



國立高雄科技大學  
企業管理系碩士班  
碩士論文

綠色精實與創新經營對於企業永續發展之影響

The Impact of Implement Green Lean and Innovation  
Operation on Corporation Sustainable Development

研 究 生：劉家寧  
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中 華 民 國 111 年 06 月

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# 綠色精實與創新經營對於企業永續發展之影響

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## 摘要

近年半導體產業蓬勃發展，台灣的半導體龍頭台積電，更是世界半導體產業先進製程中的不可取代的角色。在 2021 年台灣面臨了 56 年來最嚴重的缺水，而半導體業屬於高能源消耗之產業，水、電等對於半導體均被視為不可或缺的重要能源，也是需投入較高資本之產業。在這種情況下，企業紛紛意識到節省能源之重要性。與此同時「永續發展」一詞的興起也讓整體社會對永續意識逐漸抬頭，因此許多企業為了企業永續發展逐漸採取行動來為永續發展盡一份心力以善盡企業社會責任。

同時於 Covid-19 疫情之下，在實施防疫政策之下，許多企業由於無法及時因應疫情做出應變而紛紛面臨倒閉的情況，而有些企業卻能夠將危機化為轉機，因此本研究旨在探討當企業採用綠色精實以及創新經營是否會對企業永續經營有所影響，此外還針對組織學習作為中介效果及組織文化作為調節效果進行探討。本研究以南部科學園區之廠商作為研究對象並網路問卷進行研究，本研究問卷共取得 269 份有效問卷，後續以 SPSS、SmartPLS 軟體進行研究分析，經分析得知下列結果：當企業實施綠色精實、創新經營、組織學習對於企業永續發展具有正向且高度顯著之影響；組織學習對實施綠色精實、創新經營與企業永續發展之間具有正向且顯著的中介效果；組織文化的調節效果，從結果顯示為組織文化不具有調節效果。

**關鍵詞：**綠色精實、創新經營、企業永續發展、組織學習、組織文化

# The Impact of Implement Green Lean and Innovation Operation on Corporation Sustainable Development

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## Abstract

The semiconductor industry has grown exponentially over the past half century and TSMC, the semiconductor corporation which is founded in Taiwan, it basically control the most complicated part of the semiconductor ecosystem, and they're a near monopoly at the bleeding edge. But the semiconductor is the high level of energy consumption industry, especially the energy of electronic, water that are indispensable engery in manufacturing process, but in 2021, Taiwan faced its worst drought in 56 years. Therefore, there are more and more company aware the problem of energy. Besides that, due to the pandamic disease of COVID-19 affected that the government implements social-distancing restrictions policy that occurred many corporations or mall businesses and entrepreneurial ventures suffering shifts from the COVID-19 in recent yeays. Nearly all industries faced the crsis of lossing to business activity, but someone tried to use new business model to make a crisis into a favorable turn.

Therefore, the research aims to investigate the impact of implement green lean and innovation operation strategy on corporation sustainable development. Results from SmartPLS regression found that when corporations are willing to adopt the strategies of grean lean and innovation operation, the relationships are positively related to corporation sustainable development. And we also explore the mediating effect of organization learning, it not only mediates the relationship between the strategy of green lean and sustainable development, also the strategy of innovation operation and sustainable.

### Keywords:

**Green Lean, Innovation Operation, Corporation Sustainable Development, Organization Learning, Organization Culture**