

CITY UNIVERSITY OF HONG KONG
香港城市大學

**Study on the Relationship between China
Automobile Mould Enterprise Sustainable
Innovation Ability and Operation Efficiency:
From the Perspective of Innovation Driven
Manufacturing and Processing Level Promotion**
**中國汽車模具企業持續創新能力與經營效
益的關係研究 — 以創新驅動製造加工水
平的提升為視角**

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摘要

當前我國企業發展規律已從資源和資本密集型向知識密集和創新驅動型轉變。作為製造業的母機——模具產業，創新不但影響自身企業的發展，還影響到製造業的創新與發展。為此，本文以模具企業為研究目標，擬從創新能力著手，研究對提升模具製造加工水平的作用機制，進而探討對模具企業經營效益的作用機制，並以企業創新文化為調節變量，探討對上述作用機制的調節效應。

本文以“企業創新能力——製造加工水平——企業經營效益”為研究邏輯，建立起相應的實證理論模型。研究著重創新能力的持續性，從技術、戰略、學習、管理四個角度，開發出四維度的企業創新能力評估體系與測量變量；提出了企業製造加工水平作為評估某個截面的企業製造能力，從裝備、技能、交貨期三個角度，開發出三維度的企業製造加工水平評估體系及測量變量；從企業、員工、客戶收益協同的角度，開發出三維度的企業經營效益評估體系及測量變量；還從高層創新價值觀、創新氛圍、制度保障等角度建立了企業創新文化評估體系與測量變量。本論文以 410 個樣本數據，實證檢驗了假設，並得出相應的結論。

研究表明，企業創新能力正向影響製造加工水平，製造加工水平正向影響企業經營效益。研究結果證實了本文提出的創新驅動製造加工水平的提升，進而促進經營效益的增長這一先進製造業的發展路徑，即通過創新驅動製造加工水平的提升是實現製造強國的重要路徑，提升製造加工能力應該作為我國企業發展戰略的主要組成部分，而不只是從成本、效率、勞動生產率角度進行考核與管理。

本論文從企業創新文化的三個典型內涵來考察對企業創新能力和製造加工水平，以及和經營效益關係的調節效應。研究以當前模具企業為樣本，結果表明企業創新文化正向調節了創新能力與製造裝備水平的關係，正向調節了創新能力與企業績效的關係。研究還表明企業創新文化三個維度的調節效應是不同的。

本論文還就研究的理論價值和實踐意義進行了闡述。

關鍵字：創新能力、製造加工水平、企業創新文化、模具產業

Study on the Relationship between China Automobile Mould Enterprise
Sustainable Innovation Ability and Operation Efficiency: From the Perspective of
Innovation Driven Manufacturing and Processing Level Promotion

Abstract

At present, the law of enterprise development in China has changed from resource and capital intensive to knowledge intensive and innovation driven. As the machine tool of manufacturing industry -- mould industry, innovation will affect not only the development of enterprise itself, but also the innovation and development of the manufacturing industry. Therefore, in this paper, the mould enterprise as the research object, aims at innovation ability to study its functionary mechanism to enhance the level of mould manufacturing and processing, and to explore the mechanism to increase the operating efficiency of the mould enterprises. The paper also explore the moderating effect of the enterprise innovation culture as a moderator to the mechanism above.

Based on the "enterprise innovation ability – manufacturing and processing level - enterprise operating efficiency" as the research logic, this paper establishes the theoretical model for the empirical study. From the perspective of technology, strategy, learning and management, the papere developes a four dimension evaluation system of enterprise sustainable innovation ability and measurement variables; put forward the concept of enterprise manufacturing and processing level as the assessment of manufacturing capacity of an enterprise, from the equipment, skills, delivery angles, developes three dimensional evaluation system and measurement variables of the enterprise manufacturing and processing level. The paper, from the benefit coordination among enterprise, employees and customers, developes three-dimensional operating efficiency evaluation system and measurement variables; also from the top management value of innovation, innovation atmosphere and system guarantee developes an evaluation system and measurement variables of enterprise innovation culture. 410 sample data has been collected to an empirical test of the hypothesis, and draws the corresponding conclusion.

The research shows that the innovation capability of enterprises has a positive impact on the level of manufacturing and processing, and the level of manufacturing and processing has a positive impact on the operating efficiency of enterprise management. The results confirmed that continuous innovation drives the manufacturing and processing level increase, and thus promotes the operational efficiency as the development path of the advanced manufacturing

industry, i.e. through innovation driven manufacturing and processing is an important way to realize our country's manufacturing power, the promotion of manufacturing capacity should be the main component of the development strategy of China's enterprises, not just for assessment and management from the perspective of cost, efficiency and labor productivity.

The paper examines the moderating effects of enterprise innovation culture of the three typical connotations on the relationship between enterprise innovation capability and manufacturing and processing level, as well as the relationship between enterprise innovation capability and operating efficiency. Taking the current mould enterprises as samples, the results show that the enterprise innovation culture positively regulates the relationship between enterprise innovation capability and manufacturing equipment, and positively regulates the relationship between enterprise innovation capability and enterprise benefit. The results also show that the moderating effect of the three dimensions of corporate innovation culture is different.

This paper also discusses the theoretical value and practical significance of the results.

Key words: innovation capability, manufacturing and processing level, enterprise innovation culture, mould industry

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