

THE INFLUENCE OF MARKET ORIENTATION ON INNOVATION TYPE AND ENTERPRISE PERFORMANCE

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Abstract: This research aims to investigate the influence of the orientation of market on the relationship between type of innovation and the company performance with furniture industry in the context of feast in Solo Raya, Central Java, Indonesia. The population is the owner or manager of furniture in micro scale, small and medium-sized enterprises (SMEs) in Solo Raya. Total of sample is 200 respondents. The analysis techniques using Structural Equation Modeling (SEM). The conclusions are proactive market effect on the orientation of different type of innovation in companies: organizational innovation, process of innovation, marketing innovation and product innovation. Responsive market orientation impact on organization innovation and marketing innovation, but not indicating the presence of the effect on process innovation and product innovation. Organizational innovation, the process of innovation, as well as product innovation of its effect on the achievement of the performance of innovative, while marketing innovation not indicating the presence of the effect on the performance of innovative. Responsive market orientation and proactive market orientation shows that there has been an influence upon the achievement of the performance of innovative.

Key words: market orientation, innovation, performance of innovative.

Introduction

Furniture industry is based on the wood industry or rattan has the potential of high added value, capable of absorbing labor and provide an important contribution for the economy, in the contribution to GDP and foreign exchange. This is evident from: decrease in volume of production, contribution in the GDP, foreign exchange revenue, specialization and reducing trade (ISP index). Furniture exports in the period 2004-2009 down from \$2,26 billion to \$1,69 billion and ISP index down from 0.9812 to 0.9528. This condition caused by the limited the supply of wood or rattan with expensive prices, the ability of human resources is weak compared with the state of competitors in the field, design and production techniques, competition in domestic market of furniture imports of the free market as a result and the demands of environmental problems in the country exports.

This condition causes localized furniture entrepreneurs who is insolvent despite recent years, Indonesian economy slowly started to improve. The furniture is confronted with difficulties to get a supply of materials for making furnitures. This situation caused increasing the price of materials which affects the selling, buying power and the existence of furniture. Asmindo as furniture organization for local business community has prepared the business strategy to support the survival of

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furniture industry in Indonesia: change the image of followers of local industries become a pioneer in product design and specifications, cooperate by government with the ease of obtaining credit, banking business, and involving government with exhibition to follow in foreign, business regulations and provide support (Asmindo, 2008).

Strategic for growth to companies is innovation (Gunday et al., 2010). Innovation is essential components of the competitiveness of companies that become an instrument the basis of the strategy of growth to enter new markets and increase market share. A company that motivated to improve competitiveness in global market began to apply a strategy based on innovation to anticipate changes in technology and global competition, because technological change and global competition has the potential to reduce the value added products and services.

Innovation is a component inseparable from the strategy of company to: the application of manufacturing process, find positive reputation in perception customers and gaining of the superiority was sustained (Gunday et al., 2010). Further investigation the application of innovation in the context of furniture strategy industry in Indonesia was important. Furniture industry has apply the strategy in the implementation of business innovation to product innovation, as well as undertaking innovation market by firms plan of new markets for consumption furniture and the implementation of international scale exhibition. These conditions to create a gap important given the role of industry are part of the program industry cluster priorities designed by the government to the achievement of a goal national of industrial.

Previous research that deals with the concept of innovation companies by Gunday et al. (2010) has a test empirical to identify the relationship between type innovation and performance of innovative companies. The outcome of this research shows, there has been a positive influence of four of a kind of innovation different from that which is be applied in the level of the company, among his: product innovation, process of innovation, marketing innovation and innovation organizational on the performance of innovative company during manufacturing industries in Turkey.

Grinstein (2008) explained meta analysis to know the orientation of the influence of components to marketing innovation of company. The meta analysis shown the components of a positive influence on the orientation of marketing innovation company. Hult et al. (2003) showed that the strategy of innovation that applied in the context of companies and individuals can potentially to improve the competitive advantage. The study conducted to determine the influence of the orientation of the market in the relationship between type of innovation and company performance in furniture industry. This research done by applying a type of innovation, that vary in the level of the company. The base of the application of type different innovation in this research using the OECD (2005) that the main basic guidelines that apply internationally to identify and classify the activities of innovation in corporate level.

Objectives of Research

- 1) To test and analyze the influence of market orientation towards organizational innovation, innovation process, marketing innovation and product innovation.
- 2) To test and analyze the influence of organizational innovation, innovation process, marketing innovation and product innovation towards performance of innovative.
- 3) To test and analyze the influence of marketing orientation towards performance of innovative.

Review of Literature

Bodlaj (2010) found that market orientation (responsive and proactive) positively associated with degree of novelty of products companies. Bodlaj (2010) conducts advanced research that focuses on the relationship between responsive and proactive of market orientation reform of product. The survey did not involved performance variables companies, but characteristics of the sample are based on size of the company, technological change, market and situation. The research indirectly had a positive influence market orientation and proactive responsive to organization innovation, process innovation, marketing innovation and product innovation that an indicator of the level of the renewal of the product, proactive market orientation has influence more powerful than the market orientation responsive.

Hypothesis 1.a1: responsive market orientation has a positive influence towards organizational innovation.

Hypothesis 1.a2: proactive market orientation has a positive influence towards organizational innovation.

Hypothesis 1.b1: responsive market orientation has a positive influence towards process innovation.

Hypothesis 1.b2: proactive market orientation has a positive influence towards process innovation.

Hypothesis 1.c1: responsive market orientation has a positive influence towards marketing innovation.

Hypothesis 1.c2: proactive market orientation has a positive influence towards marketing innovation.

Hypothesis 1.d1: responsive market orientation has a positive influence towards product innovation.

Hypothesis 1.d2: proactive market orientation has a positive influence towards product innovation.

Innovation as an essential component of competitiveness that embedded in the organizational structure, the activities of the production process and the company marketing strategies (Gunday et al., 2010). OECD Oslo Manual (2005) to classify innovation at the company into four type of innovations: product innovation, process of innovation, marketing innovation and organization innovation. The type

of innovation has positive impact on overall performance of innovative companies (Gunday et al., 2010). Gunday et al. (2010) said the performance of innovative was combination of the organization overall achievement as result of efforts to renewal and repair company considering the aspect of innovation: process, product, marketing and organizational structure based on various performance indicators, new to patent, the launch of new products and projects, new process and setting of new organization. Damanpour (1991) explained the organization innovation was an essential factor for growth and operational effectiveness of the company, the manifestation of the performance of innovative a company. Lin and Chen (2007) showed innovation organization and improving the performance of innovative companies marked by increased sales company. The results of research show that innovation organization into factors essential for the company total sales.

Hypothesis 2.a: organization innovation has a positive influence towards performance of innovative.

Marcus (1988), Ittner Larcker (1997), Whittington et al. (1999), Olson and Schwab (2000), Knott (2001), Baer and Frese (2003) focused innovation process of exhibiting the influence of innovation process on the performance company that support growth and effective operation of company (Gunday et al., 2010). Walker (2004) explained the impact of the process of innovation on the innovative performance. The results of research show that the process of renewal of certain is positive impact on the performance of innovative. Gunday et al.(2010) showed the presence of the influence of direct marketing innovation accompanied by product innovation; process of innovation and innovation organization on the performance of innovative a company. Johnsensenn et al. (2000) said that marketing innovation had contributed to an increase in the performance of innovative marked by increased consumption by the company product consumer.

Hypothesis 2b: innovation process has a positive influence towards performance of innovative.

Hypothesis 2c: innovation marketing has a positive influence towards performance of innovative.

Atuahene-Gima (1996), Subramanian and Nilakanta (1996), Han et al. (1998), Li and Atuahene-Gima (2001) focused on innovation shows that the influence of the product and product innovation of the performance company was support the growth and effective operation of corporation (Gunday et al., 2010). Walker (2004) explained the impact of product innovation of an innovative company. The research shows that improvements in the product have a positive impact on the performance of innovative.

Hypothesis 2d: product innovation has a positive influence towards performance of innovative.

Bodlaj (2010) explained the marketing orientation (proactive and reactive) important role on the performance of innovative by the success of the sale of new products and added value for customers. Jensen and Harmsen (2001) explained the marketing orientation was important factor of the performance of innovative by the

level of the success of the development of new products. Kirca et al. (2005) and Grinstein (2008) showed a positive relationship between the marketing orientation and the consequences of innovation, the performance of innovative in new products. Zhang and Duan (2010) showed that market orientation has a positive influence on increased the performance of innovative.

Hypothesis 3.a: responsive market orientation has a positive influence towards performance of innovative.

Hypothesis 3b: proactive market orientation has a positive influence towards performance of innovative.

Research Methodology

The research is a survey conducted in furniture company in Solo Raya, Central Java, Indonesia as micro scale, small and medium enterprises (SMEs). The number of sample allowed 200 respondents. This research included was furniture company as SMEs has fulfilled the criteria required, furniture company in Solo Raya, has been standing more than 3 year and registered as a member of furniture industry association in Indonesia. The instrument of this research measured using Likert Scale. The method of analysis used Structural Equation Modelling (SEM) was the aspect of multivariate regressions and factor analysis to estimate a series of simultaneous dependence relations (Hair et al., 1998).

Result and Discussion

Result

The results of description of respondents was 200 questionnaires and response rate in this research was 100%. The distribution result of the respondent, based on the demography included male (84%) and female (16%). Based on the age, dominated between 26-34 years old (68%) and based on education was education high school (52%). The confirmatory of analysis was one of the requirements to be able to analyze it and structural equation modelling (SEM).

Table 1. Result of Hypothesis Test (Managed Data, 2014)

Hypothesis	C.R.	Sig.	Remark
Responsive market orientation has a positive influence towards organizational innovation (1.a1)	4.059	0.01	supported
Proactive market orientation has a positive influence towards organizational innovation (1.a2)	2.315	0.05	supported
Responsive market orientation has a positive influence towards process innovation (1.b1)	1.359	-	not supported
Proactive market orientation has a positive influence towards process innovation (1.b2)	2.442	0.05	supported
Responsive market orientation has a positive influence towards marketing innovation (1.c1)	2.313	0.05	supported

Proactive market orientation has a positive influence towards marketing innovation (1.c2)	1.987	0.05	supported
Responsive market orientation has a positive influence towards product innovation (1.d1)	1.243	-	not supported
Proactive market orientation has a positive influence towards product innovation (1. d2)	2.235	0.05	supported
Innovation organizational has a positive influence towards the innovative performance (2.a)	3.594	0.01	supported
Innovation process has a positive influence towards the innovative performance (2.b)	2.873	0.01	supported
Innovation marketing has a positive influence towards the innovative performance (2.c)	1.511	-	not supported
Product innovation has a positive influence towards the innovative performance (2.d)	2.350	0.05	supported
Responsive market orientation has a positive influence towards the innovative performance (3.a)	4.405	0.01	supported
Proactive market orientation has a positive influence towards the innovative performance (3.b)	2.531	0.05	supported

Discussion

Hypothesis 1.a1: These finding that responsive market orientation has a positive influence towards organization innovation, as shown from p-value lower than α value ($p < 0.05$), thus H1.a1 can be supported. This means that better strategy of responsive market oriented then getting good organization innovation on the company. Bodlaj (2010) indicate that market orientation that is both responsive positively associated with degree of novelty product in the company. In research is a method of organization in measuring instrument through innovations in the organizational structure and company management engineering. *Hypothesis 1.a2:* These findings that proactive market orientation has a positive influence towards organization innovation, as shown from p-value lower than α value ($p < 0.05$), thus H1.a2 can be supported. This means that better strategy market oriented proactive the more good innovation organization on the company. Bodlaj (2010) found that market orientation that is proactive positively associated with degree of novelty of products for companies.

Hypothesis 1.b1: These finding that responsive market orientation has a positive influence towards process innovation, as shown from p-value higher than α value ($p > 0.05$), thus H1.b1 can be not supported. This means that the better strategy market oriented responsive then not influence his innovation process on the company. They noted that when the company understand and meet the needs of customers who are expressed in direct in a way to monitor constantly a moderate degree of commitment and orientation of all a member of a company to serve the needs of customers take measurements of customer satisfaction in a systematic and periodic, as well as by monitoring routine towards the customer service, this will have no impact directly towards the production process and innovations.

Hypothesis 1.b2: These finding that proactive market orientation has a positive influence towards process innovation, as shown from p-value lower than α value ($p < 0.05$), thus H1.b2 can be supported. This means that better market oriented strategies the more proactive good innovation organization on the company. Bodlaj (2010) showed the orientation of the market that is proactive positively associated with degree of novelty to products in the company. Bodlaj (2010) advanced research focusing on the relationship between proactive with tiers of the renewal of the product.

Hypothesis 1.c1: These finding that responsive market orientation has a positive influence towards marketing innovation, as shown from p-value lower than α value ($p < 0.05$), thus H1.c1 can be supported. This means the more market oriented strategies both responsive and getting better all levels of marketing innovation in the company. Bodlaj (2010) showed responsive market orientation was positively associated with degree of novelty to products in the company. Levels of reforms that included is a method of organization in measuring through innovations in management structure engineering and organization company. *Hypothesis 1.c2:* These finding that proactive market orientation has a positive influence towards marketing innovation, as shown from p-value lower than α value ($p < 0.05$), thus H1.c2 can be supported. This means that better market oriented strategies proactive and the better application of marketing innovation in the company. Bodlaj (2010) showed that the orientation of the market that is proactive positively associated with degree of novelty to products in the company. The level of reform is a method of marketing which includes significant changes in the design of products or packaging, product placement, product promotion and prices applied.

Hypothesis 1.d1: These finding that responsive market orientation has a positive influence towards product innovation, as shown from p-value higher than α value ($p > 0.05$), thus H1.d1 can be not supported. This showed that efforts have been done by a corporation through the application of responsive market orientation through understanding of customers who are expressed in direct in a way to monitor of commitment, and orientation of all a member of a company to serve the needs of customers take measurements of customer satisfaction in a systematic and periodic, and monitoring on the routine service (Bodlaj, 2010).

Hypothesis 1.d2: These finding that proactive market orientation has a positive influence towards product innovation, as shown from p-value lower than α value ($p < 0.05$), thus H1.d2 can be supported. This means that better proactive market oriented strategies and better product innovation in the company. Bodlaj (2010) showed that proactive market orientation was positively associated with degree of novelty to products in the company. Bodlaj (2010) focusing on the relationship between proactive market orientation and renewal of the product. The results of research show the influence of positive proactive market orientation towards company policy associated with introduction of products and new service.

Hypothesis 2.a: These finding that organization innovation has a positive influence towards innovation performance, as shown from p-value lower than α value

($p < 0.05$), thus H2.a can be supported. This means that the better innovation organizational hence the better the performance of innovative on the company. Damanpour (1991) explained innovation organization is an essential factor for growth and the effectiveness of our operational company that is a manifestation of the performance of innovative an enterprise. Lin and Chen (2007) done research with that of organization innovative and enhance the performance of innovative company that characterized by an increase in sale of the company. The results of this research shows that organization innovation into factors that is essential for the total sale of the company.

Hypothesis 2.b: These finding that process innovatin has a positive influence towards innovation performance, as shown from p-value lower than α value ($p < 0.05$), thus H2.b can be supported. This means that the better the process of innovation and the better the performance of innovative in the company. Marcus (1988) , Ittner Larcker (1997), Whittington et al.(1999), Olson and Schwab (2000), Knott (2001), Baer and Frese (2003) focusing on process innovation showed there influence the process innovation on the performance of innovative was support growth and effective operation of the company (Gunday et al., 2010). Walker (2004) examined the impact of the process innovation for the performance of innovative.

Hypothesis 2.c: These finding that innovation marketing has a positive influence towards innovation performance, as shown from p-value higher than α value ($p > 0.05$), thus H2.c can be not supported. This means that better marketing innovation and the better the performance of innovative in the company. This is not in line with previous research, because of the possibility of the needs of consumers from time to time no significant increases. *Hypothesis 2.d:* These findings suggest that product innovation has a positive influence towards innovation performance, as shown from p-value lower than α value ($p < 0.05$), thus H2.d can be supported. This means that the better product innovation and the better the performance of innovative in the company (Gunday et al., 2010). Walker (2004) explained the impact of product innovation on the performance of innovative. The results of this research shows that certain improvements in the product launched has positive impact on the performance of innovative.

Hypothesis 3.a: These finding that responsive market orientation has a positive influence towards innovation performance, as shown from p-value lower than α value ($p < 0.05$), thus H3.a can be supported. This means that the more market oriented strategies both the implementation of the better the performance of innovative and responsive in the company. Bodlaj (2010) said that the responsive market orientation has important role on the performance by the success of the sale of innovative products and added value for customers. Jensen and Harmsen (2001), Kirca et al. (2005), Grinstein (2008) stated relationship between innovation and market orientation has a positive influence on the performance of innovative. Zhang and Duan (2010) shows responsive market orientation has a positive influence on increased the performance of innovative. *Hypothesis 3.b:* These

finding that proactive market orientation has a positive influence towards innovation performance, as shown from p-value lower than α value ($p < 0.05$), thus H3.b can be supported. This means that the better strategy of proactive market oriented hence the better the performance of innovative on the company. Bodlaj (2010) stated proactive market orientation was important role on the performance of innovative in the success the sale of new products and provide added value for customers. Jensen and Harmsen (2001), Kirca et al. (2005) and Grinstein (2008) explained that important factors of the performance of innovative companies in the success level of development of new products.

Conclusions

First, proactive market orientation has a positive influence towards four type different innovation in companies: organization innovation, innovation process, marketing innovation and product innovation. *Second*, responsive market orientation impact on organization innovation and marketing innovation, but did not indicate the presence of influence towards the process of innovation and product innovation. *Third*, organization innovation, process innovation and product innovation impact on the achievement of the performance of innovative companies, while marketing innovation not indicating the presence of influence on the performance of innovative. *Fourth*, responsive and proactive market orientation showed the presence of influence towards the achievement of the performance of innovative.

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WPLYW ORIENTACJI RYNKU NA TYP INNOWACJI I WYDAJNOŚĆ PRZEDSIĘBIORSTWA

Streszczenie: Niniejsze badanie ma na celu określenie wpływu orientacji rynku w relacji między typem innowacji i wydajnością firmy z branży meblarskiej w kontekście święta w Solo Raya w Indonezji (Jawa Środkowa). Populacja to właściciel lub kierownik firmy meblarskiej w skali mikro, małych i średnich przedsiębiorstw (MŚP) w Solo Raya. Całkowita próba liczy 200 respondentów. Techniki analityczne wykorzystują modelowanie równań strukturalnych (SEM). Reasumując rynek proaktywny wpływa na orientację innego rodzaju innowacji w firmach: innowacji organizacyjnych, procesu innowacji, innowacji marketingowych i innowacji produktów. Reaktywna orientacja rynku wpływa na innowacyjność organizacji i innowację marketingową, ale nie wskazuje na obecność wpływu na innowację w zakresie procesu i produktu. Innowacje organizacyjne, proces innowacji, jak i innowacyjność produktu mają wpływ na osiągnięcie wydajności innowacyjnej, podczas gdy innowacje marketingowe nie wskazują na obecność wpływu na wydajność innowacyjną. Reaktywna orientacja rynkowa i proaktywna orientacja rynkowa pokazują, że nastąpił wpływ na osiągnięcie wydajności innowacyjnej.

Słowa kluczowe: orientacja rynkowa, innowacje, wydajność innowacyjna.

市場取向的影響和創新邁向創新績效

摘要: 本研究旨在探討市場導向的創新型和家具行業公司業績的盛宴在SoloRaya，中爪哇，印度尼西亞上下文之間的關係的影響。人口是在SoloRaya的所有者或管理者家具微觀上，中小型企業（中小企業）。總樣本為200受訪者。採用結構方程模型分析技術（SEM）。該結論是對不同類型的創新在企業的方向積極的市場效應：組織創新，創新，營銷創新和產品創新的過程。敏感的市場定位影響組織創新和營銷創新，但不能說明對工藝創新和產品創新的影響存在。組織創新，創新的過程，以及其對實現創新的性能影響產品創新的同時，營銷創新不是說明對創新業績的影響存在。敏感的市場定位和前瞻性的市場定位表明，已經在實現創新的性能的影響。

關鍵詞: 市場導向，創新，創新績效