
INTERNATIONAL JOURNAL OF SCIENCE ARTS AND COMMERCE

A STUDY OF STRATEGIC CHANGE, CORPORATE CULTURE AND ORGANIZATIONAL PERFORMANCE ON CONSTRUCTION ENTERPRISES IN SHANGHAI

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Abstract

Construction sector is an important link to integrate resource elements and to form production capacity. At present, Shanghai is in the period of innovation driven development, economic transformation and upgrading. The new urban strategic positioning requires the construction sector to play an active supporting role. However, with the rapid development of economy, the living environment of enterprises is becoming more and more complex, and the competition is becoming increasingly fierce. Construction enterprises in Shanghai need to constantly adjust or change their own development strategy, break through the bottleneck, make up for the shortcomings and contribute to the construction of Shanghai as an outstanding city. The strategic change of an enterprise should be initiated from the reality of the enterprise and be promoted with appropriate speed, extent and depth to meet the challenges of the market environment faced by the enterprise and to continuously improve the organizational performance. In this process, corporate culture is one of the important factors. The main purpose of this paper was to analyze the relationship among corporate culture, strategic change and organizational performance. From the perspective of corporate culture, this paper selected the four dimensions, which were craftsmanship spirit, social responsibility, customer orientation and technological innovation, as the variables to explore the impact of corporate culture on the speed, extent and depth of strategic change and organizational performance. This paper mainly used questionnaire survey in empirical research, used statistical analysis software to analyze the survey data and then drew some conclusions. Through data analysis, it was found that for construction enterprises in Shanghai, both craftsmanship spirit and social responsibility had

significant positive correlations with the speed of strategic change, while technological innovation had no significant impact on the speed of strategic change; customer orientation was deleted because it failed to pass the data detection, and it did not involve in the analysis of the impact on the speed, extent and depth of strategic change. In terms of the extent of strategic change, both craftsmanship spirit and social responsibility had significant positive correlations with it, while technological innovation had significant negative correlations with it. In terms of the depth of strategic change, both craftsmanship spirit and social responsibility had significant positive correlations with it; technological innovation was deleted because it did not reached a significant level. The findings of the study will be of great significance for construction enterprises in Shanghai to coordinate the relationship among corporate culture, strategic change and organizational performance according to their own special characteristics and to win market competition.

Keywords: corporate culture, strategic change, organizational performance, empirical research, construction enterprises in Shanghai.

INTRODUCTION

In today's era, the globalization of market, the rapid development of new technology, the high-level competition, the continuous focus on cost management and the inevitable excess of talent supply from talent demand lead to the organization's efforts to seek change. The pace and intensity of the global economy challenge all enterprises to improve their performance level, including construction enterprises. In order to succeed in market competition, construction enterprises must create new culture.

In fact, whether the company can succeed depends on the degree of support for strategic change by the corporate culture. Some scholars have explored the relationship between corporate culture and strategic change. Different types of corporate culture can lead to different results (speed, extent, depth) and different organizational performance. From the perspective of practice, this research attempts to study the strategic change, corporate culture and organizational performance of construction enterprises in Shanghai. The research gap is to study the relationship between corporate culture and strategic change from the perspective of the elements of corporate culture. At the same time, the thesis analyzes whether strategic change has a mediating role between corporate culture and organizational performance. Different researchers believe that the culture of a company contains different elements. Zhang (2016) summarized the corporate culture with oriental characteristics based on the actual situation of China, including 14 factors: leadership style, ability, performance orientation, interpersonal harmony, scientific truth seeking, cohesion, integrity and authenticity, customer orientation, excellent innovation, organizational learning, life and strategy, craftsmanship spirit, development awareness, social responsibility and cultural

identity.

This study mainly considers and draws lessons in determining the research dimension of corporate culture from this theory (Zhang, 2016). However, due to the limited research capacity, it will be very complex to study the relationship among 14 elements, strategic change and organizational performance. Therefore, these elements are taken as the basis, and five elements of them are selected and refined as the research object, which could cover the main connotation of Zhang's theory of corporate culture measurement dimension. These elements mainly include craftsmanship spirit, technological innovation, customer orientation, organizational learning and social responsibility. The research mainly analyzes the measurement of strategic change from three dimensions, namely, the speed, extent and depth of strategic change.

Problem Statement

The construction sector has achieved rapid development since the reform and opening up for more than 30 years. With the development of market economy, construction enterprises are facing more and more fierce competition. Since China's accession to the WTO, Chinese construction enterprises have been facing not only rare development opportunities, but also greater impacts and challenges. Whether in the domestic construction market or the international construction market, the competition in the international contracting market will be more and more intense. But no matter in what kind of competitive environment, construction enterprises could win the market if they could achieve high quality, short construction period and low cost.

The construction sector has the characteristics of land monopoly and immobility. The production of construction engineering products has the characteristics of singleness, mobility, regionality, long cycle, diversity, balance of production mode and many external constraints. Therefore, how to coordinate the relationship among corporate culture, strategic change and organizational performance according to the special characteristics of construction enterprises in Shanghai is of great significance to win the market competition.

Research Questions

This research includes the following questions:

1. How do the multiple elements of corporate culture of construction enterprises in Shanghai affect the speed, extent and depth of strategic change?
2. How does corporate culture affect organizational performance of construction enterprises in Shanghai?

Research Objectives

The research objectives are as follows:

1. To explore and verify the relationship between the cultural elements of construction enterprise in Shanghai and the speed, extent and depth of strategic change;
2. To explore and verify the influence of the cultural elements of construction enterprises in Shanghai on the organizational performance.

Significance of Research

Through theoretical review and data analysis, this study concludes that the selected elements of corporate culture have an impact on the speed, extent and depth of strategic change. These conclusions have important guiding significance for enterprises to strengthen the construction of corporate culture in the process of strategic change. At the same time, through the analysis, the relationship between the selected elements of corporate culture and organizational performance is also shown, which is of great significance to deepen how corporate culture affects organizational performance. This study is of great significance to correctly deal with the relationship among strategic change, corporate culture and organizational performance in the process of strategic change.

Based on the research theories of foreign and domestic scholars, this study developed the measurement scale of corporate culture elements, the measurement scale of the speed, extent and depth of strategic change and the measurement scale of organizational performance. The development of these scales has important reference value for scholars' follow-up research. At the same time, the data analysis process of this study also has important reference value for the follow-up research.

The Scope of The Study

As far as the research scope is concerned, this study takes construction enterprises in Shanghai as the research object and selects some elements that can represent the main connotation of corporate culture as the research variables from the perspective of the constituent elements of corporate culture to explore the impact of corporate culture on the speed, extent and depth of strategic change and organizational performance. Enterprise's strategic change will be directly or indirectly affected by many factors, one of which is enterprise's own culture. The main purpose of this research is finding how corporate culture affects corporate strategic change and organizational performance. This study involves enterprise development strategy, management strategy, strategic change, corporate culture, cultural innovation, organizational performance,

performance management and other related knowledge, which belongs to the knowledge and research category of business administration.

LITERATURE REVIEW

Organizational Performance

As an indicator of the overall operation effect of enterprises, organizational performance can directly show the position of enterprises in the market in practice. The research on organizational performance began in the 1960s. At present, the research on organizational performance mainly focuses on the definition of organizational performance and the quantification of organizational performance.

As a common concept, performance has been discussed from different perspectives by scholars in different fields. The organizational performance mentioned in this study is a series of work and achievements made by enterprises in a certain period of production and operation in order to achieve their own goals. It is the comprehensive performance of enterprises in all aspects.

Although performance is not a very new topic, it is an eternal theme for organizational management. The practice of enterprise management needs to face and solve this problem at all times. At the same time, the research of organizational management takes performance as the most important result variable from the beginning to the end. From this point of view, the importance of performance determines that it is a "continuous fresh" theme, and needs to be given continuous attention and learning. As for management practice, performance is the fundamental problem to be solved in management. Good performance is the goal to be achieved by management theory. Performance is an important outcome variable of management theory research. Management research usually finds out the strategies that can produce good performance in practice by studying various factors affecting performance.

This paper summarizes the different dimensions and measurement methods of organizational performance by domestic and foreign scholars, which are as shown in Table 2-1.

Table 2-1 Measurement dimensions of organizational performance

Scholars & year	Measurement dimensions
Way (2002)	The relationship between high performance work system and organizational performance in American small enterprises
Baer and Frese (2003)	How process innovation brings about organizational performance involves all kinds of atmosphere, including organizational atmosphere, innovation atmosphere and employees' psychological safety atmosphere

Kaynak (2003)	The impact of total quality management practice on organizational performance. The content involves multiple variables: as shown in the measurement method, total quality management and organizational performance are indirectly measured as latent variables with the help of several observation variables.
Tippins and Sohi (2003)	The important role of organizational learning in it capability and organizational performance in IT sector.
Combs et al. (2006)	The relationship between high performance work practice and organizational performance.
Dowlatshahi (2006)	Market growth rate, profit ratio, product and process innovation and corporate reputation
Xie (2006)	Short term performance and long term performance
Chen (2008)	Business process, operation management and site management improvement
Gu (2009)	Knowledge expanding performance and knowledge exploring performance
Ferguson (2010)	Work performance: such as working hours, task results, etc.; financial performance: such as market share, quality control, market value, etc
Gong (2011)	Economic performance, environmental performance, innovation ability and market performance
Mariela (2014)	Seven influences of organizational citizenship behavior on organizations
Li (2015)	Financial performance: net profit rate and return on investment; sales performance: sales growth rate and market share; adaptability indicators: success of new products and proportion of new products in sales
Shen and Zhang (2016)	It is confirmed that organizational citizenship behavior plays a positive role in organizational performance.
Yao (2019)	Growth performance: market share and sales growth; profit performance: return on investment, return on sale and return on assets

Source: Literature review

Strategic Change

Strategic change is a popular research term in academia and industry since 1990s. Oehmichen et al. (2017) pointed out that strategic change refers to the process in which enterprises fundamentally change their strategies in order to cope with the changes of complex dynamic environment (internal and external environment), seek future survival and development and combine their own capabilities and resources. This study uses this understanding to define strategic change. Strategic change is an important part of strategic management research. Scholars in western countries have achieved fruitful results in the study of strategic change. From the current literature, scholars mostly use a large number of practical data and samples as

the basis for empirical research and extract views and conclusions. Some scholars study strategic change through specific cases. The influencing factors of strategic change and the relationship between strategic change and organizational performance have always been the most concerned topics in academic circles. Ansoff (1965) first put forward the concept of strategic change. In his book corporate strategy, he defined strategic change as the re-selection of products and market fields and the re-arrangement of their combination. Mintzberg (1987) divided strategy into two aspects: strategic content and strategic process. He did not give a clear definition of strategic change but put forward the conceptual framework of strategic change. Rajago-palan and Spreitzer (1997) further refined the concept of strategic change on this basis (Mintzberg, 1987). They defined strategic change from four aspects: the change of the content of organizational strategy (strategic change is the change of organizational strategy from one type to another), the change of the possibility of strategic change (the probability of strategic change will increase when the internal and external environment of an organization changes), the change of the strength of strategic change (the difference of the importance of strategy in different periods) and the duration of strategic change (time for strategic change), forming two schools: content school and process school. Haynes (2010) decomposed strategic change into two dimensions: strategic migration and strategic deviation when studying board capital.

Corporate culture

At present, there are different views on the research of corporate culture in academic circles, and no unified opinion has been reached. Through literature review, the definition of corporate culture in this study is: corporate culture includes spiritual and material aspects, which are gradually formed with the long-term operation and development of the enterprise. Corporate culture is the guidance of enterprise staff behavior, the direction of enterprise development and the basis of enterprise management, which determines the sustainable development of the enterprise.

The previous study of corporate culture originated from the practice of American enterprises against the fierce impact of Japanese enterprises. In the early 1980s, Gouchi (1981) set off a wave of academic exploration of corporate culture in his "Z theory". Foreign scholars defined corporate culture earlier and formed fruitful research results, and these are the theoretical basis for later scholars to study corporate culture. Many scholars explained the relationship between corporate culture and performance mainly based on individual characteristics and behavior characteristics. For example, Lok and Crawford (2004) proposed that supportive corporate culture is more conducive to improving employee job satisfaction. Scsul et al. (2006) pointed out that the values of enterprises are the main factors influencing the behavior of top managers. Catherine and Cheryl (2007) found that corporate culture is the main factor affecting managers' self-efficacy and leadership efficacy. Sjoerd et al. (2008) pointed out that enterprises should conform to the context of enterprise development and should not change the corporate culture at

will. A stable corporate culture is more conducive to the cultivation of employee loyalty. Yilmaz and Ergun (2008) pointed out that there is a significant correlation between employee's job satisfaction and participation in corporate culture. A consistent and applicable corporate culture helps to develop new products. Employees' behavior is influenced by their sense of mission and indirectly affects organizational performance. Zennouche and Zhang (2014) counted the reports on the influence of organizational culture and leadership on enterprise organizational innovation in eight physics academic journals in the past 12 years, and they pointed out that organizational culture will directly affect enterprise innovation. Compared with the research conclusions of foreign scholars, domestic scholars put more emphasis on the root of corporate culture, that is, based on the perspective of Chinese traditional culture and committed to building a harmonious labor relations.

At present, China has made remarkable achievements in the research of corporate culture, theoretical development and application, especially since the beginning of this century. Duan (2012) explored corporate culture based on the following four dimensions: 1) corporate material; 2) corporate system; 3) corporate spirit; 4) corporate culture. At the same time, around these dimensions, he set up indicators such as unique ideas, enterprise name, enterprise spirit and enterprise values, which can explain enterprise culture from various aspects such as enterprise rules and operation degree. Wang (2014) stressed that the intensity of corporate culture is directly proportional to the degree of construction and can positively affect the development of enterprises; Tang and Li (2016) used the empirical research method after putting forward the research hypothesis. The research believes that the cultural integration in the merger and acquisition of enterprises mainly depends on the cultural differences between the two enterprises.

Most researchers have used case studies and different definitions of cognition, behavior and performance, and our identification of general patterns of economic and non economic performance is limited. Each research included a different definition of cognition and each research included a different definition of income. This study also hopes to find out the internal relationship between strategic change and organizational performance, but it is impossible to summarize all the contents of strategic change in one study. This study attempts to explore the relationship between strategic change and organizational performance from three aspects of the speed, range and depth of strategic change. In the market competition, in order to maintain the competitive advantage of enterprises, enterprises need to constantly make strategic choices. Hambrick (1982) showed in his research that when companies are faced with major environmental changes, rapid strategic transformation can promote their survival opportunities and strive for good results. Therefore, there is a positive correlation between the speed of strategic change and organizational performance under certain conditions. Chittipeddi (1991) believed that strategic change is an action that enables organizations to take advantage of important opportunities to cope with continuous external threats. When the enterprise perceives that the external environment threat is very serious, it will make a significant strategic change. When the enterprise carries on the substantial strategic change, it is bound to carry on the

detailed feasibility analysis research to the strategic change, and the strategic change which does not match with the enterprise will be stopped by the relevant decision-makers. At this time, both decision-makers and employees within the enterprise perceive the necessity of change. Therefore, when the enterprise changes greatly, due to the unified understanding within the enterprise, its organizational performance will inevitably change greatly in a certain period of time. Therefore, there is a positive relationship between the extent of strategic change and organizational performance. When the change of enterprise strategy maintains a certain speed and extent, it is particularly important for employees to understand the importance of strategic change, relevant details and the degree of implementation. Whether they can fully understand and thoroughly implement and complete the enterprise's strategic change has an important impact on the performance of strategic change. Therefore, the deeper the strategic change is, the more obvious the performance is. On the contrary, it will not be obvious.

Referring to the above literature review, this paper proposes a research framework of the relationship between corporate culture, strategic change and organizational performance. There are four dimensions of corporate culture: craftsmanship spirit, technological innovation, customer orientation and social responsibility as the research variables; there are three dimensions of strategic change: the speed, extent and depth of strategic change as the research variables of this thesis; the other variable is organizational performance.

METHODOLOGY

Research Design

The research method used in this study is empirical research, the main process is: theoretical review, theoretical derivation, hypothesis, questionnaire design, data collection, data analysis, discussion and suggestions. The data analysis software is SPSS20.0, which is mainly used for descriptive statistical analysis, reliability analysis, validity analysis and regression analysis; the research mainly adopts the method of questionnaire survey in empirical research. The main work of this study is as follows:

First of all, according to the domestic and foreign scholars' research on the measurement theory of corporate culture, strategic change and organizational performance, we established the initial measurement questionnaire of corporate culture, strategic change and organizational performance by using the method of absorption and reference.

Secondly, we consulted and revised the initial questionnaire to the relevant experts and professors so as to further enhance the reliability and validity of the questionnaire. We also consulted with the senior management of construction enterprises in Shanghai to seek their opinions and suggestions on the questionnaire, so that the questionnaire is more readable and practical, and the enterprise managers can understand and fill in the questionnaire more easily.

Thirdly, we selected two construction enterprises of Shanghai Construction Engineering Group Company for the pre-test. We tested the reliability and validity and further revised the questionnaire to make it more reliable.

Finally, we distributed the revised questionnaire for large sample data survey. Due to the influence of COVID-19, we mainly adopted the channel of E-mail, WeChat and QQ in the issuance and collection of questionnaires. Among them, WeChat was the main way, and one week after the questionnaire was issued, WeChat group and QQ group were used for follow-up. Some senior managers don't often pay attention to WeChat, so phone call was used to follow them. The investigated enterprises are six construction enterprises under Shanghai Construction Engineering Group Company.

A total of 456 questionnaires were distributed from August 10 to October 5, 2020, and 281 questionnaires were collected. There were 244 valid questionnaires and 37 invalid ones, with a recovery rate of 61.62% and an effective rate of 86.83%. For the evaluation of invalid questionnaires, we mainly referred to the following four criteria: (1) the returned blank questionnaires; (2) the questionnaires with the answers that were similar to that of the others; (3) the questionnaires with the same answers that were selected continuously from several dimensions; (4) the questionnaires with missed answers.

In the questionnaire design, we mainly used Likert scale with 5 levels, in which level 1 represents "very inconsistent", level 2 represents "inconsistent", level 3 represents "generally consistent", level 4 represents "consistent" and level 5 represents "very consistent".

Population/Sampling/Unit of Analysis

This study is based on the data of construction enterprises in Shanghai. Shanghai is one of the sample cities in the world bank environmental assessment. Construction sector is an important link to integrate resource elements and form production capacity. On the whole, the relevant construction sector in Shanghai performed well and maintained a steady development trend. In 2018, the construction sector in Shanghai made steady progress with a total output value of 711.232 billion yuan and a year-on-year increase of 10.67%; the added value exceeded 100 billion yuan for the first time, reaching 107.175 billion yuan; the construction industry accounted for 3.3% of Shanghai's GDP with an increase of 0.08 percentage points over the previous year. In 2019, the total output value of Shanghai's construction sector will reach 781.265 billion yuan and a year-on-year increase of 10.5%. The scale and growth rate of the total output value of the construction sector exceed that of the automobile manufacturing sector, which is the largest of the six key sectors.

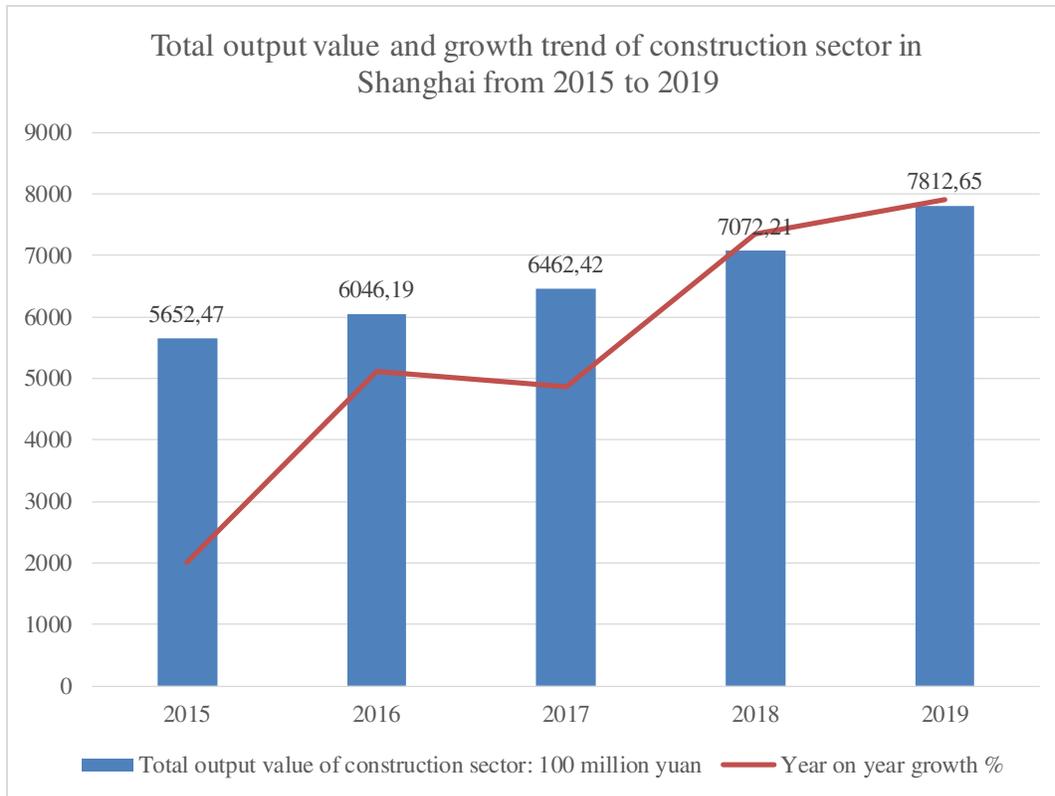


Figure 3-1 Total output value and growth trend of construction sector in Shanghai from 2015 to 2019

Source: Shanghai Bureau of Statistics and ZhiYan.org

As the Construction Engineering Bureau of Shanghai Municipal People's government, Shanghai Construction Engineering Group Company has always been the main force of Shanghai's urban construction. It participates in more than 70% of major projects in Shanghai every year. Shanghai Construction Engineering Group Company is the pioneer and vanguard of China's construction sector. There are 20 subsidiaries of Shanghai Construction Engineering Group Company, which are: Shanghai First Construction Group Co., Ltd., Shanghai Second Construction Group Co., Ltd., Shanghai Third Construction Group Co., Ltd., Shanghai Fourth Construction Group Co., Ltd., Shanghai Fifth Construction Group Co., Ltd., Shanghai Seventh Construction Group Co., Ltd. and Shanghai Installation Engineering Group Co., Ltd. Based on the fact that the author has worked in Shanghai Fourth Construction Group Co., Ltd. for nearly 20 years, and he is now project economist and deputy manager of finance department, there are convenient conditions for data collection. This study selects six construction companies under Shanghai Construction Engineering Group Company as the overall research group. Shanghai Construction Engineering Group Company has 2 academicians of Chinese Academy of engineering, 2 winners of He Liang He Li fund, 7 national design masters, 18 Shanghai leading talents and 10 talents who has won the title of "Shanghai craftsman". It has more than 240 professor level senior engineers and more

than 200 doctors. There are more than 3100 employees with the qualification of first-class constructor.

The theme of this study is about the strategic change, corporate culture and organizational performance of construction enterprises. This thesis had sent questionnaires to 456 people in six construction enterprises under Shanghai Construction Engineering. The samples are distributed to the higher-level managers, middle-level managers, lower-level managers, technical personnel, financial personnel, business personnel and a few front-line construction workers. In this survey, 281 questionnaires were recovered, of which 244 were valid.

Table 3-11 Reliability analysis of strategic change measurement scale

Dimension	Item code	CITC	Cronbach's α if item deleted	Cronbach's α
Corporate (CP)	Performance	CPI	0.696	0.949
		CP2	0.834	0.941
		CP3	0.919	0.935
		CP4	0.908	0.936
		CP5	0.902	0.936
		CP6	0.910	0.935
		CP7	0.655	0.952
		CP8	0.709	0.948

Source: author

From table 3-11, we can see that the CITC value of each item of organizational performance is above 0.3, and Cronbach's α value is 0.949, which shows that the organizational performance scale has good reliability.

The CITC values of the other items are all above 0.3, and the Cronbach's α values of the dimensions of corporate culture, strategic change and organizational performance are all above 0.7, which shows that the scales of corporate culture, strategic change and organizational performance have good reliability.

2. Validity analysis

The premise of validity analysis is that there is a strong correlation between the original variables. It is the core content of validity analysis that we synthesize the original variables into a few factors. The key of factor extraction is to solve the factor load matrix through the sample data. We mainly use the principal component analysis method to solve the factor load matrix.

Validity Analysis

Content validity

In this study, we mainly developed three scales: corporate culture measurement scale, strategic change measurement scale and organizational performance measurement scale. In the process of scale development, we first referred to a large number of domestic and foreign related literature. At the same time, after the first draft of the questionnaire was formed, relevant experts and enterprise managers were invited to analyze, discuss and carefully screen the questionnaire, so as to effectively ensure the content validity of the questionnaire.

Convergent validity

1. Internal consistency test

Table 3-23 Internal consistency test of corporate culture measurement scale

Dimensions		CITC			
		Item code	Cronbach's α if item deleted	Cronbach's α	Cronbach's α
Craftsmanship spirit (CS)		CS1	0.638	0.953	0.810
		CS2	0.480	0.955	
		CS3	0.603	0.954	
		CS4	0.618	0.954	
		CS8	0.686	0.953	
Technological innovation (TI)		TI1	0.666	0.953	0.878
		TI2	0.681	0.953	
		TI3	0.697	0.953	
		TI6	0.554	0.954	
		TI7	0.777	0.952	
		TI8	0.704	0.953	
Customer Orientation (CO)		CO1	0.587	0.954	0.761
		CO2	0.667	0.953	
		CO5	0.603	0.954	
Social Responsibility (SR)		SR1	0.647	0.953	0.849
		SR3	0.738	0.952	
		SR4	0.566	0.954	

SR5	0.631	0.954
SR6	0.741	0.952

Source: author

Table 3-23 is the internal consistency test data of the corporate culture scale. It can be seen from the data in the table that the CITC values of all items in the scale are above 0.3. Therefore, we can see that the scale of corporate culture has good internal consistency. At the same time, we also found that the Cronbach's α of "customer orientation" (CO) increased from 0.732 to 0.761 after the deletion of CO4 in the reliability analysis, indicating that the reliability of the scale was enhanced after the deletion of CO4.

Table 3-24 Internal consistency test of strategic change measurement scale

Dimensions		CITC		
	Item code		Cronbach's α if item deleted	Cronbach's α Cronbach's α
Speed of strategic change (SSC)	SSC1	0.622	0.927	0.884
	SSC2	0.640	0.927	
	SSC3	0.638	0.927	
Extent of strategic change (ESC)	ESC2	0.481	0.929	0.883
	ESC3	0.677	0.926	
	ESC4	0.699	0.925	
	ESC5	0.581	0.931	
	ESC6	0.707	0.925	
Depth of strategic change (DSC)	DSC1	0.697	0.925	0.919
	DSC2	0.702	0.925	
	DSC3	0.689	0.926	
	DSC4	0.731	0.924	
	DSC5	0.727	0.925	
	DSC6	0.686	0.926	
	DSC7	0.684	0.926	

Source: author

Table 3-24 is the internal consistency test data of the strategic change scale. It can be seen from the data in table 3-24 that all CITC values of strategic change are above 0.3, showing good internal consistency.

FINDINGS

Descriptive statistical analysis of samples

The descriptive statistical analysis of the samples is shown in table 4-1.

Table 4-1 Descriptive statistical analysis of sample population

Index	Classifications	Percentage
Gender	Male	74.9%
	Female	25.1%
Age	20~25	18.4%
	25~30	42.6%
	30~35	22.5%
	35-45	12.7%
	45	3.7%
Education background	Senior high school or below	0.4%
	Technical school	6.6%
	Junior college	29.5%
	Graduate	53.3%
	Postgraduate (Master degree)	9.0%
	Postgraduate (Doctoral degree)	1.2%
Position	Higher-level managers	3.3%
	Middle-level managers	20.9%
	Lower-level managers	23.8%
	Higher-level technicians	4.1%
	Middle-level technicians	7.4%
	Lower-level technicians	13.5%
	Business staffs	10.7%
	Financial staffs	13.9%
Length of service	Building workers	2.5%
	1 year ~ 2 years	45.1%
	3~5 years	33.6%
	6~10 years	7.8%
	10-15 years	3.7%
	Over 15 years	9.8%

Source: author

From table 4-1, we can draw some conclusions that the ratio of male to female is 74.9:25.1. The main age groups were 25-30 years old (42.6%) and 30-35 years old (22.5%). Graduate is the main level of education background (52.3%), of which junior college also accounts for a large proportion (29.5%), and master degree (9.0%) and doctoral degree (1.2%) account for a small proportion. The job categories of the respondents mainly focus on management personnel. If the higher-level, middle-level and lower-level manager are added together, there are nearly 48% of them. Other lower-level technicians (13.5%), business staffs (10.7) and financial staffs (13.9%) also account for a certain proportion. From the perspective of in-service time, the majority (78.7%) work within five years, and 9.8% of the employees work more than 15 years. From the above data analysis, we can see that most of the respondents are young people who have worked for less than five years, and they have bachelor degree or above. Most of them are in middle-level and lower-level management positions, and they will have a more positive sensitivity to the understanding of corporate culture and strategic change.

Research Objective 1: The Impact of Corporate Culture on Strategic Change

1. Unitary linear regression analysis

Table 4-2 The results of linear regression analysis of corporate culture and the speed of strategic change

Model		Unstandardized coefficients		Standardized coefficients		Sig.	R ²	A-R ²	F
		β	Std. error	Beta (β)	t				
1	Constant	0.742	0.321		2.312	0.022	0.176	0.173	51.802
	CS	0.614	0.085	0.420	7.197	0.000			
2	Constant	0.648	0.225		2.875	0.004	0.325	0.322	116.262
	TI	0.660	0.061	0.570	10.782	0.000			
3	Constant	0.709	0.240		2.953	0.003	0.286	0.283	96.845
	SR	0.635	0.065	0.535	9.841	0.000			

Source: author

Dependent Variable: SSC

Note: * * means $P < 0.01$; CS is craftsmanship spirit; TI is technological innovation; SR is social responsibility; β is the standardized regression coefficient; Sig. is the significance coefficient; R^2 is the coefficient of determination; A- R^2 is the adjusted coefficient of determination.

Table 4-3 The results of linear regression analysis of corporate culture and the extent of strategic change

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	R ²	A-R ²	F
		B	Std. error	Beta (β)					
1	Constant	1.100	0.294	0.405	3.746	0.000	0.164	0.160	47.348
	CS	0.537	0.078		6.881	0.000			
2	Constant	1.475	0.225	0.428	6.552	0.000	0.183	0.180	54.189
	TI	0.450	0.061		7.361	0.000			
3	Constant	1.025	0.215	0.527	4.672	0.000	0.278	0.275	93.014
	SR	0.569	0.059		9.644	0.000			

Source: author

Dependent Variable: ESC

Note: * * means P < 0.01; CS is craftsmanship spirit; TI is technological innovation; SR is social responsibility; β is the standardized regression coefficient; Sig. is the significance coefficient; R² is the coefficient of determination; A-R² is the adjusted coefficient of determination.

Table 4-4 The results of linear regression analysis of corporate culture and the depth of strategic change

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	R ²	A-R ²	F
		β	Std. error	Beta (β)					
1	Constant	0.758	0.239	0.613	3.174	0.000	0.375	0.373	145.320
	CS	0.765	0.063		12.055	0.000			
2	Constant	1.100	0.167	0.702	6.592	0.000	0.492	0.490	234.493
	TI	0.695	0.045		15.313	0.000			
3	Constant	0.846	0.162	0.745	5.224	0.000	0.555	0.553	301.576
	SR	0.756	0.044		17.366	0.000			

Source: author

Dependent Variable: DSC

Note: * * means $P < 0.01$; CS is craftsmanship spirit; TI is technological innovation; SR is social responsibility; β is the standardized regression coefficient; Sig. is the significance coefficient; R^2 is the coefficient of determination; A- R^2 is the adjusted coefficient of determination.

2. Multiple linear regression analysis

We bring the three dimensions of corporate culture into the dependent variables of strategic change one by one, so as to analyze the changes of linear correlation. The results are shown in table 4-5.

Table 4-5 The results of multiple linear regression analysis of corporate culture and strategic change

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	R^2	A- R^2	F
		β	Std. error	Beta (β)					
1	Constant	0.812	0.224		3.234	0.000	0.375	0.373	149.76
	CS	0.746	0.058	0.611	12.856	0.000			
2	Constant	0.523	0.218		3.698	0.000	0.553	0.523	150.87
	CS	0.467	0.069	0.323	4.133	0.000			
	TI	0.478	0.049	0.459	8.368	0.000			
3	Constant	0.534	0.198		2.563	0.002	0.530	0.564	95.732
	CS	0.238	0.067	0.187	2.865	0.008			
	TI	0.345	0.091	0.321	5.754	0.000			
	SR	0.167	0.083	0.121	2.568	0.000			
	Constant	0.298	0.197		1.432	0.131	0.619	0.687	98.642
	CS	0.291	0.056	0.173	3.096	0.000			
	TI	0.167	0.083	0.121	2.568	0.000			

Source: author

Dependent Variable: SC

Note: * * means $P < 0.01$; CS is craftsmanship spirit; TI is technological innovation; SR is social responsibility; β is the standardized regression coefficient; Sig. is the significance coefficient; R^2 is the coefficient of determination; A- R^2 is the adjusted coefficient of determination.

1. It can be seen from table 4-4 that after completing the unitary linear regression analysis, the standardized regression coefficients of CS, TI and SR are 0.420 ($P < 0.01$), 0.570 ($P < 0.01$) and 0.535 ($P < 0.01$) respectively, which passed the significance test. Through A-R², we can see that CS, TI and SR can explain the change of SSC by 17.3%, 32.2% and 28.3% respectively. Therefore, it can be concluded that there is a significant linear relationship between the three dimensions (craftsmanship spirit, technological innovation and social responsibility) and the speed of strategic change.

From table 4-4, it can be seen that after the unitary linear regression analysis, the standardized regression coefficients of CS, TI and SR are 0.405 ($P < 0.01$), 0.428 ($P < 0.01$) and 0.527 ($P < 0.01$) respectively. From the data, the Sig. values of CS, TI and SR all pass the significance test. Through A-R², the coefficients of CS, TI and SR can explain the changes of ESC by 16.0%, 18.0% and 27.5% respectively. Therefore, it can be concluded that there is a significant linear relationship between the three dimensions (craftsmanship spirit, technological innovation and social responsibility) and the extent of strategic change.

From table 4-4, it can be seen that after the unitary linear regression analysis, the standardized regression coefficients of CS, TI and SR are 0.613 ($P < 0.01$), 0.702 ($P < 0.01$) and 0.745 ($P < 0.01$) respectively, which passed the significance test. Through A-R², the coefficients of CS, TI and SR can explain the changes of DSC by 37.3%, 49% and 55.3% respectively. Therefore, it can be concluded that there is a significant linear relationship between the three dimensions (craftsmanship spirit, technological innovation and social responsibility) and the depth of strategic change.

2. Table 4-5 shows the results of multiple linear regression analysis on corporate culture and strategic change. In the analysis, strategic change (SC) is the dependent variable, and its value is the average value of the speed, extent and depth of strategic change. Each dimension of corporate culture is an independent variable and is gradually brought into the variable box. Through A-R² from table 4-5, it can be seen that as the three dimensions of corporate culture are brought in one by one, the explanation of strategic change rises from 37.3% to 68.7%, which shows that all the dimensions of corporate culture we choose have a very positive role in promoting strategic change.

Research Objective 2: The Impact of Corporate Culture on Organizational Performance

1. Unitary linear regression analysis

In the regression analysis, we still analyze the large sample data according to the road map of pre-test. Firstly, we take organizational performance as the dependent variable, and three dimensions of corporate culture, namely craftsmanship spirit (CS), technological innovation (TI) and social responsibility (SR), are taken as the independent variables, which we call model 1, 2 and 3. We use the forced introduction method to make the variables enter the regression model.

The analysis results are shown in table 4-6.

Table 4-6 The results of linear regression analysis of corporate culture and organizational performance

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	R ²	A-R ²	F
		B	Std. error	Beta (β)					
1	Constant	0.790	0.231	0.620	3.414	0.001	0.385	0.382	151.187**
	CS	0.757	0.062		12.296	0.000			
2	Constant	1.298	0.172	0.662	7.562	0.000	0.438	0.436	188.477**
	TI	0.640	0.047		13.729	0.000			
3	Constant	0.858	0.154	0.760	5.561	0.000	0.577	0.575	330144
	SR	0.753	0.041		1&170	0.000			

Source: author

Dependent Variable: OP

Note: * * means P < 0.01; CS is craftsmanship spirit; TI is technological innovation; SR is social responsibility; β is the standardized regression coefficient; Sig. is the significance coefficient; R² is the coefficient of determination; A-R² is the adjusted coefficient of determination.

2. Multiple linear regression analysis

We take three dimensions of corporate culture into the dependent variables one by one, and then we analyze the linear correlation changes; the results are shown in Figure 4-7.

Table 4-7 The results of multiple linear regression analysis of corporate culture and organizational performance

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	R ²	A-R ²	F
		β	Std. error	Beta (β)					
1	Constant	0.790	0.231	0.620	3.414	0.001	0.385	0.382	151.187
	CS	0.757	0.062		12.296	0.000			
2	Constant	0.534	0.211	0.333	3.665	0.000	0.503	0.449	121.933
	CS	0.406	0.072		4.184	0.000			
	TI	0.434	0.057		0.448	8.387			
3	Constant	0.505	0.204		2.478	0.014	0.540	0.534	93.837

	CS	0.219	0.082	0.179	2.676	0.008			
	TI	0.324	0.061	0.335	5.339	0.000			
4	Constant	0.251	0.186		1.349	0.179	0.629	0.622	101.110
	CS	0.222	0.074	0.182	3.018	0.003			
	TI	0.133	0.060	0.138	2.216	0.028			
	SR	0.497	0.086	0.501	7.557	0.000			

Source: author

Dependent Variable: OP

Note: * * means $P < 0.01$; CS is craftsmanship spirit; TI is technological innovation; SR is social responsibility; β is the standardized regression coefficient; Sig. is the significance coefficient; R^2 is the coefficient of determination; A- R^2 is the adjusted coefficient of determination.

1. It can be seen from table 4-6 that after completing the unitary linear regression analysis, the standardized regression coefficients of CS, TI and SR are 0.620 ($P < 0.01$), 0.662 ($P < 0.01$) and 0.760 ($P < 0.01$) respectively, which passed the significance test. Through A- R^2 , we can see that CS, TI and SR can explain the change of OP by 38.2%, 43.6% and 57.5% respectively. Therefore, it can be concluded that there is a significant linear relationship between the three dimensions (craftsmanship spirit, technological innovation and social responsibility) and organizational performance.

2. Table 4-7 shows the results of multiple linear regression analysis on three dimensions of corporate culture and organizational performance. OP is the dependent variable, and the three dimensions of corporate culture are independent variables, which are brought into the independent variable box one by one. Through A- R^2 from table 4-7, it can be seen that as the three dimensions of corporate culture are brought in one by one, the explanation of organizational performance rises from 38.2% to 62.2%, which shows that all the dimensions of corporate culture we selected have a very positive role in promoting the improvement of organizational performance.

DISCUSSION

Construction is a relatively special sector. It has not only the characteristics of general enterprises but also its own particularity. This particularity is mainly the difference of production products and trading procedures. In the construction market, it is difficult to find two identical construction products, which shows the uniqueness of construction products. Compared with that of other sectors, construction enterprises in Shanghai also have the characteristics of long-term

transaction process of construction projects, one-time, special and temporary organization of projects, cross industry and cross specialty, technical complexity, systematic implementation, particularity of information management, etc. Enterprises in other sectors generally have the characteristics of relatively short transaction process, repeated main production of similar products, single and long-term organization, single industry and specialty, relatively small information category and quantity, etc.

The construction sector in Shanghai has made great progress. Especially after China's entry into WTO, the pace of Construction Enterprises in Shanghai integrating into the world is gradually accelerating. On the one hand, Shanghai's construction enterprises go abroad to participate in the international market competition. On the other hand, some large international construction companies have also entered Shanghai to participate in the market competition with Shanghai's construction enterprises. Compared with that of Shanghai, international construction enterprises have strong advantages in general contracting, engineering design, consulting and management. With the increasing share of international construction enterprises in Shanghai construction market, construction enterprises in Shanghai are facing more brutal market competition. Construction enterprises in Shanghai need strategic change, advanced corporate culture and improved organizational performance to gain competitive advantage and occupy a larger market share.

CONCLUSION

1. This thesis studies the influence of corporate culture on strategic change from the perspective of corporate culture elements. Zhang De, a famous scholar in China, summed up the elements of corporate culture with the characteristics of eastern culture, reflecting the crystallization of Confucianism and modern enterprise management thought. To analyze the influence of corporate culture on strategic change from the perspective of corporate culture elements is not only to analyze traditional problems from a new perspective but also to explore the influence of corporate culture on strategic change. Corporate culture elements exist in the enterprise, which are closely related to the daily production and operation of the enterprise, and they have a direct impact on the strategic change of the enterprise. Therefore, it has more intuitive reference and guiding significance for enterprise management to study the influence of cultural elements on the strategic change of the enterprise. Through the relevant data analysis, we get the conclusion of the relationship between the four elements of corporate culture and the speed, extent and depth of strategic change. These conclusions provide a new reference perspective for the development of corporate culture theory and strategic change theory.

2. In the research dimension of strategic change, it also studies the speed, extent and depth of strategic change. The depth of strategic change is a key issue related to whether the enterprise strategy can be carried out thoroughly, whether the change is in place and whether the expected effect can be achieved. Therefore, it is of great significance to explore the research in this area.

3. On the basis of inheritance, we developed a questionnaire to measure the key elements of corporate culture and the speed, extent and depth of strategic change. In some items of the questionnaire, we draw on the research of relevant scholars. However, on many issues, we consulted the opinions of relevant scholars and managers of enterprise practice, revised and developed the measurement items and finally formed the test questionnaire of corporate culture and strategic change. This will provide a good reference for the follow-up research on the relationship between corporate culture and strategic change.

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