits. These advances have led to a rethinking of how traditional practices can be replaced by intelligent systems to support decision-making and capacity optimization across the entire organization. This work systematically examines how AI can optimize resource management in organizations. This study offers theoretical discussion regarding strategic AI applications, explicit and tacit knowledge, and its reusability to improve organizational efficiency and build confidence in measurable benefits. Furthermore, it initiates an objective discussion about the benefits and reusability of AI.

II. LITERATURE REVIEW

The role of AI in human resources compared to company management

Several researchers have investigated the integration of AI (Artificial Intelligence) and Business Intelligence (BI) in the management of human resources and recognised both challenges and prospects. Kapoor and Sherif (2022) investigated the applications of Business Intelligence (BI) in the management of human resources, concentrating on top workers of BI and data analytics professionals. Their investigation scrutinised in what way data analytics, technologies, and Business Intelligence helped as forerunners in the strategy of tactics, design of database, and protocols of authority in the management of human resources.

The issues that allow an organization to utilize its human resources efficiently include: (1) Capability. Staff performs excellent work and possess the necessary knowledge and skills for their tasks, positions, and responsibilities. (2) Cost-efficiency. The organization concentrates on human resources investments that produce extra value for the organization (3). Dedication. Staff are committed to the organization and completely devote themselves to its success (Channuwong, 2008; Soisud & Inbua, 2021), (Jarrahi, 2018) examined the real consequences of AI in commercial management. He emphasized that human guidance remains essential, as AI impacts management in situations of uncertainty and doubt. Merlin and (Jayam, 2018) similarly mentioned the crucial role of AI in human resource management. Their conclusions recommend that AI is a valued tool.

Retno (2024) revealed how modern digital technology impacts the key aspects of human resource management, including workforce recruitment, performance supervision, and employee engagement. (Nishad et al.'s, 2024) investigation into the applications of artificial intelligence in human resources organizations suggested that this technology could be utilized to enhance employees' awareness of the impact of capabilities and AI computations. The work of (Bindra et al., 2023) proposed that gradually modest and complicated environments and knowledge management comprise a strategic plan for leveraging knowledge-related resources, improving flexibility and agreement. This work reflects on the process of distribution, conversion, and creation of knowledge.

Investigation of (Harsh & Harsh, 2024) reveals the job of AI in knowledge management in a data mining atmosphere via the role of knowledge reusability. The study focuses on the reuse of skills, data, and information. More Recently, Recently (Harsh et al., 2025) theoretically analyses the knowledge transformation of explicit and tacit by using extended Nonaka-inspired model of three-dimensional knowledge management (Harsh, 2008; 2024). This work highlights the planned roles of information technology, reusability, and Artificial Intelligence (AI) in improving processes of knowledge. The investigation, for example, "Research and Development" (R&D's 2018), hypothetically inspected the usage of AI in employment and mentioned the critical application that AI is involved in the procedure of employment. Their study reveals that artificial intelligence enables consultation training, applicant selection, arranges career consultations, and reorganizes the hiring process’s roadmap.

The work of (Buzko et al., 2016) demonstrates the significance of artificial intelligence (AI) in human resources development. According to them, AI has a restriction in assessing the price-effectiveness of training plans which ultimately affect the performance of the organization. Nevertheless, they accepted that AI facilitates the analysis of quick data, backing human resource experts for well-informed consequences. Dirican (2015) warned that the usage of robotics and artificial intelligence together could badly disturb the procedures of organization. According to him, we can experience likely disparities in areas such as auctions, tactical arranging, management of overall performance, investment systems, customer linking management, and training and guidance.

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AI and Organizational Knowledge Management

Integrating Artificial Intelligence into Knowledge Management to Improve the Accuracy, Flow, and Organizational Performance of Knowledge (e.g., tacit, explicit, and reusable knowledge)

Artificial intelligence (AI) improves knowledge management (KM) by accelerating the flow of knowledge and increasing the accuracy of knowledge within organizations ((Jarrahi et al., 2023; Mojtaba, 2025). Following are the vital facts:

• AI was integrated into knowledge management in the 1990s, with a focus on knowledge processing, retrieval, and mapping.
• The concept of corporate knowledge became established in the context of building shared knowledge for decision-making.
• Initial KM tools were inadequate, leading to employee rejection due to a lack of user-friendly interfaces and meaningful objectives.
• Corporate networks are considered a promising entry point into actual knowledge management, but employee engagement remains a challenge.

AI Systems and Knowledge Flow

AI offers several methods that can significantly improve knowledge flow in organizations.

According to (Shigley et al., 2025), the kind of flows of knowledge fluctuates as a result of consumerization of IT (information technology), digitalization and the incorporation of artificial mediators into everyday practises, it is progressively significant to comprehend the fluctuations needed in how knowledge employees conduct effort, share information and knowledge, and keep on learning.

• These methods include machine learning, natural language processing, and expert systems for knowledge modelling.
• Hybrid architectures that combine different AI methods are essential for solving complex real-world problems.
• Knowledge flow is defined as the collection, preparation, delivery, dissemination, and sharing of information tailored to the needs of stakeholders.
• Effective knowledge flow requires a comprehensive understanding of stakeholders' actions and motivations.

Foundation of Knowledge and Knowledge Processes: The DIKW and SECI Models

This research is based on two crucial models of knowledge management: the first is the Data, Information, Knowledge, and Wisdom hierarchy (DIKW) model, and the other is the model of Nonaka and Takeuchi's knowledge management, which is called the model of Socialization, Externalization, Combination, and Internalization (SECI) (Harsh and Harsh, 2024; Harsh et al. 2025).

The first framework is the Data, Information, Knowledge, and Wisdom (DIKW) model, which explains how raw data is gradually transformed into organised information, actionable knowledge, and ultimately wisdom or informed judgement. This model is often represented as a pyramid, helping organisations interpret different analytical layers and address complex "how" and "why" questions. It serves as a valuable guide for strategic decision-making (Garcia-Pérez et al., 2019).

Complementing this, Nonaka's SECI model—socialization, externalization, combination, and internalization—highlights the dynamic interaction between explicit and tacit knowledge. It emphasises how knowledge is continuously shared, converted, and embedded within organisational practices.

It describes the processes like the recurring change of knowledge in four forms: socialization, externalization, combination, and internalization, which highlights the incessant invention and education within the organizations (Yee et al., 2019).

Knowledge Types: Explicit and Tacit

Normally knowledge may be understood by the two types, they are explicit and tacit knowledge and their mutual collaboration or interaction. Explicit knowledge covers organized information, formal that can be effortlessly swapped, recognised, and linked between individuals and systems. It is normally involved in academia and consistent actions (Moser et al., 2021; Weinberger and Green, 2022).

Tacit knowledge is strongly practice-oriented, discrete, and situation-exact. Tacit knowledge is accessible to everyone and is understandable through shared intelligence, vision, and awareness (Yee et al., 2019). Tacit knowledge is a vital source of bearable modest aids and plays a vigorous role in the broadcast of lively knowledge. However, its invisible kind bears resistance, mostly in the enterprise's changeable imagination and development (Asna Ashari et al., 2023).

Aedo et al. (2025) highlighted the growing interest in developing guidelines for externalizing knowledge, especially tacit knowledge, and connecting it to explicit knowledge. Zaoui et al. (2025) recently developed a model for representing tacit knowledge and outlined methods for transforming it into explicit knowledge. The authors also discussed how this important and valuable

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knowledge can be captured. This knowledge conversion demonstrates that organizations are competent enough to leverage and protect this significant knowledge for use across different tasks and purposes.

Aedo et al. (2025) mentioned that interest is rising in evolving guidelines for knowledge externalization, such as tacit knowledge, and to mix it with explicit knowledge. Freshly Zaoui et al. (2025) worked out a model for the tacit knowledge illustration and briefed the methods for the explicit knowledge alteration. These authors also discussed how to capture this important and valued knowledge. This knowledge conversion justifies that the enterprise is competent enough to use and protect this significant understanding of the knowledge to apply it for the various roles and purposes.

Applications of Involvement of Knowledge

Involvement of practical models of knowledge management is not informal because of prominent difficulties. Though models of knowledge management are hypothetically active, their functional usage normally faces noteworthy difficulties. A persistent breach happens between hypothetical bases and their real-world usage in enterprise situations (Al-Zoubi et al., 2022; Iqbal, 2021). Such types of breach are mostly comprehensible in the state of the contact of tacit and explicit knowledge, which requires careful rules for mining, knowledge alteration, and combination activities.

The Current Role of AI in Organizations

AI is considered a transformative technology for organizations, but its positioning, especially in smaller companies, is not yet fully established.

• AI can be defined as machines that perform human-like cognitive tasks, including decision-making, automation, and innovation.
• AI is primarily used to increase efficiency, further develop equipment/products, generate innovative contributions, and support decision-making.
• The focus is shifting from automating repetitive tasks to more complex cognitive tasks involving human-machine interaction.

Reuse of Explicit and Tacit Knowledge

The reuse of knowledge is an excellent idea, especially in human resources. It saves costs and time and contributes to quality improvement. By reusing and sharing ideas on international platforms, knowledge can contribute to numerous studies. In a knowledge distribution system, reuse enables the exchange of important ideas. It reduces time and effort (Harsh, 2014). The repeated reuse of knowledge helps to acquire high-quality knowledge.

Targeted reuse of specific types of knowledge enables efficient and unified operation of reliable and advanced HR applications. The main incentive for knowledge generation can be sufficiently verified through the targeted application of the knowledge source via reuse. Mixing high-quality knowledge into vigorous HR departments can incessantly support the effective reuse of new knowledge at all stages.

METHODOLOGY

In the present work the following points have been examined regarding organizational performance

A. The roles of explicit and tacit knowledge are analysed and defined, including their reuse for organizational improvement.
B. Subsequently, the analysis of impact of artificial intelligence on organizations about explicit, tacit, and reusable knowledge in a modern organization.
C. Finally, the key benefits of artificial intelligence for organizations are examined, and strategic development is discussed.
D. Following this, the main obstacles and limitations that hinder the potential integration of artificial intelligence into the organizational context are deliberated.

Scope and Limitations

The focus is on how organizational methods and knowledge-driven systems can enhance explicit, tacit, and reusable knowledge processes within a workplace. The present study aims to examine practices that strengthen recruitment, training effectiveness, compensation effectiveness, and overall performance improvement, while also identifying the major barriers and limitations that hinder the effective integration or use of such knowledge-based approaches in an organizational context.

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The study explores AI-enabled methods such as machine learning and collaborative filtering, with emphasis on their role in simplifying exchange of knowledge flawlessly**.** By analyzing these processes, the research seeks to demonstrate how organizations can leverage AI to enhance decision-making, improve employee capabilities, and optimize strategic outcomes.

The Impact and Distinct Characteristics of Knowledge-Driven Systems on Organizational Performance, Mediated through Human Resources via Explicit, Tacit, and Reusable Knowledge

AI is a broadly familiar and intensively investigated concept in modern literature. AI describes the capability of machines to display behavior similar to human capabilities or intelligence, such as recognizing logical and cognitive activities. To properly understand AI in an organization, we can characteristically divide theoretical methods into following categories:

Human and Machine Similar thinking

This model aims to replicate human thinking, which inevitably includes tacit knowledge. Human thinking is largely based on perception, experience, and unconscious reasoning—processes that rely solely on tacit knowledge. AI systems that replicate this (deep learning and neural networks) attempt to recognize and reuse patterns derived from data, thereby imitating how humans internalize tacit knowledge.

Reusing tacit knowledge: By guidance procedures with enormous amounts of data, AI systems can impact models (linguistic models that acquire tone and grammar) that have the difficulty of requiring program explicit knowledge.

Reusing explicit knowledge: We can incorporate organized models and policies for systems and their reuse inside dissimilar parts of applications (e.g. rule-based systems and skilled systems).

Combined with human reasoning, AI can help in progressing human resource growth by enhancing resource sharing, growing HR departments, and indorsing worker growth through custom-made training, execute knowledgeable decision, and forecasting about tactical employees.

Humans and human-like machines: This technique highlights surreptitious machines that confront human behaviour which is often evaluated through trials such as the Turing test.

To understand how machines that behave similarly to humans are defined by explicit and tacit knowledge and its corresponding reuse, we examine how this type of knowledge governs the performance and learning of machines, for example:

Human-comparable AI activities improve performance of organizations by incorporating both tacit and explicit knowledge. Explicit knowledge, which is ordered, coordinated, and rule-oriented—is undoubtedly instructed into specialist systems, which makes allows coherent task automation and make it decision-oriented. Its reusability across fields raises consistency and effectiveness.

Tacit knowledge which is embedded in perception and understanding is applied through collaboration, shared experiences, and recognition of patterns and contextual signals. When individuals and organizational systems combine accurate reasoning with adaptive understanding, they strengthen forecasting, training decisions, planning within decision-making structures, and talent assessment. Such integration cultivates intelligent, resilient organizations capable of continuous development and discovery.

Machines that are acting like humans–This technique stresses machines designing that match behaviour or conduct of human

To understand how systems designed to mimic human behaviour rely on explicit, tacit, and reusable knowledge, it is necessary to consider how each type of knowledge shapes system behaviour and learning:

Explicit-knowledge

This is knowledge that is clearly documented, articulated, and transferable. It includes procedures, facts, rules, and instructions.

Reusability

Because explicit knowledge is organised and easy to interpret, it can be reused extensively for different tasks and purposes.

Tacit-knowledge

This refers to intuitive, experience-based knowledge that develops through practice and interaction. It is difficult to fully express or document, yet it strongly influences judgement and behaviour.

The combination of the reusability of knowledge and its impact on organizational performance

Explicit knowledge is organized, codified, and can be reused extensively across entire systems, enabling easily accessible tasks and robust reasoning. Tacit knowledge, while often difficult to understand, can be applied from similar perspectives after being acquired through collaboration and knowledge sharing. The utilization of knowledge is of paramount importance for organizational

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management, especially precise knowledge, which, when reused correctly, saves considerable effort and time (Harsh, 2014; 2007a). The example of expert knowledge demonstrates that reusable knowledge remains valuable to humanity and can be made accessible to a broad international audience.

The explicit reuse of knowledge is less inspiring than that of tacit knowledge. Capturing tacit knowledge is complex and requires considerable effort. It is important to emphasize that relevant tacit knowledge is not only readily apparent, but that reusable knowledge is also a crucial component of any human resource management strategy within an organization. Tacit knowledge within an organization, which is difficult to capture, provides valuable support to management when it is based on reliable competencies and values. The explicit reuse of knowledge is less inspiring than that of tacit knowledge. Capturing tacit knowledge is complex and requires considerable effort. It is important to emphasize that relevant tacit knowledge is not only readily apparent, but that reusable knowledge is also a crucial component of any human resource management strategy within an organization.

Tacit knowledge within an organization, which is difficult to capture, provides valuable support to management when it is based on reliable competencies and values. These skills enable resource recovery, leadership, risk management, and training planning. At the same time, they promote agility, innovation, and flexibility in dynamic organizational situations.

Tacit knowledge, which offers remarkable advantages, is not easy to grasp if one assumes that it is based on uniform measurements and values. The goal is to strengthen the capabilities of organizations and enable them to leverage explicit and tacit knowledge by integrating the latest insights. This study aims to investigate the impact of using and reusing explicit and tacit knowledge in advanced disciplines by applying the latest technological trends, including AI and the extended Nonaka model (Harsh and Harsh et al., 2007b; 2008; 2009; 2011; 2014) based on the Nonaka concept (Nonaka, 1994; Nonaka, 1995; Nonaka, 2000). Nonaka's extended knowledge management model (2007b; 2008; 2009; 2011; 2014) integrates the reuse of knowledge as an independent variable. These developments have important implications for data sets, conceptual models, information reformulation and linking, management approaches and topics, and realism in epistemology.

Previous research has shown that although the role of AI in organizational management has been investigated during many studies; the interconnection and reuse of tacit and explicit knowledge in AI-supported organizations have not yet been sufficiently addressed. Nevertheless, the reuse of knowledge plays a crucial role in the operational and strategic functioning of various departments within organizations, and, therefore, the aim of this study is to investigate the impact of AI on the context of organizations and their development path in a reusable environment where explicit and tacit knowledge is utilized.

This study focuses on a theoretical study of AI-supported management and its effectiveness, as well as the approach to reusing explicit and tacit knowledge also. Current research also examines the main limitations and bottlenecks that affect the actual use of AI in organizational management. Finally, this study examines strategic implications and an application-oriented perspective within the framework of AI management.

Analysis of the role of explicit and tacit knowledge and its reuse to improve organizational performance

AI with Explicit and tacit Knowledge and its reusability

According to workers (Nonaka and Takeuchi, 1994; 1995; 2000), there are four key processes of knowledge transformation: socialization, externalization, combination, and internalization. These knowledge transformations constitute the two-dimensional cycle of knowledge development from one type to another. This model does not consider the reusability of knowledge or the concept of artificial intelligence. Another model (Harsh, 2007a; 2008; 2009; 2011; 2014) postulate that tacit and explicit knowledge are opposite and perpendicular to knowledge reusability (see Figure 1). These authors consider reusability as an independent variable in a third dimension.

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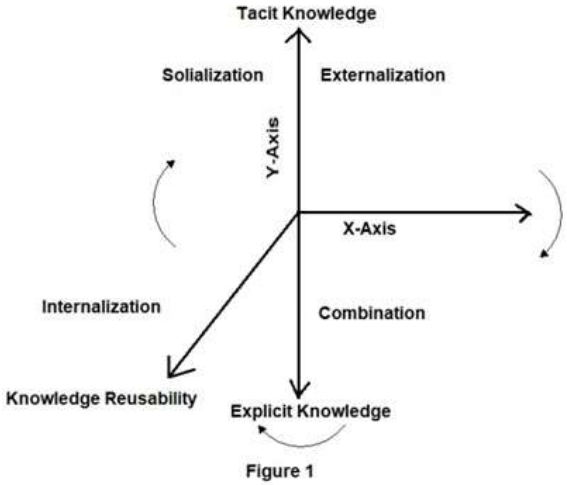

Figure 1

As these two types of knowledge interact and reinforce each other over time, implicit knowledge, for example, can evolve into explicit knowledge. Tacit and explicit knowledge are mutually exclusive, and their associated reusability fluctuates over time (Figure 1). The three-dimensional extended knowledge model (Harsh, 2007b; 2008; 2009; 2011; 2014) developed by Harsh (Figure 1) incorporates the concept of reusability, which is considered distinct from both explicit and tacit knowledge. This model builds on Nonaka's framework and provides a more comprehensive approach for understanding knowledge in three-dimensional environments.

The work (Harsh, 2014) and Sharma & Harsh, 2017) demonstrates that an organization's knowledge base expands through new ideas and insights, continuously refining both explicit and tacit knowledge. The repeated application of this knowledge improves its quality by uncovering hidden perspectives and reinforcing understanding. This perspective emphasizes that the reuse of existing data and information supports knowledge reusability. Since data and information form the foundation of knowledge, their consistent and effective use contributes to the ongoing development and dissemination of knowledge, particularly within human resource management.

Tacit knowledge, on the other hand, is rooted in organisational experience, judgment, and engagement, and cannot be fully replaced by explicit knowledge. However, tools like technical knowledge can help store, identify, and integrate implicit knowledge into formal processes. Explicitly documenting this type of knowledge ensures its reuse in organized environments. Organizational better performance requires both tacit and explicit knowledge. While explicit knowledge (e.g., manuals or instructions) is easy to share and document, tacit knowledge is based on adaptability and innovation. Organization promotes knowledge sharing by facilitating the exchange of tacit knowledge, which improves problem-solving, and by using explicit knowledge to support planned learning. AI and knowledge management techniques help store, reuse, and capture both types of knowledge. Ultimately, reusing knowledge in organization improves decision-making, training, and employee development. By allocating best practices and knowledge, organizations reduce redundancies, build competencies, and replace a philosophy of continuous learning.

Additionally, the following are key supports of AI in Organizations

A. AI aids in mechanizing repetitive tasks and reducing bias in the candidate choice procedure.
B. AI cares about the progress of occupations, improves employee tasks, and aids in the scheduling of management.
C. Technology, like AI, aids in classifying suitable applicants and can assist in their repetitive actions.
D. AI in the future will assist in easing the process of drawing conclusions.
E. AI is priceless for organizations as it saves time and decreases prices in numerous circumstances. AI-founded technology can mechanize complex jobs such as consultation groundwork, applicant tracing, resume assessment, and more. Consequently, AI technology is valued for hurrying work and dipping the time essential for employment.

The overhead idea recommends that trades should generate a custom-oriented technique that chains conditional practicality with theoretical insights. Such types of tactics enhance the drive for knowledge and help in improving the original capabilities and suppleness of trades. Presently, AI is regarded as a dynamic characteristic of contemporary enterprise. It should be noted that the

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applications and involvement of modern technologies like AI have largely developed; therefore, they mark our commerce the most because of the applications or involvement of human-inclined AI.

AI can be professionally valuable in HRD and teaching. The application of AI decreases human jobs and advances the effectiveness of making the decisions. AI has managed a revolt in trades, which has affected the commercial field. AI intensifies human or social intelligence and is active in numerous parts of modern enterprise. Human resource management can suggest a human replacement system that indicates a decisive source that allows industries to produce and structure the competences and approaches indispensable for human resources to fulfil their tasks and achieve commercial purposes (Murali & Krishna Kumar, 2013).

AI improve the organizational performance by transforming tacit knowledge into explicit and reusable shapes—aids in operative productivity, invention, and improvement in making decisions

Table 1 below is an organised synthesis of in what way AI behaviour interrelates with diverse knowledge categories to raise organizational values:

Table 1: Tacit, Explicit and Reusable Knowledge Types and Artificial Intelligence

Knowledge Type	Role of AI	Contribution or Involvement towards Performance
Tacit (empirical and instinctual)	AI uses pattern recognition, NLP, and relative inference to extract perceptions from conclusions, discussions, and manners	Reveals concealed knowhow, improves the quality of decision , and conserves memory of organization.
Explicit (documented, codified)	AI systematises, recovers and indexes, data like structure from manuals, reports, and records	Improves availability, speeds up on boarding, and helps in supporting agreement.
Reusable (modular, scalable)	AI organize and present finest practices, patterns, and roadmaps for repetition across squads	Increases effectiveness, decreases redundancy, and allows speedy grading

Interactive Mechanisms of AI that Allow Conversion of Knowledge

Tacit to Explicit Transformation

- AI examines between the lines—examines talk logs, meeting records, and operating data to assume understood rules and *practiced* heuristics.
- Natural Language Processing (NLP) methods like sentiment, testing, and grouping, from informal exchanges.

Reusable Knowledge Systems

- AI discovers configurations across groups and projects, modularizing answers into reusable structures (e.g., decision trees, playbooks).
- Such systems progress with comment, becoming intelligent and more situation-conscious with time.

Tactical Influence on the Performance of Organization

- **Invention**: By evolving tacit perceptions, AI raises imaginative problem-resolving and cross-punitive innovations.
- **Effectiveness**: Reusable knowledge decreases replication and rushes implementation.
- **Flexibility**: Explicit documents and AI-allowed recovery sustain organismal wisdom through changes.
- **Scalability**: AI systems reproduce effective strategies through divisions and topographies.

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BENEFITS OF ARTIFICIAL INTELLIGENCE

The importance of AI (artificial intelligence) for the effectiveness of organizational performance through personnel development

Artificial intelligence (AI) is transforming the world of work by automating the analysis and collection of data of all kinds, including explicit and implicit information that is reusable and valuable. As expected, HR managers invest significant amounts of time and expertise in repeatedly generating inaccurate hiring assessments due to incomplete external and internal data.

The impact of AI on big data and machine learning categorizes company-specific patterns, aggregates employee insights, and forecasts future staffing needs. By combining reusable data, AI improves the accuracy and speed of decisions and provides a comprehensive view of company resources.

Efficiency in Recruitment

- Traditional recruitment processes are often affected by bias and inconsistent evaluation methods, leading to inaccurate assessments.
- The quality and speed of outcomes improve through automated tools that streamline sourcing, applicant matching, and pre-screening.
- Management systems ensure the accurate handling of tacit, explicit, and reusable knowledge, eliminate redundant data, and optimally align applicants with organisational requirements.
- Employees previously engaged in repetitive tasks can focus more on meetings, company culture, and professional development.
- Operational complexity is reduced, and return on investment is enhanced through the integration of information technology with human resource practices.
- These improvements significantly increase efficiency by systematising procedures across areas such as HR, procurement, and IT.

Training and Teaching Efficiency

- Modern learning and management systems can adapt to the diverse needs and learning styles of employees by providing customised learning platforms and intelligent training methods that select and integrate relevant explicit and tacit knowledge.
- AI can systematize management tasks such as documentation and evaluation by implementing and applying reusable implicit and explicit knowledge, thus saving instructors' valuable time.
- Training demonstrates that AI promotes employee development and can be used particularly effectively in practical modules through user-friendly, reusable implicit and explicit knowledge.
- AI can help reduce bias and conflict and increase efficiency through reusable explicit data and its meaningful reuse.

Efficiency and Performance vs. AI

- AI can perform tasks such as data processing and data reuse in seconds a process that would take much longer with traditional methods.
- AI systems typically operate with high precision, and reusable knowledge significantly increases their accuracy.
- AI systems with reusable tacit and explicit knowledge can be significantly more cost-effective than humans in certain professions.

Artificial Intelligence and the Tacit Knowledge in Organization

Artificial Intelligence (AI) helps to unlock tacit knowledge by interpreting, capturing, and reusing human perception, which is typically empirical, complex, and requires validation. AI has proven to be crucial in solving problems such as the tacit knowledge problem. It can analyze large data sets and recognize patterns that constitute independent knowledge, thereby contributing to the identification of tacit knowledge. Learning algorithms in powerful systems and computer-aided perception processes are of great value for such problems.

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Organizational Performance through Human Resource Development and the Involvement of Explicit and tacit Knowledge

- Duplication of jobs may be reduced by reuse of appropriate tacit and knowledge and management of both explicit and tacit knowledge.
- Both tacit and explicit reusable knowledge assists to staff to perform their jobs effectively by selecting useful knowledge.
- Tacit and explicit and the respective reusable knowledge could be controlled is such a way to enhance the performance of the organizations.
- Knowledge like reusable assists in creating an environment of friendly learning and knowledge organizing which could be an asset for the newly recruited employees in enhancing their performance.
- Collection and appropriate reuse of tacit and explicit knowledge assist in making proficiency of the employees because of developing extra agile, proficient, consistent, support evolution through well-informed applications or practices.

VI. BOTTLENECKS OF AI ORIENTED ORGANIZATIONAL PERFORMANCE

Actual organizational management stresses a planned attitude**,** wherever front-runners of Human Resources examine past tendencies and performance to estimate needs of organizational future. Active decision making and steady control are vital to support organizational HR roles with commercial objectives.

Though AI improves data-driven responsibilities, its correct value arises when directed by well-versed decision of people. Originality, Compassion, and proficiency of domain continue unique, safeguarding that AI accompaniments rather than substitutes human perception. Professionals of organizations must complement tools like technology with - tactics of human centric**.** This cooperation nurtures adaptive, onward-watching approaches. Eventually, the association between the abilities of AI and human judgment reinforces fruitful and maintainable management of Human Resources.

Human Decision-Making Combined with Artificial Intelligence and the Resulting Bottleneck

AI can be used in recruiting to assess the suitability, background, and potential of applicants, as well as their existing job openings. It also supports the analysis of accuracy, resumes, and effectiveness. However, in interviews, employers still rely on human expertise to evaluate adaptability, problem-solving skills, and personal abilities. Regardless of technological tools, human judgments remain essential for evaluating the overall suitability of a candidate.

Impact on Performance Management, Compensation, and Employee Relations

Employee performance management and compensation appraisal processes often depend on subjective perspectives, human biases, and the intrinsic motivations of staff.

Excessive reliance on automated or model-based systems can risk perpetuating bias and undermining trust. Maintaining a balanced and ethical approach is crucial to safeguarding fairness and ensuring morally sound decision-making.

M**ain Benefits of Contemporary Organizational Knowledge and Practices**

Organisations strategically use both explicit and tacit knowledge to support their goals, particularly within Human Resources (HR). Tacit knowledge develops through employee observations, mentoring, experience sharing, and professional guidance. Explicit knowledge includes documented materials such as training content, policies, and standard procedures, which help maintain consistency and competence.

HR also manages reusable resources such as on boarding frameworks, competency models, and best practices. These tools streamline processes, reduce employee turnover, and ensure continuous professional development. By integrating different forms of knowledge, HR promotes the effective use of employee talent and the development of a more adaptable workforce. This approach preserves formal organisational knowledge while enhancing flexibility in daily work. Ultimately, organisations convert knowledge into strategic value that supports corporate objectives and delivers measurable benefits.

The main advantages can be summarised as follows:

1. More Efficient Recruitment

Improved methods for reviewing résumés and matching applicants shorten hiring timelines and reduce human bias.

International Journal of Current Science Research and Review
ISSN: 2581-8341
Volume 09 Issue 06 June 2026
DOI: 10.47191/ijcsrr/V9-i6-42, Impact Factor: 8.048
IJCSRR @ 2026
www.ijcsrr.org

2. Enhanced Employee Experience
Digital support tools provide immediate responses, streamline communication, and assist employees with workplace information and services.
3. Insights for Data-Driven Learning
Analytical methods help HR professionals predict salary trends and identify areas where employees require further training.
4. Advancement and Personalised Learning
Employee-centred development approaches support skill enhancement and broaden career opportunities.
5. Strengthened HR Function
Improved planning helps organisations anticipate changes in required competencies and forecast future staffing needs.

V. LIMITATIONS

Although AI has remarkable potential in knowledge management, this study highlights several limitations:
1. Time limitations: The short study period prevents a comprehensive analysis of all AI applications, especially emerging AI technologies.
2. Rapid evolution: Ongoing AI development may exceed the study period and leave current advances unreported.
3. Relative changes: Industry-specific and cultural differences may lead to oversimplifications despite efforts to ensure broad applicability.
4. Ethical challenges: Although ethical aspects are considered, the full range of ethical concerns associated with AI requires thorough and intensive investigation.
5. Access to Data: Data protection and privacy may limit access to real-world applications and limit the depth of analysis.
Despite these limitations, the study aims to provide a well-structured and comprehensive representation of organisational knowledge processes—tacit, explicit, and reusable—and their role in administrative management. The findings highlight both the opportunities and constraints associated with contemporary knowledge practices. This work underscores the importance of supporting innovation while maintaining ethical awareness and contributes valuable insights into managing strategic knowledge in evolving organisational environments.

RESULTS AND DISCUSSION

This research critically examines how explicit and tacit knowledge contributes to organizational development, with a strong focus on the role of reusable knowledge.

- The study offers important insights into knowledge management within modern decision-making environments.
- The findings emphasize the need for data-driven policies and digital analysis across organizations.
- Using explicit, tacit, and reusable knowledge supports faster and more informed academic and administrative decisions.
- Automation helps reduce operational costs and allows professionals to concentrate on strategic innovation.
- Reusable knowledge resources improve development processes, reduce absenteeism, and enhance overall efficiency.
- Systems that facilitate faster onboarding help accelerate the professional growth of new employees.
- The study recommends improving training processes and strengthening the execution of managerial tasks.
- Ultimately, strong knowledge practices reinforce an organization's strategic and analytical capabilities, supporting long-term success.

SUMMARY AND CONCLUSION

- Organizations, including HR departments, must accelerate their digital transformation and strengthen data-driven processes.
- Current research emphasizes the importance of continuous integration of organizational procedures rather than short-term adjustments.
- Digital tools reduce operational costs, minimize labor-intensive tasks, and enhance analytical capabilities.
- As a strategic partner, modern management systems shape organizational policies and support informed decision-making.
- Through iterative development, organizations gain valuable insights and foster innovation within human resources.

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IJCSRR @ 2026
www.ijcsrr.org

- Automation allows HR professionals to focus on strategic planning and adaptive thinking.
- Effective use of explicit, tacit, and reusable knowledge helps develop robust business strategies.
- Ultimately, strengthened knowledge practices enhance the role of HR, increase efficiency, and support the rapid development of new skills.

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International Journal of Current Science Research and Review
ISSN: 2581-8341
Volume 09 Issue 06 June 2026
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International Journal of Current Science Research and Review
ISSN: 2581-8341
Volume 09 Issue 06 June 2026
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Cite this Article: Harsh, A., Tewari, S., O. K. Harsh. (2026). Role of Artificial Intelligence for Modern Organizations Based on Tacit, Explicit, And Reusable Knowledge Resources: A Discussion. International Journal of Current Science Research and Review, 9(6), pp. 3350-3363. DOI: https://doi.org/10.47191/ijcsrr/V9-i6-42