Promoting Strategic Human Resource Management, Organizational Learning, and Knowledge Management in Modern Organizations

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INTRODUCTION

The added value of human resource management (HRM) is strongest when HRM decisions are linked to organizational strategy (Schalk, Timmerman, & van den Heuvel, 2013). Strategic human resource management (SHRM) practices are developed, implemented, and executed based on a deliberate linkage to organizational strategy (Huselid, Jackson, & Schuler, 1997). SHRM predicts electronic human resource management (e-HRM) outcomes and the relationship appears context-dependent in modern organizations (Marler & Fisher, 2013).

Learning has an important position in the development of employees and their expertise (Melo & Beck, 2015). Organizational learning theory indicates that knowledge must be integrated throughout organization to facilitate strategic renewal (Lionzo & Rossignoli, 2013). Organizational learning incorporates the organizational system, dynamic mechanism, and effective HR activities toward improving the competency and capability of organizational employees in the modern workforce (Sabir & Kalyar, 2013). Organizational learning can significantly improve the family firms' ability to counter by stimulating entrepreneurship (Zahra, 2012). Knowledge management (KM), strategic orientation, and organizational innovation are correlated with organizational performance (Kasemsap, 2014a).

This article aims to bridge the gap in the literature on the thorough literature consolidation of SHRM, organizational learning, and KM. The extensive literature of SHRM, organizational learning, and KM provides a contribution to practitioners and researchers by describing the theory and applications of SHRM, organizational learning, and KM in order to maximize the value of SHRM, organizational learning, and KM in modern organizations.

BACKGROUND

Strategic human resource management (SHRM) literature emerged about 30 years ago (Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009). The strategic evolution perspective explains how the expected outcomes of SHRM may vary depending on what decisions are made and what paths are taken in implementation (Lengnick-Hall et al., 2009). Most organizational strategy research offers some rationale to account for performance differences across organizations or to account for strategic differences that presumably have an impact on organizational performance (Barnett & Burgelman, 1996). SHRM is defined as the pattern of planned HR deployments and activities intended to enable an organization to achieve its goals (Wright & McMahan, 1992).

Organizational learning refers to the process of developing new knowledge and insights derived from the common experiences of people within the organization (Slater & Narver, 1995). Organizational learning is described as an important process that expands the organization's ability

to accomplish effective actions by improving its performance and results (Chiva & Alegre, 2009). Organizational learning includes the acquisition, dissemination, and use of knowledge (Argote, McEvily, & Reagans, 2003). Organizational learning is an extremely useful process for generating new ideas (Fernandez-Mesa & Alegre, 2015). Knowledge-sharing behavior positively mediates the relationships between organizational learning and organizational innovation and between KM and organizational innovation in the learning organizations (Kasemsap, 2014b).

Organizational policy perspectives can promote both SHRM and e-HRM toward increasing organizational learning, KM, and competitive advantage by encouraging the effective coordination and partnerships among organizations and combining employees' learning and development opportunities available to employees through modern learning technologies. Executives and HR managers should organize particular emphasis on employees' learning and development by implementing SHRM and e-HRM. The establishment of SHRM-related learning and development is the necessary component of organizational learning and KM strategies in modern organizations.

FACETS OF STRATEGIC HUMAN RESOURCE MANAGEMENT, ORGANIZATIONAL LEARNING, AND KNOWLEDGE MANAGEMENT

This section emphasizes the concept of SHRM; the concept of e-HRM; the importance of SHRM in modern organizations; and the current trends of organizational learning and KM in modern organizations.

Concept of Strategic Human Resource Management

With respect to the integration of HR issues in strategic decision making, the different levels of integration can be considered (Golden & Ra-

manujam, 1985). HRM is present at the highest management level and is crucial to organizational strategy (Bennett, Ketchen, & Schultz, 1998). Connecting HRM and strategic decision making improves organizational performance (Huselid, 1995). HRM has an added value in terms of influencing organizational performance (Liu, Combs, Ketchen, & Ireland, 2007). Stakeholder interests and contextual factors exert an influence on HRM policy choices (Guest, 1987).

In the SHRM literature, scholars focus on strategic outcomes, such as organizational performance (Becker & Huselid, 1998), strategic alignment (Schuler & Jackson, 1987), and competitive advantage (Wright, Dunford, & Snell, 2001). SHRM is defined as the significant activities affecting the behavior of individuals in their efforts to meet the strategic needs of the business (Schuler, 1992). SHRM implies that HR objectives have to be chosen in accordance with the general strategy of organization (Schalk et al., 2013). SHRM not only requires vertical alignment with an organization's business strategy, but each business activity also needs to be aligned with other HR activities (Lepak, Liao, Chung, & Harden, 2006).

This section is dealing with the concept of SHRM and the next section is dealing with the concept of e-HRM. SHRM is the strategic practice of attracting, developing, rewarding, and retaining employees with the important goal of increasing various benefits to both employees as individuals and organization as a whole.

Concept of Electronic Human Resource Management

The studies of electronic human resource management (e-HRM) began around 1995 (Strohmeier, 2007). Ruël et al. (2004) defined e-HRM as a way of implementing HRM strategies, policies, and practices in organizations through the conscious and directed support of and with the full utilization of the Internet. Strohmeier (2007) defined e-HRM as the application of information technology (IT) for both networking and supporting the interaction

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