

# The Organizational Culture and Organizational Performance of The Construction Industry in Jiangsu

Lanfang Cui

Rattanakosin International College of Creative Entrepreneurship, Rajamangal University of Technology Rattanakosin, Nakhon Pathom 73170, Thailand

---

**Abstract:** This study aims to explore the impact of organizational culture on the performance of companies in the construction industry. By collecting survey data from 402 construction firms and employing statistical analysis methods, the paper examined the relationship between different types of organizational culture and firm performance. The results indicate significant correlations between four distinct types of organizational culture – clan culture, adhocracy culture, market culture, and hierarchy culture – and firm performance. Clan culture is closely related to teamwork and shared objectives, adhocracy culture is associated with innovation and a spirit of risk taking, market culture emphasizes competition and customer satisfaction, while hierarchy culture focuses on power distribution and organizational structure clarity. Furthermore, factors such as company size, employee age, and educational background were found to influence this relationship. The study also reveals the reciprocal relationship between organizational culture and firm performance. The findings suggest that enhancing firm performance may be achieved by shaping a culture that fits the paper examined needs. Therefore, construction industry enterprises can actively improve and guide their organizational culture by encouraging collaboration, innovation, customer orientation, and clarifying roles and organizational structure, thus enhancing their performance. However, this requires active involvement from leadership teams and strategic planning to ensure the success of cultural transformations. In conclusion, this research offers key insights for construction industry companies striving for excellence in performance. By understanding how different cultural types impact performance, organizational leaders can make better strategic decisions and management practices to maintain a competitive edge in a competitive market environment.

**Keywords:** Construction Industry, Corporate Culture, Organizational Performance, Relationship Study.

---

## 1. Introduction

Theories about corporate culture and corporate performance have been widely used in various fields. Some scholars have divided corporate culture into three different corporate cultures, namely, strong corporate culture, strategic rational corporate culture and flexible adaptive corporate culture, and have conducted in-depth discussions on the relationship between these three corporate cultures and corporate performance. This paper discusses the relationship between the safety culture of enterprises and the safety performance of construction enterprises from the perspective of enterprises. The researchers took 196 employees of the three enterprises as the research objects, and used the questionnaire survey method to divide them into three parts: people, process and value [1]. The results show that there is a significant positive correlation between enterprise safety culture and enterprise construction performance. Some scholars use a multi-level theoretical model to explore the relationship between market-oriented company culture and company performance. Some scholars believe that in a high-dynamic market environment, market-centered corporate culture has a direct effect on a company's business performance, and this effect will be further enhanced [2]. Combining the 14 measurement indicators proposed by Zhang De, this paper integrates 5 indicators, such as family culture, scientific and technological innovation, customer orientation, organizational learning and social responsibility, into an overall framework. In this paper, 402 construction units are taken as samples, and statistical methods are used to carry out empirical research on them. It is found that clan culture, organizational culture, market culture and

hierarchical culture have a significant impact on corporate performance [3]. Family culture reflects teamwork, sharing, entrepreneurial culture reflects innovation, risk management, market culture reflects competition, customer satisfaction, hierarchical culture reflects the division of rights, a clear organizational structure.

## 2. Research the Model

The five corporate culture factors selected in this paper are typical to a large extent, and their main characteristics can be summarized. The selection of these five factors is summarized on the basis of Mr. Zhang De's 14 metrics of corporate culture. Through the "family culture" can be respectively from the "interpersonal harmony", "cohesion", "integrity and integrity", "development consciousness", "cultural identity" these five aspects of expression; The two aspects of "science seeking truth" and "excellent innovation" can be expressed by "scientific and technological innovation". In addition, the three aspects of "customer orientation", "organizational learning" and "social responsibility" can also be expressed by three aspects [4]. Therefore, the relationship model between corporate culture and corporate performance in the five aspects proposed in this project is as follows: It can be used to explain the main factors that influence corporate culture on corporate performance.

### 2.1. Literature review and hypothesis introduction

#### 2.1.1. Family culture and company performance

Some scholars pay attention to team performance in project teams, and through empirical analysis, they find that the biggest impact is the leadership behavior, rather than the

composition of the team and the personality of the members. Although they did not directly explore the relationship between family culture and company performance, their discovery of leadership behavior, a key factor affecting company performance, has a significant guiding effect on the improvement of company performance. Some scholars believe for the first time that if employees related to team work can be regulated from more perspectives, better results can be obtained in employee-related work. Practice has proved that this view is correct [5]. When everyone is focused on providing excellent service to their customers, their spirit will drive their behavior and thus achieve optimal performance. The survey of high performance systems also shows that family culture is an important factor in large groups or organizations. Some scholars, commenting on Demsetz's business theory, have proposed: "A family culture is a culture that deals with people's opportunism from a spiritual, psychological and moral perspective. It is not a culture that uses regulation or competition to constrain people's slack and speculation [6]. It is a culture that makes people intrinsically aware of what is in the best interests of the company as a whole and in their own best interests." They will be in the personal and corporate, personal and other interests of the relationship issues. Through the analysis of the above aspects.

### **2.1.2. Technological innovation and corporate performance**

Some scholars have established the measurement index system of industrial technological innovation performance and industrial export competitiveness, and carried out empirical research on China's industrial technological innovation performance and industrial export competitiveness and their correlation degree. The results of the study show that the trend of specialization of China's technology-intensive industries is better than that of other industries [7]. Aiming at the interaction between technological innovation and export performance of Guangdong manufacturing industry from 2005 to 2007, the export performance of Guangdong manufacturing industry is analyzed from the perspective of technological innovation, and through empirical analysis, the following results are obtained: Compared with other industries, the export performance of Guangdong manufacturing industry has a strong technological leadership, and its research and development and use of utility model, design and other patents, more to promote its competitive advantage in foreign countries, and its application in China is more important. On this basis, the relationship between the level of technological innovation and the level of technological innovation in China's manufacturing industry is analyzed. This paper mainly studies the technological innovation capability and technological innovation performance of enterprises from seven perspectives. On this basis, through the statistical analysis of the experience and data of the technological innovation capability of innovative enterprises in the field of manufacturing in China, the quantitative relationship between technological innovation capability and technological innovation performance is explored in a deeper level from multiple perspectives. Technological innovation capability is a comprehensive concept, which is the result of the interaction of various factors in the technological innovation activities of enterprises. Different types of enterprises have different technological innovation capabilities. The quantitative relationship between technological innovation capability and

technological innovation performance is obtained based on the quantitative analysis of the technological innovation capability of innovation-oriented enterprises in China's manufacturing field, and the significant correlation between the technological innovation performance of innovation-oriented enterprises in China's manufacturing field is revealed[8]. Aiming at the problem of "hospital science and technology innovation culture - organizational learning - scientific and technological innovation performance", this paper intends to introduce organizational learning, an important scientific issue, into the relationship between scientific and technological innovation culture and scientific and technological innovation performance of medical institutions on the basis of the existing research on 30 top three medical institutions, and propose the internal relationship between "scientific and technological innovation culture" and "organizational learning". Hospital science and technology innovation culture has no significant direct impact on science and technology innovation performance, but indirectly affects innovation performance through hospital learning. This paper proposes the following hypotheses. There is a significant positive correlation between technological innovation and company performance.

### **2.1.3. Customer-centric corporate performance**

Some studies have shown that when a company incorporates market positioning into its products, the market performance of its products improves. A marketing-focused company will focus on larger production, public outreach, and feedback to the market. This response to the market will continue to provide higher value to customers and thus achieve a more lasting competitive advantage. Some scholars focus their research on enterprise customer orientation [9]. Companies design products according to customer requirements. They point out that a company can realize customer orientation from the following aspects: Work with customers to design products, pay attention to customers' expression of product quality requirements, study the characteristics of products and classify the products required by customers, teach customers how to use the knowledge of products, etc. Some scholars use customer-oriented theories to explore how to create a high-performing organization and build a sound evaluation system based on them. Through the analysis of this topic, it is found that customer-oriented management ideas and methods provide useful enlightenment for organizations to improve work efficiency. This topic will make the following hypothesis:

### **2.1.4. Organizational learning and corporate performance**

Some scholars have come to the following conclusions by analyzing the relationship between project performance and organizational learning style:

These include single-loop, double-loop, and heavy learning. This paper discusses how to improve the work efficiency and efficiency of enterprises in the process of implementation by using literature and literature analysis. Execution showed a clear positive correlation, and depth also had an important effect on improving execution. Some scholars have conducted empirical studies on the relationship between technology absorptive capacity and technology initiative in organizational learning, organizational change and firm performance. Enterprise learning, as a new concept, has attracted extensive attention in the academic circles, and triggered a deep discussion on its connotation and mechanism. The research on enterprise learning has involved many fields,

but because of its complexity and diversity, the results of these studies are also different. In order to further explore the mechanism of enterprise learning, scholars have redefined the connotation of organizational learning and put forward the theory of enterprise learning. After defining the connotation of enterprise learning, scholars classify the characteristics of enterprise learning based on different organizational theories. The classification of enterprise learning is very different from other concepts, among which there are three main classification methods: starting from organizational theory, enterprise learning is divided into strategic and operational types; From the perspective of process, enterprise learning can be divided into informational knowledge acquisition, cognitive knowledge acquisition and practical knowledge acquisition[10]. Through empirical analysis, the thesis concludes that technology integration ability and technology initiative have a significant positive impact on organizational learning and innovation, and can enhance the ability to achieve innovation, and thus improve the performance of the company. Some scholars have discussed the impact of human resource practice and organizational learning on corporate performance from the perspective of organizational learning. Using a statistical technique, they conducted a questionnaire of more than 200 employees from 195 Spanish companies. The results show that the high level of HR operation has a significant promotion effect on the company's performance, and the high level of organizational learning can significantly improve the company's performance.

Many domestic scholars have done a lot of exploration and exploration in this respect. This paper discusses the mechanism of organizational learning on corporate performance. At the same time, they also found that although many Chinese companies are vigorously building learning organizations, their business performance has not been significantly improved [11]. The research results show that on this basis, this paper puts forward a theoretical model of the influence of knowledge-based organizational learning on corporate performance, and carries on an empirical analysis. In this paper, 132 companies in Central and southern China are selected as samples to analyze the interaction between organizational learning, knowledge creation and corporate performance. The complete intermediate variable must be added in the process of business performance improvement. In the survey data of 115 high-tech companies in South China, some scholars believe that the improvement of new product R&D performance must be completed through the intermediate variable of knowledge innovation.

#### **2.1.5. Social relations and corporate performance**

Investor preference and corporate strategy. Their theory suggests that managers of these trading firms are likely to invest in the company's CSR, which does not maximize the current value of the company's future cash flows, but can maximize the company's market value. In other words, some companies have invested even at the cost of reducing the present value of their cash flows. Some scholars have discussed the relationship between the social obligations of Taiwan container companies and their business performance [12]. Through factor analysis, three dimensions of "group participation and environmental protection", "openness" and "employee and consumer rights" were selected, and the questionnaire was designed into three dimensions. Financial performance and non-financial performance are mainly used to measure corporate performance. Some scholars have discussed the social responsibility of Maltese companies.

Baldrige Criteria provides an architecture that helps businesses achieve their goals. They reviewed the previous literature on corporate social responsibility and found that the research on corporate social responsibility has attracted more and more scholars' attention in the past decade, but most of the research focuses on whether enterprises can bring greater economic benefits by fulfilling corporate social responsibility. They constructed a research framework for corporate social responsibility, and reviewed the current academic thought and research based on some basic theories of corporate management. They believed that corporate social responsibility had a certain correlation with the performance of Baldrige Criteria, and in the absence of direct and empirical evidence, Baldrige Criteria could not be identified. They believe that companies engaged in social responsibility research has a certain positive impact on corporate performance.

Chinese academic circles have also made a detailed discussion on the relationship between CSR and corporate performance. This project takes 14 listed companies in Shanghai and Shenzhen as samples and establishes and validates their role in corporate governance by adopting the Socialization Method [13]. The results show that strategic incentive is beneficial to the improvement of the company's financial performance, while altruistic incentive is mainly negative, but it is not excluded that the company can improve the company's financial performance by obtaining a good social reputation. Some scholars have measured the components of social responsibility and conducted empirical tests on the relationship between social responsibility and supply chain management performance based on the perspective of supply chain stakeholders. Through the investigation, This paper holds that CSR includes supplier responsibility, customer responsibility, environmental responsibility, employee rights protection and social moral responsibility, and can have a positive impact on the performance of the supply chain. Taking the concept of corporate social responsibility as a starting point, some scholars built a financial corporate social responsibility indicator system with shareholders, employees, consumers and government as stakeholders on the basis of the stakeholder theoretical framework, and used the extreme value normalization method to process the original data and the analytic hierarchy process to set weights. According to the panel data of China's 14 major commercial banks from 2003 to 2007, the above studies have defined corporate social responsibility to a certain extent and given a more comprehensive evaluation index system. On the basis of the existing research results, this paper puts forward a new research method, that is, the use of principal component analysis method to measure social responsibility. It is based on the construction of the index system, using the principal component analysis method to determine the weight of each index, so as to form a complete index system. This paper believes that this method can make full use of the existing research results, and also help to adjust the weight of indicators, so that it is more in line with the current situation of China's financial corporate social responsibility practice. This paper conducts correlation and regression analysis on their operating performance, and tests their operating performance. This topic will make the following hypothesis, Social responsibility has a significant positive correlation with corporate performance.

## 2.2. Survey methods and distribution of questionnaires

A total of 402 respondents are sent out for the study based on the requirement that the sample size of Nunnally and Berstein should be 5 to 10 times the size of the measurement items, which starts from August 10, 2022, and ends on October 5, 2022. A total of 402 survey objects were recovered, and 402 survey objects were finally obtained, and the effective survey objects among the survey objects, the recovery rate reached 100%.

## 2.3. Data analysis program

### 2.3.1. Descriptive data processing

The paperfind that the customer categories of this study are mainly enterprise customers, individual customers and government organization customers based on the data of SPSS16.7. The total number of employees of the enterprise, the proportion of each department is not different, but mainly concentrated in less than 100 people, 200-500 people, more than 1,000 people. The sex ratio of males to females is 44.9:45.1. The main age groups are 25-30 and 30-35. The education level is mostly university graduates, and the proportion of university graduates is also very high, only

about 29.5%, while the proportion of master's and doctor's graduates is very small. The job types of the research objects are mainly managers, accounting for about 48% of the senior, middle and grass-roots managers, and the rest of the grass-roots technical personnel, marketing personnel and financial personnel also account for some. In terms of working years, most of them have worked for less than 5 years, while only 9.8% of others have worked for more than 15 years. Through the analysis of the above data, it can be found that the subjects of the survey are mostly young people who have worked for less than 5 years, have a college degree or above, and most of them are in the middle or bottom management positions [14]. They are in a balanced group of large and small companies, and have a positive sensitivity to the cognition of corporate culture and corporate performance.

### 2.3.2. Reliability analysis

In terms of reliability analysis, SPSS was used to analyze Cronbach's alpha coefficient, and LISREL8.7 software was used to evaluate (SMC), combined reliability (CR) and mean variance extraction (AVE) data of the structural equation model (SEM) to test the reliability of the scale. Table 1 is an evaluation of the reliability of corporate culture measurement methods.

**Table 1.** Reliability analysis of enterprise culture scale

	Item Code	Factor	Error	SMC	CR	AVE	Cronbach
TS	0.75	0.38	0.54	0.75	0.89	0.54	0.84
	0.64	0.40	0.39	0.64			
	0.68	0.45	0.44	0.68			
	0.72	0.45	0.49	0.72			
	0.76	0.53	0.55	0.76			
STI	0.78	0.49	0.58	0.78	0.91	0.56	0.91
	0.77	0.43	0.57	0.77			
	0.82	0.41	0.66	0.82			
	0.63	0.65	0.38	0.63			
	0.84	0.49	0.69	0.84			
	0.77	0.49	0.57	0.77			
CO	0.74	0.42	0.53	0.74	0.81	0.51	0.76
	0.79	0.32	0.60	0.79			
	0.38	0.68	0.14	0.38			
	0.72	0.43	0.50	0.72			
OL	0.86	0.29	0.72	0.86	0.94	0.64	0.93
	0.79	0.40	0.60	0.79			
	0.74	0.40	0.52	0.74			
	0.80	0.41	0.61	0.80			
	0.85	0.36	0.70	0.85			
	0.76	0.49	0.56	0.76			
SR	0.77	0.56	0.57	0.77	0.89	0.55	0.88
	0.83	0.34	0.66	0.83			
	0.65	0.63	0.40	0.65			
	0.71	0.55	0.48	0.71			
	0.84	0.42	0.69	0.84			

### 2.3.3. Empirical test

#### (1) Connotation effectiveness

Content validity is a kind of qualitative research, it is a test of the subject's response to the idea. The best way to ensure the validity of the test results is through the review and verification of the test results. All this requires scientific researchers to have sufficient theoretical basis [15]. If each question is based on detailed and sufficient information and field research, the validity of the questionnaire can be ensured.

Two questionnaires are designed: one is company culture, the other is company performance. When compiling the scale, the paperconsulted a lot of domestic and foreign materials, and after the preliminary drafting of the survey results, the paperalso invited some professional scholars and company managers to conduct a detailed analysis and careful screening of the survey results, so as to ensure the authenticity of the survey results.

#### (2) Convergence effectiveness

**A. Internal consistency check**

The internal consistency of the enterprise is based on CITC, and the project is cancelled when the CITC value is below 0.3 under normal conditions. The cohesion test of corporate culture is carried out, and the results show that the CITC value of all dimensions of corporate culture is greater than 0.3, indicating that corporate culture has good cohesion. Similarly, after analyzing the internal fit degree of corporate performance, it is found that the CITC value of each company's performance is above 0.3, indicating that the internal fit degree of corporate performance is high.

**B. Exploratory factor analysis**

In the factor analysis, the CO4 problem is eliminated with the elimination of influencing factors as the prerequisite, and its reliability and internal consistency are verified. Table 2 shows the factor culture. Through software calculation, the KMO of KMO is 0.941, which is suitable for factor analysis. Bart's spherical examination was 3897, Sig. was, and was significant. On this basis, at the level above 0.5, three factors were extracted from corporate culture, and their cumulative explainable variance was 59.384%.

In the family culture, MJ1, MJ2 and MJ3 all score 3 points, while TS4 scores no more than 0 points. 5 points, so TS4 points are not considered. The coefficient of TS8 is 2, which is contrary to the previous experiment [16]. Since TS8 was

originally the topic of STI4, but after the test of large samples, it was juxtated with the topic of "scientific and technological innovation", so the paperclassified TS8 into the topic of "scientific and technological innovation" and numbered it as STI4. Among the 6 projects of "science and technology innovation", 4 projects have 2 factors, and the factor load of 6 projects is not greater than 0. 5. Therefore, it is recommended to eliminate 6 projects. STI7 has cross-load, which carries loads on both 1 and 2, but the load of 1 is large, and it is difficult to determine which factor STI7 belongs to. Therefore, to ensure the consistency of investigation results, STI7 is removed. The "customer oriented" CO1, CO2 and CO4 problems did not exceed the minimum factor load of 0.5, so they were not included in the table. As a result, the papermade the decision to remove the "customer orientation" element. In the "organizational learning" questionnaire, the score of 1 is the most, the score of MA1 and MA2 overlap, and the score of MA3 is higher than 3. Theoretically, these two problems should be included in the category of "organizational learning", so this study does not consider MA1 and MA2 problems for the time being, but takes them as research objects and conducts empirical research on structural formulas. Since the MA3 topic falls under the category of "family culture," the paperlabel it TS9 to distinguish it from the previous topics.

**Table 2.** Exploratory factor analysis of corporate culture measurement scale

variables	Factor1	Factor2	Factor3
STI7	0.588	0.526	
MA1	0.545		0.590
MA2	0.542		0.592
MA4	0.597		
MA5	0.709		
MA6	0.698		
AT1	0.755		
AT3	0.608		
AT4	0.626		
AT5	0.652		
AT6	0.747		
AP8		0.696	
HP1		0.795	
HP2		0.778	
HP3		0.777	
HP8		0.600	
MJ1			0.666
MJ2			0.757
MJ3			0.658
MA3			0.599

The five questions of "social responsibility" all scored more than 1 point, showing good convergence ability. "Organizational learning" and "social responsibility" are both 1 factors, but because they are difficult to explain each other, they are treated as two relatively independent variables in the subsequent empirical analysis [17]. This study divides the influencing factors of corporate culture into four aspects: "family culture", "scientific and technological innovation", "organizational learning" and "social responsibility". "Family Culture" contains four topics; There are 5 questions on the topic of "Scientific and Technological innovation". The fifth part is "organizational learning". The fifth is entitled "Social Responsibility". There are nineteen questions.

**2.4. Analysis of structural equation pattern**

**2.4.1. Confirmatory factor analysis**

This study is based on the factor load factor and does not include other invariant measures. Confirmatory factor analysis focuses on the detection of normalized factor load coefficients between endogenous potential variables and endogenous observation variables, and between exogenous potential variables and exogenous observation variables [18]. If the normalized factor load value is the minimum value, it can be identified as the corresponding latent variable. If this is not the case, principal component analysis (PCA) can be used to find the maximum value from the normal factor load coefficient. In this study, PCA method was used to determine

the required invariant terms by principal component analysis, and then factor analysis was performed. During the analysis process, when the proportion of sample number exceeds 15%, it will be deleted. In order to exclude the influence caused by the non-normal distribution of dependent variables, the sample number is standardized, and the standardized sample size is divided by the sample number, and then the proportion of each latent variable in the deleted sample number is calculated. The path must be deleted. The scale used in this study was mainly Lisre 8.7, and the load value of influencing factors was 0.55 or greater. After running the program, it can

be seen that the normalized factor load of all paths is greater than 0.55, so that each measurement topic can be well assigned to the corresponding variable.

#### 2.4.2. Complete Mode

The whole modeling process is an important basis for modeling detection. In this paper, the company's culture is an independent variable and the company's performance is an explained variable. The analysis software used is mainly Lisre 8.7, and each matching index in the overall pattern chart used can be referred to Table 3.

**Table 3.** Matching index between corporate culture and corporate performance

$\chi^2/df$	PGFI	NFI	NNFI	IFI	CFI	RMSEA
2.868	0.65	0.95	0.97	0.97	0.97	0.088

#### 2.4.3. Competition model analysis

By improving the whole model, the competition model is obtained. The model revision removes the non-significant paths between endogenous and exogenous latent variables and between endogenous latent variables, and increases the paths between variables by revising indicators [19]. In the process of removing T, the value of T is usually removed from the smallest to the largest principle, and each time the value of T is removed, it is removed once. After deleting the

previous T value, it is necessary to check its T value in the output result again, and then select a T value with the smallest absolute value and continue to delete it. This process is repeated until all T values with absolute value lower than 1.96 are deleted. At the same time, modification metrics for the pattern indicate that there is no need to add paths. The index of each suitable index obtained after correcting T is shown in Table 4. Table 5 shows the channel analysis data under the market competition mode.

**Table 4.** Fitting indicators of the competitive model

$\chi^2/df$	PGFI	NFI	NNFI	IFI	CFI	RMSEA
2.98	0.69	0.99	1.01	1.01	1.01	0.09

**Table 5.** Path analysis of the influence of corporate culture on corporate performance

	Regression path	Standardized	tvalue	Significant	Support
Corporate	TS→CP	0.23	2.49	YES	YES
Impact	SR→CP	0.68	6.35	YES	YES

### 3. Discussion

Family culture is an important factor affecting company performance. As is shown in Table 5, this hypothesis is confirmed. At the level of 0.01, there is a very significant positive correlation between family culture and company performance. This shows that in construction enterprises, family culture has an obvious effect on the improvement of company performance. In the project construction, as long as the paper have and maintain a good team spirit, the paper can smoothly carry out the project construction, get the recognition of customers, and create greater profits for the company.

There is an obvious positive correlation between technological innovation and corporate performance. This hypothesis is rejected because there is no obvious elimination [20]. It has been shown that technological innovation has a general impact on corporate performance, so it is difficult to get a reasonable refutation in theory. In the communication with some staff of relevant construction enterprises, the paper learned that construction enterprises rarely invest in corporate research and development, they mainly use existing construction equipment to build, and some construction equipment is developed by professional research and development companies, they only need to purchase according to demand. Their job is to build according to a given architectural need, not necessarily to design accordingly. Therefore, the paper can find that in the construction industry,

scientific and technological innovation ability has no obvious impact on the performance of enterprises.

There is an obvious positive relationship between customer orientation and corporate performance. This assumption was rejected. The reason for rejection is: the factor load of each item of "customer-oriented" does not meet the minimum standard 0.5, so the customer-oriented item is excluded. The reason for the deletion of this dimension may be that the measurement questions the paper proposed cannot accurately reflect the corporate culture of construction enterprises, or it may be that in construction enterprises, corporate customer orientation has no obvious impact on corporate performance.

Organizational learning is an important factor affecting corporate performance. As you can see from Table 5, this assumption has been ruled out because it is not important. This suggests that, in this case, organizational learning does not significantly improve the company's performance [21]. From the normalized path coefficient of structural equation model, the paper can find that the correlation coefficient between organizational learning and firm performance is negatively correlated, which indicates that in construction enterprises, organizational learning does not promote firm performance, but hinders it. This is also a problem that cannot be explained theoretically. However, through the investigation and research in practice, the paper can see that there are not too many organizational learning activities in construction enterprises. In sharp contrast, many construction companies usually spend most of their time busy with

construction because they have a large number of projects with high difficulty. Therefore, excessive organizational learning often occupies the company's effective construction time [22]. The results show that the influence of organizational learning on job performance is not obvious in construction enterprises.

In corporate management, social responsibility and corporate performance show obvious positive correlation. As shown in Table 5, this assumption is confirmed. The improvement effect of CSR on corporate performance is 0.001. Through the implementation of social responsibility, the company's social image can be effectively improved, so as to improve the company's visibility, so as to better mobilize the company's employees to the company's recognition and sense of honor. Through the empirical study of China's construction industry, it is found that the above research results also have important practical significance in China's construction industry. When a company's social status increases, more companies will do business with it, which will bring more projects to the company. With this kind of recognition and pride.

#### 4. Conclusion

Family culture reflects teamwork, sharing, entrepreneurial culture reflects innovation, risk management, market culture reflects competition, customer satisfaction, hierarchical culture reflects the division of rights, a clear organizational structure. The size of the company, the age of the employee, and the level of education all have an impact on the relationship. At the same time, this paper also found that there is a certain correlation between the company's business performance and the company's business performance. The conclusion is that enterprises can establish corporate culture according to the needs of enterprises, so as to improve the performance of enterprises. In order to realize this kind of change, enterprises must have the active involvement of enterprise leaders and carry out effective strategic arrangements. The results of this survey are of reference value to companies seeking the best performance in the construction industry.

Studying the mechanism of corporate culture on corporate performance is helpful for enterprises to formulate effective business strategies and improve the efficiency of enterprises.

#### References

- [1] Ma Caichen, Pan Meili. The reform of budget performance management from the perspective of organizational culture. *Journal of Central University of Finance and Economics*, Vol.4(2022) No. 1, p.3-10.
- [2] Cui Fengjun, Chen Guodong, DONG Xue-Wang, XU Ningning, ZHAO Lili. Research on Organizational performance of county-level cultural tourism institutions under the background of institutional reform -- based on the perspective of organizational culture identity. *Tourism Tribune*, Vol. 37(2022) No. 3, p.16-27.
- [3] Cheng Yongquan. Analysis on performance evaluation method and application of construction enterprises. *Economics*, Vol. 4(2021) No. 3, p.43-44.]
- [4] Chen Guanju, DONG Jinjin, WANG Ke. The effects of government intervention and heterogeneous organizational interaction on collaborative innovation performance. *Science and Technology Progress and Countermeasures*, Vol. 38(2021) No. 14, p.102-114.
- [5] Evaluation of the importance of security behavior in high-risk enterprises. *China Safety Science Journal*, Vol. 32(2022) No. 11, p.83-88.
- [6] Chen Guanju, DONG Jinjin, WANG Ke. The effects of government intervention and heterogeneous organizational interaction on collaborative innovation performance. *Science and Technology Progress and Countermeasures*, Vol. 38(2021) No. 14, p.1-10.
- [7] Zhang Jingxiao, ZHENG Junwei, Gu Yang, LU Guanyang, Ouyangyou, CAI Wenyi. Research on the transmission mechanism of Chinese construction enterprises' emergency strategy affecting the expected performance of overseas business. *Journal of Engineering Management*, Vol. 035(2021) No. 003, p.19-24.
- [8] Hou Yu-ning, Yu Yue-Qi. Research on ESG performance evaluation of large construction enterprises in the context of sustainable development. *Construction Economics*, Vol.43(2022)No.2,p.372-376.
- [9] Wang Shiming, Li Caiyun. Research on financial performance evaluation of construction enterprises under digital transformation. *Engineering Management Journal*, Vol. 35(2021) No. 6, p.64-67.
- [10] Wang Xuetong, He Yujun, Song Xiangnan, et al. The improvement path of financial performance of construction enterprises from the perspective of social responsibility: a study of configuration effects based on fsQCA method. *Journal of Engineering Management*, Vol. 36(2022) No. 3, p.62-69.
- [11] Chen Yan-Lin, HUANG Wen-Wei, LI Chong-yi. Relationship between error management climate and worker safety performance in construction enterprises. *China Safety Science Journal*, Vol.32(2022) No. 5, p.28-34.
- [12] Li Hui, Wen Subin, Jiao Ran. Corporate Environmental Culture, Environmental Management and Financial Performance: Words are deeds, and actions are Rewarded? *Management Review*, Vol. 34(2022) No. 9, p.160-167.
- [13] Zhao Hongxia. The adaptation structure during entrepreneurial period. *Journal of Management Engineering*, Vol. 36(2022) No. 5, p.86-98.
- [14] Chu DeBank, Liu Wenlong. Government innovation subsidy, corporate culture and innovation performance. *Journal of Economic Management*, Vol. 4(2021) No. 2, p.17-22.
- [15] Zhang Xuan, Zhao Jun, Li Jiali, LU Yiming. Research on the impact of cross-organizational relationship management on enterprise supply chain performance from the perspective of dual theory. *Journal of Management*, Vol. 18(2021) No. 11, p.1704-1713.
- [16] Luo LAN, Chen Yang, HU Yaodan, Xie Min. Research on the relationship between complexity and performance of construction projects based on meta-analysis. *Construction Economics*, Vol. 43(2022) No. 1, p.422-427.
- [17] Yang Zhibo, DONG Yasong, Yang Lanqiao. Digitization, servitization and firm performance of manufacturing enterprises: a study based on the moderating mediation model. *Enterprise Economics*, Vol. 40(2021) No. 2, p.35-43.
- [18] Ning Liang, Sun Xiaoyun. How do the factors and characteristics of incubating enterprises affect entrepreneurial performance? -- Taking innovation behavior as the mediating variable. *Research in Science of Science*, Vol. 40(2022) No. 5, p.874-884.
- [19] Wang Jiahe, et al. Spatial differences in the performance of purchasing rural public cultural services by county governments: A case study of Xian 'an District, Xianning City, Hubei Province. *Economic Geography*, Vol. 4(2021) No. 1, p.88-92.

- [20] Lv Hongjiang. The boundary effect of employee consultation network on job performance in the workplace from the perspective of CAS. *Journal of Management Engineering*, Vol.35(2021) No. 6, p.160-168.
- [21] Zhang Jin. Research on Fine Financial Management of Construction Enterprises -- Review of Financial Management of Construction Enterprises. *Industrial Buildings*, Vol. 51(2021) No. 1, p.12-18.
- [22] Zhu Feifei. Research on influencing factors of digital transformation of construction enterprises based on ISM-AHP. *Construction Economics*, Vol.43(2022) No. 10, p.66-73.