

# Literature Review and Dimensions Design for Organizational Virtuousness, Business Experience and Growth Strategies in The Corporate Research Model Within Domain of Republic of Indonesia

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ARTICLE INFO	ABSTRACT
Received: 30 Dec 2024 Revised: 05 Feb 2025 Accepted: 25 Feb 2025	<p>When conducting corporate research model, several fundamental concepts, for instance, Organizational Virtuousness (OV), Business Experience (BE) and Growth Strategies (GS), are certainly involved. Therefore, this Paper has explored the thorough literature review for those three concepts. Growth Strategies (GS) are crucial for organizations in seeking to expand their operations, increase profitability, and maintain a competitive advantage in dynamic and changing markets. However, sustainable growth requires more than just paying attention to financial metrics; it necessitates aligning business objectives with ethical principles and sufficient business experience. Furthermore, this Papers is also offering insights and practical recommendations for designing the dimensions of those three concepts as OV, BE and GS. Additionally, some of the organizations related to the construction industry will be articulated for reference purposes as well. In the conclusion part, the dimensions designed are able to make contributions for future research to build their own corporate research model.</p> <p><b>Keywords:</b> Organizational Virtuousness, Business Experience, Growth Strategies, Indonesia, Dimension, Indicators, Construction Project Performance.</p>

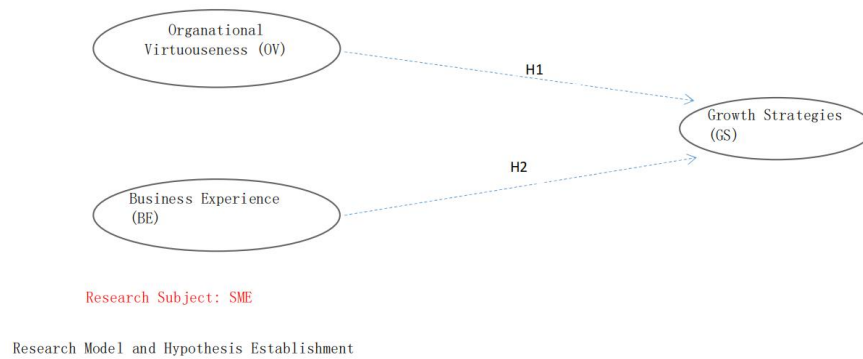
## INTRODUCTION

Initially, Growth Strategies (GS) refer to the methods and approaches that the organization uses to expand its operations, increase revenue, and enhance market share, resulting in their emphasis for businesses looking to expand their operations and increase profitability (A. Gebrekirstos, 2011; D. Kim, 2021).

By choosing the right Growth Strategies (GS), it depends on the organization's overall goals, resource allocation (Resource-based Theory, Jay Barney, 1990), and market conditions. A well-defined strategy not only helps in achieving growth but also in sustaining it in a long term. Regular assessment and adaptation of the chosen strategy is also crucial to respond to the dynamic market with dynamic change (W.M. Danis, 2010).

The authors are in the progress to build the corporate research model by studying the Construction Project Performance (CPP) within the territory of the Republic of Indonesia. The selection of the performance research is one of the end goals for management research (D. Otley, 1999). However, performance is limited to the construction projects due to the first author's working background of more than 10 years of experience in project sites.

Therefore, the aim of this Paper is to investigate and evaluate the impact of the variables including Organizational Virtuousness (OV), Business Experience (BE) and Growth Strategies (GS) on Construction Project Performance (CPP). Currently, this Paper's research objective is that the authors have abstracted part of our research model as below to illustrate the concepts of OV, BE and GS. After that, this Paper is to design the demolitions for OV, BE and GS, and then to study the impact from OV to GS, and impact from BE to GS as well.



**Figure 1.1** Research Model in this Paper

By referring to the above Figure 1.1, the efforts of this Paper are to conduct the thorough literature review for the concepts of OV, BE and GS, and then to furnish the viewpoints of the impact from OV to GS, and from BE to GS based on the empirical research and interview/survey data in the coming plan and schedule.

This Paper's research object of the construction organizations is local SME (small and medium entrepreneurs) with the three valid reasons which were obtained during the authors survey procedure. Initially, because the top managers in the SME are much more liable and readily to get approached and to provide prompt responses for the interview, questionnaire, and survey data, secondly the majority of the organizations are SME rather than large companies in terms of the quantities registered in the Indonesia Trade Offices (Kementerian Perdagangan), and lastly the first author himself is also working in a similar context as SME. Simultaneously, the SME selected are private companies rather than government sectors, which by nature face more difficult access barriers (P. Conradie, 2012).

Actually, based on the Indonesia Trade Office (Kementerian Perdagangan)'s official website's data, the number of construction projects and the number of local SME registrations are both increasing greatly and rapidly. The two sets of quantities will be more by the influence and impacted by the China One Belt One Road Policy. The Belt and Road Initiative (BRI) has significantly increased the participation of Chinese companies in the Indonesian market. Since this BRI implementation, numerous Chinese firms have engaged in various sectors, including infrastructure, energy, and telecommunications.



**Figure 1.2** The BRI (Blue Color)

(Source from official website: <https://www.yidaiyilu.gov.cn/>)

## LITERATURE REVIEW AND RESEARCH MODEL

This Paper presents an idea that highlights the important influence of the OV to GS and BE to GS as well, with the intention to offer insights and practical recommendations for organizations aiming to achieve long-term success.

In the field of strategic management study, the classic Resource-Based Theory (RBT) or Resource-Based View (RBV) of strategic management has been widely used and studied. That theory focuses on the organization's internal resources as the key to achieving and sustaining a competitive advantage. That theory, developed by scholars such as Jay Barney in the 1990s, emphasizes that organizations should look inward at their unique resources and capabilities rather than just external market conditions. What's more, RBT has influenced many areas of strategic management, including innovation (N. Grigoriou, 2016), diversification, mergers and acquisitions, and strategic alliances, as the firms seek to identify which internal strengths they can leverage or develop further.

The realm of GS is one of the most critical topics of the Research-Based View theory and many articles have paid attention to this study (Feeser, 1990; Galliers, 1991; Mcdougall, 1994; Smallbone, 1995). From the RBV theory system, the concepts of Growth Strategies (GS) were introduced, and GS boasts of critical aspects of any organization's success (G.T. Geis, 2015).

At the same time, the realm of GS refers to the intentional and strategic efforts an organization makes to broaden its operations (Y. Shou, 2020), increase market presence, and enhance its overall impact. Therefore, GS is very important for an organization to survive and thrive.

Recap of the Figure 1.1, the research purpose is to evaluate the influence from the two variables, for instance, Organizational Virtuousness (OV) and Business Experience (BE) to Growth Strategies (GS). Therefore, the following paragraphs are going to study the concept of OV and BE as well.

In the beginning, Organizational virtuousness (OV) refers to the presence and practice of positive, ethical behaviors and values within an organization that promote well-being, integrity, and a thriving work environment (S. Singh, 2018). It involves fostering a culture where virtues such as kindness, compassion, trust, honesty, fairness, and gratitude are not only encouraged but are embedded in daily practices, decision-making processes, and interactions between employees, management, and stakeholders. Organizational virtuousness contributes to the ethical foundation and performance of a business, leading to the organization's sustainable growth accordingly.

It is well-known that an organization is made up of its people. When management demonstrates strong ethical behavior, it fosters a positive organizational virtuousness, which serves as a key factor influencing the company's growth.

High organizational virtuousness is vital for the success and long-term growth of businesses and other organizations. It encompasses strong communication abilities paired with ethical behavior.

Ultimately, organizational virtuousness has a direct effect on an organization's growth, culture (E. Riivari, 2024; C.M. Vallett, 2010), and overall success. Effective management practices boost employee engagement, enhance customer satisfaction, and lead to stronger financial results. Companies with high-quality management are typically more adaptable to change, more innovative, and better prepared to overcome challenges in a constantly evolving business landscape.

The supporting articles related with OV including Michael O'Mara-Shimek, 2015's paper which argued that the virtuousness through organizational ethical quality can improve a moral corporate social responsibility. Next, in Dubey, 2019's paper, it has been straightforwardly mentioned that organizational virtuousness and psychological capital will impact employee performance, with the evidence from the banking sector. Actually, it is the similar ideas for this Paper, so the authors will make a best attempt to convert those analogous ideas from the bank sector to the construction project field through valid experiments and plenty of the literature review.

As to the articles related to the impact from Organizational Virtuousness (OV) to Growth Strategies (GS), there are 3 papers in the chronological order. Based on K.S. Cameron 2004's research findings, OV will have two points of positive impact to GS, first influence is to improve the employee's self-positive thinking and mindsets meanwhile second impact is protecting the organization from bad traumas like downsizing or even bankruptcy. Both of the two sets of influences reflect that the impact from OV to GS is positively related. Another empirical study of A. Rego 2010 shows that the perceptions of OV and happiness will have a decent improve to the employee's behavior. Last but not

the least, the research fruit is from the article of T. Searle 2011, and it critically stated that OV will optimize the servant's leadership with the design framework.

Basically, the concept of Business Experience (BE) is also worthy of explanation. BE refers to the practical and collective knowledge and skills gained through involvement in various business activities and environments over time frame. It encompasses a wide range of roles, responsibilities, and contexts, contributing to a comprehensive understanding of how businesses operate. Business experience can be acquired at both the individual and organizational levels.

The Value of Business Experience (S. Djamasbi, 2014) can reflect in three realms, for instance, Practical Knowledge, Problem-Solving and Networking Opportunities. Firstly, Practical Knowledge means the leaders can obtain the real-world insights that complement academic learning from school. Secondly, the value of Problem-Solving is related with experience which equips individuals with strategies to tackle challenges and adapt to change. Lastly, Networking Opportunities is to seek to develop the relationships with professionals can lead to partnerships and career advancement.

After acquiring the abundant working experience, it often leads to better job opportunities and promotions for the management level meanwhile a broad range of experiences can make the leaders more adaptable in diverse roles and adversity periods and era.

In terms of the importance of BE, it, to some extent, has many aspects. Firstly, business experience enables individuals and organizations to make well-informed decisions (J. Ghattas, 2014) based on past successes and failures. Experienced professionals can draw from their existing knowledge of similar situations to evaluate risks, recognize opportunities, and avoid common pitfalls. Secondly, a deep understanding of industry dynamics, competition, and customer needs (F. Lemke, 2011), which comes from business experience, is crucial for effective strategic planning. Experience helps leaders to anticipate future trends, plan for market shifts, and develop long-term strategies that align with the company's goals. Thirdly, experienced business leaders and teams are typically better at identifying problems quickly (R. Zenzerović, 2009) and finding effective solutions. They have developed adaptability, enabling them to respond to unforeseen challenges and navigate changes in the market or industry with greater agility. Fourthly, business experience fosters the development of professional relationships (A. Majocchi, 2005) with customers, partners, suppliers, and stakeholders. Experienced organizations or individuals are better at cultivating trust and credibility, which enhances networking and collaboration opportunities that can drive growth. Fifthly, over time and time, business experience leads to improvements in operational efficiency (K.L. Soroye, 2010). Companies can streamline processes, optimize resource allocation, and reduce waste by learning from past mistakes and continuously refining their methods. Sixth, having a wealth of business experience helps in managing risks more effectively (A. Croce, 2020). Organizations that have encountered various market conditions or operational challenges develop a deeper understanding of potential risks and how to mitigate them, leading to more sustainable business practices. Seventh, experience in dealing with customers provides invaluable insight into their needs, preferences, and pain points. This allows companies to innovate (R. Journée, 2017) and tailor products or services that meet those needs more precisely, leading to greater customer satisfaction and loyalty. Eighth, business experience is essential for the growth (F. Pissarides, 1999) and development of effective leaders. It teaches leadership qualities such as decision-making, empathy, resilience, and the ability to inspire and guide teams through both stable and turbulent times. Lastly, companies with extensive business experience often have a competitive edge (C. Hernández-Carrión, 2017) over newer or less-experienced competitors. Their familiarity with the industry, better-established networks, and refined operations allows them to maintain a strong position in the marketplace.

In terms of Business Experience (BE) impact to the growth of organizations, R. Donckels (1991) argued that the business experience related to family business will lead the firms to a stable status rather than aggressive improvement or updating by applying the research examples of 1132 SME companies. In addition, business experience helps organizations grow in a sustainable manner by aligning operational efficiency with long-term goals (D. Amyot, 2022). It ensures that growth is measured and scalable, avoiding the risks associated with hasty or poorly planned expansion efforts.

In summary, Business Experience (BE) is a crucial component for personal and professional growth, helping individuals navigate the complexities of the business world effectively, and at the same time BE plays a critical role in shaping the success and longevity of an organization. It builds a foundation for better decision-making,

adaptability, and sustained growth (S.P. Premaratne, 2001), while also fostering stronger relationships with customers, partners, and employees.

### DIMENSIONS DESIGN AND ITS PROPOSED INDICATORS

The previous chapter of Literature Review and Research Model has clearly articulated the concepts of Growth Strategies (GS), Organizational Virtuousness (OV) and Business Experience (BE), meanwhile the impact from OV to GS, and from BE to GS by empirical studies from the literature review.

By referring to the compelling published articles, four dimensions as Market Penetration, Product Development, Customer Retention, and International Expansion will be designed for the concept of GS, together with its 8 derivative proposed indicators as follows.

**Table 3.1** The concept of GS and its related dimensions

Growth Strategies: Growth strategies implementation refers to the process of executing plans designed to increase an organization's market presence, revenue, profitability, or overall size. It involves translating strategic goals into actionable initiatives and ensuring alignment across all organizational levels to achieve sustainable growth. Successful implementation requires careful planning, resource allocation, monitoring, and adaptation (Ansoff, H. I., 1957; Kaplan, R. S., & Norton, D. P., 1996; Kotler, P., & Keller, K. L., 2010; Hitt, M. A., Ireland, R. D., & Hoskisson, R. E., 2016; Grant, R. M., 2016).				
S/N	Dimensions	Proposed Indicators	Scale	Questionnaire Statement
1	Market Penetration	Shares		The company is focused on increasing shares of existing products in existing markets.
		Percentage		The company is focused on avoiding not to reduce of the percentage of the occupied market.
2	Product/Service Development	Maintenance		The company is focused on maintaining the advantage of the product/service by professionalism.
		Additional value		The company is focused on increasing product/service's value-added functions.
3	Customer Retention	retention		The company is focused on retaining existing customers' loyalty.
		Introduction		The company is focused on customers to introduce the products to other customers.
4	International Expansion	Overseas		The company is focused on exploring operations into overseas markets.
		Advertisement		The company is focused on the brand advertisement in the other countries.

Building on the methodologies and approaches outlined in well-recognized and influential academic papers, the concept of Organizational Virtuousness (OV) has been carefully conceptualized to include four distinct dimensions: Organizational Forgiveness, Organizational Trust, Organizational Integrity, and Organizational Compassion. These dimensions are designed to comprehensively capture the multifaceted nature of OV, reflecting its critical role in fostering ethical practices, resilience, and positive organizational cultures.

In parallel with this dimensional framework, a set of eight proposed indicators has been systematically introduced. These indicators are developed to operationalize each dimension effectively, providing a robust foundation for empirical measurement and analysis. By aligning with established scholarly practices and incorporating insights from prior research, the proposed dimensions and indicators aim to ensure both theoretical rigor and practical applicability. The detailed breakdown of these dimensions and their corresponding indicators are outlined as follows.

**Table 3.2** The concept of OV and its related dimensions

Organizational Virtuousness (OV): Organizational virtuousness refers to the collective display of ethical, moral, and positive behaviors that contribute to the flourishing and well-being of individuals and the organization as a whole. It is rooted in positive organizational scholarship and focuses on fostering an environment that emphasizes integrity, compassion, trust, and excellence. (Cameron, K. S., 2003; Cameron, K. S., Bright, D., & Caza, A., 2004; Peterson, C., & Seligman, M. E. P., 2004; Dutton, J. E., & Spreitzer, G. M. (Eds.), 2014).				
S/N	Dimensions	Proposed Indicators	Scale	Questionnaire Statement
1	Organizational Forgiveness	Forgiveness		The organization is able to foster forgiveness for employees' mistakes.
		Gratitude		The organization is able to culture employees' gratitude and appreciation.
2	Organizational Trust	Hierarchy trust		The organization is able to foster trust between top and bottom employees.
		Parallel trust		The organization is able to foster trust between colleagues in the same position of the job hierarchy meanwhile to foster friendship and care.
3	Organizational Integrity	Integrity		The organization is able to foster integrity in the working environment.
		Honesty		The organization is able to foster the communication in the basis of honesty and humbleness.
4	Organizational Compassion	Compassion		The organization is able to foster compassionate support during difficult times at work.
		Understanding		The organization is able to foster environment when staff can understand other staff's stand points in different positions.

Continuing from the conceptualization of Organizational Virtuousness (OV), the concept of Business Experience (BE) has been structured into two key dimensions: Business Experience and Business Operation. These dimensions are designed to encapsulate the depth and breadth of knowledge, skills, and practices gained through sustained engagement in business activities, as well as the operational capabilities necessary for effective management and execution.

The first dimension, Business Experience, focuses on the accumulated expertise, industry-specific insights, and strategic acumen developed over time. This dimension emphasizes the value of lessons learned, adaptability, and the ability to navigate complex business environments.

The second dimension, Business Operation, highlights the practical and tactical aspects of running a business. It encompasses operational efficiency, resource allocation, decision-making processes, and the implementation of best practices that drive organizational success.

To provide a comprehensive framework for empirical evaluation, five proposed indicators have been introduced, each tailored to measure critical aspects of these dimensions. These indicators aim to ensure that the nuanced characteristics of Business Experience and Business Operation are systematically captured and analyzed. The detailed structure and corresponding indicators are presented in the table below.



**Table 3.3** The concept of BE and its related dimensions

Business Experience (BE): Business experience refers to the practical knowledge, skills, and insights gained from engaging in various aspects of business operations and management over time. It encompasses understanding market dynamics, decision-making, problem-solving, and leadership within a commercial context. Business experience is critical for navigating complex challenges, identifying opportunities, and driving organizational success (Kolb, D. A., 1984; Mintzberg, H., 1989; Drucker, P. F. 2006; Kotler, P., & Keller, K. L., 2016).				
S/N	Dimensions	Proposed Indicators	Scale	Questionnaire Statement
1	Business Experience	Professionalism		The firm is professional for construction projects.
		Duration		The firm runs the business in a long period.
2	Business Operation	Risk		The firm's ability to deal with the expected risk.
		knowledge		The firm's employees have good knowledge with their job position.
		Reserve fund		The firm has sufficient/adequate spare funding for urgent issues.

From the concepts then to dimensions design, the dimensions will give birth to the proposed indicators which is utilized to design the questionnaire for the survey for the top management in the local SME. After collecting all the survey data, the authors will investigate the link and relationship between all the variables (GS, OV and BE) in our corporate research model. Meanwhile, the dimensions design and the proposed indicator are both open for the future fellow researchers' discussion, which can act as their considers in their own research model.

In the end, the authors will do the survey for around 100 local SMEs by using our designed questionnaire and interview for survey data collection. To share and open the organizations, some of the companies are listed in below (data source is from the Indonesia Trade Offices / Kementerian Perdagangan).

**Table 4.1** Organizations in different area of Republic of Indonesia

	Daftar Perusahaan Kontraktor di Kota Jakarta (10 Firms registered in Jakarta, for example)
1	Agung Sedayu Group
2	Adhi Realty, PT
3	Arva Corporation
4	Boutique Property
5	Ciputra Development Tbk, PT
6	Ciputra Group
7	Ciputra Surya Tbk, PT
8	Dharmala Intiland, PT
9	Duta Anggada Group
10	Dwamitra, PT
	List Perusahaan Kontraktor di Jawa Barat dan Banten (10 Firms registered in West Jawa island and Province Banten, for example)
1	Graha Utama Sejahtera, PT
2	Lippo Cikarang Tbk, PT

3	MargahayuLand
4	Metropolitan Land
5	Cowell Development Tbk, PT
6	Purigraha Asripermai, PT
7	Puteraco Indah, PT
8	Cipaganti Group
9	Rumah 66
10	Mega Mustika Putra, PT
	Daftar Perusahaan Kontraktor / Deveoper Bangunan di Jawa Timur (5 Firms registered in East Jawa island, for example)
1	Lamicitra Nusantara Tbk, PT
2	Suryainti Permata Tbk, PT
3	Angzland Indonesia, PT
4	Araya Group
5	Pancanaka Group
	Daftar Perusahaan Kontraktor / Deveoper Bangunan di Yogyakarta dan Jawa Tengah 5 Firms registered in Yogyakarta, for example)
1	Gerbang Madani
2	Atika Jaya Perkasa, PT
3	Roda Pembangunan Jaya, PT
4	Bhumi Elok Gemilang
5	Pismatex Group
	Daftar Perusahaan Kontraktor di Bali (4 Firms registered in Bali, for example)
1	Nataloka, PT
2	Nuansa Bali Utama, PT
3	Bali Regency Realty
4	Paradise Property
	Kontraktor Di Wilayah Lainnya di Luar Jawa & Bali (5 Firms registered outside Jawa island and Bali, for example)
1	Banggai Sentral Sulawesi, PT
2	Mulia Realty Batindo, PT
3	Fanindo Cipta Propertindo, PT
4	Bayu Pariama Batam, PT
5	Arsikon Group



## CONCLUSION AND DISCUSSION

To sum up, this Paper has conducted the interpretation of the concepts for Growth Strategies (GS), Organizational Virtuousness (OV), and Business Experience (BE) by referring to the literature review. In terms of studying the organization performance, it is very significant to research those 3 concepts. By boosting and facilitating the research, this Paper provide the dimensions design for that concept and it is good for future fellow researchers to consider the dimensions and its proposed indicator when developing their own corporate research model. Last but not the least, it would be better for this Paper to make the thorough literature view for the entire model, together further dimensions design for all the variables within the authors' research model.

Despite the inherent limitations present in this Paper, the findings remain highly valuable and offer significant insights for guiding construction companies on how to effectively leverage Transformational Leadership to enhance Construction Project Performance (CPP). The results underscore the critical role of leadership in fostering a culture of innovation, ethical practices, and strategic alignment, all of which contribute to improved outcomes in construction projects.

Furthermore, considering the overlapping attributes and shared characteristics between construction projects and infrastructure projects, the research findings hold considerable potential for broader application. These shared traits include complex stakeholder management, stringent regulatory requirements, reliance on advanced technology, and the need for coordinated teamwork across diverse disciplines. As a result, the insights gained from this study on Construction Project Performance can be readily adapted and extended to inform practices and strategies for enhancing performance in infrastructure projects as well.

By demonstrating the transferability of the research findings, this study provides a foundation for cross-sectoral learning and application, enabling organizations in both construction and infrastructure domains to adopt proven leadership strategies. This adaptability enhances the overall relevance and utility of the research, making it a valuable resource for practitioners seeking to optimize project outcomes in diverse yet related industries.

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