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Analysis of Knowledge Management Strategies of Chinese Enterprises in the Context of Information Technology Change

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Abstract: The new round of information technology change has promoted the appearance of emerging information technologies such as artificial intelligence (AI), big data analytics and cloud computing, which provide opportunities and challenges for enterprise development and promote the re-structuring of enterprise management. For managers, knowing the benefits of emerging information technologies for business development and exploring ways to use these technologies efficiently are relevant to the development of enterprises today. From the perspective of technical characteristics, this paper clarifies that emerging information technology can play the dual roles of tool and brain in the process of enterprise development, which can enhance the work efficiency of employees and provide decision-making support for managers. However, due to the lack of knowledge and negative attitudes of employees and managers about emerging technologies, they are resistant to using emerging technologies or use them inefficiently. This situation requires managers to socialize, externalize, combine and internalize knowledge about emerging technologies by improving the knowledge management system within the enterprise. Ultimately, this kind of knowledge can be shared and applied innovatively within the organization, thus realizing the efficient use of new technologies by the employees and managers of the enterprise.

Keywords: Knowledge management; Information technology; Enterprise development

1. Introduction

The process of globalization has accelerated since the advent of the information society, making competition among countries and enterprises more intense. In order to gain an advantage in the global market, Governments and enterprises are accelerating technological innovation and seeking to improve their competitiveness. At the same time, globalization has also promoted transnational cooperation and knowledge sharing, leading to the rapid diffusion of technology on a global scale. This dual role of competition and collaboration has accelerated the continuous updating of technology. Technology is a special form of the relationship between labor and matter, which, through the application of knowledge and tools to change and transform matter, promotes the development of productive forces [1], which in turn accelerates the renewal of technology. Therefore, the development of technology gradually shows a virtuous circle, which is the main reason for its rapid development.

Nearly 20 years after the informationist revolution, a new round of technological change is in full swing. At the forefront of the current technological change are information technologies such as AI, the Internet of Things, big data, cloud computing and blockchain, which are rapidly revolutionizing productivity and business models, driving the global economy in the direction of digitization and intelligence. The latest achievements of AI technology in the fields of Natural Language Processing (NLP), Content Generation, Machine Learning, etc. have significantly enhanced information processing and automation [2]. The Internet of Things (IoT) realizes the interconnectivity of devices and makes it possible to transfer information between things; the innovation of blockchain technology in data security and transparent transactions is gradually being applied.

The results of technological change are bound to have a profound impact on all areas of society, including enterprise management. Manuel Castells predicted the impact of the information technology revolution on enterprises at the end of the last century, when it was under way. He believed that the information revolution would lead to a reconfiguration of capitalism, with a consequent shift from Fordism to Post-Fordism at the level of production, and Toyotism, the original Japanese model, will be imitated by major corporations [3]. Looking back, Castells' prediction was accurate. It is also clear that technological changes present unprecedented challenges and opportunities for organizations at any given time. Enterprise management strategies must adapt to these changes in order to remain competitive. Against the backdrop of

the current rapid changes in information technology, in what ways are emerging technologies such as AI and big data affecting organizations? How do they cause impact? How should enterprises effectively formulate and implement management strategies to cope with the new challenges? It has become a question that should be explored nowadays.

2. Technology Empowerment: the impact of changes in information technology on enterprise development

Information plays a crucial role in enterprise development, especially in the information society, where information and knowledge are the raw materials for production, driving the development and operation of enterprises. On the one hand, information as raw material means that the economic form of the information age is knowledge economy. Unlike the industrial era, which relies mainly on the development of material resources, the knowledge economy in the information era relies mainly on the application of information and knowledge. Enterprises put new knowledge into production to generate new information and knowledge, thus realizing the healthy operation of knowledge economy [4]. On the other hand, the importance of information to enterprises is also reflected in its central role in decision support, strategic planning, operation management, market competition and risk management. Information system is the nervous system of modern enterprises, connecting internal and external resources, market trends and internal operations, helping enterprises to grasp the overall situation and details, forming the basis for scientific decision-making.

2.1 Technology as a tool: a realistic way for enterprises to improve quality and efficiency

The central role played by information in the functioning of modern enterprises determines that information technology changes will have a significant impact on the development of enterprises. Specifically, the application and popularization of new information technologies, such as AI, big data analysis and cloud computing, have significantly improved users' information acquisition, management and analysis capabilities. Therefore, for enterprises, the first priority is to introduce new technologies into their daily work and improve the effectiveness of information management, otherwise they risk falling behind in the competition with other enterprises. The central role played by information in the functioning of modern enterprises determines that information technology changes will have a significant impact on the development of enterprises. Specifically, the application and popularization of new information technologies have significantly improved users' information acquisition, management and analysis capabilities. Therefore, for enterprises, the first priority is to introduce new technologies into their daily work and improve the effectiveness of information management, otherwise they risk falling behind in the competition with other enterprises.

Taking human resource management as an example, as the core department of an enterprise, the pressure of information processing is a difficult problem for the department to solve, and the introduction of new technology plays an obvious role in solving this problem. The work of human resource management includes recruiting, managing and training employees, and new technologies have the potential to improve the efficiency of these tasks.

In the talent recruitment and screening work, artificial intelligence can automatically screen resumes, analyze the skills, work experience and abilities of job seekers through NLP, and find the candidates that best match the needs of the position, thus speeding up the recruitment process [5]. AI also features emotion recognition that can be applied in video interviews, helping recruiters more fully assess a candidate's communication skills and emotional state. Big data computing allows companies to collect candidate information from multiple channels, including social media, career sites and resume databases. Through data analysis, HR is able to accurately identify candidate traits that match the position and improve recruitment efficiency. Cloud computing supports online recruiting system, which facilitates enterprises to recruit globally, store a large amount of candidate information and call it up easily.

In employee management work, AI can analyze employee work data, behavioral patterns, and job feedback, as well as identify employee satisfaction, potential problems, and turnover risks [6]. With this information, HR can design personalized benefits packages and career paths to increase employee satisfaction and loyalty. Cloud computing then provides a storage and analytics platform to ensure efficient management of this data. In addition, based on AI's data analysis and predictive modeling, HR can identify employee performance and potential from daily data. AI not only helps HR departments accurately assess employee performance, but also predicts future performance and development trends, providing data support for employee promotion and training decisions.

In terms of employee training and skills enhancement, the AI-driven intelligent learning platform can recommend personalized learning content and training plans based on employees' learning habits, skills gaps and job requirements, helping them to enhance their skills efficiently. Virtual coaches and AI chatbots can also answer employees' questions in real time to improve training results. HR can also use big data to analyze employees' skills, performance and learning records to develop personalized training plans and career development paths. Meanwhile, cloud computing makes employee training and learning resources accessible anytime, anywhere, flexible and efficient. Data-driven training programs help to improve employee skills and upgrade the company's overall HR capabilities.

2.2 Technology as a brain: a realistic support for sustainable business development

AI, big data analytics and cloud computing provide organizations with deep insights, flexible computing power and efficient data processing support in the areas of enterprise decision support and strategic planning. These technologies can significantly improve the efficiency, accuracy and foresight of enterprise decision-making [7]. The decision-support potential of emerging technologies comes primarily from their information extraction and storage capabilities, as well as their analytical predictive capabilities.

Big data analytics provides powerful support for information refinement by recognizing patterns, discovering associations and trends in massive data. Before refining information, big data analytics first performs data cleansing, denoising and structuring to eliminate redundant or useless data and ensure data quality and reliability. This step makes the subsequent analysis more efficient and precise, thus helping managers better refine key information. Data mining techniques, including cluster analysis, classification, and association rules can identify relationships and patterns between different data. For example, retail enterprises can discover which related products customers have purchased through correlation analysis and distill potential market demand; in financial transactions, big data mining can identify suspicious transaction behaviors and provide information for risk control. In addition, big data platforms support real-time analytics and stream processing so that enterprises can instantly obtain information from data. For example, e-commerce platforms can analyze user browsing, clicking and purchasing data in real time to dynamically optimize recommendation and pricing strategies [8]. Stream processing technology can also detect and process massive amounts of data from IoT devices and sensors in real time, and distill anomalous information or operational recommendations in a timely manner.

After extracting information from data, managers need to address the issues of storing and transmitting this information. Cloud computing technology provides flexible resources and robust computational capabilities to support the rapid storage, processing, and analysis of data. On the one hand, cloud computing, through distributed storage and elastic scalability, enables enterprises to securely and flexibly store vast amounts of data while reducing storage costs. Leveraging cloud computing, enterprises can quickly access and retrieve the required data resources, regardless of the data volume, ensuring efficient storage and retrieval, which facilitates subsequent information extraction. On the other hand, cloud computing allows for the collaborative analysis of internal and external data resources by implementing a unified data management platform that enables data sharing and cross-departmental collaboration. Enterprises can integrate multi-source data in the cloud, allowing teams to extract information from different perspectives and support comprehensive strategic decision-making.

After extracting valuable information from data and completing its storage and sharing, managers must analyze the information to predict future trends. However, despite refinement and processing, the volume of final information still places significant pressure on managers and decision-makers when handling it. Moreover, human cognitive limitations constrain the ability to make predictions based on the available information. Emerging technologies, particularly AI, offer valuable assistance in this regard. AI plays a crucial role in data processing by automating tasks, recognizing patterns, and performing intelligent analyses, enabling the rapid and accurate extraction of information from massive datasets.

For example, sentiment analysis enables enterprises to quickly gauge market sentiment regarding a product, providing authentic user feedback. Additionally, AI employs machine learning and deep learning techniques to train data models that automatically identify patterns and trends within datasets. For enterprises, AI can extract risk signals or trends from historical transaction data to support risk management; in manufacturing, it can analyze production data to identify potential equipment failure patterns, facilitating preventive maintenance.

3. Not knowing is not working: constraints to the diffusion of emerging technologies within the enterprise

Emerging technologies hold immense potential for enhancing the daily work efficiency of employees, improving data processing efficiency for managers, and providing decision-making support. Consequently, the integration of emerging technologies within enterprises and equipping employees and managers with the skills to use these technologies effectively has become a key goal for businesses navigating the current wave of technological transformation. Emerging technologies have transitioned from abstract concepts into entities in the physical world. However, these technologies lack intentionality and cannot fully replace human workers. Instead, they exist as highly efficient tools requiring users to activate their potential. Given this, the adoption and promotion of emerging technologies within enterprises inevitably encounter challenges on two levels: infrastructure and users.

On the infrastructure level, challenges arise in the acquisition and deployment of emerging technologies, primarily involving issues related to financial investment and strategic planning. However, the more critical challenges lie on the user level. After deploying these technologies, enterprises often find that employees and managers fail to use the tools effectively in their work and decision-making processes, rendering these costly investments unable to achieve their full potential. Superficially, the low usage efficiency of emerging technologies by

employees and managers appears to be a behavioral issue. Fundamentally, it relates to a lack of knowledge and their negative attitude in these technologies among users, as explained by the Knowledge-Attitude-Practice (KAP) model.

The core idea of the KAP model is that an individual's level of knowledge influences their attitude toward a specific issue or topic, which in turn affects their behavioral practices. This theoretical framework divides behavior change into three sequential stages: acquiring knowledge, forming attitude, and initiating practices. Among these, knowledge refers to the recognition and understanding of relevant information, attitude encompasses correct beliefs and positive perspectives, and practice denotes action. These elements are interrelated: knowledge serves as the foundation for behavior change, while attitude drive it. Only when individuals acquire relevant knowledge, engage in thoughtful reflection, and develop a strong sense of responsibility can they gradually form attitude. Furthermore, knowledge must evolve into attitude to inspire individuals to adopt a positive attitude and subsequently alter their behavior.

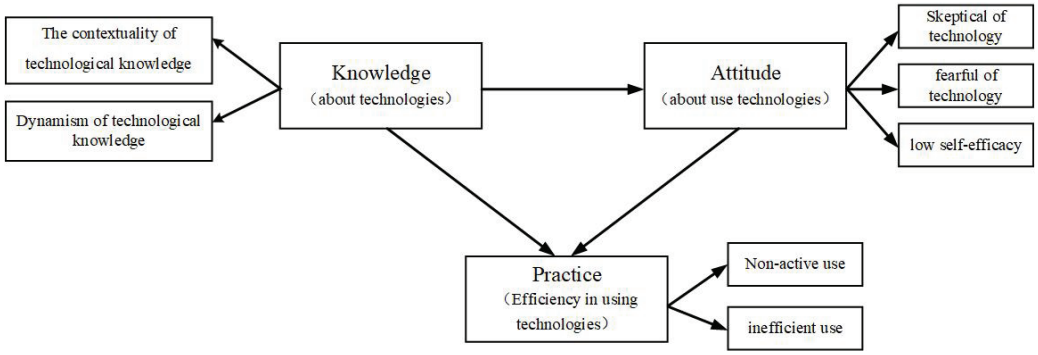

Figure 1. KAP model of emerging technology implementation dilemmas within the enterprise

3.1 Knowledge: The Foundation for Efficient Use of Emerging Technologies

The traditional view of knowledge defines it as *Justified True Belief* (JTB): beliefs that are proven to be true and accepted as such. However, since the introduction of the Gettier Problem, this definition has faced significant challenges from various schools of thought, prompting efforts to redefine knowledge. Among these, the pragmatic view of knowledge has gained considerable influence. Pragmatists argue that the value of knowledge lies in its practicality, that is, knowledge should help solve real-world problems. Accordingly, they contend that the truth emphasized by JTB is not absolute but relative, depending on its effectiveness in specific contexts. Therefore, knowledge is context-dependent, with its value and meaning shaped by the particular situation or background in which it is applied. Furthermore, knowledge is dynamic, evolving with changes in practical activities.

The knowledge of emerging technologies, in essence, aligns with the pragmatic perspective. It must first address problem-solving, equipping employees and managers with the understanding of why and how to use emerging technologies. For this reason, when enterprises deploy new technologies, employees and managers need to acquire foundational knowledge, such as the technology's functions, application scenarios, workflows, advantages, and limitations. Such knowledge acquisition primarily relies on enterprise-provided training programs. However, even when such opportunities are made available, gaps or shortcomings in employees' and managers' understanding of emerging technologies may persist, largely due to the contextual nature of this knowledge.

The contextuality of technological knowledge refers to the variability in its application and comprehension across different work scenarios, job requirements, and business contexts. The effectiveness of these technologies often depends on specific contextual conditions. However, enterprise training programs are generally designed as standardized, broad-based sessions that may not align with the practical needs of employees in their specific roles. For instance, within an organization, technologies like artificial intelligence or big data analytics may be applied differently across departments such as marketing, production line management, and financial analysis. If training programs are overly generic and fail to address department-specific operational requirements, employees may struggle to translate the technical knowledge acquired during training into practical application.

Additionally, employees' backgrounds and experiences significantly influence their understanding and mastery of technological knowledge. When employees with diverse levels of prior experience, technical proficiency, and learning styles participate in the same training program, their comprehension and application of the knowledge often vary. Experienced employees, for example, may be more attuned to the practical demands and applications of new technologies, whereas novices or newly hired staff may lack a sufficient understanding of the technologies' real-world utility. If enterprise training does not differentiate based on employees' prior experience, some participants may find it difficult to derive meaningful knowledge from the training.

The dynamic nature of knowledge also constrains employees' and managers' ability to acquire and apply technological knowledge.

Knowledge is not static but evolves over time. Emerging technologies, in particular, develop rapidly, with updates and iterations often outpacing the content revisions of traditional enterprise training programs. This means that the technical knowledge employees acquire during training may already be outdated when applied in practice, making it difficult to meet current operational demands. For example, the tools and application scenarios for technologies like artificial intelligence and big data analytics are updated so frequently that training content may fail to encompass the latest features or use cases. Consequently, enterprise training programs often lag behind technological advancements, leading to a disconnect between the knowledge employees acquire and the organization's immediate needs.

3.2 Attitude: The Key to Efficient Use of Emerging Technologies

Attitude refers to an individual's perception of something, particularly their acceptance and trust in emerging technologies. If employees and managers hold negative or distrustful attitudes toward new technologies, they are less likely to adopt and use these tools in practice. Many employees and managers feel uncomfortable with emerging technologies, especially when these technologies have the potential to alter their work methods or roles. They may fear that these technologies will render their jobs obsolete or that they will no longer be regarded as experts in their field. This resistance to change fosters negative attitudes, reducing their willingness to experiment with and adopt these technologies. Furthermore, the level of trust employees and managers have in emerging technologies also impacts their effectiveness.

Negative Attitude is closely tied to the knowledge gaps among employees and managers. A deficiency in understanding emerging technologies significantly affects their confidence in applying these tools in their work. Attitude is often the core determinant of whether employees are willing to accept, use, and trust new technologies. Insufficient knowledge and understanding can lead to doubt, resistance, or distrust toward emerging technologies, ultimately influencing actual usage behavior. Specifically, knowledge gaps can impact employees' attitude in the application of emerging technologies in several ways.

Firstly, when employees lack a thorough understanding of the working principles, functions, and application scenarios of emerging technologies, they may find it difficult to believe that these technologies can genuinely improve work efficiency or enhance work quality. Trust in a technology's efficacy is a prerequisite for its adoption. If employees fail to perceive the tangible value brought by the technology, they may develop skepticism, viewing it as complex, ineffective, or irrelevant to their specific tasks. For example, if employees do not understand how big data analytics can improve the accuracy of market predictions, they might regard these technologies as merely adding to their workload rather than enhancing decision-making quality.

Secondly, Knowledge gaps often lead to fear and anxiety, especially when the technology involves automation, artificial intelligence, or complex data analysis. Employees may worry that they cannot master the new technology or fear that it will replace their roles entirely. Such emotional resistance further erodes trust and confidence in the technology. For instance, if employees do not understand how automation tools can make their tasks more efficient, they may instead worry that these tools will ultimately replace their jobs or that they will struggle to adapt to the new technology, fostering a sense of fear.

Finally, Knowledge gaps also diminish employees' self-efficacy, that are their confidence in successfully completing tasks using new technologies. Without adequate knowledge, employees may underestimate their ability to utilize these technologies effectively, leading to distrust and reluctance to engage with them. Employees with low self-efficacy often avoid attempting to use new technologies, assuming they cannot master or apply them efficiently, which prevents them from reaping the benefits these technologies could provide.

3.3 Practice: Efficient Use of Emerging Technology Realization

Practice refers to how individuals translate their knowledge and attitudes into actual operations. In enterprises, if employees and managers lack sufficient knowledge about emerging technologies and have attitudinal resistance, they will have difficulty in realizing the efficient use of emerging technologies at the behavioral level.

First of all, lack of knowledge and negative attitudes can lead to employees not actively using emerging technologies. Lack of understanding of technology can make employees feel uncertain or confused. For example, if employees do not understand how new technology operates or are not clear about what work problems it can solve, they are prone to mistrust and are reluctant to try and use these technologies. Negative attitudes exacerbate these feelings, such as the perception that new technology is just a fad or a means of interfering with an employee's work, which can exacerbate the employee's rejection of technology. Resistance to technology not only reduces willingness to adopt, it may also affect whether they actively seek out opportunities to use new technologies in their daily work, leading to employees actively avoiding new technologies and choosing to continue to use the traditional methods with which they are familiar.

Secondly, even if employees are compelled to use new technologies, a lack of necessary knowledge and negative attitudes can prevent them from effectively utilizing these tools, diminishing their practical application in the workplace. On the one hand, insufficient knowledge to understand and master the operation of new technologies may leave employees feeling confused or frustrated, resulting in inefficient use. On the other hand, in the absence of adequate knowledge, employees may misinterpret the functionality and application methods of these

technologies. This not only wastes time but also increases the likelihood of errors. Inefficient or incorrect use of technology can negatively impact work quality, creating additional burdens for the organization.

Lastly, the inadequacies across the three dimensions of knowledge, attitude, and practice hinder the effective adoption of emerging technologies by employees and managers. Knowledge about emerging technologies serves as the foundation, influencing the second critical element: belief in the technologies. Both factors together affect employees' efficiency in utilizing these technologies. When shortcomings exist in any of these three dimensions, even substantial investments in technology deployment and training may fail to unlock the full potential of the technology. Therefore, when promoting emerging technologies, organizations must go beyond the technologies themselves to focus on employees' and managers' acquisition of knowledge, attitude adjustment, and behavioral transformation of employees and managers to maximize the benefits of technology.

4. Knowledge Management: The Starting Point for Employees to Understand Emerging Technologies

When organizations aim to help employees comprehend emerging technologies, the key lies in ensuring the flow and dissemination of knowledge related to these technologies within the organization. Additionally, since emerging technologies remain in a developmental phase and their application potential is not yet fully realized, organizations must also foster knowledge innovation to enable creative applications of these technologies. The dissemination and innovation of knowledge present challenges to organizational training initiatives, necessitating the adoption of knowledge management strategies to achieve these goals.

The SECI model was initially proposed by Ikujiro Nonaka and Hirotaka Takeuchi in their 1995 book, *The Knowledge-Creating Company*. They argued that the interaction and mutual transformation between tacit knowledge and explicit knowledge drive the process of knowledge creation. The SECI model emphasizes four stages of knowledge conversion: Socialization, Externalization, Combination, and Internalization, offering a framework to facilitate the effective dissemination and utilization of knowledge. This model is particularly applicable in scenarios involving knowledge management and dissemination [9]. When organizations promote the spread and innovation of knowledge related to emerging technologies, the SECI model serves as a robust theoretical foundation to guide these processes.

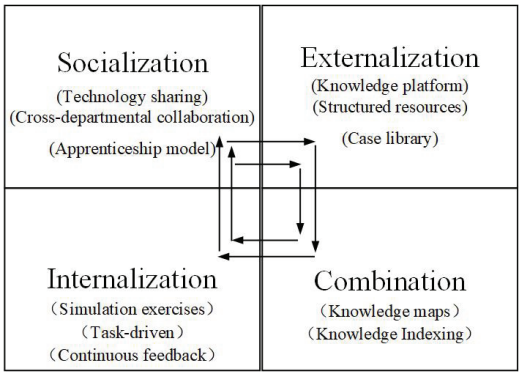

Figure 2. SECI-based Knowledge Management Model for Emerging Technologies in Enterprises

4.1 Socialization: Sharing Experiences to Foster Emerging Technology Knowledge Sharing

Socialization refers to the process of transforming tacit knowledge into shareable knowledge through interactions and shared experiences among employees. Tacit knowledge, as defined, includes knowledge that is difficult to formalize and quantify, often existing as personal experiences, mental models, emotions, and intentions [10]. This stage is particularly critical when disseminating knowledge about emerging technologies because such knowledge is often highly practical and requires learning through experience and demonstration.

To promote the socialization of emerging technology knowledge within the organization, encouraging skilled employees to share their expertise and techniques is an effective approach. For example, companies can organize technology sharing sessions, workshops, and case study seminars, allowing employees to exchange ideas and discuss the practical application of new technologies.

Additionally, fostering cross-departmental collaboration on technology projects can further enhance knowledge sharing. Employees from different departments can learn from each other and share their experiences with technology application. Through face-to-face interaction, employees can directly observe and experience the benefits of new technologies in real-world contexts.

Another practical method is to adopt an apprenticeship model. In this approach, experienced employees act as mentors, guiding others through hands-on technical practices. Under a mentor's guidance, employees can gain a deeper understanding of the practical value of emerging technologies, enabling them to apply these tools more effectively in their work.

4.2 Externalization: Building Knowledge Platforms to Facilitate Knowledge Conversion

Externalization involves converting tacit knowledge into explicit knowledge through expression, discussion, or documentation. During the dissemination of emerging technologies, employees may already possess intuitive understandings and experiences gained through daily interactions, media exposure, or practical use. However, these insights often remain tacit and require externalization to become broadly applicable. For managers, constructing a knowledge platform is a strategic way to promote the externalization of knowledge.

On the one hand, knowledge platform serves as a space for employees to exchange and share ideas. On the Other hand, a digital knowledge platform can also offer structured technical resources, such as manuals, online tutorials, videos, and FAQs, converting tacit knowledge into explicit, accessible formats. Managers can also compile and summarize examples of how employees apply emerging technologies in their work into a case library, which could take the form of a database or regularly published reports. By building a robust knowledge platform, organizations can support the externalization of tacit knowledge, fostering a collaborative environment where employees' collective insights contribute to broader innovation and understanding.

4.3 Combination: Creating Knowledge Maps to Facilitate Integration of Emerging Technology Knowledge

Combination involves organizing, categorizing, and synthesizing explicit knowledge to generate new insights. During the dissemination of new technologies, organizations often collect diverse technical resources, such as training materials, research reports, and technical articles. The process of combination helps integrate these resources into systematic learning content, making knowledge more accessible and actionable.

A knowledge map is an effective tool for facilitating this integration. It is a graphical information management tool that visually represents the relationships between knowledge points. Knowledge maps help users comprehend complex information structures, identify connections between different knowledge domains, and quickly locate needed resources. Their structured and visual nature enhances navigation and understanding by employing hierarchies, networks, and visual elements like colors and icons.

For organizational management, the first step can be integrating multi-source resources, consolidate training materials, online courses, industry reports, and technical blogs into structured learning paths or courses. For instance, design modular content tailored to employees' roles and technical skill levels, allowing for personalized learning journeys. Secondly, develop a technology knowledge map that categorizes knowledge points based on dimensions like application scenarios and difficulty levels. This allows employees to quickly locate relevant resources for their specific learning needs. Furthmore, manager can facilitate collaboration across departments (e.g., marketing, R&D, and technical support) to co-create comprehensive technical manuals. These resources should encompass diverse application scenarios and solutions, effectively integrating expertise from various domains. Knowledge maps serve as dynamic resources, helping organizations transform scattered knowledge into a cohesive system that supports employee learning and the broader organizational adoption of new technologies.

4.4 Internalization: Conducting Simulations to Enhance Knowledge Absorption

Internalization refers to the transformation of explicit knowledge into tacit knowledge, which is typically achieved through practice and repeated application. In the context of technology dissemination, internalization represents the critical phase where employees apply and master new technologies in their day-to-day tasks. However, real-world opportunities for hands-on application may be limited. Therefore, managers can use simulated practices to help employees internalize explicit knowledge. For example, Manager can design realistic or simulated work scenarios where employees can apply new technologies. Activities like simulation exercises or sandbox environments enable employees to deepen their understanding and hone their technical skills in a controlled setting. Beyond that, manager can assign employees to real projects or tasks that require the application of new technologies. By solving real-world problems, employees can internalize knowledge through practical experience.

Continuous feedback is crucial for effective internalization. Managers should provide regular evaluations and constructive feedback to help employees identify bottlenecks in their use of new technologies and refine their approaches. Internalization is an ongoing process where employees iterate and improve their application of technology through feedback and practice. By fostering this cycle, organizations can ensure that employees not only understand new technologies but also become proficient in leveraging them for improved performance.

5. Conclusion

To summarize, in the context of information technology changes, how to efficiently use emerging technologies such as artificial intelligence, big data analysis and cloud computing, so that they become tools for employees and think tanks for managers, is a winning strategy for enterprises in the process of competition. Therefore, how to popularize and promote emerging technologies within the enterprise and make employees and managers know how to use them is the top priority of enterprise management nowadays. However, in the actual popularization process, employees and managers often do not understand the emerging technologies due to the lack of knowledge and thus have a negative

attitude towards the use of these technologies in their work, which ultimately affects the actual use of new technologies by employees and managers.

In order to solve these challenges, enterprise management needs to use knowledge management as an entry point to promote experience exchange, construct knowledge platforms, draw knowledge maps, and carry out simulation exercises based on the SECI model, so as to realize the exchange, diffusion, and innovation of knowledge of emerging technologies within the organization, thus correcting the understanding of employees of emerging technologies, and stimulating their beliefs about the use of new technologies at work, and ultimately realizing the efficient use of new technologies at the action level. This will correct employees' understanding of new technologies, stimulate their belief in using new technologies in their work, and finally realize the efficient use of new technologies at the action level.

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