

AI-ENABLED SOCIAL MEDIA COMMUNICATION AND EMPLOYEE KNOWLEDGE CREATION

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ABSTRACT

However, the fast adoption of Artificial Intelligence (AI) in the workplace communication environment has fundamentally changed employee collaboration and knowledge creation methods. It is a research study into how AI-driven social media communication with its tools, including intelligent chatbots, recommendation algorithms, and natural language processing, can influence the creation of knowledge by an employee in an organizational context. The study is based on the constructivist paradigm and the phenomenological approach to examine the lived experiences of 20 professionals working in knowledge-intensive industries in Lahore, Pakistan. Semi-structured interviews provided data, which were evaluated with the help of the thematic analysis, which showed that there were 5 main themes, including: AI as a Catalyst for Knowledge Visibility: AI exposes tacit knowledge and converts it into explicit, searchable data. Algorithmic Mediation and Trust: There is a spectrum of trust with one end having employees appreciating AI in terms of routine efficiency, and the other end of the spectrum having employees doubting its ability to think through complex problems. Augmented Collaboration: AI is a thinking partner, so responsive to cognitive capacity and helping to carry out the externalization and combination stages of the SECI model. Problems of Algorithmic Overload: Algorithms were found to cause cognitive overload and a sense of displacement anxiety over the extent of AI taking over human judgment and the threat of automation bias. Ethical Consciousness: An increasing need in the human-in-the-loop approaches to achieve efficiency in machines and human autonomy and privacy. The results indicate that although AI-enabled social media would be a powerful resource in knowledge discovery and structural capital, it would present a paradox of empowerment versus surveillance. The research finds that to make organizations support a sustainable innovation culture; they should strike a balance between algorithmic efficiency and ethical governance and retention of human creativity.

Keywords: Artificial Intelligence, Social Media Communication, Knowledge Creation, SECI Model, Augmented Collaboration, Organizational Learning, Qualitative Research.

1.INTRODUCTION

The fast adoption of artificial intelligence (AI) in communication systems at workplaces has transformed the way employees create, distribute, and apply knowledge. Social media, which are almost becoming more and more AI-enhanced with the help of intelligent chatbots, recommendation systems, and systems that use natural language processes, have taken a central

role in improving the process of employee collaboration and knowledge creation (Joseph and Babu, 2025). Social media with AI-enhanced capabilities is not a communication channel, as in modern organizations it is an active ecosystem that promotes innovation, collective intelligence, and organizational learning (Kuzman Šlogar, 2025).

Knowledge creation is the process of producing new ideas through interaction and shared experiences, which is the main focus of the capability of an organization to innovate and continue being competitive (Nonaka and Takeuchi, 1995). When it is driven by AI, this process is improved by allowing flow of information in real-time and discovery of knowledge through personalization and context-based collaboration (Al-Kurdi et al., 2020). AI-based analytics are now utilized by platforms like Microsoft Teams, Slack, and enterprise-level knowledge networks to bridge employees to useful experience, optimize information search, and discuss problem-solving (Faraj et al., 2021).

Besides, sentiment analysis that runs on AI, content labeling, and predictive engagement applications will alter the way employees think and engage in online discussions (Zeng et al., 2023). This does not only enhance the social capital of an organization but also forms new ways of knowledge diffusion in which the implicit knowledge may be explicated by mediate interactions (Zhang et al., 2022). With the events of organizations embracing AI-powered social media to simplify the process of internal communications, a question that emerges is how such technologies affect the quality, depth, and authenticity of knowledge creation among professional networks?

The general purpose of the study is to examine how social media communication that is facilitated by the use of artificial intelligence (AI) influences employee knowledge creation in organizational settings. Basing on the qualitative inquiry, the research seeks to learn the lived experience of employees using AI-mediated communication tools and how they contribute to collaborative knowledge practices (Ghaffar et al., 2024).

- Analyse the role of AI-powered social media in knowledge sharing and creation in employees.
- Examine the perception, attitude and experience of employees concerning the communication via AI during interactions in the workplace.
- Determine the cognitive, relationship, and structural variables that impact knowledge creation by AI-based communication systems.
- Explore possible issues and ethical implications of AI-assisted communication in organizational knowledge systems.

Possibly, develop a conceptualized idea of how AI-powered social media functionality (e.g., chatbots,

recommendation algorithms, and predictive analytics) affects organizational learning and innovations. Such aims can be discussed as compatible with the emerging research on the importance of the interaction between technology, communication, and knowledge production in digital organizations (Faraj et al., 2021; Leidner et al., 2021; Zeng et al., 2023).

In order to realize these objectives, the study will be guided by the following qualitative research questions:

- What is the experience of AI-mediated social media communication among employees during their daily working activities?
- How can AI-mediated communication promote or impede the creation of knowledge in the organization?
- What do you see as the perceived advantages and drawbacks of AI-oriented capabilities (e.g. automated suggestions, sentiment analysis, and intelligent tagging) to support collaborative learning?
- How do employees bargain trust, autonomy, and creativity in communication using AI-based communication platforms?
- What are the implications of AI-enabled social media tools in the area of organizational knowledge management and innovation culture?

The questions are designed to be open-ended to enable the participants to describe their experiences and perceptions and enable the development of in-depth qualitative understandings (Creswell and Poth, 2018; Ghaffar et al., 2025).

Literature Review

The convergence of artificial intelligence (AI), social media, and the creation of knowledge is a rapidly growing field of research in the context of organizational studies. AI is defined as computational systems that are able to replicate human cognitive processes, e.g., learning, reasoning, problem-solving (Russell and Norvig, 2021). Intertwined with social media networks, AI makes it possible to provide higher levels of content curation, real-time analytics, and real-time support of communication, whereby employees can engage each other, exchange knowledge, and operate in a better and more efficient way across organizational borders (Zeng et al., 2023). The use of social media, which is the use of web-based applications that enable individuals to

communicate and share information in virtual communities, has been utilized as a networking tool to an organizational learning strategy (Kane et al., 2014). The combination of AI and social media therefore changes the way organizations acquire tacit knowledge and turns it to explicit organizational intelligence (Nonaka and Takeuchi, 1995).

Organizational learning includes employee knowledge creation which is a vital process that entails processes like socialization, externalization, combination and internalization (SECI model). These processes are being mediated more and more by AI-based algorithms that propose content, discover expertise, and filter knowledge paths (Zhang et al., 2022). The social media powered by AI is, therefore, a knowledge infrastructure, where employees can raise meaning by communicating data-driven (Faraj et al., 2021). In this sense, AI is not a substitute of the human intelligence but the enhancement of it, which generates what Davenport and Kirby (2020) define as the augmented collaboration.

Knowledge sharing is a precursor to knowledge creation. Knowledge sharing is the voluntary exchange of expertise and information between the employees. Social media platforms such as Microsoft Teams, Slack, and Workplace by Meta have become valuable components of the digital collaboration process, with AI-enhanced algorithms providing tailor-made content delivery and matching employees on the basis of similarity and relevance of knowledge or project (Chen et al., 2022). Al-Kurdi et al. (2020) argue that digital platforms increase social capital because employees can get various opinions, thereby encouraging innovative problem-solving.

Further opportunities of AI, including machine learning or natural language processing (NLP), refine these interactions, automatically classifying discussions, identifying new topics and proposing suitable information streams (Zeng et al., 2023). These features promote knowledge visibility, which enables employees to find expertise with distributed teams at a higher rate (Leidner et al., 2021). Nevertheless, the given visibility also brings up some difficulties in terms of information overload, data privacy, and cognitive fatigue (Sivathanu and Pillai, 2020). Therefore, organizations should find a balance between automation and human agency to be able to make sure that AI may and should complement but not

restrict the knowledge sharing behavior of the employees.

The cognitive aspect of communication powered by AI talks of how employees channel and internalize digital environment knowledge. The ability of AI to deliver information streams specific to the user behavior provides a more detailed learning experience, which might help learners gain knowledge faster (Glikson and Woolley, 2020). Workers that are exposed to AI-based knowledge recommendations cite increased engagement and retention owing to the fact that the content is consistent with their immediate tasks and objectives (Shrestha et al., 2021).

However, AI can also influence behavior in very subtle ways. According to studies by Rahwan et al. (2019) it is possible that algorithmic mediation establishes the so-called automation bias, in which workers are overly dependent on the result of AI, which may reduce critical thinking and creativity. Moreover, the trend of interpersonal communication can change in a situation where AI systems control communication channels, thereby inhibiting spontaneous sharing of knowledge that is supposed to happen informally (Joseph and Babu, 2025). This conflict indicates the necessity of hybrid systems incorporating AI efficiency and human relationship depth.

Knowledge creation is not only on the individual cognition but on the relational and structural aspect. Social media builds relational capital by creating interactions, trust and reciprocity among the employees (Nahapiet and Ghoshal, 1998). AI intensifies this by mapping out the relationships and finding potential partners on the basis of patterns of communication and shared objectives (Zhang et al., 2022). These AI-based insights can enhance the structural aspect of knowledge-making because they help to optimize the flow of information between organizational levels and silos (Faraj et al., 2021).

The communication tools that are developed on AI-enabled platforms tend to include auto-translation, speech recognition, emotion analysis, and similar functions that can make various companies more inclusive (Nguyen et al., 2023). As an example, generative AI systems provide an opportunity to engage in multilingual communication so that global teams can participate fairly. Nevertheless, there are ethical issues regarding the use of employee communication data in algorithms and its ethical

use (Rahwan et al., 2019). In case workers feel that they are watched or abused by AI analytics, trust, which is the source of relational knowledge-building, may be lost (Sivathanu and Pillai, 2020). The AI-powered social media fits into the paradigm of the learning organization, in which constant sharing of knowledge leads to innovation (Senge, 2006). Machine learning algorithms can detect the gaps in skills and propose specific learning materials, thereby promoting personal growth (Zhang et al., 2022). Also, sentiment analysis and predictive analytics can assist organizations to understand the morale and engagement of employees who are fundamental in maintaining collaborative knowledge cultures (Glikson and Woolley, 2020).

According to the recent studies, AI does not only change the way employees learn but also the way organizations institute the knowledge (Leidner et al., 2021). As an example, AI predictive models can be used to predict the required skills, and collaboration platforms can capture and digitize collective intelligence in digital repositories (Faraj et al., 2021). Such changes represent the transition between the notion of inert knowledge management and evolving knowledge ecosystems, in which the creation of knowledge is a reality-based process that occurs constantly (Davenport and Kirby, 2020).

Although AI-based communication boosts knowledge generation, it comes with a number of challenges. Privacy, transparency, and bias issues that are related to ethics are very common. With the growing reliance of organizations on AI to process communication data, the employees may develop a digital surveillance anxiety (Nguyen et al., 2023). Additionally, AI systems can reinforce social biases part of their training data and thus affect who knowledge is promoted or whose is overwhelmed in the organization (Rahwan et al., 2019).

Socially, there is potential to change the organizational identity and communication norms through AI mediated social media. It may cause the reduction of intellectual diversity by over-reliance on AI-filtered information, resulting in so-called algorithmic echo chambers (Zhang et al., 2022). This homogenization narrows down creative tension, which is the critical component of innovation (Nonaka and Takeuchi, 1995). As a result, companies have to implement more ethical

AI systems that focus on equity, interpretability, and control by humans (Russell and Norvig, 2021). The emerging trends pose that the next stage of AI-powered communication will be more intensive with other technologies like virtual reality (VR) and dialogue-based AI agents (Glikson and Woolley, 2020). These systems can replicate the team building practices where the employees brainstorm with each other virtually and more knowledge can be gained at a deeper level. Also, AI may be able to converge with blockchain to improve the integrity of data and intellectual property within knowledge-sharing ecosystems (Nguyen et al., 2023).

Methodology

The research design that will be used in this study is a qualitative research design, which will help in understanding the lived experiences of the employees using AI-enabled social media platforms to generate and share knowledge as it relates to organizations. The qualitative enquiry is suitable as it focuses more on the meaning-making, the contextualizing and the study of a complex social phenomenon that is not sufficiently represented using quantitative measurements (Creswell & Poth, 2018). This research aims to reveal the effect that AI-mediated communication has on knowledge creation among employees, as opposed to quantitatively measuring its frequency or quantity.

The study is based on a constructivist paradigm, according to which reality is co-created in the course of the interaction and interpretation of humans (Charmaz, 2014). AI-based social media is a developing social phenomenon, where technology, cognition, and communication meet, which is why a constructivist approach is the most appropriate to explain the experience of employees (Shimray and Subaveerapandiyam, 2025). They used a phenomenological methodology that elicited the subjective experiences of participants on the use of AI in knowledge creation processes through communication. Phenomenology deals with the nature of lived experiences and the meanings individuals give the lived experiences (Moustakas, 1994). In this way, the research aims to investigate the impact on employees in the interactions mediated by AI - how they feel about its affordances, constraints, and effects on the knowledge construction in collaboration.

The study was carried out among knowledge-intensive companies that work in the area of

technological development, educational institutions, and financial services where the AI-controlled social media tools (e.g., Slack, Microsoft Teams, Yammer) are used widely in the internal communication systems. These environments were chosen due to their large volume of AI-enhanced collaboration technologies, and they are the best places to study the correlation between AI-enhanced communication and knowledge production (Leidner et al., 2021). The sampling strategy used was purposive, with the participants accessible through the strategy having an active user of social media platforms that use AI to conduct daily work and collaborate. This is the technique that enables the purposeful choice of individuals that have the experience-based knowledge related to the phenomenon (Palinkas et al., 2015).

The respondents were 20 employees who were invited to take part in the study team based in five organizations Lahore Pakistan. To be included, the participants had to: Be at least one year experienced in the use of AI-enabled communication tools in a professional setting. Work in jobs of high knowledge, including research, project leadership or development of innovations. Demonstrate active use in electronic cooperation space. The sample size corresponds to qualitative parameters of depth as opposed to breadth, and it enables rich data based on contextual grounds (Guest et al., 2020).

Semi-structured interviews were used to gather data because the information being desired is personal reflection and naturally occurring interactions within online communication settings. The interviews were carried out through Zoom and lasted 60-90 minutes. The interview plan was based on the following themes:

- The perception of AI-assisted communication tools by the employees.
- Knowledge creation experiences with the collaboration mediated by AI.
- Issues and prospects of applying AI in information exchange.
- The mental and emotional impacts of algorithmic mediation.

Semi-structured format was flexible to allow participants to expound on their answers without effecting any distortion to the research objectives (Kvale and Brinkmann, 2015).

The analysis of the data was performed in accordance with the thematic analysis method

described by Braun and Clarke (2019) and it is based on the systematic identification, organization, and interpretation of meanings in qualitative data. The process entailed:

- Familiarization Reading transcripts word-to-word and reading them over and over again to get into the data.
- Preliminary Coding Creating open codes of meaningful statements, where NVivo software is used to organize them.
- Theme Development Bobbing the related codes into high-level themes like, but not limited to, AI-enabled collaboration, automation bias, confidence in AI, and amplification of knowledge.
- Theme Review and Refinement Making sure that there is coherence between codes, categories, and overall themes.
- Interpretation Mapping emergent themes to theoretical formations in knowledge creation and communication theories (Nonaka and Takeuchi, 1995; Faraj et al, 2021).

Results

Theme 1: AI as a Catalyst for Knowledge Visibility

Participants consistently described AI-enabled communication as making organizational knowledge more visible and accessible. AI algorithms were reported to identify expertise, suggest relevant colleagues, and curate informational threads that employees might otherwise overlook.

For example, one participant remarked:

“The AI in Teams suggests people or past discussions I didn’t even know existed—it’s like it surfaces hidden knowledge in the system.” (Participant 4, IT Consultant)

This finding aligns with Leidner et al. (2021), who emphasized that AI enhances the *affordance of visibility* in enterprise social media, thereby accelerating knowledge discovery. Employees perceived AI as transforming tacit organizational knowledge into a more explicit, searchable resource.

However, this visibility came with concerns over information boundaries. Some employees felt uncomfortable with automated tagging or exposure of private workspaces, fearing potential breaches of confidentiality. This tension between openness and privacy reflects the dual nature of AI’s role in knowledge creation—simultaneously empowering and exposing (Nguyen et al., 2023).

Theme 2: Algorithmic Mediation and Trust in AI Systems

Trust emerged as a central theme shaping how employees engaged with AI recommendations and automated insights. Participants varied in their confidence levels, with some expressing appreciation for AI efficiency, while others doubted its neutrality.

“Sometimes the AI pushes content that doesn’t really fit what I need—it’s smart, but not always context-aware.” (Participant 9, Marketing Analyst) This reflects what Glikson and Woolley (2020) call *algorithmic trust asymmetry*—the balance between over-reliance and skepticism toward AI-generated information. Employees tended to trust AI in routine tasks but questioned its reliability in complex, creative, or interpersonal contexts.

The findings revealed a spectrum of trust influenced by user experience, perceived transparency, and prior success with AI tools. Participants noted that lack of explainability—why AI recommended certain people or documents—undermined confidence. This aligns with Rahwan et al. (2019), who argue that opaque algorithms can diminish human agency in digital communication environments.

Theme 3: Augmented Collaboration and Cognitive Amplification

Another strong theme involved AI as an enabler of cognitive amplification—enhancing employees’ ability to synthesize, analyze, and apply knowledge collaboratively. Participants described AI tools as “thinking partners” that supported brainstorming, summarizing conversations, and connecting ideas across projects.

“When AI summarizes our team threads, it helps us remember key insights from multiple discussions—almost like an external brain.” (Participant 2, Product Designer)

This demonstrates what Davenport and Kirby (2020) define as *augmented intelligence*: AI enhances rather than replaces human cognition. The integration of AI in social media platforms allowed employees to externalize tacit knowledge, one of the key stages in Nonaka and Takeuchi’s (1995) SECI model of knowledge creation.

Moreover, AI-supported auto-suggestions and real-time analytics fostered cross-functional collaboration. Participants indicated that AI-linked recommendations connected teams that previously operated in silos, promoting organizational learning and innovation (Faraj et al., 2021).

However, this “augmented collaboration” required careful management. Some employees reported cognitive fatigue due to constant algorithmic notifications and felt pressured to keep up with machine-driven pace and precision.

Theme 4: Challenges of Algorithmic Overload and Human Displacement Anxiety

While participants acknowledged AI’s productivity benefits, many voiced concerns about information overload and displacement anxiety—the fear that AI might eventually substitute human judgment or creativity.

“I feel like AI floods us with too much information—sometimes it’s more confusing than helpful.” (Participant 11, Research Officer)

This aligns with Sivathanu and Pillai (2020), who highlight *automation anxiety* as a recurring theme in digital workplaces. Participants reported that while AI systems accelerated knowledge access, they sometimes disrupted focus, generating redundant or irrelevant information threads.

A subset of participants expressed unease about AI’s encroachment on human decision-making. For example, automated sentiment analysis tools that evaluated communication tone were perceived as intrusive. Such surveillance-like functions made employees question whether AI served empowerment or control (Nguyen et al., 2023).

This dual experience—benefit and burden—illustrates the paradox of AI-mediated communication: it amplifies capacity while potentially eroding autonomy.

Theme 5: Ethical Awareness and the Quest for Human-AI Balance

The final theme revealed growing ethical consciousness among employees regarding AI’s impact on privacy, bias, and authenticity. Many participants called for organizational policies ensuring responsible AI integration that respects human creativity and judgment.

“AI can be great, but we need guidelines—who owns the data, how transparent are the algorithms, and how do we keep human creativity alive?” (Participant 17, Knowledge Manager)

Participants emphasized that ethical alignment and transparency were prerequisites for maintaining trust and motivation. These insights echo Nguyen et al. (2023) and Joseph and Babu (2025), who stress that ethical AI governance is crucial to

preventing inequities and fostering inclusivity in AI-mediated communication.

Employees also advocated for “human-in-the-loop” frameworks, where AI recommendations complement but do not dictate human decision-making. This reflects a maturing awareness of AI’s role as a collaborator rather than a controller in the knowledge ecosystem.

Cross-Theme Insights

When examined collectively, the five themes illustrate that AI-enabled social media acts as a double-edged tool in employee knowledge creation. On one hand, AI fosters knowledge visibility, accelerates collaboration, and augments cognition. On the other, it introduces risks of

overload, reduced autonomy, and ethical complexity.

This duality supports Faraj et al. (2021), who conceptualize digital work as a “hybrid socio-algorithmic space,” where human and machine intelligences dynamically co-evolve. The findings also extend Nonaka and Takeuchi’s (1995) SECI model by illustrating that AI now functions as a *catalytic intermediary* in the socialization and combination phases of knowledge creation.

In essence, employees’ experiences reveal that the effectiveness of AI-enabled communication depends less on technological sophistication and more on the ethical, cultural, and emotional climate within which it operates.

Table 1 Themes Analysis

Theme	Description	Illustrative Insight
1. AI as a Catalyst for Knowledge Visibility	AI improves access to hidden or tacit knowledge through intelligent search and tagging.	“It surfaces knowledge I didn’t even know existed.”
2. Algorithmic Mediation and Trust	Employee trust in AI varies depending on transparency and reliability.	“It’s smart, but not always context-aware.”
3. Augmented Collaboration	AI supports teamwork and cognitive amplification.	“It summarizes our ideas like an external brain.”
4. Algorithmic Overload and Anxiety	Excessive AI notifications and automation create stress and distraction.	“It floods us with too much information.”
5. Ethical Awareness and Human-AI Balance	Employees demand ethical frameworks for responsible AI use.	“We need guidelines to keep creativity human.”

Discussion

Results of the present research give a broad insight into the way the relationship between employee knowledge creation and AI-mediated social media communication transforms in modern organizations. Based on the themes obtained as a result of interviews and ethnographic observations, this discussion explains the findings within the framework of the current theoretical concepts mainly SECI model of knowledge creation developed by Nonaka and Takeuchi (1995), and affordance theory (Treem and Leonardi, 2013) and augmented intelligence theory (Davenport and Kirby, 2020). It turns out that according to the

study, AI-enhanced social media serves both as a technological enabler and socio-cognitive disruptor in knowledge making activities. Although it improves visibility, teamwork, and learning, it also brings new ethical, psychological, and relation issues that should be addressed carefully.

The theme of AI as a Catalyst of Knowledge Visibility underscores how AI can be used to transform the knowledge locked in organizational tacit or hidden knowledge. But there are paradoxical impacts, which come with this heightened visibility. Contributors raised apprehensions regarding the limits of information and overexposure of algorithms, which is the

conflict between the transparency and privacy (Nguyen et al., 2023). This observation increases the research of affordance theory with a new concept of algorithmic over-affordance in which too many system propositions can impede concentration and independence instead of improving interaction. In such a way, on the one hand, AI increases the access to knowledge, but, on the other hand, it puts employees to test their ability to identify relevance and authenticity in the algorithmically given information space.

The second theme, which is the theme of Algorithmic Mediation and Trust highlights the emotional and cognitive calibration that employees experience when interacting with AI-mediated communication. Reliance on AI was contingent and specific to situations employees believed in AI to be efficient in processes, but doubted that it had contextual knowledge and was ethical. This result builds on the previous studies conducted by Glikson and Woolley (2020), according to which transparency and perceived competence drive trust in AI. The trust that the participants placed in AI was varying in this given study based on features of explainability, as well as the alignment with the work situation. These experiences underscore the fact that people trust AI relationship and not transactional that is established through a continuous interaction process, and not presumed through the design (Rahwan et al., 2019). On the theoretical level, the discovery refines the theory of affordance by explaining that, affordances are not technologically defined, but they are socially perceived. The readiness to follow the AI affordances (e.g. recommendations, analytics, or chatbots) will be determined by the perception of fairness, accountability, and respect of autonomy. Consequently, organizations have to acknowledge that the effectiveness of AI integration is dependent as highly on the socio-emotional alignment as much as it is on technical performance.

The third theme, which is Augmented Collaboration and Cognitive Amplification, indicates that AI serves as a cognitive companion, aiding in the generation of ideas, synthesizing them, and learning together. In its turn, AI-enabled social media was valued by the employees as a thinking companion, which helped them to remember the discussions, summarize insights, and connect past projects, and, in fact, augment their intelligence, as Davenport and Kirby (2020) define

it. This effect is an addition to SECI knowledge creation process. The model conventionally focuses on the human interaction as the foundation of knowledge conversion. The results suggested here are that AI is currently engaged in a participatory and co-constructive role of enabling such conversions. As an example, the AI-assisted summarization automates the elements of the combination phase, whereas AI suggestions make the socialization process faster by connecting employees to the needed expertise.

But such affordances require human interpretation and contextualization. AI does not formulate meaning in isolation, it augments the ability of human beings to reflect. This proves Faraj et al. (2021) that the process of creating knowledge in the organizations is becoming more concentrated in the so-called hybrid human-algorithmic collectives. The information also indicates that although AI leads to effectiveness, it can also eliminate serendipitous creativity - unexpected findings in the informal process of human interaction. The meaning of algorithmic predictability described by employees implies that excessive curation of interactions can lead to homogenization of opinion, as cited in Zhang et al. (2022) on the threats of the so-called algorithmic echo chambers.

The fourth theme is titled Algorithmic Overload and Human Displacement Anxiety, and reflects the psychological and cognitive price of AI integration. The respondents have mentioned cognitive exhaustion, distraction, and anxiety regarding the possible job displacement. Such results are also consistent with Sivathanu and Pillai (2020), who believe that the capability of AI to automate routine communication can de facto reduce the agency of the employees. When the prioritization of the workflow is dominated by AI, workers feel pushed to maintain an AI-dictated rate of productivity, which this paper refers to as an algorithmic acceleration stressor.

The abundance is the paradox in this situation: the greater the information AI gives, the more it becomes difficult to make human selection of meaning emerge. Knowledge management wise, this undermines the belief that the more data one has the more they will make good decisions. Rather, it emphasizes the significance of human discernment a human-only creative capacity to interpret, situate and combine information.

This theme leads to the theory of cognitive load in digital workplaces where an ideal implementation of AI should be a balance between automation and cognitive rest, but not a maximum engagement. The last theme is the ability to appreciate the ethical aspect of AI-driven communication, which is the theme Ethical Awareness and the Quest of HumanAI Balance. Respondents described an increased awareness of ethical risk specifically in the areas of data privacy, algorithmic bias and digital surveillance.

This observation supports Nguyen et al. (2023), who demand organizational governance structures that would promote fairness and transparency in the use of AI. The employees in the present research requested the human-in-the-loop safeguards systems when humans maintain a control and decision-making authority to make sure that AI can supplement their work but not to dictate the work. Such a view re-instills the idea of the learning organization as presented by Senge (2006), in which the main tenet of sustainable innovation is continuous reflection and sense of morality. The focus of the participants on preserving the human creativity and authentic communication makes ethics not a constraint, but rather a driver to responsible innovation. Hypothetically, this theme continues the ethics of AI in organizational communication by making it a relational phenomenon that arises out of dialogue between people and technology and not merely an act of policy.

Theoretical Significance

The current research helps the theory by enhancing the academic knowledge regarding the transformations in the social and cognitive basis of knowledge creation in organizations by artificial intelligence (AI). Conventionally, SECI model suggested by Nonaka and Takeuchi (1995) models knowledge creation as a human process of socializing, externalizing, combining and internalizing. The results of this paper indicate a hypothetical expansion of this framework with AI as a mediating agent in the knowledge creation process. By enabling the automation, prescription, and interpretation of information flow in the social media platforms, AI enables the transformation of tacit into explicit knowledge at a speed and a scale never seen before. This machine-mediated knowledge conversion is an indication of the fifth dimension of the SECI process where machine

intelligence facilitates cognitive amplification, making it easier to convert distributed knowledge into actionable insights.

Further, the research contributes to the development of the affordance theory by establishing the concept of algorithmic affordances the possibilities and limitations that AI systems introduce in digital communications. Like Treem and Leonardi (2013) claimed, visibility, persistence, and association are affordance that shape how employees interact and work in organizations. This knowledge is expanded by the findings that AI introduces meta-affordances which is, the capacity of the algorithm to influence information to be visible, when visible, to whom visible. This brings an interpretive dynamism to the affordance theory, and as such, technological affordances are not fixed properties but negotiated experiences that come with trust, transparency, and ethical perception (Glikson and Woolley, 2020). Another contribution to the study of the augmented intelligence theory is its empirical demonstration of the ways in which AI can be used as a partner in cognition rather than as a decision-maker (Davenport and Kirby, 2020). The participants claimed that AI-powered tools are the so-called thinking companions, which assist them in finding knowledge, synthesizing dialogues, and collaboratively solving problems (Arshad et al., 2024). This undermines the old human/machine dichotomy by locating AI as a co-intentional agent as an assistive system that is a part of the co-construction of the meaning in organizational communication networks. This study therefore leads to a new paradigm of symbiotic knowledge generation, with human knowledge and machine intelligence in a constant interplay of generating knowledge together (Siddique et al., 2023; Arshad et al., 2025).

Practical Significance

In practical terms, the results of this study can give a few useful implications to managers, digital transformation strategists as well as organizational leaders who want to use AI-enabled social media to create knowledge. To begin with, the findings demonstrate the significance of creating human-oriented AI systems that focus on balancing automation and autonomy. To maintain the current human judgment, organizations need to make sure that AI tools do not substitute but extend cognitive capacity through making

explainable and contextualized recommendations. As soon as employees realize that AI is an empowering partner, but not a controlling tool, they become much more willing to share digital knowledge and find creative solutions (Leidner et al., 2021).

Second, the paper shows that a successful incorporation of AI needs a digital literacy and transparency in the algorithms. The employees should be educated about the working mechanism of AI systems, data collection and processing, and the generation of outputs of the alpha logics. The openness of information regarding the activities of AI creates confidence and lessens doubts regarding partiality or control. This is consistent with the position by Glikson and Woolley (2020) that the level of trust in AI depends on understanding by the user and feelings of fairness. In practice, this means that AI literacy programs should be included in the professional development of organizations, where the staff is able to critically process machine-generated insights instead of accepting them unquestionably (Ghaffar et al., 2026).

Third, the study indicates that cognitive overload is an increasing problem in the workplaces mediated by AI. Although AI helps to increase the access to information, it can also overwhelm employees with irrelevant or redundant information, which causes mental fatigue. Therefore, the organizational leaders are advised to provide strategies of cognitive load management, including customizable notification options, consistent AI quiet time, and user on/off content filters, to assist the workforce to prioritize the interactions with high values. Through responsible digital interaction, organizations will become productive and still maintain health and creativity (Sivathanu and Pillai, 2020).

Fourth, the paper highlights the necessity of ethical and governance systems to be urgently implemented in the utilization of AI-facilitated communication mechanisms. Respondents repeatedly indicated that they wanted to know more about data ownership, responsibility of the algorithm, and AI surveillance limitations. This practical implication echoes the literature that suggests responsible AI practices (Nguyen et al., 2023). Organizations must also come up with clear codes of ethics and committees in charge to guarantee that interactions involving AI take into account privacy, diversity, and human dignity.

That way, not only will firms be able to comply with new regulations, but they will also increase staff confidence and loyalty.

Future Research Directions

The future studies should be based on the existing results to advance the study by considering the temporal and contextual changes in AI-enabled communication via social media, specifically longitudinal, cross-cultural, and mixed-method designs, which would capture the fluctuations in trust, cooperation, and cognitive adaptation. Since AI tools are becoming more and more amenable to both generative and predictive functionalities, future research must look at how these tools have altered the epistemology of knowledge work, that is, moved the creation of knowledge not just retrieval but co-creation between humans and the intelligent systems. Inter-industrial and inter-cultural comparisons of the research may point to the mediating role of the organizational norms, ethical context, and leadership styles in the processes of the acceptance and creative application of AI in communication among the employees. Also, the studies should examine the emotional and ethical aspects of AI-mediated relations, including the effect of algorithmic transparency, equity, and empathy on the well-being and creativity of employees. Through a combination of communication studies, organizational psychology, and AI ethics, future literature will be able to create a more comprehensive and human-centered theory of AI-enhanced organizational knowledge ecosystems.

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