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Executives' Knowledge Management and Emotional Intelligence Role: Dynamizing Factor towards Open Innovation

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Abstract: The main aim of this empirical research was to classify the profiles of executives of Spanish companies. We classified the executives' profiles based on two key factors of innovation: knowledge management and emotional intelligence. The sample comprised study 241 executives of Spanish companies, a principal component analysis, a two-stage cluster analysis, and an ANOVA analysis conducted by taking innovation as a dependent variable. The theory of resources and capacities was the theoretical framework. We conclude that the differentiation of executives' profiles is essential to avoid the loss of innovative potential and a consequent loss of competitive advantage in the Spanish business sector. This research contributes to identify a taxonomy of executives' profiles—agile, laggard, soloist and cooperator. These groups present some different levels of knowledge management and emotional intelligence and differences in their ability to innovate.

Keywords: innovation; knowledge management; emotional intelligence; ANOVA analysis; cluster analysis



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1. Introduction

According to the annual report of the National Statistics Institute, in 2019, 28.9% of Spanish companies with ten or more employees were innovative in the 2014–2016 period. This percentage includes technological (product and process) and non-technological (organizational and marketing) innovations. The markets' globalization in a high rivalry environment with rapid technological changes, where the lifecycles of products and technology are increasingly shorter, especially small and medium-sized ones, is focused on innovating because innovation is a key factor for competitiveness and growth in modern economies [1].

Harmancioglu et al. [2] also stressed that top management involvement is the key to innovate for high performance and desirable outcomes. Managerial innovation has gained increased popularity in research and practice because of its positive effects on organizational renewal and performance. As a result of the interest in creating more innovative and competitive firms and the fact that knowledge plays a key role in value creation within them, several researchers have analyses the strategic role of knowledge and knowledge management in the innovation processes [3–7]. Emotional Intelligence is the key to effective performance and to staying ahead in times of organizational change [8].

Nowadays top managers, owners, and executives are the responsible authorities for making strategic decisions in their firms [9,10]. Talke et al. [11] described that top management diversity influences firm's performance through configuring innovation tactics. Every organization is a social system in which its members are involved in an interaction between themselves and possible external agents. These interactions naturally involve and evoke emotions that underlie human behavior [12]. The emotions experienced

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