

創新能力、企業社會責任與競爭優勢關係之研究：以多國籍企業為例

陳政宏、蔡翠旭

E-mail: 319597@mail.dyu.edu.tw

摘要

本研究界定之競爭優勢不侷限於企業的收益績效而是從創新觀點的持續競爭優勢角度切入(Leskovar Spacapan et al., 2007)，並研究動態創新能力、企業社會責任與競爭優勢三者關係，以及討論企業動態創新能力的應用。研究對象為多國籍企業之生技產業並針對員工或是主管發放，回收311份問卷。統計軟體為社會科學統計軟體程式(SPSS)，以Cronbach's Alpha值衡量動態創新能力和企業社會責任以及競爭優勢之總體信度皆超過0.7；相關檢定結果顯示動態創新能力與企業社會責任具有顯著關係；動態創新能耐和競爭優勢呈現正向顯著關係。

關鍵詞：動態創新能力、企業社會責任、競爭優勢

目錄

內容目錄 中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	
vi 表目錄		vii 圖目錄	
ix 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究問題與目的	3	第三節 研究範圍與限制	3
4 第二章 文獻探討	5	第一節 動態創新能力	5
5 第二節 企業社會責任	17	第三節 動態創新能力、企業社會責任、競爭優勢	24
24 第四節 生技業	34	第三章 研究方法	38
38 第一節 研究架構	38	第二節 變數操作型定義	39
39 第三節 抽樣方法	44	第四節 資料分析方法	45
45 第四章 資料結果與分析	48	第一節 樣本架構	48
48 第二節 共同變異方法檢測	48	第三節 敘述性統計分析	50
50 第四節 信效度分析	51	第五節 因素分析	53
53 第六節 相關分析	54	第七節 信線性結構方程模式分析	55
55 第八節 路徑效果分析	57	第九節 假設檢定	60
60 第五章 結論與建議	61	第一節 研究結論	61
61 第二節 管理意涵	62	第三節 後續發展與研究限制	65
65 附錄A 本研究問卷	81	附錄B 填答者資料統計	86
86 附錄C 相關分析	88	表目錄 表 2- 1Guan and Ma的創新能力定義	11
11 表 2- 2創新能力的定義	13	表 2- 3創新能力的定義	14
14 表 2- 4動態創新能力定義	16	表 2- 5企業社會責任定義彙整	19
19 表 2- 6競爭優勢定義整理	29	表 2- 7競爭優勢要素	30
30 表 3- 1動態能力構面之衡量變項	39	表 3- 2企業社會責任之衡量變項	42
42 表 3- 3競爭優勢之衡量問項	44	表 4- 1競爭優勢之衡量問項	48
48 表 4- 2探索性因素分析	49	表 4- 3敘述性統計資料分析	50
50 表 4- 4信度分析表	51	表 4- 5效度分析表	52
52 表 4- 6因素分析表	53	表 4- 7主構面相關分析表	54
54 表 4- 8模型配適度	55	表 4- 9迴歸權重表	59
59 表 4-10路徑效果分析比較表	59	表 4-11假設檢定表	60
60 圖目錄 圖 3- 1研究架構	38	圖 4- 1路徑分析圖	38
38			

參考文獻

Aaker, D. A. (1989), "Managing assets and skills: The key to a sustainable competitive advantage," *California Management Review*, 31(2), 99-106.

Afuah, A. (2001). Dynamic boundaries of the firm: Are firms better off being vertically integrated in the face of a technological change. *Academy of Management Journal*, 44(6): 1211.

Aiken (1970). Attitudes toward mathematics. *Review of Educational Research*, 40(4), 551-596.

Adler, P.S., Shenbar, A., (1990). " Adopting your technological base:the organizational challenge " . *Solan Management Review* 32:25-37.

Augier, M., & Teece, D. J. (2007). Dynamic capabilities and multinational enterprise: Penrosean insights and omissions. *Management International Review*, 47,175-192.

Amit, R. and P. J. H. Schoemaker (1993), " Strategic Assets and Organizational Rent. " *Strategic Management Journal*, 14, pp.33-46.

Ansoff, H. I. (1965). *Corporate strategy: An analytic approach to business policy for growth and expansion*. New York: McGraw-Hill.

Bowen, H. R., (1953). *Social responsibility of the businessman*. New York: Harper & Row.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Berman, S. L., Wicks, A. C., Kotha, S. and Jones, T. M., (1999). Does Stakeholder Orientation Matter? The Relationship between Stakeholder Management Models and Firm Financial Performance, *Academy of Management Journal*, 42(5), 488-506.

Brammer, S. and Millington, A., (2005). Corporate reputation and philanthropy: an empirical analysis. *Journal of Business Ethics* 61, 29-44.

Bowen, H. R., (1953). *Social responsibility of the businessman*. New York: Harper & Row.

Chadee, D., & Kumar, R. (2001). Sustaining the international competitive advantage of Asian firms: A conceptual framework and research propositions. *Asia Pacific Journal of Management*, 18(4), 461-480.

Carl, L. and V. K.Mary (1995). " Using Core Capabilities to Create Competitive Advantage. " *Organizational Dynamics*, New York, 24, No.1, pp.6-19.

Christensen, C. M. & Raynor, M. E. (2003). " The innovator's solution : creating and sustaining successful growth. " Harvard Business School Press.

Christensen, C. M. (1997). " The Innovator's Dilemma : When New Technologies Cause Great Firms to Fail. " Harvard Business School Press.

Chacke, G. K. (1988). " Technology Management-Application to Corporate Markets and Military Mission, " NY: Praeger.

Clarkson, B. E., (1995). A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance, *Academy of Management Review*, 20, 92-117.

Carroll, A. (1979). A Three-Dimensional Conceptual Model of Corporate Social Performance, *Academy of Management Review*, 4, 497-505.

Carroll, A. B. (1998). The four faces of corporate citizenship. *Business and Society Review*, 100-101, 1-7.

Constance, E and Helfat (1997). " know-how and asset complementarity and dynamic capability accumulation ; A case of R&D. " *Strategic Management Journal*, Vol. 18, Iss. 5; p. 339.

Corner., K. R., & Prahalad. C. K. (1996). A Resource-based Theory of the Firm: Knowledge Versus Opportunism. *Organization Science*, 7(5): 477-501.

Collis, D. J. (1991), " A Resource-Based Analysis of Global Competition: The Case of The Bearings Industry. " *Strategic Management Journal*, 12, pp.49-68.

Das, A. and R. Narasimhan (2000), " Purchasing Competence and Its Relationship with Manufacturing Performance. " *The Journal of Supply Chain Management*, spring, pp.17-28.

Dietz, T., Stern, P.C., & Guagnano, G.A.(1998), " Social structural and social psychological bases of environmental concern, " *Journal of Environment and Behavior*, Vol .30, No. 4 , pp.450~471.

DeTienne, Kristen B. and Lewis, L. W., (2005). The pragmatic and ethical barriers to corporate social responsibility disclosure: The Nike Case. *Journal of Business Ethics* 60, 359-376.

Dierickx, I. and K. Cool (1989). " Assets Stock Accumulation and Sustainability of Competitive Advantage. " *Management Science*, 35, No.12, pp.1504-1511.

Drucker, P., (1986). " Drucker on management:a crisis of capitalism, " *Wall Street Journal*, Eastern edition, September 30, pp. 1-1.

Dyer and Nobeoka (2000). "Creating and managing a high-performance knowledge-sharing network: the Toyota case." *Strategic Management Journal*, 21(3): 345-367.

Eisenhardt, K. & Martin, J. (2000). Dynamic Capability: What are they? *Strategic Management Journal*, 21, 1105-1121.

Egri, C. P., Maignan, I., Ralsto, D. A., Bowen, F., Gond, JP., Lo, C. and Griffith, D, (2004). Across-Cultural Examination of Corporate Social and Environmental Responsibility Practices and Their Benefits in Five Countries, *Academy of Management Conference Paper*, New Orleans, LA.

Eells, R., (1960). *The Meaning of Modern Business*, New York: Columbia University Press.

Friedman, M. (1971). Does business have a social responsibility? *Bank Administration*, 13-14.

Freeman, R. E., (1984). *Strategy Management: A Stakeholder Approach*, Boston: Pitman.

Guan, J., & Ma, N. (2003). Innovative capability and export performance of Chinese firms. *Technovation*, 23(9), 737-747.

Guo, B. (2000). Life Cycle View of Firm ' s Core Competence: Chinese Manufacturing Industry as a Case. *IEEE*, pp.363-367.

Grant, R. M. (1991). " The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. " *California Management Review*, 33, No.3, pp.114-135.

Hayes, R. H., & Pisano, G. P. (1996). Manufacturing strategy: At the intersection of two paradigm shifts. *Production and Operations Management*, 5(1), 25-41.

Hill, C. W. and G. R. Jones. (2001). *Strategic Management Theory: An Integrated Approach*. Boston: Houghton Mifflin Company Press.

Hitt, A. M., Ireland, R. D., and Hoskisson, R. E. (1997) . *Strategic management: Competitiveness and globalization*. West Publishing Company.

Holt, K. (1985). " User-Oriented Product Innovation – Some Research Findings, " Holt, K., (1988). The role of the user in product innovation. *Technovation*, 7(3), 249.

Hunt, S. D. and Morgan, R. M. (1995). "The comparative advantage theory of competition," *Journal of Marketing*, 59(2), 1-16.

Higgins A, Kozan E, Ferreira L. (1996). Optimal scheduling of trains on a Single line track. *Transportation Research B*. Vol 30: 147-161.

Kok, P., Wiele, T., McKenna, R., & Brown, A. (2001). A corporate social responsibility audit within a quality management framework. *Journal of Business Ethics*, 31, 285-297.

Kylaheiko, K., Lehmusvaara, A., & Tuominen, M. (2001). An analytic approach to supply chain development. *International Journal of Production Economics*, 71, 145-155.

Kogut, B. and U. Zander. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science*, 3, 383-397.

Philip Kotler, Nancy R. Lee. (2006). " Marketing in the Public Sector: A Roadmap for Improved Performance " . Publisher: Wharton School.

Leonard-Barton, D. (1995). *Well springs of knowledge*. Harvard business school press, Boston.

Lantos, G. P. (2001). The boundaries of strategic corporate social responsibility. *Journal of Consumer Marketing*, 18, 595-632.

Long, C. & Vickers-Koch, M. (1995). Using Core Capabilities to Create Competitive Advantage. *Organizational Dynamics*, 7-22.

Lawson, Benn; Samson, & Danny (2001). Developing Innovation Capability in Organisations: A Dynamic Capabilities Approach. *International Journal of Innovation Management*, Vol. 5 (3): 377-400.

Li, S., Ragu-Nathan, B., Ragu-Nathan, T.S., & Rao, S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, 34(2), 107-124.

Leskovar-Spacapan, G., & Bastic, M. (2007). Differences in organizations' innovation capability in transition economy: Internal aspect of the organizations' strategic orientation. *Technovation*, 27(9), 533-546.

Mascarenhas, B., A. Baveja, and M. Jamil (1998). "Dynamics of Core Competencies in Leading Multinational Companies." *California Management Review*, 40, No.4, pp.117-132.

McNichols, T. J. (1972). *Policy making and executive action: Cases on business policy*, 4th Ed. New York: McGraw-Hill.

Mie Augier, David, J and Teece (2007). "Dynamic Capabilities and Multinational Enterprise: Penrosean Insights and Omissions", *Management International Review*, vol.47, pp.175-192

Mahoney, J. T. and J. R. Pandian (1992). "The Resource-Based View within the Conversation of Strategic Management" *Strategic Management Journal*, 13, pp.363-380.

Michael E. Porter, "Competitive Strategy", 1980, p. xvii.

Mitchell, R. K., Agle B. R. and Wood, D. J., (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts, *Academy of Management Review*, 28, 853-866.

Miyazaki, K. (1999). "Building Technology Competencies in Japanese Firms." *Industrial Research Institute*, Sep/Oct, pp.39-45.

Mooney, A. (2007). Core competence, distinctive competence, and competitive advantage: What is the difference? *Journal of Education for Business*, 83(2), 110-115.

McEvily, S. K., Das, S., & McCabe, K. (2000). Avoiding Competence Substitution Through Knowledge Sharing. *Academy of Management Review*, 25(2):294-311.

Mone, M. A., McKinley, W., & Barker, V. L. (1998). Organizational decline and innovation: A contingency framework. *Academy Management Review*, 23(1), 115-132.

Neville, B. A., Bell S. J. and Meng? 佟 B., (2005). Corporate Reputation Stakeholders and the Social Performance-Financial Performance Relationship, *European Journal of Marketing*, 39, 1184-1220.

O'Connor, G. C., Paulson, A. S., & DeMartino, R. (2008). Organisational approaches to building a radical innovation dynamic capability. *International Journal of Technology Management*, 44(1-2), 179-204.

Ogden, S. and Watson R., (1999). Corporate Performance and Stakeholder Management: Balancing Shareholder and Customer Interest in the U.K. Privatized Water Industry, *Academy of Management Journal*, 42(5), 526-538.

Prahalad, C. K. and G. Hamel (1990). "The Core Competence of Corporation." *Harvard Business Review*, 68, No.3, pp.79-91.

Pu, Q., H. Xia, Z. Wu, and Y. Liao (2003). "The Application of the System Parameter Fusion Principle to Evaluation the Core Competence of the Corporation." *IEEE*, pp.160-166.

Perdomo-Ortiz, J., Gonz? 鵡ez-Benito, J., & Galende, J. (2006). Total quality management as a forerunner of business innovation capability. *Technovation*. 26(10), 1170-1185.

Porter, M. E. (1980). *Competitive Strategy - Techniques for Analysis Industries and Competitors*. New York: the Free Press.

Perrini, F., Pogutz, S. and Tencati, A., (2006). Corporate social responsibility in Italy: state of the art. *Journal of Business Strategies* 23(1), 65-91.

Robins, F. (2005). The future of corporate social responsibility. *Asian Business & Management*, 4, 95-115.

Rowley, T. and Berman, S. L., (2000). A Brand new Brand of Corporate Social Performance, *Business and Society Review*, 39(4), 397-418.

Reuben M. Baron and David A. Kenny (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 1986, Vol. 51, No. 6, 1173-1182.

Ruth Alas, Ku Ilki Tafel, (2008). Conceptualizing the Dynamics of Social Responsibility: Evidence from a Case Study of Estonia, *Journal of Business Ethics* 81:371 – 385.

Rumelt, R. P. (1984). "Towards a Strategic Theory of the Firm." in *Competitive Strategic Management*, R. B. Lamb, Eds., New York: Prentice-Hall Inc, pp.556-570.

Sambamurthy, V., Bharadwaj, A., and Grover, V. (2003). "Shaping agility through digital options: Reconceptualizing the role of information technology in contemporary firms," *MIS Quarterly*, 27(2), 237-263.

Sawers, J. L., Pretorius, M. W., & Oerlemans, L. A. G. (2008). Safeguarding SMEs dynamic capabilities in technology innovative SME-large company partnerships in South Africa. *Technovation*, 28(4), 171-182.

Schumpeter, J. A. (1942). "Capitalism, Socialism and Democracy," New York: Harper & Brothers.

Sundbo, J. (2001). "The Theory of Innovation". *Review of Industrial Organization*, Volume 18, Number 1, pp. 137-139

Selznick (1957). *Leadership in Administration: A Sociological Interpretation*.

Sethi, S. P., (1975). Dimensions of corporate social performance: an analytical framework. *California Management Review* 17(3), 58-64.

Szwajkowski, E. W. (1986). The myths and realities of research in organizational misconduct. *Research in Corporate Social Performance and Policy*, 9, 102-122. Greenwich CT: JAI Press.

Sen, F. K. and W. G. Egelhoff (2000). "Innovative Capabilities of a Firm and the use of Technical Alliances." *IEEE Transactions on Engineering Management* 47(2): 174.

Smith, K. (2002). ISO considers corporate social responsibility standards. *The Journal for Quality and Participation*, 25(3), 42.

Steffen, B., & David, G. (2007). Innovation and the dynamics of capability accumulation in project-based firms. *Innovation: Management, Policy & Practice*, 9(3/4), 217.

Teece, D.J., G. Pisano. (1994). The dynamic capabilities of firms: An introduction, *Industrial and Corporate Change*, 3(3):537-556.

Teece, D. J., G. Pisano, and A. Shuen (1997). "Dynamic Capabilities and Strategic Management", *Strategic Management Journal*, 18(7), 509-533.

Teece, D. J., Rumelt, R., Dosi, G., & Winter, S. (1994). Understanding corporate coherence: Theory and evidence. *Journal of Economic Behavior and Organization*, 23: 1-30.

Wilens, T. T. (2004). Inside the black-box: analysing the generation of core competencies and dynamic capabilities by exploring collective minds: An organizational learning perspective. *Management Review*, 15(1), 8-26.

Wernerfelt, B. (1984). "A Resource-Based View of the Firm." *Strategic Management Journal*, 5, pp. 171-180.

Waddock, S., Bodwell, C. and Graves, S., (2002). Responsibility: The New Business Imperative, *The Academy of Management Executive*, 16(2), 132-147.

Williamson, P. J. (1999). Strategy as options on the future. *Sloan Management Review*, Spring, 117-126.

Wilson, E. D. (1975). *Sociology: the new synthesis*. Cambridge, MA: Harvard University Press.

Zahra, S. A. (1996). "Technology Strategy and Financial Performance: Examining the Moderating Role of the Firm's Competitive Environment," *Journal of Business Venturing*, Vol.11 No.3, pp.189-219.

Zahra, S. A., Neubaum, D. O. & Huse, M. (2000). "Entrepreneurship in Medium-size Companies: Exploring the Effects of Ownership and Governance Systems," *Journal of Management*, Vol.26, No.5, pp.947-976.

Zollo, M. and S. G. Winter (2002). "Deliberate learning and the evolution of dynamic capabilities," *Organization Science*, 13(3), 339 – 353.

Zahra, S.A. & Pearce J.A. (1989). "Boards of directors and corporate financial performance: a review and

integrated model, " Journal of Management, Vol. 15, pp.291-334.