

**AN ANALYSIS OF KNOWLEDGE MANAGEMENT IN
A DEVELOPMENT ORGANIZATION: A CASE STUDY OF
THE REGIONAL OFFICE FOR ASIA AND THE PACIFIC,
INTERNATIONAL LABOUR ORGANIZATION**

By

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**A Dissertation Submitted in Partial Fulfillment of
the Requirements for the Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
National Institute of Development Administration**

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The Examination Committee Approved This Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of Doctor of Philosophy
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ABSTRACT

Title of Dissertation : An Analysis of Knowledge Management in a Development Organization: A Case Study of the Regional Office for Asia and the Pacific, International Labour Organization

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Knowledge Management is recognized as key management approach of the 21st century. The utilization of knowledge has become a key factor for the success of any organization. The context of knowledge management should be analyzed to generate the ‘know-how’, the way in which contingency factors affect knowledge management processes especially for a development organization.

This study, titled “An Analysis of Knowledge Management Processes in a Development Organization: A Case Study of Regional Office for Asia and the Pacific, International Labour Organization”, focuses on the International Labour Organization (ILO) specifically the Regional Office for Asia and the Pacific (ROAP). The study has the following objectives: 1) To understand the knowledge management approach of ILO ROAP. 2) To explore and identify the salient contextual elements that influence the knowledge processes of ILO ROAP. 3) To study the relationships between the context, knowledge processes, and outcomes of knowledge management of ILO ROAP

The research methodology used here was qualitative. The research employs documentary research, multiple case studies, in-depth interviews, and field visits to assess the organizational knowledge management and to identify the factors related to organizational knowledge management processes.

The assessment of the Regional Office for Asia and the Pacific (ROAP) of International Labour Organization (ILO), shows that knowledge management takes place in ILO although ILO does not officially announce its knowledge vision, knowledge management strategy and it does not establish its organizations for any direct responsibilities of knowledge management. The study found that knowledge management strategy involves both the personalization and codification knowledge management strategies. The knowledge assets of ILO ROAP consist of tacit and explicit knowledge assets. The knowledge processes include sharing tacit and explicit knowledge, creating concepts, justifying concepts, building an archetype, and cross-leveling knowledge within organization and across inter-organizations.

There are relationships between contextual elements and knowledge management processes. The contextual elements consist of organizational strategy, organizational structure, organizational culture, and information and communication technology. Particularly, information and communication technology is a crucial factor enabling the cross-leveling knowledge process. Without adequate information technology, explicit knowledge cannot effectively be transmitted to others.

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