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THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE, SUPPLY CHAIN CAPABILITIES, TECHNOLOGY CAPABILITIES AND SUSTAINABLE PERFORMANCE OF CHINESE CONSTRUCTION COMPANIES IN CHINA

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Abstract:

The sustainability achievements of a nation's construction industry play a pivotal role in its economic growth. China's construction sector is a significant contributor to the nation's overall economic landscape, constituting more than 7% of the total GDP. In 2019, this sector exhibited consistent growth and embraced emerging technologies, solidifying its position as a cornerstone of China's economic development. In this study, examine the key determinants of sustainable performance within construction organizations, shedding light on the critical areas that influence sustainability outcomes. Quantitative methods are prevalent in papers on organizational culture, supply chain and technological capability, with mediation role of strategic planning towards corporate performance of construction industry in China. The total 516 questionnaires were collected and analysed by SamrtPls4.0. There are positive relationship between organizational culture, supply chain and technological capability, and sustainable performance of the construction firms in the province. This research makes a contribution to the understanding of the value of supply chain digitisation as an organisational resource that necessitates particular capabilities in order to attain its worth and, as a consequence, improve the performance of the company.

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Corporate Performance, Organizational Culture, Supply Chain, Strategic Planning, Technological Capability.

Introduction

The economic viability and long-term sustainability of a nation's construction industry are strongly affected by its capacity to achieve these objectives. The profitability of this sector has historically been evaluated from a narrow, materialistic perspective, concentrating on financial metrics such as return, profit, and value contributed (Moslem & Duleba, 2019). This economic dominance is most apparent in China, where the building sector is a significant pillar of the national economy, accounting for nearly 7% of GDP. To contextualise this rapid growth pattern, the year 2019 serves as an exemplary pre-pandemic benchmark: the industry's total output value reached RMB 24.8 trillion (an increase of 10% year-on-year), while the total value of contracted agreements surged by 11.7%, totalling RMB 54.5 trillion (Business Wire, 2022).

Building sustainability in a building organisation is not usually easy. It is a complicated process that needs a close look at both internal and external elements. But external variables like rules and what stakeholders want are strong forces. The organisation itself has the power to change things, like its culture, how it hires and fires people, how it runs its supply chain, and how well it makes innovative technologies. The Green Human Resource Management (GHRM) is a key idea in this area. Green HRM aims to integrate environmental sustainability concerns into the core of human resources, encompassing green recruitment, training, performance management, and rewards, to foster suitable 'green' person responses (Appiah-Nimo & Chovancová, 2020). When utilised correctly, GHRM may be a powerful tool for supporting green projects because it can have a direct effect on an organization's sustainability performance (Jabbour & Renwick, 2020).

In addition to this, research conducted by Shen et al. (2022) and Zhang et al. (2022) discovered that the supply chain of an organisation, in addition to its technical innovation, is a significant component that drives the organization's performance in environmental sustainability. Despite the fact that a significant amount of work has been done on sustainability, it seems that only a small number of empirical research have utilised a comprehensive methodology to investigate organisational sustainability or utilised methods to improve the performance of sustainability in construction organisations. There has been research on sustainable practices and supply chain management in the construction sector; however, minimal investigation has been made regarding the factors that influence the sustainable performance of construction enterprises in China. Consequently, the objective of this research is to address this deficiency by providing insights into the factors that affect sustainable performance within this industry. Organisational

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culture, supply chain capabilities, technical capabilities, and strategic planning are some of these aspects. Considering these information gaps, the objective of this study is to examine the organisational factors that affect sustainability performance in construction companies.

Literature Review

Resource Based Theory

Recently, Barney (2018: 3305) concluded that "resource-based theory's model of profit appropriation must incorporate a stakeholder perspective." The limits of imperfect contracts in RBV (among other strategic management theories) lead to this result. Because "exchanges frequently develop in ways that are difficult, if not impossible, to anticipate," these contracts are almost always imperfect (Barney 2018: 3313). Understanding this pervasive contractual incompleteness and the repercussions of this Hobbesian social contract (or "just so"; Dennett, 1995) tale has garnered much attention. RBV claims that this social contract contains fixed, contingent, residual, and other claims. Everything's well thus far.

In contrast, the social-contract variety of RBV requires references to informal or implicit contracts, which are thought to cover the consequences of incomplete contracts. This seems like a huge mistake phrase, even though RBV is not the only one. It appears that giving stakeholders a residual interest in these unwritten, nonspecific, implicit understandings will fill in gaps where true contracts, which are almost always defective, are silent or are disputed. Because residual claims cannot resolve all of the uncertainty associated with incomplete contracts, this large and growing error term of informal and implicit contracts is a problem. Fortunately, sociologists, anthropologists, psychologists, and moral philosophers have been studying implicit contracts for a long time. Experts call these contracts values, norms, and ethics. A lot of this work, especially in the social sciences, is supported by empirical evidence, therefore normative theorising should fit well into RBV. Incomplete contracts cannot be created or executed without considering the social norms and shared values that provide the context for both the initial agreements (the metaphorical whitespace on which the black letters of the contract are written) and their adjudication when terms are breached. Stakeholder-RBV depends on imperfect contracts, implicit commitments, and social and moral standards. In other words, the nexus-of-contracts RBV must use normative methods.

Stakeholder resource-based theory is more hopeful and less prescriptive than previous theoretical frameworks. Instead of setting a moral norm for a company's actions, stakeholder resource-based theory predicts how profit-maximizing firms would behave. Both broad empirical assertions come from it. In some cases, these empirical claims may prescribe to managers. These guidelines do not claim moral or ethical superiority (Barney, 2018: 3321).
Barney seems to have an absolute ethical view. A priori principles underpin Kant's ethics. Empirical circumstances prevent Kantians from separating "is" and "ought." However, pragmatic stakeholder theory approaches normativity differently. Pragmatist ethics is based on practical findings of coherence and utility.

RBV theory depend on "sustainable" as a key component. However, different perspectives read it differently. By linking "sustained" to competitive advantage, RBV uses "sustainable" symbolically. A resource with readily available alternatives or that is vulnerable to imitation may give a short-term competitive edge, but competitors might obtain these overlapping resources and erase the advantage, showing that it was not sustainable.

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Hypothesis Development

Organizational Culture

Joseph and Kibera (2019) assert that organisational culture is a trait that may be employed to shape behaviour and performance through the collective efforts of individual individuals inside the organisation. Cooper et al. (2001) also discovered that cultural organisation stabilises individual behaviour, steers organisational behaviour towards management's objectives (Giberson et al. 2009) and enforces social control over conduct and beliefs. Cultural organisation may encompass corporate social tactics that enhance employee motivation as a communication conduit within the organisation, positively influencing employee relations, effective personnel management, and a reduction in personnel risk (Rozsa et al. 2021). A company's strategy, structure, and culture must all work together for it to be successful. Effectiveness is related with product creation, sales growth, and quality, all of which have a direct beneficial impact on the financial success of firms. In addition, a positive influence of culture on company performance. Given that this relationship is the response to innovative ideas and successful products, this effect of culture on firm performance is a positive thing. Previous research has reached the conclusion that organizational culture is an important factor in determining the level of success that a company enjoys (Vasumathi et al., 2025). Consequently, the hypothesis for this investigation is as follows:

H1: There is positive relationship between organizational culture and sustainable performance of the construction firms in the province.

Supply Chain Management Bn

The results of the investigation show a strong match with what was expected to happen in the experiment. It seems that both the capabilities of information technology and the use of supply chain technology act as middlemen between total quality management and supply chain management performance. (Basheer et al., 2019). Cousins et al. (2019) assert that the objective of this study is to assess the moderating effects of two practices specific to sustainable supply chains, focusing on a company's environmental and operational cost performance in connection to ecocentricity and supply chain traceability. According to Golgeci et al.'s research from 2020, it is required to have both absorptive capacity and marketing-supply chain management alignment in order to achieve the actual value of social capital for the resilience of supply chains and the performance that results from that resilience. This study will investigate the relationship between green supply chain management and company performance by applying the Resource-based view theory as its theoretical foundation. Additionally, it will take into account the backdrop of big-data analytics capabilities. (Wang and Huang, 2020).

H2: There is positive relationship between supply chain management and sustainable performance of the construction firms in the province

Technology Capabilities

According to Hassan and Ibrahim (2022), knowledge and technological capabilities were the primary aspects that contributed to the successful implementation of technology transfer. Kimosop et al. (2016) conducted an empirical investigation on the connection that exists between strategic competences and the success of 450 women-owned businesses in Nairobi,

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Kenya. According to the findings of their multiple regression analysis, strategic capabilities do have a considerable impact on the overall performance of the endeavor. In particular, the capacities of information technology and technological capabilities were discovered to be powerful indicators of the performance of ventures. Their present understanding of organizational antecedents influencing on absorptive capability and its contribution towards the performance of 158 South Korean semiconductor manufacturers was advanced by a study that Tzokas et al. (2015) conducted. According to Uwizeyemungu et al. (2022), the technological skills linked with innovation will be improved in proportion to the degree to which the organisation possesses a higher level of strategic flexibility. Therefore, internationalisation seems to be a good solution, particularly for businesses that export and have a high level of technological aptitude (Kayikci et al., 2022b). This research suggests, taking into consideration the many perspectives presented above:

H3: There is positive relationship between technologies capabilities and sustainable performance of the construction firms in the province.

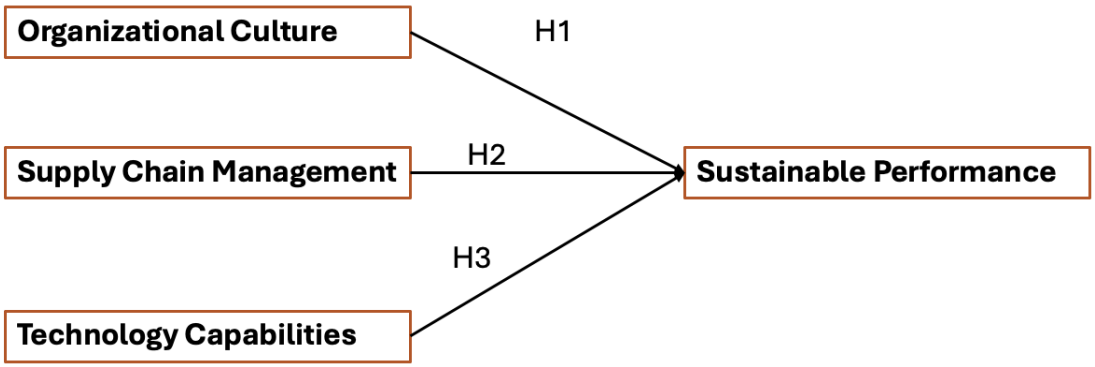

Figure 1: Conceptual Framework

Research Methodology

This study set out to examine the relationship between digital marketing strategies and the performance of small and medium enterprises (SMEs) in Malaysia. The findings reveal that the effective use of social media, search engine optimization, and customer relationship management tools significantly enhances business visibility, customer engagement, and ultimately financial performance. Importantly, the results highlight that SMEs with proactive adoption of digital tools tend to outperform those that rely solely on traditional methods. The implications of this study are twofold. From a theoretical perspective, it contributes to the growing body of literature on SME digitalization by demonstrating the measurable impact of online strategies on organizational outcomes. From a practical standpoint, it provides entrepreneurs and policymakers with valuable insights to design training programs, incentives, and policies that encourage digital transformation among SMEs.

Results And Discussion

Hair et al. (2014) assert that this method serves as an alternative approach to enhancing the estimation derived from the 10-time rule, as it incorporates both the significance level and the R-squared value. The researcher sent out 530 questionnaires for this study, and 516 of them were valid. This means that the response rate was 97.36%. An email with a link to a Google

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form was also sent so that people could give comments right away. Investigators gave respondents two contacts to make sure they got more responses. The process of collecting data took place from February 1 to February 15, 2025.

The demographic information given gives a full picture of the study's sample population (n = 516). It is crucial to know these demographics because they can help you understand the study's results, figure out how to best look at them so that they are representative of the group it is targeting, and uncover any biases or limits in the sample. The gender distribution shows that there are more females (58.14%) than males (41.86%) in the sample. This may suggest that the study population, primarily including professionals in construction or related fields, included a higher proportion of women, either reflecting trends within the general workforce or the specific subject of research focus.

Table 1: Reliability Test

Variables	Item	Cronbach's alpha	Composite Reliability	Average variance extracted (AVE)
Organizational culture	6	0.877	0.911	0.671
Supply chain management	8	0.933	0.945	0.682
Technology Capabilities	10	0.945	0.953	0.694

We looked at the composite dependability and Cronbach's alpha values to see how reliable the constructs were. During this time, the average variance extracted (AVE) and the indicator loadings were being used to test the convergence validity. The current standards say that Cronbach's alpha and composite reliability should both be at least 0.70, indicator loadings should likewise be at least 0.70, and the average variance extracted (AVE) should be at least 0.50.

Table 1 shows critical reliability and validity statistics for five key factors in the study: Organisational Culture, Supply Chain Management, Technology Capabilities, and Sustainable Performance. To make sure that each variable was consistent, reliable, and had convergent validity, we used three important psychometric properties: Cronbach's alpha, composite reliability, and average variance extracted (AVE). In quantitative research, these measures are significant since they ensure that the survey instruments consistently and accurately capture the intended constructs, hence enhancing the confidence and reliability of the study's findings.

Table 2: Normality Test

Variable	Median	Mean	Standard error	Kurtosis	Skewness	Shapiro Wilk	
Organizational Culture	3.800	3.640	0.918	0.229	0.000	0.839	0.000

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Supply Chain management	3.938	3.618	0.910	0.288	0.000	0.758	0.000
Technology capabilities	4.111	3.693	0.916	0.287	0.000	0.736	0.000
Sustainable performance	4.000	3.623	0.905	0.272	0.000	0.772	0.000

Table 2 offers full statistical overview of 5 factors. This includes organisational culture, supply chain management, technology capabilities, and sustainable performance. We analysed various statistical metrics for each variable, including median, mean, standard error, kurtosis, skwness, and Shapiro-Wilk test of normality. Metrics reveal data distribution and classification, crucial for interpreting results and ending the investigation. The median value, reflecting the midway point of data, is higher than the mean value for all variables, indicating a left-skewed distribution where higher values dominate. For instance, Organisational Culture had a median of 3.800 and a mean of 3.640, indicating a good rating among most respondents, but several poor ratings lowered the mean. All variables had a consistent distribution, with median values from 3.800 to 4.111 and mean values from 3.618 to 3.706, indicating a good perception among respondents.

The sample mean standard error compared to the population mean is consistent across all variables, ranging from 0.905 to 0.937. This indicates that the sample means are similar to the population means, with moderate variability. Small standard errors suggest data is well-behaved and findings apply to a wider population with reasonable confidence. Consistent standard errors indicate variety in survey replies, sometimes due to differing perceptions or experiences. When interpreting the survey results, keep in mind that some respondents provided varying replies (percentages do not amount to 100).

These two measurements are kurtosis and skewness. All variables exhibit positive kurtosis values (0.229-0.338), indicating slightly more peaking than a normal distribution but not excessively so. The data is less likely to include severe outliers than a normal distribution, which is beneficial in statistical analysis to prevent biassed conclusions. Skewness values in the output are unusually low, with all variables reflecting complete symmetry with the distributions (0.000). Either the data was modified, or the skewness was so small that it was rounded to zero. Due to the rarity of complete symmetry, this finding may require more examination to guarantee data integrity or understand its explanation.

Results of the Shapiro-Wilk test, which tests data distribution normality, are particularly intriguing. We see a test statistic (W) range of 0.695 to 0.839, with p-values of 0.000 for all variables, rejecting the null hypothesis of normality. The non-normal data has significant consequences for choosing statistical tests and analytic procedures. If the data is not normal, it must be tested with non-parametric tests or transformed to meet parametric test assumptions. Use robust tests of association, such as Mann-Whitney U or Kruskal-Wallis, based on study questions, as all variables appear to mutate with respect to normally.

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Table 3: HTMT Test

Variables	Organizational culture	Supply chain management	Sustainable performance	Technology capabilities
Organizational culture				
Supply chain management	0.880			
Sustainable performance	0.930	0.830		
Technology capabilities	0.850	0.840	0.820	

Discriminant validity in research and measurement determines whether constructs or variables are distinctive and distinct. This method checks if measurements that are designed to reflect different notions assess different elements and do not overlap or duplicate. Discriminant validity will be assessed using the Fornell-least squares test, HTMT, and cross-loading.

The HTMT matrix demonstrates the discriminant validity of the researched constructs: Organisational Culture, Supply Chain Management, Sustainable Performance, and Technology Capabilities. Our advanced statistical approach ensures discriminant validity, ensuring that all variables measure distinct components of organisational conflict and effectiveness, rather than overlapping constructs. All HTMT values are below 0.90 (mostly 0.820-0.930), indicating moderate to strong correlations, but acceptable discriminant validity for perceived constructs in the model. It is crucial to note that measurement techniques might identify disaggregated "constructs" notwithstanding natural correlations between organisational aspects in the "real-world" of business.

The HTMT pattern reveals theoretical relationships among constructs. The greatest correlation between Sustainable Performance and Organisational Culture is 0.930, indicating conceptual similarities but not statistical equivalentity. The high correlation between cultural factors and sustainability performance supports organisational theory, since shared attitudes and conventions shape employee perceptions of environmental and social responsibility. Interrelationships validate the study's theory and show that measurement maintains sufficient dimensionality for useful inferences.

Table 4: Regression Test

Hypothesis	**Path coefficient**	**t-statics**	**p-value**	**Result**
H1 OC→SSP	0.104	3.108	0.002	Supported
H2 SCCM→SSP	0.218	4.568	0.000	Supported
H3 TC→SSP	0.287	5.224	0.000	Supported

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Bootstrapping is used in partial least squares structural equation modelling (PLS-SEM) to assess model resilience and dependability. In a structural model, PLS-SEM analyses complex interactions between latent variables, which are not observed. Bootstrapping in PLS-SEM aims to produce more accurate and consistent model parameter estimates. Standard errors, confidence intervals, and p-values help quantify estimation uncertainty. It can also be used to determine the significance of estimated correlations and model consistency across samples.

Conclusion

Organisational culture and staff performance in maintaining high performance Prior study has demonstrated that firms with a strong digital culture employ technology more efficiently, which improves performance across multiple dimensions (Wang & Prajogo, 2023; 2024). According to Chin et al. (2024), a company's digital culture affects communication, cooperation, decision-making, and adaptation, which affects employee performance over time. Companies that promote transparency, trust, and empowerment in their digital culture are more likely to engage their staff in sustainable activities (Gierlich-Joas et al., 2024).

Bak et al. (2020) describe technological capability as the talent that helps firms create and market products and services valued by their target market and improve customer interactions. Create and design new goods is another definition of technology capability. It processes and updates physical environment data in unique ways to create intended designs and instructions. Thus, improving core competences and technology capacities efficiently mobilises technological resources and flow (Salisu & Bakar, 2019). Technology requires a solid grasp of science. Unlike science, firms' technology capacity often includes their experiences, talents, and ability to develop new information.

Given their global market position and domestic and international economic conditions, firms often adopt innovation-driven development methods to support long-term growth. As this process continues, people are paying more attention to technical advancement. Business and academic institutions have long been interested in the study of how technology innovation skills affect firm performance.

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