



國立高雄應用科技大學
企業管理系碩士班

體制壓力、寬裕資源對綠色產品創新和綠色產品績效
關聯性之研究-以台灣電機電子產業為例

The Relationship among Institutional Pressure, Slack Resources, Green Products
Innovation and Green Products Performance: An Empirical Study on Electrical
and Electronic Industries in Taiwan

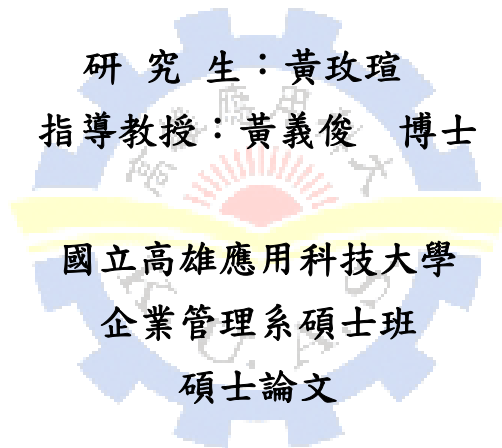
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**The Relationship among Institutional Pressure,
Slack Resources, Green Products Innovation and
Green Products Performance: An Empirical Study on
Electrical and Electronic Industries in Taiwan**



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體制壓力、寬裕資源對綠色產品創新和綠色產品績效 關聯性之研究-以台灣電機電子產業為例

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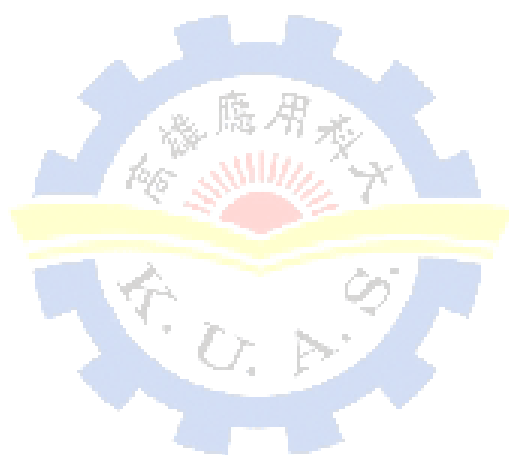
摘要

回顧先前綠色創新的研究，大多數研究利用專利來衡量綠色創新，但受到學者的批評，因此本研究將利用綠色產品創新來衡量企業綠色創新的採行，且將綠色產品創新劃分為探索型綠色產品創新與應用型綠色產品創新。本研究利用體制壓力來解釋當企業面臨壓力促使進行綠色產品創新，但卻不能回答組織在面對相同的體制壓力時，為何採取不同的環境管理實踐或綠色創新？因此以寬裕資源來解釋此現象。而本研究之目的於結合這兩觀點來探討體制壓力、寬裕資源、探索型綠色產品創新、應用型綠色產品創新與綠色產品績效之線性結構模式。

本研究以台灣電機電子產業為對象，以問卷調查法發放 1000 份問卷，有效回收問卷為 170 份，經由 AMOS 18.0 統計軟體分析結果顯示：體制壓力對探索型綠色產品創新有顯著正向影響；體制壓力對應用型綠色產品創新有顯著正向影響；寬裕資源對探索型綠色產品創新有顯著正向影響；寬裕資源對應用型綠色產品創新有顯著正向影響；探索型綠色產品創新對綠色產品績效有顯著正向影響；應用型綠色產品創新對綠色產品績效有顯著正向影響；寬裕資源對綠色產品績效有顯著正向影響。

關鍵字：體制壓力、寬裕資源、探索型綠色產品創新、應用型綠色產品創

新



The Relationship among Institutional Pressure, Slack Resources, Green Products Innovation and Green Products Performance: An Empirical Study on Electrical and Electronic Industries in Taiwan

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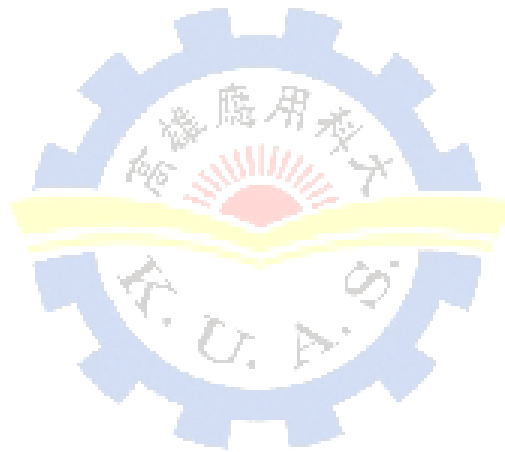
Abstract

Review the previous green innovation research, most studies use patent to measure green innovation. But some scholar criticizes this view, this study use green product innovation to measure green innovation of enterprises. In this study, green product innovation is divided into explorative green product innovation and exploitative green product innovation. It use institutional pressure to explain enterprises are facing pressure for green product innovation, but cannot answer why do organization that face same institutional pressures adopt different practice of environmental management or green innovation. In order to explore the questions, this study use slack resources to explain this phenomenon. The purpose of this study is to combine institutional theory and slack resources, and presents the structural equation modeling of institutional pressure, slack resources, explorative green product innovation, exploitative green product innovation and green product performance.

This study adopts the method of questionnaire investigation for electrical and electronic industries in Taiwan. This study mails 1000 questionnaires; the 170 valid questionnaires are turned. And using AMOS 18.0 statistics software to analysis the data, and there are seven main findings. The first, institutional pressure has a significant positive effect on the explorative green product innovation. The second, institutional pressure has a significant positive effect on the exploitative green product innovation. The third, slack resource has a significant positive effect on the explorative green product innovation. The fourth, slack resource has a significant positive effect on the exploitative green product innovation. The fifth, explorative green product innovation has a significant positive effect on the green product performance. The sixth,

exploitative green product innovation has a significant positive effect on the green product performance. The seventh, slack resources has a significant positive effect on the green product performance.

Key words: institutional pressure, slack resources, explorative green product innovation, exploitative green product innovation.



第一章 緒論

本研究旨在探討電機電子產業，在體制壓力與寬裕資源與其探索型綠色產品創新、應用型綠色產品創新與綠色產品績效之關聯性。本章主要分為四節，第一節說明本研究之相關背景，第二節說明從事此研究之動機及重要性，第三節說明本研究之研究目的，第四節為本研究之研究流程。

第一節 研究背景

在二十世紀末期，物種的滅絕、森林的消失、氣溫逐漸升高、氣候異常、臭氧層破洞等現象的產生，人們才開始驚覺自然界反撲的力量，為將來後代著想，人們也越來越重視環保議題，對自然環境加以保護。針對氣候變遷，2009年12月舉行哥本哈根協議(COP15)，決定2012年至2017年全球的減碳協議。會議結果要求將保持全球平均溫度較前工業化時代的升幅不得超過2度(攝氏)，考慮長期目標設立為1.5度(攝氏)以內，藉此達成新的全球減碳目標。綠色成長為全球政策目標的主流，企業也面臨越來越大的壓力，需為環境負責。有鑑於電子產品之製造及使用後均產生各種有害化學物質，對環境造成強大的衝擊與危害，國際組織為避免此問題日趨嚴重，相繼訂定國際法規，期以能達到威嚇作用，使危害減低，在1998年歐盟組織為減低電子電機產品的廢棄物對環境的衝擊，提出「廢電子電機設備指令」(Waste Electrical & Electronic Equipment Directive, WEEE)以及「危害物質限用指令」(Restriction of Hazardous Substance, RoHS)，於2004年8月生效，而後又公布了「能源使用產品生態化設計指令(Establishing a Framework for the Setting of Eco-design Requirements for Energy-using Products, EuP)對電機電子和消費性產品產業進行規範，產品在製造上得原料需符合環保規定，產品也需達到回收的責任，產品設計需考慮到對環境生命週期的影響，而這些管制命令也促使業者須合乎法規。

根據「台灣區電機電子工業同業公會」的統計資料顯示，會員數為 3,604 家，資本額共為新台幣 2,159,636.9(百萬元)，其中分類大致可以分為：重電機、冷凍空調、家用電器、電腦及週邊設備、通信器材、測量儀器及設備、電子成品、供電設備、照明器材、配線器材、半導體、光電產品、電子零組件、電池、資訊應用軟體及網路業等十六類，2010 年該產業占工業總產值就高達 53%，相當於 247,130(百萬美元)(台灣區電機電子工業同業公會，2011)，由此數據可知，電機電子產品為我國重要出口品。況且台灣是一個為出口導向的國家，環境法規形成貿易壁壘，企業意識到環境管理的重要性，特別是綠色產品開發，來響應目前的綠色消費時代，電機電子廠商為維持在市場上的競爭優勢，藉此因應新的環保法規，致力於綠色產品創新，因此，本研究將探討綠色產品創新之議題。

本研究回顧國內從 1997 年至 2011 年以電機電子產業為研究對象之議題，總計共有 19 篇，其中有 2 篇與綠色供應鏈有關(江家麟，2009；錢銘貴、施勵行，2007)、綠色創新採行有 4 篇(陳宥杉，2004；邱仁洲，2005；柯惠淑，2006；林易祥，2009)、有 4 篇為歐盟法規對電機電子產業影響研究(張蘭玉，2006；林美滿，2006；呂佩芬，2007；江馥安，2011)、綠色管理有 3 篇(鄭凱駿，2007；張麗琴，2007；王貞惠，2007)，和行銷有關研究有 1 篇(谷婉琳，2009)、而其它主題有 5 篇(陳麗旭，1997；邱德勳，2001；吳春嫻，2002；藍雅慧，2004；王哲夫，2008)，目前國內缺乏針對綠色產品創新研究，因此本研究將以電機電子產業為對象，進行綠色產品創新之議題研究。

值此，國際間對環保議題越來越重視，加上歐盟法規對產品綠化的要求，促使產業為符合規範，必須重視綠色產品對環境改善，電機電子產業需推出符合法規的綠色產品，而目前國內缺乏有關綠色產品創新研究，因此，電機電子產業對綠色產品創新之議題，值得我們去研究探討。

第二節 研究動機

在綠色行銷文獻表明，為了在商業上獲得成功，綠色產品需要提供消費者的個人利益，和公共利益，藉此改善環境品質(Fraj-&re's, Martinez-Salinas, & Matute-Vallejo, 2009; Miles & Covin, 2000; Menon & Menon, 1997; Ottman, 1994; Peattie, 1992)，這些預期消費者的利益可以構成一個公司的動機，將其綠色產品創新制定和實施擺在首位，一般來說，綠色創新包含流程和產品創新(Chiou et al., 2011； Huang et al., 2009; Wagner, 2007; Chen et al., 2006)，大多數研究使用專利來衡量綠色創新，Kammerer (2009) 批評利用專利來衡量綠色創新，因為它可能縮小綠色創新對環境影響。本研究利用綠色產品創新來衡量企業綠色創新採行而不是專利，目前研究對綠色產品創新定義尚不明確，本研究引用產品的探索和產品的應用之觀點(Voss et al., 2008; Li et al., 2008)，來解釋綠色產品創新，且鮮少研究將探索與應用的概念用於在創新的研究(方世榮等人，2011；He & Wang, 2004)，因此，本研究將進一步探討探索型綠色產品創新和應用型綠色產品創新。

回顧先前綠色創新研究，有些研究從利害關係人需求對企業綠色創新的採行之影響（Ambec & Lanoie, 2007; Sharma & Henriques, 2005; 黃義俊、高明瑞，2004; Banerjee et al., 2003）有些研究從資源基礎觀點強調企業綠色核心競爭力，能為企業帶來競爭優勢(Chen, 2008; Chen et al., 2006; Clemens & Douglas, 2006)；有些研究從體制觀點，強調企業會因體制力量，而促使企業採行環境措施（Delmas & Toffel, 2008; Clemens & Douglas, 2006），但目前仍缺乏對於綠色產品創新的研究，先前研究未針對體制壓力對綠色產品創新之研究，因此本研究欲了解企業如何採行綠色產品創新。

電機電子產業在國際法規的壓力下，為得以在市場是立足，這些壓力促使企業必須進行綠色產品創新，本研究以體制理論來解釋此現象，體制理論表明了外部力量會影響組織(Hirsch, 1975; Thompson, 1967; Parsons, 1956)。DiMaggio & Powell (1983)認為體制造成組織同形的壓力有三種類型，三種類型分別為強制性、模仿性和規範性，這些壓力創造和擴散共同的價值觀和規範，以產生類似的做法和結構，涵蓋組織在共同的組織場域。最近有些研究對體制理論提出了批評(Hoffman, 2001; Hirsch, 1975; Hirsch & Lounsbury, 1997)，這些學者表明當組織面對相同的體制壓力時，為何採取不同的環境管理實務和綠色創新，所以體制應該是促使組織異質性而非同質性(Hoffman, 1999)，因此，本研究將延伸體制理論，探討體制壓力如何影響綠色產品的探索和應用。雖然，體制理論能夠促使企業採行環境管理實踐或綠色創新(Delmas & Toffel, 2008; Clemens & Douglas, 2006)，但不能回答組織在面對相同的體制壓力時，為何採取不同的環境管理實踐或綠色創新？因此本研究以寬裕資源來解釋此現象。

過去研究結果表明寬裕資源會正向影響探索性的創新活動(Voss, Sirdeshmukh, & Voss, 2008; Nohria & Gulati, 1996)、風險規避(Singh, 1986)和適應(Kraatz & Zajac, 2001)。寬裕資源為過剩的資源，使公司得以更有效的運作(Bourgeois, 1981)，寬裕可以作為企業的緩衝區，用來應對外在環境的變化(Meyer, 1982)。大多數的研究探討寬裕對創新的影響(Herold et al., 2006; Geiger & Cashen, 2002; Nohria & Gulati, 1996)，而後 Bowen (2002b)擴大寬裕和環境管理之間的想法，彼此存在複雜且矛盾的關係，將會影響組織的決策。Liu & Ding (2010)提出寬裕對產品創新的影響，目前仍缺乏寬裕與綠色創新之間的研究，本研究認為組織面臨國際法規日趨嚴格的局面，是否會因為組織有多餘資源，進而產生綠色產品創新，因此本研究利用寬裕資源的角度，探討寬裕資源如何影響綠色產品創新。

第三節 研究目的

企業為在市場上有競爭優勢，不斷進行新產品開發，先前不少研究針對產品開發之議題(Chung & Tsai, 2007; Zhou 2006; Olson et al., 1995; Dwyer & Mellor, 1991; Hopkins, 1981)。先前有關新產品績效研究，多半以財務績效或市場績效來進行衡量，然而，有關環境管理的研究顯示，主要影響綠色新產品成功的是企業的環保行動(Berchicci & Bodewes, 2005; Pujari et al., 2003; Johansson, 2002; Pujari & Wright, 1996;)，而後 Pujari, Wright & Peattie (2003)提出生態績效來衡量環保產品，有研究顯示，綠色產品和流程創新會影響在電子產業的競爭優勢 (Chen et al., 2006; Noci & Verganti, 1999)，Huang & Wu (2010)評估其綠色產品成功，將其分為綠色產品創新績效和財務績效，Chiou et al.(2011)研究表示綠色產品創新會影響環境績效。綜觀來看仍缺乏綠色產品創新對綠色產品績效之研究，因此，本研究將探討綠色產品創新對綠色產品績效之關聯性。

體制理論概念中的組織場域被定義為一些組織組成的一個領域，包括主要供應商，資源和產品消費者，監管機構和其他組織產生類似的服務或產品(DigMaggio & Powell, 1983)。Jennings & Zandbergen (1995)將綠色體制理論定義為體制壓力，分別為強制性、模仿性和規範性，影響企業解決綠色議題。Delmas & Toffel (2004)將其強制力歸為政府壓力、消費者和競爭者壓力、社區和環保利益團體和產業協會壓力，因此，本研究引用體制理論來解釋體制壓力如何影響綠色產品創新。

寬裕會提供機會來進行創新(Cyert & March, 1963; Nohria & Gulati, 1996)。寬裕資源和綠化間存在著模糊的關係(Bowen, 2002b)。Liu & Ding (2010)提出寬裕對產品創新的影響，因此，本研究引用寬裕資源觀點，探

討寬裕資源對綠色產品創新之間的關係，且將擴大寬裕其範圍，包含財務寬裕、關係寬裕、生產寬裕和人力資源寬裕。

Chiou et al. (2011)研究指出注重綠色產品、過程創新和綠色管理創新，提高生產率和產品品質較好提高競爭優勢，提高企業的聲譽，也將增加綠色產品創新進入新市場的機會。環境壓力促使組織採行更環保的做法，使環境績效得以改善(Zhu & Sarkis, 2007)。總合上述，本研究認為組織會受到體制壓力影響，進而採行綠色產品創新，而提升企業的競爭優勢與其聲譽，因此，本研究將探討體制壓力是否會透過綠色產品創新，間接影響綠色產品績效。

Liu & Ding (2010)提出寬裕對產品創新會有影響。寬裕資源促使策略的改變，因寬裕資源允許企業去執行新的策略，如：引進新產品或是進入新市場 (Thompson, 1967)。Bowen (2002b)認為寬裕資源可鼓勵發展更好具環保的程序和產品創新，促進發展綠色產品。寬裕資源緩衝環境變動對公司核心能力的衝擊，而提高了企業績效(Cyert & March, 1963; Pfeffer & Salancik, 1978; Thompson, 1967)。本研究認為寬裕資源會促進創新，企業將進行新產品創新，藉此來提高企業績效，因此，本研究將探討寬裕資源是否會透過綠色產品創新，間接去影響綠色產品績效。

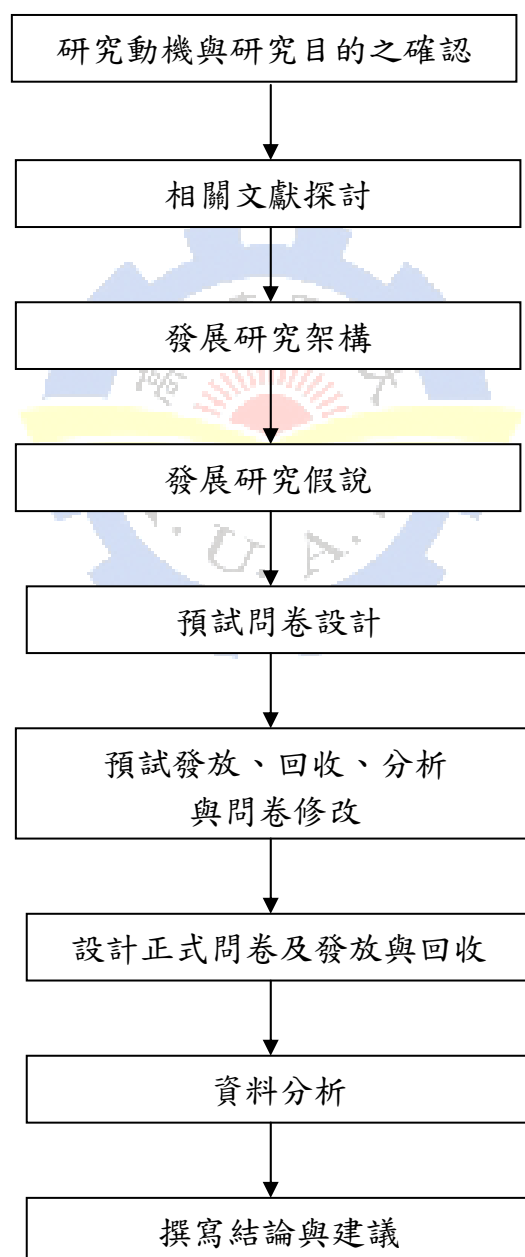
綜觀我國對於綠色產品創新研究的缺乏，值得本研究針對綠色產品創新績效進一步的深入探討。總合上述，以下七點為本研究目的：

- 一、 體制壓力對綠色產品創新的影響；
- 二、 寬裕資源對綠色產品創新的影響；
- 三、 綠色產品創新對綠色產品績效的影響；
- 四、 體制壓力透過綠色產品創新，間接影響綠色產品績效；
- 五、 寬裕資源是否會透過綠色產品創新，間接影響綠色產品績效。

六、

第四節 研究流程

本研究所進行的步驟如圖 1-1 所示，首先確定研究主題與方向，在進行相關文獻的收集與探討，進而從文獻中發展出理論架構以及研究假設，確認研究對象後進行問卷發放及修改，最後進行回收文卷之分析工作，從分析資料中得到結論，並提出建議。



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