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The Role of Managerial Metacognition in QM-based Knowledge Creation: An Empirical Study in U.S. Service Firms

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ABSTRACT

Based on the integrated view of QM and knowledge (Linderman et al., 2004), this study explored the role of managerial metacognition in QM-based knowledge creation. Survey data was collected from quality leaders of U.S. service firms. The results show that metacognitive ability helps more effectively externalize tacit knowledge from QM practices in the form of explicit improvement concepts. This finding implies that manager's cognitive adaptability acts as a strategic resource which helps generate a knowledge creation in QM implementation. This study makes contributions to QM literature by providing a new insight into the functional relationship between psychological and technical mechanisms.

KEYWORDS: Managerial metacognition, Quality management, Theory of knowledge creation, Innovation, Survey research