

創業導向與寬裕資源對於中小企業經營績效之影響

Influences of Entrepreneurial Orientation and Slack Resource on the Performance of Small and Medium Enterprises

企業管理學報

第 102 期(103 年 09 月)

頁 51-77

林宏遠^{*}

Hung-Yuan Lin

葉幼梅^{**}

Yu-Mei Yeh

郭于鼎^{***}

Yu-Ting Kuo

* 世新大學資管系副教授

Associate Professor, Department of Information Management, Shih Hsin University.

** 醒吾科技大學行銷與流通管理系助理教授 (通訊作者)

Assistant Professor, Department of Marketing and Distribution Management, Hsing Wu University. (correspondence author).

*** 政治大學企業管理研究所碩士

Master, Department of Business Administration, National Chengchi University.

摘要

創業導向的特質一直是企業順應快速、競爭激烈的商業環境，創造經營績效的重要關鍵之一，而組織的經營策略亦須與結構配合才能創造出最好的營運績效。據此本研究採用「策略-結構-績效典範」的觀點作為研究架構的基礎，探討創業導向如何透過對組織寬裕資源及策略性規劃的影響，而帶動企業績效的成長。本研究採問卷調查法，針對台灣的 1,353 家中小企業發放問卷，共計回收 182 份，回收率 13.46%。本研究結果發現：企業的創業導向策略與組織寬裕資源和策略性規劃活動具有正向關係，而組織寬裕資源不一定會與組織經營績效產生正向關係，以及策略性規劃活動與組織經營績效具有正向關係。本研究最後亦提出相關結論與建議，以供後續研究參考。

關鍵字：創業導向、寬裕資源、策略性規劃、經營績效、中小企業

ABSTRACT

Entrepreneurial orientation is one of the key factors of enterprises adapting to fast-paced and competitive business environments for creating excellent business performance. An organization's business strategy and structure must also be complementary to generate optimal management performance. Accordingly, in this study, the conceptual framework was based on the strategy-structure-performance model to explore how entrepreneurial orientation influences the slack resources and strategic planning of an organization to enhance business performance. Questionnaires were administered to 182 small and medium enterprises in Taiwan, yielding a 13.46% recovery rate. In this study, we observed that the entrepreneurial orientation of an enterprise generated a positive relationship between organizational slack resources and strategic planning activities that organizational slack resources did not necessarily generate positive organizational management performance, and that strategic planning activities had a positive relationship with organizational management performance. Finally, this paper proposes conclusions and suggestions for future research.

Keywords: Entrepreneurial orientation, Slack resources, Strategic planning, Management performance, Small and medium enterprises