

實驗行動對組織創新活動影響之研究

Impacts of Experimentation on Organizational Innovation Performance

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摘要

創新已成為現代組織成長及獲利之關鍵，卻因其多變且不確定的本質，使組織承擔了高度風險。進一步觀察組織創新流程，若能透過一系列的實驗行動來加以實現，將對組織競爭力扮演關鍵的角色。

本研究以探討促進與維持組織實驗行動及其影響要素為主要目的，藉由文獻探討與前導個案之觀察與分析，認為資源餘裕與實驗氣候將影響企業投入實驗行動的意願與能力，並進而促進組織創新活動。因此，透過研究變項量表之發展及衡量方式之界定，針對上述各要素間之因果互動關係加以釐清。繼者，以台灣地區資訊服務業廠商為實證研究的對象，有效分析樣本廠商共 115 家，分別進行變異數分析、迴歸分析及結構方程模式等統計方法對回收資料進行分析。

主要研究結論有三：(1)「組織實驗氣候」構念主要乃由「意會學習」與「失敗免疫」兩次構面組合而成；(2)組織實驗行動在整體結構中，扮演著關鍵角色，資源餘裕與實驗氣候對組織創新活動之正向影響，乃是透過實驗行動之中介而達成；(3)大型企業在資源餘裕、實驗行動與創新活動等三研究變項之表現顯著優於中小企業。

關鍵字：實驗行動、創新活動、資源餘裕、實驗氣候

ABSTRACT

Innovation has become the most important factor for organizational competitive advantages. However, its changing and uncertain nature makes organizations to assume a high degree of risk. Further observation of the process of organizational innovation, we find that through a series of experimentation play a critical role in the successful innovation.

This study aims to understand ways to promote and maintain the organizational experimentations and their impact factors. Based on the literature reviews and the pilot case-Taiwan 7-11, we propose that the slack of resources with the experimental climate will affect the willingness and ability of businesses to invest in experimentation, and thus improve the organization innovation performance.

By the development of a construct scale to assess organizational experimental climate and other variables, this study selects the information service vendors in Taiwan as research objects and collects 115 effective samples. Then the analysis of variance, regression analysis and structural equation modeling and other statistical methods were used to analyze the collected data.

The main conclusions include the following: First, there are two factors to be taken in the organizational experimental climate, which is entitled as: sense-making learning and failure-tolerant support. Second, the slack of resources and the experimental climate have positive effects on innovation performance and the organizational experimentation acts as mediator in whole structure. Third, large enterprises perform significantly better than SMEs in resource slack, organizational experimentation and innovation performance.

Keywords: Experimentation, Innovation activity, Organizational slack, Organizational experimental climate