

題目	產業環境變動性對企業動態能力與經營績效關係之研究
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摘要	本研究以動態能力架構作為理論基礎，探討在不同產業變動程度下，企業動態能力對經營績效之影響，以及驗證企業動態能力之有效模式是否會隨著產業環境變動程度不同而有所差異。以製造業為研究對象，研究結果主要有兩大發現，第一、在不同產業環境變動性下，企業動態能力對企業經營績效影響之模式有顯著差異，且企業動態能力對經營績效之影響程度方面，高動態產業環境之影響大於低動態產業環境之影響。在高度變動的產業環境中，具有高動態能力的企業之經營績效明顯高於低動態能力的企業；在低度變動的產業環境中，具有高動態能力之企業的經營績效亦高於低動態能力的企業，因此，即使在不同變動性之產業環境下，高度企業動態能力皆能為企業帶來競爭力並促使企業產生優異績效之必要條件。第二、不同產業環境變動程度下，企業動態能力模式會有顯著的差異。在高度變動的產業環境中，「程序」為影響企業動態能力的重要關鍵因素，企業必須有良好的整合能力且透過組織學習以適應高度變動的環境；而在低度變動的產業環境中，「程序」依然為一項重要的要素，但「路徑」的重要性相對增加，因此，在低度變動的產業環境中，企業也較容易參考過去的思維模式，在擬定策略會受過去失敗經驗的限制，並沿用過去成功的經驗。
關鍵字	企業動態能力、產業環境變動性、經營績效
Title	A Study on the Effect of Environmental Variability on the Relationship between Dynamic Capabilities and Business Performance
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Abstract	This study is based on the dynamic capability framework. We collect empirical data from manufacturing firms in Taiwan by questionnaire for measuring dynamic capabilities and business performance. This study mainly investigates that the performance of dynamic capability and the effect of dynamic capabilities on the business performance in different variability of industrial environment. Furthermore, we might verify if the efficient model of dynamic capabilities change in different environmental variability. The result shows as following: first of all, in different environmental variability, there is significant difference in the models of dynamic capabilities. Dynamic capabilities have greater influence on performance in .In highly variable environment, the performance of firms with high dynamic capabilities is significantly better than those with lower dynamic capabilities. In addition, in low variable environment, the performance of firms with high dynamic capabilities is also significantly better than those with lower dynamic capabilities. Consequently, we might conclude that no matter firms are in highly or low variable environment, high dynamic capabilities can bring firms competitive advantages and it is also essential to firms for creating prominent performance. Second, in different environmental variability, the models of dynamic capabilities are significantly different. In highly variable environment, “process” is the crucial element in dynamic capabilities so that firms should have excellent integration ability in order to adapt highly variable environment by organization learning. In the other hand, “process” is

	still a vital element in low variable environment. However, the importance of “path” is relatively increasing. Therefore, firms are more likely to refer past solutions and continue using past successful experiences.
Key Words	Dynamic Capabilities, The Variability of Industrial Environment, Business Performance