

Chapter 14

Literature Overlaps and Gaps between the Fields of Knowledge Management and Humans Resource Development

R. Mayes, R. Tamez, and J. Allen
*College of Information, University of North Texas,
Denton, Texas, 76207 USA
E-mail: robin.mayes@unt.edu
www.unt.edu*

The purpose of this integrated literature review is to identify the multidisciplinary processes, models, and theories common to both Knowledge Management (KM) and Human Resource Development (HRD). Moreover, we looked for gaps in these research areas. By identifying these overlaps and gaps, better approaches to the development of both knowledge and human resource assets can be developed, thus contributing to the fields of KM and HRD. The scholarly literature affirms that while the fields of KM and HRD have unique characteristics, there exist overlaps and gaps. There is some evidence that the field overlaps between the two fields are of mutual benefit. Most important are that KM and HRD both identify organizational knowledge as a valuable asset. Both KM and HRD have best practices that focus on the accumulation, maintenance, and transfer of knowledge and skills throughout an organization, at management, employee, and contractor levels. Moreover, through prudent intelligence development and effective knowledge distribution, an organization can achieve success and sustainment.

Keywords: knowledge management, human resource development, artificial intelligence.

Note: Parts of this chapter is republished by permission from the ICKM 2013 Conference proceedings. Turnitin Report 2017/08/31 Net Content Similarities: 1%

1. Introduction

It is common knowledge that most organizations employ various Knowledge Management (KM) and Human Resource Development (HRD) strategies and methodologies to meet their goals and objectives. While small to medium organizations may combine these functions into one managing entity, larger organizations often have separate entities. The current scholarly literature provides extensive definitions of KM and HRD and affirms that the KM and HRD fields have unique characteristics. However, there are areas, which

266 *R. Mayes et al.*

researchers have identified as overlapping, which include common organizational goals, objectives, and tasks.

Cho, Cho, and McLean (2009) affirmed that KM is a subject of interest in a growing body of HRD scholarly literature. Brajer-Marczak (2016) surveyed representatives of the management sciences. They found that the participants believed "that currently only organizations properly managing knowledge are able to meet the global competition, survive in the market, and be successful" (p. 255).

Moreover, organizational success is often attributed to two important factors: shared knowledge and organizational intelligence (Cho, Cho, & McLean, 2009; McLean, 2006; Yang, Zheng, & Viere, 2009). Xiaojun (2017) in a study comparing job performance to deep use with an organization's knowledge management system (KMS) concluded, "performance was affected by the extent to which they engage in rich use of a KMS" (p. 836). Xiaojun's (2017) research supports the importance of KM and HRD as fields that focus on the accumulation and transfer of knowledge and skills throughout an organization. There is an established and growing amount of research and scholarly literature in both the KM and HRD fields. However, a review of the literature indicates that there is a wide gap in the KM literature on KM as it is related to the field of HRD, and conversely, there is a gap in the HRD literature, as it is related to the field of KM.

This chapter presents the findings of an integrative literature review conducted to explore research overlaps and gaps identified in the exchange of scholarly literature. For the purpose of this chapter, "overlaps" are commonalities in the research literature of KM and HRD. The term "gaps" referred to the lack of research in either field when there is evidence of some commonality. The primary purpose of this integrated literature review was to identify the theories, models, approaches, and processes common to both KM and HRD. Furthermore, armed with that information, we wanted to drill down into the literature looking for unanswered questions or gaps. Testifying to its importance, this chapter proposes that an increase in an awareness of collaboration within the shared space occupied by KM and HRD will contribute to the growth of both disciplines. This chapter advocates a call to action that includes strengthening the scholarly connections between the two fields and enlarging the body of scholarly literature.

2. Justification for this integrated literature review

Torraco (2005) is a strong supporter of the integrative literature review. He stated that an integrative literature review should provide a critical analysis of the extant research on a subject. The critical analysis should synthesize research into new frameworks and identify gaps, which new research can reduce or eliminate. The framework described by Torraco (2005) is consistent with the purpose of this chapter. This integrative literature review is the exploration of the breadth of KM and HRD by identifying research commonalities and looking for research gaps (cf. Yang, Zheng, & Viere, 2009).

For example, Li and Herd (2017) presented a developing theoretical framework in the context of digital workplace learning, they discuss the importance of an integrated approach to organizational learning. They posited that both KM and HRD collaboration can achieve effective organizational learning. Cho, Cho, and McLean (2009) examined the role KM plays in HRD and discuss fundamental definitions of knowledge, intellectual capital, and knowledge management factors. Several articles stress the importance of taking a holistic view of KM, which includes researching and understanding the integration of processes and technical management with intellectual capital and human capital. Yang (2003) also called for a holistic framework that encompasses all factors influencing the effectiveness of KM within an HRD context and relevant organizations. This integrative literature review provides an overview of the discussion of KM and HRD as overlapping fields.

3. Theoretical framework

This section proposes a conceptual framework based upon an organization's knowledge capital and the organizational entities directly involved with KM's interaction with HRD. The conceptual framework of this chapter was based on the theory that KM shares with HRD an inherent concern with the development of human capital as the primary source of an organization's intelligence (Tamez, Mayes & Allen, 2013).

Both fields share the goals of identifying, capturing, transferring, and assessing organizational required knowledge (Cho, Cho, & McLean, 2009; McLean, 2006; Yang, Zheng & Viere, 2009). While there is evidence in HRD that individuals identify, create, share, teach, and exit organizations with organizational intelligence (Aliaga, 2000), KM has the means to redistribute the managed knowledge from which much of the organizational intelligence is derived (see Figure 1).

Another major point of the intersection of KM and HRD is workplace learning processes, which includes sharing and creating knowledge (Cho, Cho, & McLean, 2009; McLean, 2006; Yang, Zheng & Viere, 2009). KM scholarly literature advances the importance of tacit knowledge sharing and retention in organizations (Ardichvili, 2002), while HRD is also a major beneficiary of the concept of knowledge sharing. According to Bennett (2009), “preserving knowledge from one generation to another is a longstanding concern for many organizations and is a driving force behind KM and HRD strategies” (p. 364). Table 1 outlines several potential parallels between KM and HRD that serve as a framework for understanding the possibilities for interdisciplinary scholarship regarding learning processes.

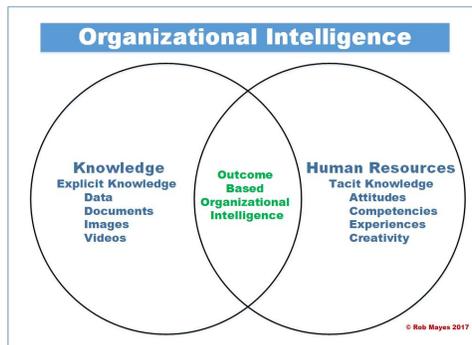


Fig. 1. KM and HRD outcome based venn diagram

Table 1. Potential parallel processes between KM and HRD strategies.

Knowledge Management	Human Resource Development
KM Needs Analysis/Gap Analysis	HRD Needs Analysis/Gap Analysis
Knowledge Repository Design-Development	Instructional Design-Development
Implement KM Systems and Train Users	Knowledge and Skills Transfer
Evaluate KM System Effectiveness	Evaluate HR Performance Levels

4. Methodology

Callahan (2010) posited that integrative literature reviews must document the methodology used to collect and examine the resultant scholarly literature. Callahan (2010) emphasized the importance that a well-documented methodology does for increasing an integrative literature review's validity and replicability. This section describes the methodology we used to conduct this integrated literature review. We chose four prominent journals in each of the fields (KM and HRD). We conducted the searches in August of 2017. The search period parameters were limited to articles published between the years 2010 and 2016. We conducted searches using ProQuest and EBSCO to establish a list of four predominant academic journals for both KM and HRD. After we established the eight journals, we used ProQuest and EBSCO and cross check the results with each journal's publication site to search for articles that demonstrated linkage between the two fields.

4.1. Looking for HRD in KM journals

The first phase of this study's methodology, using four prominent KM journals, was to establish the extent of any overlap research regarding HRD. We conducted the search for KM articles using the search criteria phrase "human resource development." Table 2 reports the number of articles found in an all-text search, then again in just their abstracts. The all-text search found a number of articles within the KM journals that discuss aspects of HRD. However, the full "human resource development" phrase within the abstract search criterion was chosen in order to restrict the results to articles in which HRD was a major theme. A second examination of the corpus determined the extent of inclusion in the chapter with an analysis of the text within the abstracts. We determined the relevance of the articles to the scope of this chapter.

4.2. Looking for KM in HRD journals

The second phase of this study's methodology using four prominent Academy of Human Resource Development journals was to establish extent of any overlap research regarding KM. We conducted a search for articles using the search criteria phrase "knowledge management." Table 3 reports the number of articles found in an all-text search, then again in abstracts. The all-text search found a number of articles within the HRD journals that discuss aspects of KM. However, we chose the full "knowledge management" phrase within the abstract

270 *R. Mayes et al.*

criterion in order to limit the results to articles in which KM was a major theme. Again, a second examination of the corpus determined the extent of the inclusion in each article. We analyzed the text within the abstracts and determined the relevance of the articles to the scope of this chapter.

5. Basic statistical results from the literature review

The scholarly literature search began with an assumption that there are overlaps and gaps in the scholarly literature between KM and HRD. While the numbers show overlap they also show an imbalance or gap in overall counts resulting from the “All Text Results” and the “Abstract Results.” Knowledge management had 114 articles using the “All Text results” that overlapped into the field of HRD (see Table 2). Using the “Abstract Results” KM has five KM articles that overlapped into the field of HRD.

Table 2. KM articles overlapping into HRD

Knowledge Management Journal Titles	N	All Text Results	Abstract Results
Journal of Knowledge Management	108	75	3
	7		
Journal of Intellectual Capital	625	30	1
Knowledge Management Research & Practice	564	1	1
International Journal of Knowledge Management	115	8	1
Totals	239	114	5
	1		

Note: Search Criteria: “Human Resource Development”

Human Resource development returned 255 “All Text Results” or more than twice of the number of articles than overlapped into the KM field (see Table 3). Using the “Abstract results.” HRD returned 39 or eight times of the number of articles that overlapped into the KM to HRD overlaps, which had five articles that overlapped into the field of HRD. However, there are more than twice the articles searched in HRD than in KM.

Literature Overlaps and Gaps between the Fields of Knowledge Management 271

Table 3. HRD articles overlapping into KM

Human Resource Development Journal Titles	N	All Text Results	Abstract Results
Human Resource Development Quarterly	2452	66	8
Human Resource Development International	1907	122	14
Advances in Developing Human Resources	637	44	16
Human Resource Development Review	411	23	1
Totals	5407	255	39

Note: Search Criteria: "Knowledge Management"

When examining the numbers, it was clear that the KM field had limited research overlap with HRD. However, KM is a relatively new field and has a focus on technology. Currently, the KM field is becoming more people-oriented as HRD becomes an important user of the KM services. An analogy explaining the relationship between KM and HRD might be that KM is the working brain of an organization acquiring, storing, and disseminating information so that decisions are made in intelligent and informed ways. Human resource development acts as the nervous system for sensing and delivering the information to and from the brain for acquiring and retrieving knowledge. Turner, Zimmerman, and Allen (2012) describe this phenomenon for the application of knowledge capitalization as organizational intelligence.

6. Content results from the integrated literature review

The following sections contain important summary result statements from the articles included in this integrated literature review. We chose only articles, which had research overlaps and potential gaps between the fields of KM and HRD. The articles are organized under three research topics; capital, strategies, and outcomes. The approaches to KM found in HRD literature were generally conceptual and theoretical. Empirical studies focusing on the construct of KM in HRD literature was scant. Although the literature search identified articles spanning the full parameters of 2000 to 2017, HRD articles on KM were most concentrated between the years 2007 and 2010.

272 *R. Mayes et al.*

A major focus of the conceptual and theoretical articles is on the relationship between KM and HRD. Although the context of the discussions changes, the overarching theme is that KM affords a set of processes for turning information into knowledge (Lien, Hung, & McLean, 2007; Harris, 2000). HRD provides the framework of organizational learning, organizational culture, and other human factors (Cho, Cho, & McLean, 2009; Harris, 2000).

6.1. Organizational capital

The literature identified knowledge capital and human resource capital as two important assets that define an organization and are the primary factors for their successes. Knowledge Management's capital is accumulated knowledge resources, while HRD's capital is knowledgeable and skilled human resources. A major theme in the literature is the relationship between KM and HRD in strategically leveraging organizational knowledge capital.

Organizations flourish in part because of their knowledge capital. Nonaka reports that two fundamental objectives of KM are to create and manage intellectual capital (1991). Thus, the holistic view, which one might frame as a systematic view, places KM and HRD in partnership in the overall strategic development of knowledge. Both the fields of KM and HRD should be directly involved in the acquisition, development, and transfer or use of knowledge capital.

A major distinction between the fields KM and HRD is that KM is an important part of the information system in which the development of organizational intelligence contributes to organizational goals and HRD has as a major objective to develop human capital using organizational intelligence. Both disciplines are concerned with performance improvement and metrics. Stanciu and Tinca (2017) not only verified a link between performance and "intelligent and efficient use of its knowledge assets" (p. 160), they also identified the need for organizations to "capitalize on a continuous basis their [organizational] knowledge" (p. 161).

Nafukho (2009) defined KM as "the ability of an organization to generate data, refine the data into information, and strategically use the information to make decisions" (p.339). Nafukho (2009) also discussed the relationship between KM and HRD in the context of the role HRD professionals play in identifying the knowledge assets within an organization and demonstrating the return on investment, which used knowledge assets effectively and strategically. The fields of KM and HRD are situated in a similar relationship as discussed in Parise (2007), wherein KM aides the strategic use of knowledge in

Literature Overlaps and Gaps between the Fields of Knowledge Management 273

organizations, while HRD provides the people-orientation and collaborates with KM regarding the learning processes (Nafukho, 2009).

Aliaga (2000), Harris (2000), and Torraco (2000) indicated a belief that it is also important that organizations continue to recognize they thrive, in significant ways, because of the value of their human capital, which includes the ownership, access, and use of possessed knowledge to further the goals of an organization.

6.2. Organizational strategies

Scholarly researchers identified in the literature strategies, processes, and tasks for both the KM and HRD fields. Harris (2000) notes it is important to note the differences between KM and HRD in order to bridge any perceived gap. The field of KM has a focus on processes, while HRD has an inherent focus on people (Harris, 2000).

According to Nafukho, (2009), "Knowledge management refers to the ability of an organization to generate data, refine the data into information, and strategically use the information to make decisions" (p. 339). Mrinalini and Nath, (2000) defined HRD's role in transforming individual knowledge into intellectual capital aligned with an organization's goals. Yonjoo, Eunsang, and McLean, suggested that HRD must move beyond merely possessing a valuable asset like knowledge capital to using this asset effectively (2009).

Caruso (2017) reported that technologies such as Web 2.0 tools promote the sharing of organizational knowledge. However, the author cautioned that an understanding of the organizational culture and its readiness to share is important to its success. Parise (2007) examined the function of social network analysis for HRD professionals who are leveraging KM. While the author focused on social network analysis methods, Parise (2007) identified key KM connections, including the role of KM in HRD as a strategy to improve performance, to aid knowledge transfer, and to aid succession planning. Parise (2007) also identified the contribution of HRD to KM through HRD's people-oriented framework. (Parise, 2007). Kubo and Saka (2002) discussed HRD as a factor in employee motivation in the context of the Japanese financial industry.

Another major theme in the scholarly literature is the link between KM and VHRD (Cho, Cho, & McLean, 2009). Ardichvili (2008) discussed KM in the context of knowledge sharing through virtual communities of practice (VCoPs) and again stressed the importance of communities of practice CoPs in organizational learning and the implications for HRD taking the role of assessing and removing barriers to participation in VCoPs. Communities of

274 *R. Mayes et al.*

practice (CoPs) are an important part of workplace learning and are discussed in both KM and HRD scholarly literature (Kerno, & Mace, 2010). Lien, Hung, and McLean (2007) discussed the importance of KM systems to effective organizational learning. They note that CoPs are an important part of knowledge sharing and aid individuals “transforming their learning into “organizational learning.” (p. 224)

Kongpichayanond (2009) identified within a mergers and acquisitions context the role that KM and HRD play together in dealing with the complex problem of combining two organizations. Kongpichayanond (2009) defined KM as “a process that helps organizations to meet their needs in handling knowledge to predict, control, and make decisions” (p. 376). Kongpichayanond (2009) identified KM as the people-oriented factor in mergers and acquisitions, with HRD professionals having the critical role of ensuring that not only are the knowledge assets in the companies merged, but that key elements of organizational cultures are merged and the organizations’ people have learning opportunities to flourish in the new business entity.

Conley and Zheng (2009) also addressed organizational culture in a discussion of the relationship between KM and HRD professionals’ role in creating buy-in by organizational leadership to support KM efforts. Conley and Zheng (2009) posited that organizational culture is an influencing factor in how people within the organization approach knowledge. For example, attitudes, such as trust, are important factors in the success of KM initiatives. HRD professionals are crucial in developing a strategy for effective KM in organizations and ensuring that people within organizations are able to access and acquire that knowledge (Conley & Zheng, 2009).

6.3. Organizational outcomes

RAO (2107) explained that KM has had three versions; KM 1.0, KM 2.0, and KM 3.0. We propose that have three equivalent versions; HRD 1.0, HRD 2.0, and HRD 3.0. Most of the current research in the field of KM and HRD has been within the construct of KM 1.0 and HRD 1.0 often characterized with traditional organizational content and community approaches for creation. Recently, research has become inclusive of the KM 2.0 and HRD 2.0 constructs that includes social media and ecosystem-wide content co-creation. However, the growing acceptance of artificial intelligence (AI) strategies have created a pressing need for KM 3.0 and HRD 3.0. Both KM 3.0 and HRD 3.0 are in a position to create the job objectives and the task descriptions that AI requires to

Literature Overlaps and Gaps between the Fields of Knowledge Management 275

meets the expected outcomes. However, there was minimal research that posits how KM and HRD will be part of the AI paradigm shift.

6.3.1. Knowledge management 1.0 research.

Parise (2007) asserted the importance of HRD understanding KM as a way to improve learning and performance outcomes. The benefits to organizations include increased competitiveness and organizational effectiveness (Cho, Cho, & McLean, 2009; Hung, Lien, & McLean, 2009; Nafukho, 2009). The review of the literature supports this holistic view, with an overarching theme of a shared mission through both human and organizational development outcomes. The value of organizational capital is based upon its ability at many different levels, to sustain an organization. However, Kerno and Mace (2010) went beyond simple sustainment and stressed the importance of the links between organizational capital and organizational success.

Kubo and Saka (2002) discussed HRD as a factor in employee motivation in the context of the Japanese financial industry. Mrinalini and Nath, (2000) defined HRD's role in transforming individual knowledge into intellectual capital aligned with an organization's goals.

Harris (2000) examined existing definitions of intellectual capital and offers an alternative systems theory that provides a framework for linking human capital and processes to organizational goals, through sharing knowledge. Harris (2000) is echoed by Aliaga (2000), which links KM to strategic planning, with HRD playing a role in improved performance through its functions of training and improving performance, and thereby, increasing the value of the organization. Ardichvili (2002) also upheld that strategic planning is important and HRD can play an important role in using KM technology tools to link KM and performance, and to advocate within the organization the benefits of HRD using KM to promote communities of practice (CoPs).

Several authors stressed the importance of future research into the implications of KM for HRD and identified important markers that signify areas in which KM has an impact beyond the KM literature. For example, Torraco (2000) examined the complexity of what calls for a theory of KM in order to "assess the contribution of knowledge management to organizational goals" (p. 40). In another example, Bennett (2010) called for more empirical research on KM, as a relatively new and evolving field.

6.3.2. *Knowledge management 2.0 research*

Discussing social network analysis in the context of KM and HRD, Parise (2007) stated that informal networks are the most frequent way in which tacit and explicit knowledge is shared in organizations and understanding those networks is critical. Ardichvili (2002) proposed more research into how HRD professionals and scholars can promote KM practices within organizations that contribute to the sharing of tacit knowledge, through communities of practice, understanding the adult learning process and how adult learners are motivated to share knowledge within an informal learning environment. Ardichvili, & Yoon (2009) advocated for more integration of KM systems in HRD. They proposed a framework for strengthening the connection and integration of HRD and KM, in practice and in HRD academic programs, with a “stronger emphasis on sociocultural and situated learning paradigms as well as on leveraging instructional and information technologies for organizational learning and knowledge creation” (p. 317).

Several articles discussed the role KM plays in a variety of contexts. Camuffo, Arnaldo and Comacchio (2005) discussed the need for KM within small and medium enterprises (SMEs) to create and maintain competitiveness in a global economy. Yamnill and McLean (2010) discussed the application of HRD and KM principles to develop policies and programs for learning. They further the idea that these principles will enable individuals to share economically beneficial knowledge in developing regions that enables a local community to reduce poverty. Germain, (2010) and Kopp, Nikolovska, Desiderio, and Guterma (2011) explained the roles of KM and HRD play in crisis management.

Bennett (2010) called for more empirical research on KM, as a relatively new and evolving field. Conley & Zheng (2009) and Yang (2003) called for a holistic framework that encompasses all factors influencing the effectiveness of KM within an HRD context and relevant organizations. Comparisons of the two fields lead suggest that many of the skills needed and competencies attained overlap.

Organizational intelligence moves beyond merely possessing a valuable asset like knowledge capital to using the asset effectively. This phenomenon is the primary link that drives the overlapping interests between HRD and KM. HRD is a major instrument of change for an organization. That includes, but is not limited to adding more knowledge and skills to the existing knowledge base and dispersing available knowledge and skills to the areas having current or anticipated future needs (Parise, 2007).

6.3.3. *Knowledge management 3.0 research*

According to Yano (2017) with the widespread use of AI, "Outcome-directed thinking [will] break the barriers imposed by rule-directed boundaries" (p. 43). Knowledge Management will supply AI with the organizational knowledge needed to focus on outcomes, while HRD will define the outcomes and process paths for resolution.

Small organizations will probably use vendors or contractors for their AI needs. However, large organizations will hire; and train and develop the professionals they need for AI implementations and maintenance. The Knowledge Management field will need to step up to the high tech information management needed for data design as well as the queries that will assist the problem solving objectives of AI implementations. However, the HRD field will need to provide organizational intelligence to meet or exceed desired outcomes.

7. **Conclusion**

Historically, financiers have defined the value of an organization by the evaluation of its income potential, budget, and asset and liability balance sheets. However, we conclude for internal evaluation purposes, it is important that organizations recognize that they thrive because of the ownership, access, and use of possessed knowledge. Nuñez and Villanueva (2011) stated that "recent research on business economics reveal that the source of competitive advantage is...an intangible nature relating to organizational knowledge and capabilities" (p. 56).

Given the importance of knowledge capital and human resource capital, it is important that the fields of KM and HRD work together. Their joint collaboration is a critical factor for developing organizational intelligence (Ardichvili & Yoon, 2009; Cho, Cho & McLean, 2009; Iles, 2002; Torraco, 2000). Thus, the objectives of this research were to identify potential opportunities for communication, and collaboration between the two disciplines. What we found was that HRD understands the connection between KM and HRD and has a plethora of scholarly research on the subject. However, KM has the opportunity for expanding their scholarly research by examining the state of KM and HRD communications, and collaborations. Li and Herd (2017) found these relationships between KM and HRD are relevant to current HRD.

7.1. *Impact on the profession*

This integrated literature review elevates the importance for further communications and collaborations between the fields of KM and HRD with the

278 *R. Mayes et al.*

goal to bring organizational intelligence to the forefront of academic research. Organizational intelligence is the result of a strategy to move beyond merely possessing a valuable asset like knowledge capital to using the asset effectively. This phenomenon is the primary link that drives the overlapping interests between KM and HRD. The field of KM recognizes that HRD is the major instrument of change for an organization. Parise (2007) contended that the continued change includes, but is not limited to, adding more knowledge and skills to the existing knowledge base. Moreover, he says change includes; dispersing available knowledge and skills to areas having current or anticipated future needs. The important consequence is a more effect use of financial resources and better allocation of knowledge and human resources.

7.2. *Limitations*

Documents searches were limited by the capability of the vendor-provided search engines, queries, and the extent of the database design and size. Moreover, the classifying of article overlaps and gaps were subjective in nature. However, the intent of this chapter was to start a conversation that would lead to further research on the potential relationships between KM and HRD.

7.3. *Recommendations for further research*

There is little doubt that most organizations are placing more importance toward problem solving outcome based HRD (Yano, 2017). The parallels and shared space between the two fields suggest that the development of KM and HRD scholars and practitioners are well suited for collaborative efforts promoting organizational development. Both KM and HRD should work together providing a measurable competitive edge in the market place. Course work at the graduate level should consider integrating HRD courses into KM degree programs (Ardichvili, & Yoon, 2009). The same can be suggested about integrating KM courses to HRD degree programs. Bennett (2009) and Blankenship & Ruona, (2009) maintained that researchers increase the scholarly literature about knowledge sharing. They posit KM professionals should educate HRD professionals about tacit and explicit knowledge.

The literature reviewed through the conceptual framework discussed in this chapter demonstrates common characteristics between KM and HRD. The field of KM is often described as a technology solution in HRD. However, HRD has a role in using KM services for documenting tacit knowledge pertinent to organizational goals. HRD has made use of KM research more extensively than

Literature Overlaps and Gaps between the Fields of Knowledge Management 279

KM has focused on HRD, but there remains opportunity to expand the relationship in academia and in practice.

The final recommendation from this chapter is a call to action on developing lines of research regarding KM and HRD linkages to and Artificial intelligence (AI). Artificial intelligence (AI) is creating a new KM and HRD paradigm shift (Hauer, 2009). Both KM and HRD must define their roles within this shift. Both fields have the opportunity to help determine the AI outcomes.

References

- Aliaga, O. A. (2000). Knowledge management and strategic planning. *Advances in Developing Human Resources*, 2(1), 91-104.
- Ardichvili, A. (2002). Knowledge management, human resource development, and internet technology. *Advances in Developing Human Resources*, 4(4), 451-463.
- Ardichvili, A. (2008). Learning and knowledge sharing in virtual communities of practice: Motivators, barriers, and enablers. *Advances in Developing Human Resources*, 10(4), 541-554.
- Ardichvili, A., & Seung Won Yoon, (2009). Designing integrative knowledge management systems: Theoretical considerations and practical applications. *Advances in Developing Human Resources*, 11(3), 307-319.
- Ardichvili, A., & Yoon, S.W. (2009). Designing integrative knowledge management systems: Theoretical considerations and practical applications. *Advances in Developing Human Resources*, 11(3), 307-319.
- Yang, B., Zheng, W., & Viere, C. (2009). Holistic views of knowledge management models. *Advances in Developing Human Resources*, 11(3), 273-289.
- Bennett, E. E. (2009). Virtual HRD: The intersection of knowledge management, culture, and intranets. *Advances in Developing Human Resources*, 11(3), 362-374.
- Bennett, E. E. (2010). The coming paradigm shift: Synthesis and future directions for virtual HRD. *Advances in Developing Human Resources*, 12(6), 728-741.
- Blankenship, S. S., & Ruona, W. E. A. (2009). Exploring knowledge sharing in social structures: Potential contributions to an overall knowledge management strategy. *Advances in Developing Human Resources*, 11(3), 290-306.
- Brajer-Marczak, R. (2016). Elements of knowledge management in the improvement of business processes. *Management (1429-9321)*, 20(2), 242-260.
- Callahan, J. L. (2010). Constructing a manuscript: Distinguishing integrative literature reviews and conceptual and theory articles. *Human Resource Development Review*, 9(3), 300-304.
- Camuffo, A., & Comacchio, A. (2005). Linking intellectual capital and competitive advantage: A cross-firm competence model for North-East Italian SMEs in the manufacturing industry. *Human Resource Development International*, 8(3), 361-377.

280 R. Mayes et al.

- Caruso, S. J. (2017). A foundation for understanding knowledge sharing: Organizational culture, informal workplace learning, performance support, and knowledge management. *Contemporary Issues in Education Research*, 10(1), 45-52.
- Cho, Y., Cho, E., & McLean, G. N. (2009). HRD's role in knowledge management. *Advances in Developing Human Resources*, 11(3), 263-272.
- Conley, C. A., & Zheng, W. (2009). Factors critical to knowledge management success. *Advances in Developing Human Resources*, 11(3), 334-348.
- Germain, M. (2010). The role of HRD: Lessons learned from Hurricane Katrina. *Advances in Developing Human Resources*, 12(5), 536-551.
- Harris, L. (2000). A theory of intellectual capital. *Advances in Developing Human Resources*, 2(1), 22-37.
- Hauer, I. (2009). Some considerations about knowledge management, a view from knowledge management and artificial intelligence relationship. *Megatrend Review*, 6(2), 269-277.
- Hung, R. Y., Lien, B. Y., & McLean, G. N. (2009). Knowledge management initiatives, organizational process alignment, social capital, and dynamic capabilities. *Advances in Developing Human Resources*, 11(3), 320-333.
- Iles, P., & Yolles, M. (2002). Across the great divide: HRD, technology translation, and knowledge migration in bridging the knowledge gap between SMEs and Universities. *Human Resource Development International*, 5(1), 23-53.
- Kerno, S. J., & Mace, S. L. (2010). Communities of practice: Beyond teams. *Advances in Developing Human Resources*, 12(1), 78-92. doi:10.1177/1523422310365341
- Kongpichayanond, P. (2009). Knowledge management for sustained competitive advantage in mergers and acquisitions. *Advances in Developing Human Resources*, 11(3), 375-387.
- Kopp, D. M., Nikolovska, I., Desiderio, K. P., & Guterman, J. T. (2011). "Relaaax, I remember the recession in the early 1980s...": Organizational storytelling as a crisis management tool. *Human Resource Development Quarterly*, 22(3), 373-385.
- Kubo, I., Saka, A., & Pam, S. L. (2001). Behind the scenes of knowledge sharing in a Japanese bank. *Human Resource Development International*, 4(4), 465-485.
- Li, J. & Herd, A. M. (2017) Shifting practices in digital workplace learning: An integrated approach to learning, knowledge management, and knowledge sharing, *Human Resource Development International*, 20(3), 185-193.
- Lien, B. Y. H., Hung, R. Y. Y., & McLean, G. N. (2007). Training evaluation based on cases of Taiwanese benchmarked high-tech companies. *International Journal of Training and Development*, 11(1), 35-48.
- McLean, G. N. (2006). Rethinking adult learning in the workplace. *Advances in Developing Human Resources*, 8(3), 416-423.
- Mrinalini, N., & Nath, P. (2000). Organizational practices for generating human resources in non-corporate research and technology organizations. *Journal of Intellectual Capital*, 1(2), 177-186.

Literature Overlaps and Gaps between the Fields of Knowledge Management 281

- Nafukho, M. (2009). HRD's role in identifying, measuring, and managing knowledge assets in the intangible economy. *Advances in Developing Human Resources*, 11(3), 399-410.
- Nonaka, I. (1991). The knowledge-creating company. *Harvard Business Review*, 69(3), 27-38.
- Nuñez, I., & Villanueva, M. (2011) Safety capital: The management of organizational knowledge on occupational health and safety. *Journal of Workplace Learning*, 23(1), 56-71.
- Parise, S. (2007). Knowledge management and human resource development: An application in social network analysis methods. *Advances in Developing Human Resources*, 9(3), 359-383.
- RAO, M. (2017). KM 3.0: KM AND AI. *KM World*, 26(6), 20-21.
- Stanciu, V., & Tinca, A. (2017). Solid knowledge management - The ingredient companies need for performance: A Romanian insight. *Accounting & Management Information Systems / Contabilitate Si Informatica De Gestiuine*, 16(1), 147-163.
- Tamez, R., Mayes, R. & Allen, J. (2013). Human resource development perspectives on knowledge management. *International Conference on Knowledge Management-Montreal Canada*.
- Torraco, R. J. (2000). A theory of knowledge management. *Advances in Developing Human Resources*, 2(1), 38-62.
- Turner, J.R., Zimmerman, T., Allen, J., (2012). Teams as a sub-process for knowledge management, *Journal of Knowledge Management*, 16(6), 963-977.
- Xiaojun, Z. (2017). Knowledge management system use and job performance: A multilevel contingency model. *MIS Quarterly*, 41(3), 811-A5.
- Yamnill, S., & McLean, G. N. (2010). Knowledge management in a community setting using action research: a case study of Lumpaya community, Nakorn Pathom Province, Thailand. *Human Resource Development International*, 13(5), 541-556.
- Yang, B. (2003). Toward a holistic theory of knowledge and adult learning. *Human Resource Development Review*, 2(2), 106-129.
- Yano, K. (2017). How Artificial Intelligence Will Change HR. *People & Strategy*, 40(3), 42-46.
- Yonjoo, C., Eunsang, C., & McLean, G. N. (2009). HRD's role in knowledge management. *Advances in Developing Human Resources*, 11(3), 263-272.