6 Indian Knowledge System in Digital Era: Managing Knowledge in the Age of AI and Automation

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Abstract

The development of artificial intelligence (AI) and automation has had a significant impact on the practice of knowledge management, placing an emphasis on speed, efficiency, and evidence-based decision-making processes. However, AI-driven knowledge systems are typically deficient in many features that can be attributed to humans, namely ethics, intuition, and situational awareness. Hence, the Indian Knowledge System, characterized by experiential learning, holism, and wisdom, can make an important contribution to contemporary digital knowledge frameworks. The purpose of the paper is to assess the contribution of IKS in the era of digitization and to examine the potential for integrating it into knowledge management frameworks driven by AI. Secondary data from academic journals, government policy documents, and industry papers will be analyzed using thematic analysis. The results of this analysis will reveal that while AI provides increased efficiency, the use of IKS improves tacit knowledge management and makes it more ethical. Hence, a hybrid KM framework will be proposed.

Keywords: Indian Knowledge System (IKS), Knowledge Management, Artificial Intelligence (AI), Automation, Tacit Knowledge, Digital Transformation, Ethical Decision-Making, Hybrid Knowledge Framework.

Introduction

There has been a substantial change in the current corporate scenario owing to advancements in digital technology, especially in Artificial Intelligence (AI) and automation. The process of knowledge management (KM), which previously was dependent upon human intelligence, experience, and social interaction, is now gradually becoming technology-oriented. This new trend has resulted in increased efficiency, speed, and scalability in decision making. However, there have been concerns raised about how such technology-oriented approaches have led to a reduction in the role played by humans in decision-making processes. This has further

led to issues related to ethical decisions, contextual knowledge, and experience-based wisdom.

Overview of Indian Knowledge System (IKS)

IKS is a comprehensive knowledge system that has been developed over many years across various subjects like philosophy, politics, education, health care, and ethics. Firstly, tacit knowledge is a primary feature in any Indian knowledge system. Tacit knowledge is different from explicit knowledge in that the former is based on intuition, experience, and practice. While explicit knowledge can be documented, tacit knowledge requires consistent observation, learning, and interaction to understand and use it effectively.

Secondly, IKS emphasizes experiential knowledge where learners apply what they learn and validate their knowledge through practical experiences. For instance, Guru-Shishya model of knowledge is used in India where knowledge is gained by close mentorship and interaction between teachers and students rather than just being taught explicitly. This method enables the learner not only to acquire knowledge but also to think critically and make ethical judgments.

Thirdly, IKS is value-based in that it considers knowledge as an instrument for not only acquiring personal benefits like financial gains but also for personal and social well-being. Some examples of these concepts include dharma meaning duties and responsibilities, karma meaning actions, and seva meaning selfless service to society.

Growth of AI and Automation in Organizations

Unlike conventional wisdom systems, the modern period has seen a rise in AI and automation within firms that is quite exponential. With the advent of technologies such as machine learning, natural language processing, and analytics, AI has transformed how companies use knowledge. In essence, these technologies analyze large volumes of data, identify patterns, and provide recommendations that facilitate decision making.

Through automation, firms can enhance their effectiveness through the reduction of human interference in routine activities. Indeed, from customer support bots to the analysis of finances and supply chains, AI technology plays a significant role within today's firms. As a result of such advancement, firms now use intelligent knowledge management systems that rely mainly on data and algorithms.

The following figure illustrates the increasing role of AI in organizational knowledge processes:

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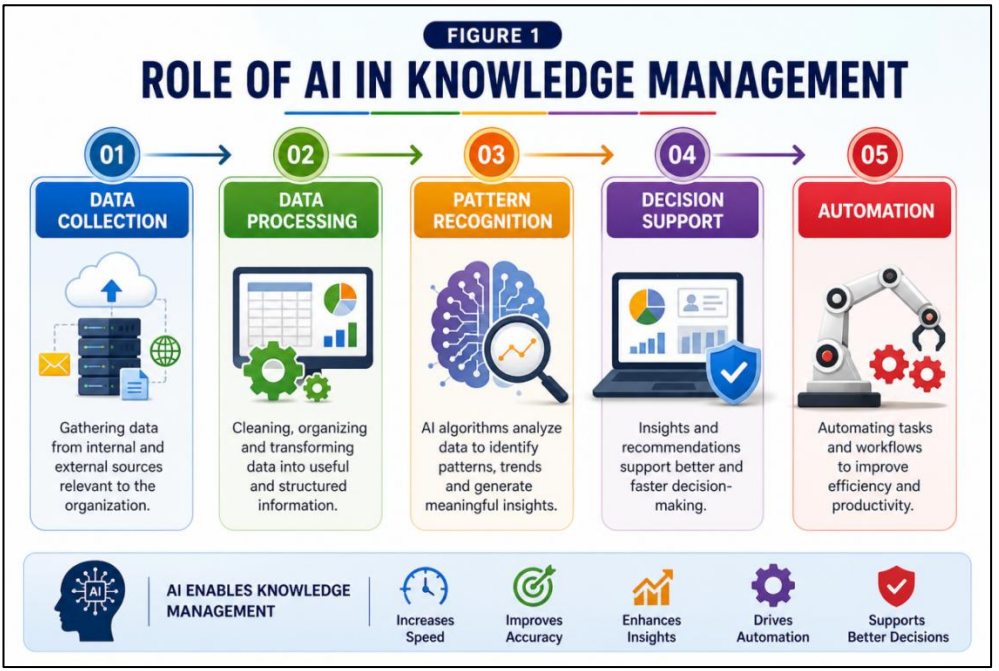

Figure 1: Role of AI in Knowledge Management

Source: Curated by the author

While AI has significantly improved the efficiency and accuracy of knowledge management, it primarily focuses on explicit knowledge and data-driven insights, often neglecting the human dimensions of knowledge.

Increasing Dependence on Digital Knowledge Systems

The widespread use of AI and digital technologies has led to a greater reliance on digital knowledge systems. Organizations now depend on cloud platforms, databases, and knowledge repositories to store, access, and share information. These systems enable smooth communication, real-time data access, and global collaboration, making knowledge more available than ever.

However, digital knowledge systems mainly focus on explicit knowledge, which is structured, recorded, and easy to transfer. While this improves efficiency, it often sidelines tacit knowledge, which includes personal insights, experiences, and context. As a result, knowledge management becomes more data-focused, potentially missing the deeper parts of human thinking and decision-making.

Problem: Limitations of AI in Knowledge Management

Despite the many benefits of AI and automation, these technologies have clear limitations when it comes to managing knowledge fully. One main challenge is the lack of human wisdom. This wisdom involves interpreting complex situations, making

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judgments based on experience, and considering long-term effects. AI systems, which rely on algorithms, are limited to the data and rules programmed into them.

Another key limitation is the lack of ethical reasoning. AI systems do not have moral awareness. They can make decisions that are technically correct but might raise ethical concerns. For example, choices based only on efficiency or profit may ignore social and environmental effects.

Additionally, AI lacks contextual understanding, which is crucial for making good decisions in complex, changing situations. Humans can interpret subtle cues, cultural differences, and situational factors, while AI systems depend on historical data and may struggle to adjust to new or unexpected scenarios.

The following figure highlights the gap between AI capabilities and human knowledge attributes:

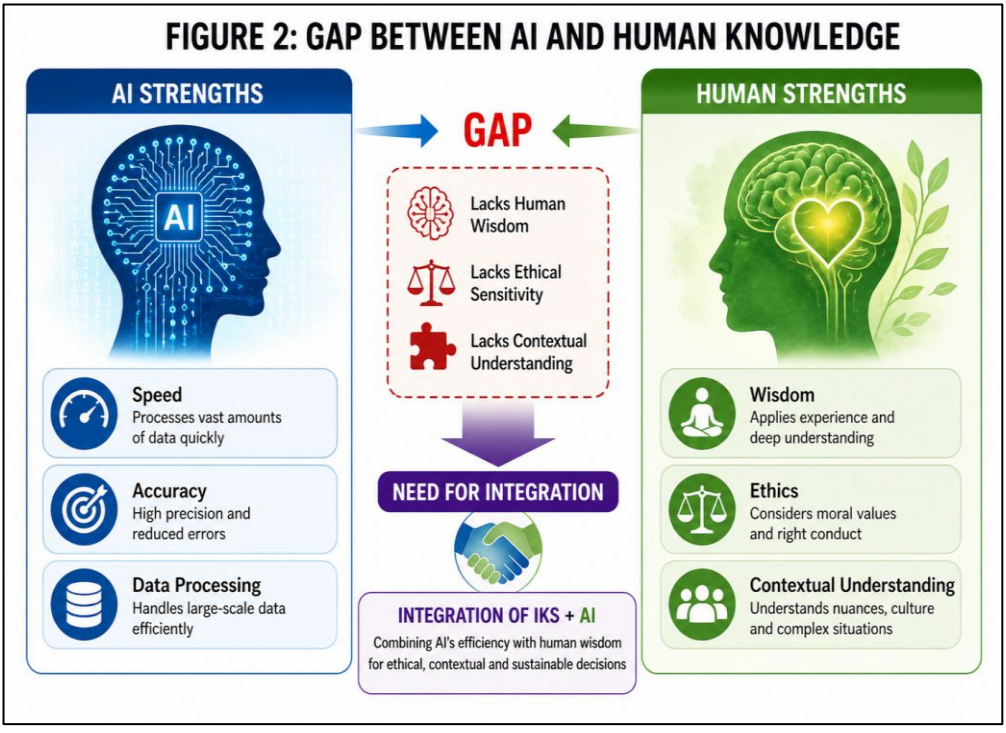

Figure 2: Gap between AI and Human Knowledge

Source: Curated by the author

Research Gap: Lack of Integration between IKS and AI-based KM

Despite the growing importance of both IKS and AI in knowledge management, there is a significant gap in research on how to combine these two areas. Most existing studies either look at technological improvements in KM or focus on the philosophical and cultural aspects of traditional knowledge systems. Research on how these two

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approaches can work together to create a more effective knowledge management framework is limited. This lack of integration limits the potential to use the strengths of both systems. AI offers efficiency and scalability, while IKS provides depth, ethical grounding, and contextual relevance. Closing this gap is crucial for creating knowledge management practices that are efficient, sustainable, and ethically sound.

Objective of the Study

The main purpose of the study is to fill the gap in knowledge between traditional and electronic forms of knowledge management by examining the amalgamation of Indian Knowledge Systems and artificial intelligence-based knowledge management. This study intends to come up with a theoretical framework that will combine these two types of knowledge management.

In particular, the study aims to infuse the experiential nature and values of IKS into artificial intelligence-based knowledge management to improve the quality of decision-making, ethics, and context.

The following figure presents the proposed integration framework:

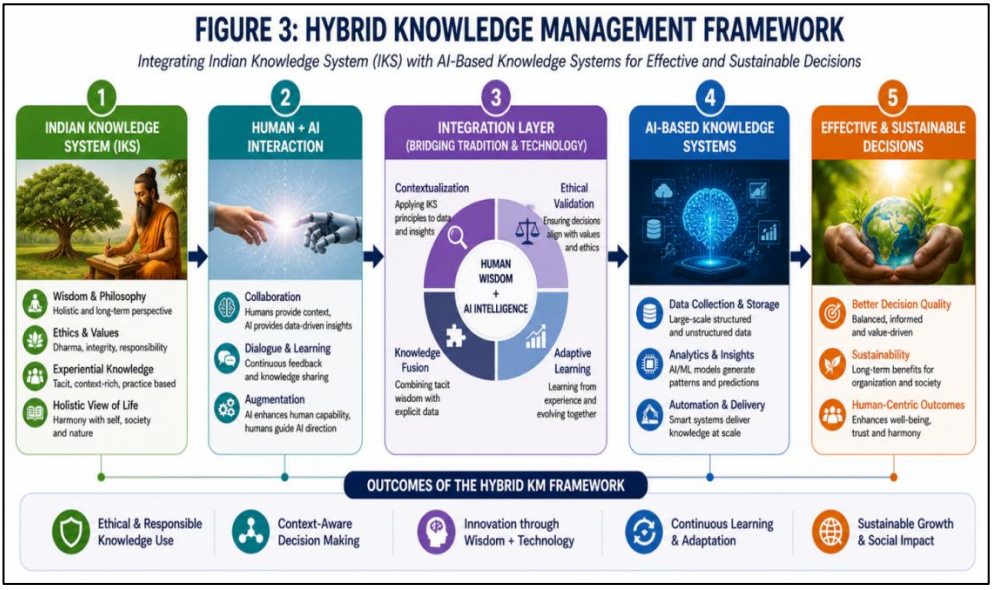

Figure 3: Hybrid Knowledge Management Framework

Source: Curated by the author

To sum up, the present-day age calls for the need to rethink knowledge management strategies so that the progress made by technology does not override humanity and its wisdom. The Indian Knowledge System, which focuses on experiential learning and ethics, provides useful recommendations for overcoming shortcomings in artificial intelligence systems. It is possible to use the combination of IKS and technological innovation to create a more holistic system of knowledge management.

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Literature Review

Artificial Intelligence (AI) and automation are increasingly being adopted in organizations, thereby revolutionizing knowledge management (KM) practices. On the other hand, the rebirth of the Indian Knowledge System (IKS) within academia and policymaking has brought about curiosity in its application to modern management problems. This literature review attempts to explore research works on IKS, KM, AI, and their integration. Concepts underlying IKS, KM, and AI and research gaps supporting the current study will be presented.

- **Indian Knowledge System and Knowledge Creation**

IKS stands for Indian Knowledge System and refers to indigenous knowledge developed over several years in areas such as philosophy, politics, education, ethics, mathematics, medicine, and ecology. In IKS, holistic thinking, experiential knowledge, and value-based creation of knowledge are some of its distinguishing features from the Western positivist approach of knowledge based on codification and measurability (Ministry of Education, 2021).

Some of the traditional Indian educational models like the Guru-Shishya Parampara were centered around individualized instruction and mentoring to develop ethical virtues. Knowledge was not confined to mere information but was considered wisdom associated with the ethics and responsibilities of society. The Bhagavad Gita states that the proper course of actions should follow one's duty and self-awareness and have implications for leadership and managers. Also, Arthashastra gives systematic knowledge about governance, strategies, administration, and resource management. The recent research findings state that IKS could help achieve sustainable management through integration of economics with morals and stakeholders' well-being (Sharma & Singh, 2023).

- **Knowledge Management: Concepts and Evolution**

The idea of knowledge management (KM) came into existence in the last decade of the twentieth century when people realized that knowledge was one of the most important resources in an organization. Knowledge management includes the creation, storage, sharing, and utilization of knowledge for improving performance and innovation.

Two types of knowledge in KM include explicit knowledge and tacit knowledge. Explicit knowledge is codified knowledge while tacit knowledge is uncodified and experience-based. Nonaka and Takeuchi introduced the SECI model of knowledge conversion process where they described socialization, externalization, combination, and internalization processes through which tacit and explicit knowledge gets converted into organizational learning process (Nonaka & Takeuchi, 1995).

In today's world, more and more organizations rely on digital databases and other means to manage knowledge. Critics of KM have pointed out that too much

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emphasis on codification and not enough on intuition of employees can be a serious issue. This point becomes very important for the current research project since IKS stresses a lot on tacit aspects of knowledge.

- **Artificial Intelligence and Automation in Knowledge Management**

AI has transformed KM through advancements such as machine learning, natural language processing, robotic process automation, and predictive analytics. AI algorithms can process large data sets efficiently, detect underlying patterns, and make evidence-based decisions. Organizations have implemented AI solutions for customer analysis, fraud prevention, recruitment processes, recommendation engines, and workflow automation.

According to McKinsey & Company, AI usage has enhanced efficiency levels and contributed towards better decision-making in organizations. AI-enabled KM solutions mitigate information overload by detecting pertinent data and automating redundant tasks (McKinsey & Company, 2024).

However, multiple scholars highlight critical limitations in adopting AI technology. AI models are trained based on data sets; therefore, there is a risk of biases or assumptions in data sets. Additionally, AI is poor at managing uncertainties, lacks emotional awareness, moral reasoning skills, and contextually relevant knowledge. According to WEF, responsible usage of AI involves human intervention, transparency, and ethics (World Economic Forum, 2023).

In other words, although AI improves efficiency, its implementation does not suffice as technology lacks wisdom and human judgment skills required for proper management.

- **Relevance of IKS in the Digital Era**

The new age has made a comeback for traditional wisdom systems since technologically driven decision-making might not be able to solve certain issues related to ethics, culture, and sustainability. Here are four ways where the views presented by IKS could supplement AI-based systems:

  - Ethical Orientation – Principles like dharma promote responsible behavior.
  - Holistic Decision-Making – Considers both long-term and broad impacts.
  - Experiential Knowledge – Gained through experience and introspection.
  - Personal Development – Focuses on self-restraint, emotion regulation, and purpose.

For instance, mindfulness and yoga exercises based on Indian philosophy are now commonly employed within organizational settings (Gupta & Rao, 2022). It indicates that IKS is not only an old-fashioned body of knowledge but can also fit into modern organizational settings.

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- **Research Gap**

While there is increasing scholarship on IKS and other research on AI-based KM, little research combines both domains. Most existing KM research focuses heavily on technological elements, while the majority of IKS research continues to be philosophical or educational in nature. Very few researchers explore a theoretical model demonstrating how efficiency in AI could be fused with Indian wisdom traditions for managerial decisions.

Furthermore, there is inadequate deliberation on how tacit knowledge from IKS can enhance AI systems via human judgment, contextual understanding, and ethical management. Hence, there is a notable gap in creating a hybrid approach to knowledge management that merges digital intelligence with traditional wisdom.

- **Theoretical Basis for the Present Study**

The current research is based on the premise that organizations require not only intelligence but wisdom as well. In other words, while AI can offer rapidity, scalability, and analytical capability, IKS can provide ethical values, experience-based understanding, and situational awareness.

Research Methodology

In this study, the research methodology used is qualitative and conceptual based on secondary sources of data. The rationale behind this research is to assess the significance of Indian Knowledge System (IKS) in the digital age and the combination of AI and automation in the practice of knowledge management. As a result of an explorative study, the use of secondary data is appropriate for the study.

Sources of data used in this study include various published materials like books, scholarly articles, governmental and other policy documents, and industry publications related to IKS, AI, automation, and knowledge management. Sources like Google scholar and indexed journals by Scopus, Ministry of Education publications, and international organization publications were used to gather data for the study.

Thematic analysis has been employed in analyzing the gathered literature. Thematic analysis reveals some important themes including tacit knowledge, experiential learning, ethical decision making, AI efficiency, automation, and human and AI cooperation. Comparative analysis has been done to highlight the pros and cons of indigenous knowledge systems and artificial intelligence systems.

The research is descriptive and analytical because it analyzes important concepts and critically evaluates the feasibility of combining them. The correct APA citation style has been adopted. However, the limitation of the research lies in the fact that it is secondary in nature and lacks empirical analysis.

ISBN: 978-93-49468-33-7

Conceptual Discussion / Analysis

The discussion related to the present study involves understanding the synergy between the Indian Knowledge System (IKS) and artificial intelligence (AI) as regards knowledge management. Organizations in the digital age rely extensively on technology-based systems to store, process, and make use of information. On one hand, the concept of artificial intelligence has become a useful tool for making processes more efficient, faster, automated, and accurate. On the other hand, IKS provides a human-centric approach to information processing based on practical experience, ethical considerations, tacit knowledge, and situational awareness. Both have unique advantages and disadvantages, and hence a combination of the two can prove advantageous.

Organizational knowledge management is the process of developing, storing, distributing, and implementing knowledge to enhance decision making and organizational effectiveness. Historically, knowledge management has relied heavily on human experience, intuition, mentoring, and learning from organizational operations. However, the fast-paced development of artificial intelligence has caused the shift towards data-driven decision systems. Artificial intelligence has the capability of processing massive amounts of structured and unstructured data, detecting patterns, predicting trends, and automating repetitive tasks. Consequently, AI has proven its usefulness in making operational decisions, analyzing consumer behavior, forecasting markets, identifying fraud, and optimizing performance.

However, artificial intelligence is not perfect. First, AI operates based on mathematical formulas, past data, and programmed logic. Hence, the decision-making process by AI lacks emotional intelligence, moral sensibility, and social understanding. Under conditions of uncertainty, AI systems are capable of generating mathematically correct answers, yet they might overlook the moral consequences of their actions and the human element of decision making. For instance, an AI system may recommend reducing staffing to reduce costs. Nevertheless, it might disregard the negative effects of such decisions on workers' wellbeing.

The Indian Knowledge System, on the other hand, encourages a wider perspective and holistic approach to knowledge. The IKS believes that knowledge not only improves efficiency but also adds wisdom, social harmony, and good behavior. It places a lot of importance on human judgment, practicality, accountability, and foresight. In the IKS approach, knowledge is imparted through conversation, observation, introspection, and guidance. The IKS approach is therefore very important in the domains where leadership, ethics, sustainability, stakeholder management, and strategic thinking play an important role.

AI combined with IKS will, therefore, make organizational decision-making much more effective. While the former will enable speed, accuracy, and intelligence,

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the latter will help in making decisions that are wise, ethical, and contextually appropriate.

Table 1: Comparison of IKS and AI-Based Knowledge Systems

Dimension	Indian Knowledge System	AI-Based Knowledge System
Knowledge Type	Tacit and experiential	Explicit and codified
Decision Basis	Ethics and wisdom	Data and algorithms
Learning Method	Practice and mentorship	Machine learning
Orientation	Holistic	Efficiency-focused
Flexibility	Context-sensitive	Rule-dependent

From the above comparison, it is clear that AI is more efficient and effective in handling operations and managing data, while IKS provides human judgment, wisdom, ethical values, and flexibility. While AI is capable of providing instant solutions, it lacks sensitivity in human-related contexts. Likewise, IKS possesses great philosophical and experiential knowledge, but it may be unable to compete with AI in terms of speed and scale. This means that both systems cannot operate independently in an ever-changing and challenging digital ecosystem.

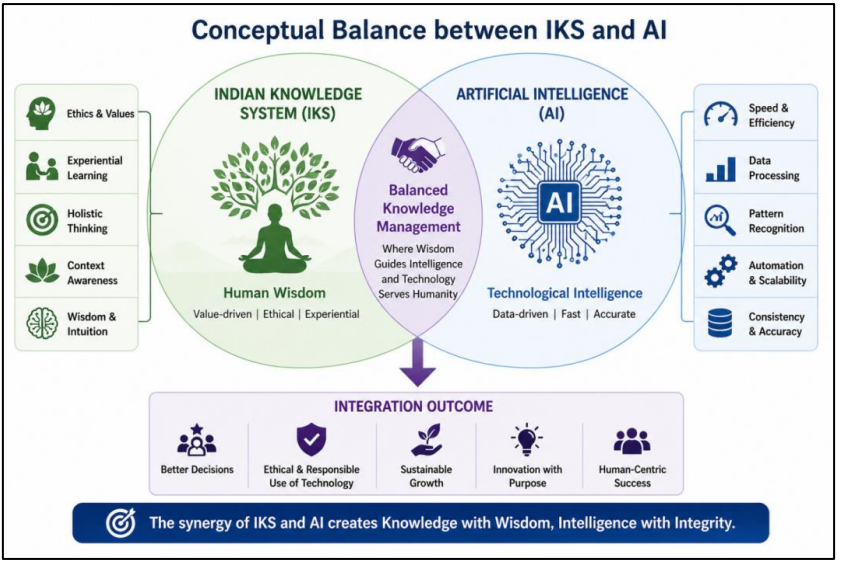

Figure 4 Conceptual Balance between IKS and AI

Source: Curated by the author

As shown in the above figure, while AI adds technological intelligence in terms of speed, automation, forecasting, and precision, IKS adds human wisdom, ethics, emotion intelligence, and perspective. Both together result in a balance in terms of efficiency and values. Such a balance would allow an organization to make smart as well as ethical decisions.

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Knowledge management must differentiate between explicit and tacit knowledge. Explicit knowledge includes such things as reports, manuals, databases, processes, and any written material. AI technology is very efficient when it comes to managing explicit knowledge since it can be digitized, stored, and systematically processed and analyzed. On the contrary, tacit knowledge includes intuition, experience, leadership wisdom, judgment, culture, and interpersonal knowledge. These forms of knowledge cannot be easily documented.

Tacit knowledge is crucial for making decisions related to strategy, negotiation, crisis management, innovation, and leadership. For example, an experienced leader can sense early warnings related to certain market dynamics or employee behavior in a way that even a data system cannot do. There are many ways to document such knowledge in the Indian Knowledge System.

Table 2: Role of Knowledge Types in Management

Knowledge Type	Managed Best By	Example
Explicit Knowledge	AI Systems	Reports, databases
Tacit Knowledge	IKS/Humans	Experience, judgment
Hybrid Knowledge	Human + AI	Strategic decisions

It is clear from the above table that the best decisions are usually made when both explicit and implicit knowledge is utilized together. While AI can come up with an analytical report, human managers can use their knowledge and judgment to make sense of the report.

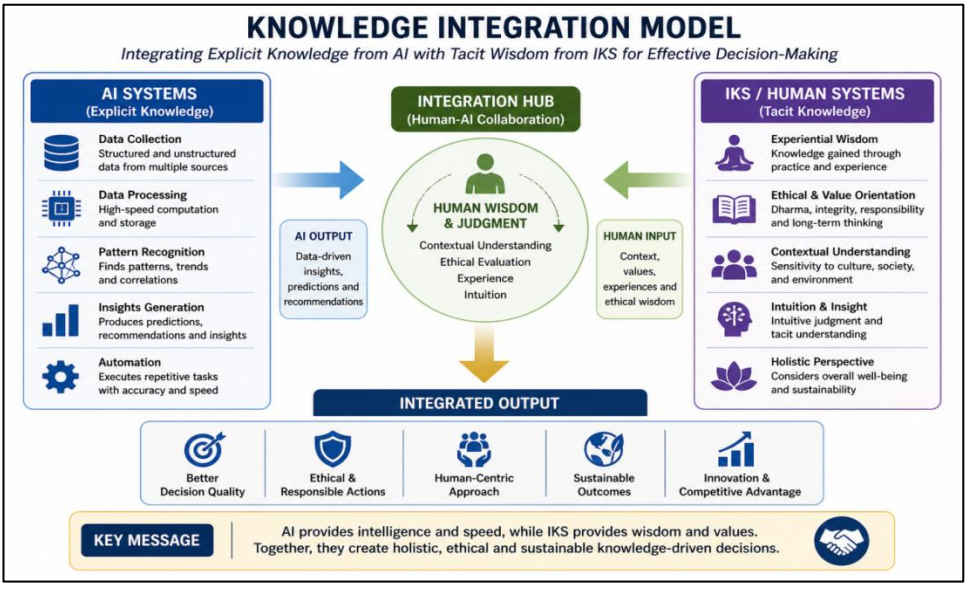

Figure 5 Knowledge Integration Model

Source: Curated by the author

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It can be seen from the diagram above that decision-making becomes better if AI-derived information is applied to the situation based on human wisdom and ethics. In such a way, AI can serve as an intelligence machine which gives out predictions, recommendations, and information, while the decision-making will come after the consideration of context, emotions, and ethics by humans.

From the managerial perspective, artificial intelligence can assist in making accurate forecasts, analyzing customers, managing the supply chain, identifying fraudulent behavior, and automating some repetitive activities. This technology will make less work, save a lot of time, and increase productivity. However, in any case, decisions related to people and ethics will have to be taken personally by humans since machines are not able to understand compassion, justice, faith, and sense of responsibility.

IKS contains a set of valuable philosophical principles such as duty, equilibrium, discipline, service, and common good. These principles are extremely important for contemporary business as they can help to make proper decisions based on them. Thus, management based on these values can improve trust between employees and stakeholders and promote sustainable development of the company.

Table 3: Organizational Benefits of Hybrid Model

Area	AI Contribution	IKS Contribution	Outcome
Decision Making	Speed and analytics	Ethics and judgment	Better decisions
Learning	Smart systems	Mentorship	Continuous learning
Innovation	Data patterns	Creativity and intuition	Sustainable innovation
Leadership	Automation support	Values and empathy	Responsible leadership

Through the hybrid approach, organizations will be safeguarded from over-reliance on machines or old-fashioned approaches. Synergy is created by combining the capacity of technology and wisdom of humans. In such cases, the AI will aid in efficiency and effectiveness, while IKS will improve trust, accountability, and sense of meaning.

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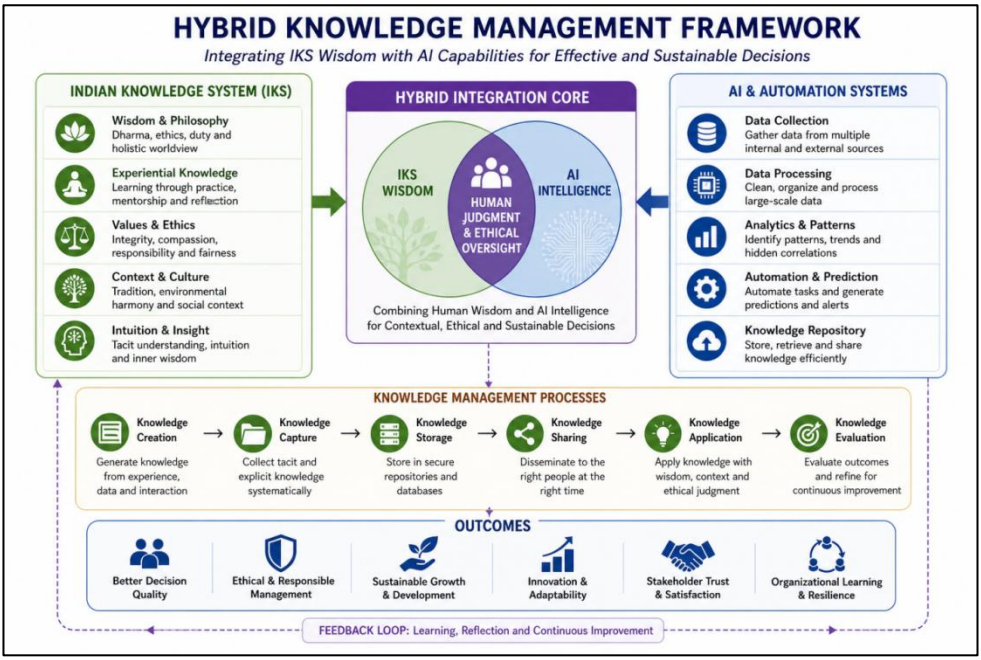

Figure 6 Hybrid Knowledge Management Framework

Source: Curated by the author

As can be observed from the above framework, the integration process is one where both the values of IKS and the AI system combine to ensure that effective and sustainable decisions are reached. The AI system ensures intelligence while IKS ensures ethics in decision making processes which leads to innovation and success.

From the above, it can be concluded that AI and IKS are not systems that compete against each other. Instead, the two complement each other and represent the dual nature of knowledge in today's knowledge economy. While AI brings about intelligence without wisdom, IKS brings about wisdom but without computation speed. The combination of these two would ensure that an ideal knowledge management system becomes the result of this integration process, especially considering that organizations operate in an era of technology disruption and social responsibility simultaneously.

Proposed Conceptual Model

The conceptual model presented in the current study attempts to blend the best attributes of both the Indian Knowledge System (IKS) and Artificial Intelligence (AI) in order to achieve effective knowledge management in the era of digitalization. As per the conceptual model, AI brings technological intelligence through speed, analytics, automation, and data analysis, while the Indian Knowledge System (IKS) brings human intelligence through ethics, learning from experiences, context, and foresight.

ISBN: 978-93-49468-33-7

- **AI and Automation Input Layer**

The initial part of the framework involves the AI and automation inputs layer. This layer encompasses data acquisition, data analysis, analysis, machine learning algorithms, automation solutions, and digital knowledge bases. The use of AI technology is highly effective when dealing with high volumes of structured and unstructured data, providing useful insights, predictions, recommendations, and reporting.

- **IKS Wisdom Layer**

The second component in the model is the IKS wisdom level, which offers human-based intelligence. The wisdom level consists of ethical guidance, contextual awareness, experiential wisdom, holistic and future perspective, and human judgment. The use of the IKS approach, including ethics, justice, accountability, sustainability, and tacit knowledge, will assist in analyzing decision-making processes and outcomes beyond the numeric output of the decision.

- **Integration Core**

The integration core forms the heart of the model, where the intelligence of artificial intelligence intersects with the wisdom of indigenous knowledge systems via human-machine interaction. Here, the output of AI is analyzed, authenticated, and enhanced with human insight and moral reasoning. The process of integration leverages explicit knowledge from artificial intelligence systems and tacit knowledge from human insights.

- **Hybrid Knowledge Integration Process**

Following integration, the model undergoes a combined knowledge cycle involving knowledge fusion, interpretation, contextualization, decision-making, and application of knowledge. Such a cycle guarantees that the results of technology match the values, context, and goals of the organization.

- **Organizational Outcomes**

The last step in this model leads to numerous organizational advantages including high-quality decisions, wise and responsible leadership, innovation and adaptability, human development, ongoing learning, sustainability, and value creation. Technology becomes future-ready and resilient when it is informed by wisdom.

- **Enablers of the Model**

Success in using this approach requires the presence of some enabling factors like visionary leadership, organizational culture, skills of employees, technology, and governance. Such factors aid in building an environment where AI and conventional wisdom can work in tandem.

ISBN: 978-93-49468-33-7

- **Conceptual Implication**

This model argues that future organizations need to go beyond merely technology-focused knowledge management systems and embrace a mixed knowledge management system. Artificial intelligence devoid of wisdom may lead to efficient but insensitive decision-making processes while wisdom without artificial intelligence may reduce speed and scalability. Thus, artificial intelligence complemented by indigenous knowledge systems wisdom is a realistic means to achieving ethical management.

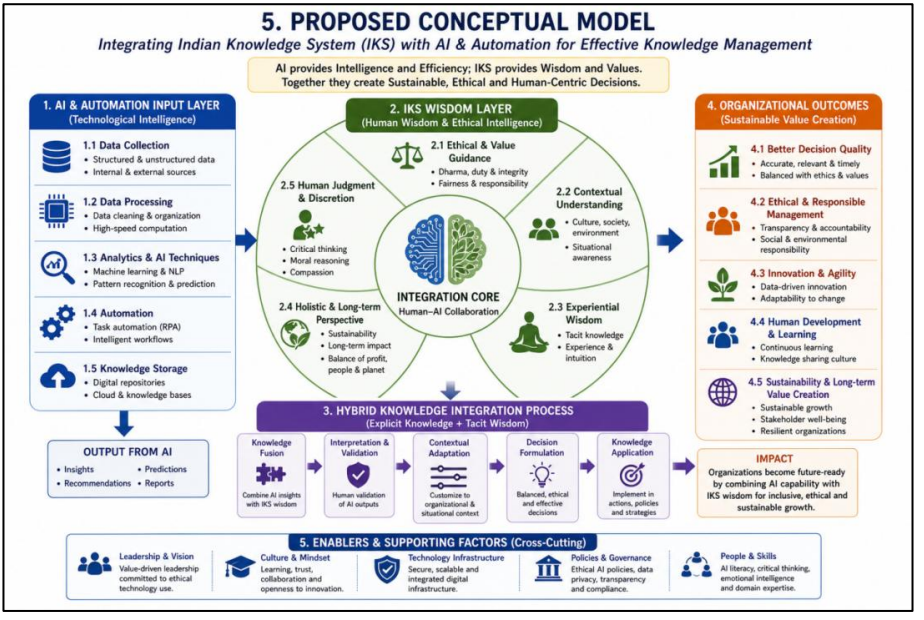

Figure 7 Proposed Conceptual Model

Source: Curated by the author

The suggested conceptual framework in this study is intended to help understand the integration between Indian Knowledge System (IKS) and Artificial Intelligence (AI) to establish a sound knowledge management system in the digital age. The model is grounded on the assumption that AI provides technological efficiency and intelligence, whereas IKS brings wisdom, ethical values, and context. When both dimensions are merged together, balanced, sustainable, and qualitative decision-making can be obtained.

The first part of the conceptual framework is the AI and Automation Layer. Data collection, machine learning, predictive analytics, automation solutions, and digital knowledge bases make up this layer. AI systems efficiently analyze vast amounts of data, recognize patterns, produce information, and enhance performance and productivity of the organization.

ISBN: 978-93-49468-33-7

The second part of the framework is IKS Wisdom Layer. This layer involves tacit knowledge, experience-based learning, ethical considerations, time-horizon orientation, and holistic perspective. The principles of Indian philosophy allow managers to consider not only short-term gains but also other consequences when making their decisions.

Thirdly, we have the Integration Core, which is an area where AI-generated output and human wisdom can meet. In this area, AI-generated suggestions would be reviewed, analyzed, and modified using human judgment, resulting in a synergy between explicit knowledge generated by technology and tacit knowledge held by humans.

Fourthly, there is the Hybrid Knowledge Process, where knowledge integration would be used for strategy formulation, problem solving, innovation, and organizational learning, making organizations more adaptable and responsive to uncertainties.

Finally, we have the Outcome Layer, which encompasses effective decision-making, leadership responsibility, sustainable development, innovation, employee development, and stakeholder trust. All of these outcomes represent the advantages of integrating technology and wisdom.

In conclusion, the proposed model implies that future organizations need to go beyond automation alone and embrace a human-centric digital approach, where technology augments wisdom while artificial intelligence increases intelligence.

Discussion and Findings

This study analyzed the significance of the Indian Knowledge System (IKS) in the context of the digital age and how the Indian Knowledge System integrates with AI and automation to manage knowledge. From the study of secondary literature and conceptual analysis, it is clear that there exist specific advantages in the Indian Knowledge System as well as Artificial Intelligence, and these two can help each other in the organizational environment. It becomes clear from the discussion that while AI brings about efficiency, speed, data management, and intelligent predictions, IKS brings about ethics, experience, and tacit knowledge.

One of the important observations made by the researcher is that AI-enabled knowledge management systems are extremely competent at managing explicit knowledge. They can handle voluminous information, establish trends, make predictions, and perform routine tasks automatically. This helps improve efficiency, cut down costs, and facilitate evidence-based decision-making. However, it is also observed that AI-based systems face limitations when it comes to tasks involving morality, emotions, human values, and situational understanding. Algorithms and historical data cannot always capture social realities and ethical issues.

It is found in the study that IKS provides useful pointers in overcoming such limitations of AI. IKS stresses the importance of holistic thinking, future orientation, self-

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restraint, responsibility, and experiential learning. These characteristics become particularly useful for organizations dealing with contemporary challenges of sustainability, ethics, trust, stakeholder interests, and corporate governance. Explicit knowledge cannot completely replace tacit knowledge that resides within human experience.

The other major insight from the research is that the combination of Indigenous Knowledge Systems (IKS) and Artificial Intelligence (AI) develops an innovative hybrid knowledge management approach. The approach ensures that the AI-based analysis is verified and understood using human wisdom. The strategy enhances the effectiveness of decision-making processes by making sure that the decisions are efficient, ethical, inclusive, and contextual. The combination further enhances innovation by integrating analytical intelligence with intuition and creativity.

The research also suggests that businesses embracing hybrid knowledge management approaches will have a high potential for sustainable development, effective leadership, lifelong learning, and stakeholder confidence. Human-AI synergy seems to be superior to relying solely on one of the two extremes, namely conventional systems or technologies.

Generally, the results affirm that IKS and AI cannot be viewed as conflicting frameworks. Instead, they are complementary powers in contemporary knowledge management. AI is a powerful source of intelligence, whereas IKS is a reliable source of wisdom.

Conclusion

However, systems based solely on technological tools cannot resolve issues related to the more human facets of management such as ethics, wisdom, context awareness, and accountability. In this regard, the Indian Knowledge System (IKS), through its focus on experiential learning, tacit knowledge, holistic reasoning, and value-based decision-making, provides useful inputs.

The analysis indicates that the two systems have distinct strengths, but at the same time, they complement each other. While AI is very adept at handling information and performing routine tasks, IKS adds value to human decision-making, ethics, sustainability, and context awareness. Thus, AI and IKS can be used together to create an efficient knowledge management system.

This conceptual model brings to light the fact that organizations can make better use of their resources when technological intelligence is combined with human wisdom. This kind of combination will ensure improved quality decisions, instill ethical leadership, foster creativity and innovation, and promote sustainable organizational development. Organizations will also find it easier to cope with the uncertainties of life.

ISBN: 978-93-49468-33-7

In conclusion, the future of knowledge management should not be seen in terms of selecting either wisdom or technology; rather, it should be in terms of integrating both to create an inclusive and ethical way of managing things.

Future Implications

The results of the current study present critical implications for the future for organizations, universities, policy-makers, and scholars. With ongoing digitalization of the corporate environment, integrating IKS and AI could serve as a suitable model for sustainable and humane management.

From the perspective of organizations, the future implication is implementing hybrid models of knowledge management that would leverage AI-driven effectiveness and human-based ethical evaluation and experience. Organizations could utilize AI in terms of big data analytics and process automation while making decisions based on human intuition, which would be driven by IKS values.

Management curriculum at educational institutions could incorporate the Indian Knowledge Systems, ethics, mindfulness, and holistic decision-making together with digital competencies and artificial intelligence learning. This kind of interdisciplinary training will equip the future generation of managers to deal with complex situations effectively through both skillfulness and humanity.

From a policy perspective, the implication of the research is that there should be a promotion of responsible AI models which take into consideration the cultural values, ethics, and inclusivity in their development process. Public policies on digital governance, education, and innovation could take advantage of the Indian wisdom systems alongside technology.

Researchers have been provided with an opportunity of testing out empirically the model suggested in the paper through various applications in areas such as healthcare, education, manufacturing, and public management. Other researches could include cross-cultural comparison, leadership, employee behavior, and organizational effectiveness under AI-IKS systems.

The future implication of the study is simple; Organizations and communities that succeed in merging technological intelligence with the ancient wisdom would prosper more effectively in the coming years.

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