

題目	市場導向、知識特性、組織學習型態與企業績效關係之研究
作者	侯嘉政（國立嘉義大學企業管理學系副教授兼系主任） 張孝宗（國立嘉義大學管理研究所碩士）
摘要	本研究以 Narver & Slater (1990) 所提出的市場導向為理論基礎，探討企業市場導向程度對企業績效之效果，並進一步分析市場導向對企業績效之影響程度，是否會因為企業在知識特性不同下，因採用不同的組織學習型態而有所不同。實證結果發現企業市場導向程度對企業績效會產生正向的效果；企業所面對的知識特性不同，其組織學習型態具有顯著差異，當知識的模組化程度、路徑相依性、知識外顯性愈高時，組織傾向於採行適應型的組織學習型態。另一方面，本研究利用集群分析，將組織學習型態區分為創新型學習型態與適應型學習型態，研究結果發現在適應型學習型態下，市場導向對企業績效的影響強度高於創新型學習型態下，市場導向對企業績效的影響強度，顯示廠商所處的產業知識特性與學習型態的配適會影響市場導向與績效間的關係。由此可知，當組織處於技術變動程度較低的環境時，市場導向有助於了解顧客需求而為公司帶來競爭優勢；當組織處於技術變動程度較高的環境時，組織反而較仰賴技術創新以獲取競爭優勢。
關鍵字	市場導向、知識特性、組織學習型態、企業績效
Title	The Study of The Relationships Among Market Orientation, Knowledge Characteristics, Organizational Learning Type & Firm Performance
Author(s)	Jia-Jeng Hou, Hsiao-Tsung Chang
Abstract	According to Narver & Slater's (1990) market orientation perspective & through multiple methodologies, the purpose of this study is to discuss the relationships among the degree of market orientation of the firm, organizational learning type, & firm performance. We conclude that there is significant difference between knowledge characteristics & organizational learning types. When the amount of knowledge module, path dependence & explicit is larger, the organization tends to adopt adaptive learning type. Moreover, we separate the organizational learning type as generative learning & adaptive learning by using cluster analysis to compare if different learning type will affect the positive relationship between market orientation & corporate performance. We find that the effect of market orientation to performance is stronger when introducing adaptive learning type. It also shows that the effect of the fitness between industrial knowledge characteristics & learning type will impact the relationship of market orientation & performance. When the degree of technology change is lower, market orientation facilitates corporate to understand customer's need & which brings competitive advantage. On the contrary, when the degree of technology change is higher, firms tend to depend on technologic innovation to achieve competitive advantage.
Key Words	Market Orientation, Knowledge Characteristics, Organizational Learning Types, Firm Performance.