



國立高雄應用科技大學
企業管理系碩士班
碩士論文

產品創新、市場導向與社會資本對新產品績效之關聯性
研究-以知識整合能力為中介變數

The Relationship Among Product Innovation, Market Orientation, Social
Capital and New Product Performance—Knowledge Integration Capability as
a Mediator

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產品創新、市場導向與社會資本對新產品績效之關聯性研究
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摘要

高科技產業集聚技術密集、知識密集、資本密集及附加價值高的特性，是我國推動經濟發展的重要指標。面對科技發展的快速變動及全球化的競爭環境，企業必須不斷的研究新的產品和技術，才能夠在市場上佔有領先地位。因此，企業在進行產品創新時，應將顧客及廠商的意見做為產品研發的參考資料，使新產品的推出能夠滿足顧客的需求並達到企業的經營目標。本研究以知識整合能力為中介因子，探討產品創新、市場導向、社會資本對於新產品績效的關聯性。

本研究以台灣高科技產業為對象，採用問卷調查法進行實證研究，有效回收問卷為 133 份。調查結果顯示：

1. 產品創新、市場導向、社會資本及知識整合能力與新產品績效皆有正向顯著關係。
2. 產品創新、市場導向會透過知識整合能力之中介效果影響新產品績效，但知識整合能力對於社會資本和新產品績效只有認知構面具有中介效果。
3. 最後，就本研究之結果進行討論，並提出理論之實務意涵以供決策者參考。

關鍵字：產品創新、市場導向、社會資本、知識整合能力、新產品績效

The Relationship Among Product Innovation, Market Orientation, Social Capital and
New Product Performance—Knowledge Integration Capability as a Mediator.

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Abstract

High-tech industry with technology-intensive and knowledge-intensive, capital-intensive and high value-added features is an important indicator for the promotion of economic development in Taiwan. Enterprises must constantly research new productions and technologies to be able to occupy a leading position in the competitive environment with rapid change and globalization market. While new product innovation, enterprises should refer the opinions from customers and vendors for new production development to meet customer requirement and achieve business objectives. This study attempts to explore the relationship among product innovation, market orientation, social capital and new product performance , and using knowledge integration capability as a mediator.

Questionnaires survey was launched in this study and a total of 133 valid questionnaires from Taiwan's high-tech industry were analyzed. Findings of this research are:

- 1.Product innovation, market orientation, social capital and knowledge integration capability are positively related to new product performance.
- 2.Product innovation and market orientation will affect new product performance through knowledge integration capability. But the knowledge integration

capability only has mediating effect to social capital and new product performance.

3.Finally, theoretical and practical implications were discussed for decision makers.

Key words: Product Innovation 、Market Orientation 、Social Capital 、Knowledge Integration Capability 、New Product Performance



第一章 緒論

本章主要分成三節，分別為研究背景與動機、研究目的及研究流程。第一節說明本研究相關的背景與引發的動機，第二節說明本研究之研究目的，最後第三節說明本研究之研究流程。

第一節 研究背景與動機

政府自1980年代後開始推動大型國家經濟建設計畫，包括十大建設、加工出口區與科學園區等的設置，使台灣的產業結構逐漸朝向技術密集及知識密集的產業發展，而台灣的高科技產業也是在1980年後開始蓬勃發展。高科技產業不但提升台灣的國際地位與產業競爭力，對台灣的經濟發展也占據重要的地位。

由於高科技產業之產品技術生命週期短，面對全球化與高度環境不確定性的市場，企業要維持永續經營，唯有不斷的創造新的知識，並且將新知識應用在產品及技術上，才能夠滿足市場的需求。產品創新能為組織帶來許多利潤，但也同時必需承受高度的風險，在過去學者的實證研究中發現，產品創新對績效有直接正向的影響，也有學者(林明杰、陳育平與莊閔越，2008)指出產品創新對新產品開發績效沒有直接的影響，需透過中介變數才會影響其績效。本研究將探討不同的產品創新程度是否對新產品績效產生影響。此為本研究動機之一。

然而組織若只專注於產品及技術層面，忽略了市場及競爭環境的變化也可能使企業失敗，因此，企業不僅要具備產品創新的能力，同時也應深入了解顧客的潛在及實際需求，以作為產品創新的參考依據。在過去的研究中已經證實了市場導向和績效有顯著的關係 (Webster, 1988；Jaworski and Kohli, 1993；Atuahene-Gima, 1995)，但這些研究只考慮到顧客外顯需求的滿足，而忽略了顧客的潛在需求(Narver, Slater and MacLachlan, 2004)。企業越來越依靠外部的資訊做為知識創新的基礎，提升組織績效，也有研究在探討市場

知識來源的取得和整合，以及知識獲得後的整合對新產品績效的關聯 (McAdam, Reid and Keogh, 2006)，本研究納入 Narver et al. (2004) 所提出的市場導向，探討組織中的研發團隊是否能將顧客的需求藉由知識的整合對新產品績效產生影響。此為本研究動機之二。

高科技產業的組織成員除了具備專業的知識、技能和能力之外，更重要的是成員間必須要有充分的互動及信任，而這些成員包含了組織內部員工及外部的合作廠商。由於高科技產業之產品具有風險性及研發費用高之特性，當公司專注於核心的研發技術時，對於合作廠商的依賴感也會隨之增加，故與廠商建立長期的伙伴關係，能促使合作廠商更密切的配合並提供品質穩定、成本低及服務的即時性，協助公司在預定的時間內推出產品，進而提升績效。本研究將探討組織內是否能善用不同來源的豐富性社會資本，以強化組織之知識整合能力，使新產品績效提升，此為本研究之動機三。

Drucker (1999) 指出知識將取代機器設備、資金、原料或勞力等有形資產，成為企業營運最關鍵的生產要素，且知識工作者則將取代傳統的勞動員工，成為企業創造效益的最強利器。因此，知識成為企業創造競爭優勢的關鍵來源。一個成功的團隊不僅要具備專業的知識，還必須能夠將分散在個人或組織中的知識加以吸收及重新建構。Song and Parry (1996) 研究中也指出，在影響新產品開發成功的關鍵因素中，知識的整合扮演了非常重要的角色。過去與知識相關的研究中，大多與知識分享、知識整合機制等構面有關，而與知識整合能力相關的研究卻比較少。本研究將探討知識整合能力對新產品績效的影響為何。此為本研究之動機四。

本研究選擇國內高科技產業做為研究對象，分別驗證產品創新、市場導向及社會資本對新產品績效之直接影響效果，以及產品創新、市場導向及社會資本透過知識整合能力之中介效果對新產品績效之影響，期能就所得結果對企業界提出策略管理建議。

第二節 研究目的

根據上節之研究背景與動機，本研究的主體是將「產品創新」、「市場導向」及「社會資本」結合知識整合能力的觀點探討能為公司創造競爭優勢及新產品績效之原因為何。本研究擬以高科技產業為母體樣本，針對產品創新、市場導向、社會資本、知識整合能力與新產品績效的關係進行探討，茲將本研究目的歸納如下。

- 一、 探討產品創新、市場導向、社會資本與知識整合能力之關聯性。
- 二、 探討產品創新、市場導向、社會資本與新產品績效之關聯性。
- 三、 探討產品創新、市場導向、社會資本是否會透過知識整合能力之中介效果，間接影響新產品績效。



第三節 研究流程

本研究流程如圖 1-3-1 所示，研究內容包含緒論、文獻探討、研究設計、資料分析，以及結論與建議等章節。首先確定研究方向，再依據研究動機與研究目的蒐集與本研究欲探討議題之相關文獻，進行整理、分析、歸納，藉以確立研究架構與研究假說；依據研究架構與參考專家意見編製問卷，問卷回收後剔除無效問卷，再針對各項統計結果來進行分析、探討並作成研究結論與建議。

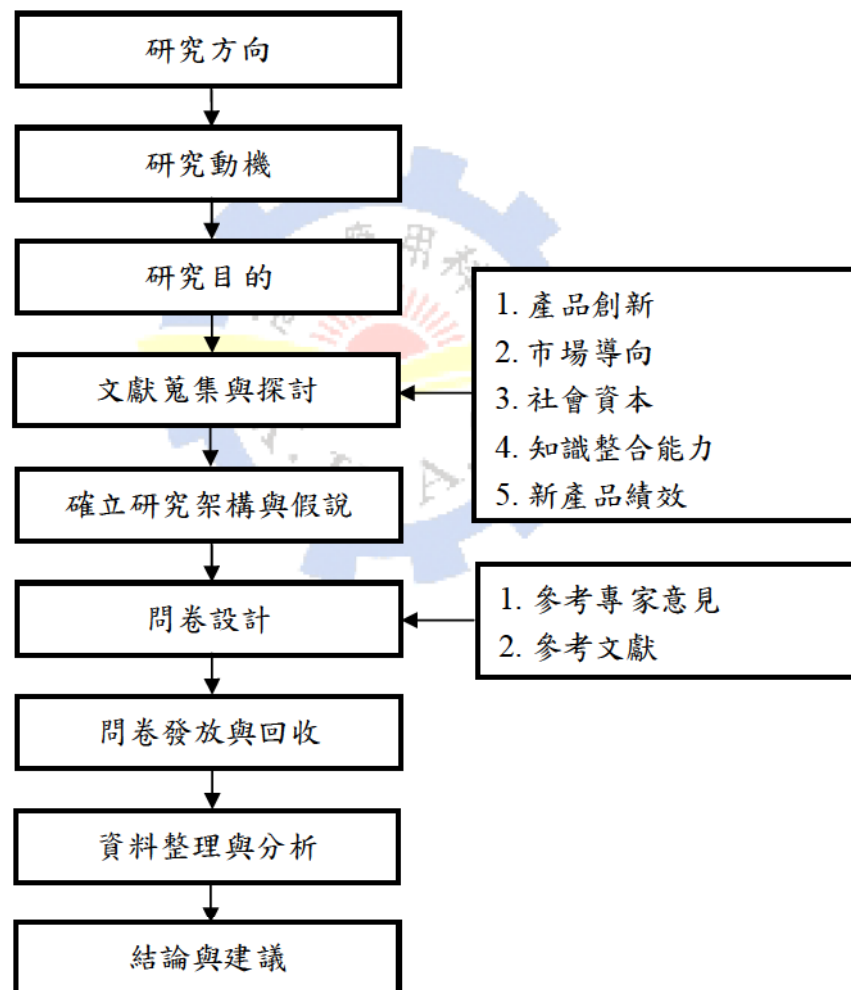


圖 1-3-1 本研究流程圖

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