

# Behavioral Differences (Public vs Private Firm)

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Economics, Organization  
Social Sciences  
Congress



# Agenda



I.  
Introduction



III.  
Methodology



V.  
Conclusions and  
Recommendations



II.  
Literature Review



IV.  
Findings and Discussion



Human behavior is vastly different from their the attitudes and behaviors

This can be seen based on an individual's background that includes their **income, work status, and personalities**

There are seven factors that influence an individual behavior; **abilities, gender, race, perception, attribution, attitude, and personality**  
(Gupta, 2010)

The key issue is to analyze whether employees, who are **working in private sectors** provide more exertion and productive than those workers who are **working for the government**

# I. Introduction

## Stimulus

Visual, Auditory,  
Taste, Tactile,  
Classical  
Conditioning

## Organism

Cognition,  
Emotions,  
Personality

## Response

Approach,  
Avoidance, Fight,  
Flight, Reflex

## Consequence

Rewards,  
Punishments,  
Reinforcements

## Personal Factors

Age, Gender, Religion,  
Marital Status,  
Personality, Perception,  
Value


## Organizational Factors

Physical Facilities,  
Structures, Designs,  
Reward Systems

## Environment Factors

Employment Level,  
Wages Rates, Economic  
Condition, Political

# II. Literature Review

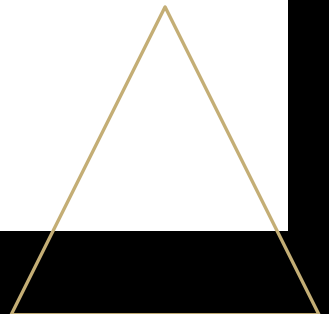


Individual behavior is a combination of responses to external and internal stimuli (Bolders, Tops, Band, & Stallen, 2022; Commerce Mates, 2023; Cornell, 2023; Roy, 2012).

The challenges that managers have to face to ensure an effective organization is giving out the right tasks to the right people based on the individual's behavior (Gupta, 2010; Expert Panel, 2021; Herrity, 2023).

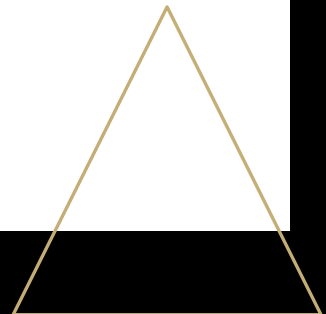
Individual behavior is formed and influenced by many factors and in addition, an individual behavior is always evolving based on personal experiences (Thomas, 2014; Cherry, 2023b; Henriques, 2022).

In order to assign rightful tasks to the right people, Gupta (2010) and Griffin and Moorhead (2014) believed that by understanding organizational and individual behavior, it will play a vital role in managerial task because *“under ideal situation, the managers would first analyze the tasks then determine the required skills and assemble a team that complement each other skills”* which will inevitably result in *“creating an enriching and conflict free team.”*



## Differences & Similarities on Public vs Private Firm

- Chaturvedi, et al (2021), Mares (2013), and Wood (2021), many people join private sector organizations with the expectation and hope that they will have an opportunity
  - + either to earn significant amounts of money
  - + to be trained such that the opportunity to earn significant amounts of money
- Most individuals who decided to apply for governmental jobs have several of reasons for doing so such as providing for others (e.g. family members) and/or believed that having a governmental job is equivalent as having more power and thereby having more responsibilities to uphold than organizations in the private sector (Mares, 2013; Chaturvedi, et al., 2021; Wood, 2021).

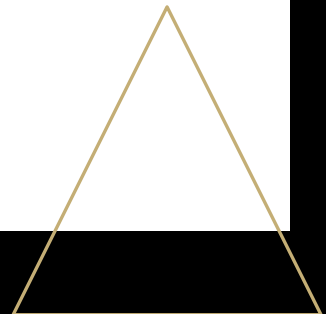


## Differences & Similarities on Public vs Private Firm

- Hence, managing these two dramatically differently motivated groups is significantly different for each group.
  - ✓ The main objective of those in private sectors is to maximize its profit (NewsDay, 2012; Surhbi, 2015; Murray, 2022).
  - ✓ There is strong competition between many organizations within their industry within the private sectors (Pettinger, 2019) and in the public sectors there are usually no competition that are taking place (Rehman, 2023).
  - ✓ Customers in public sectors are able to exchange information on suppliers more flexible than those from private sectors. This is due to many private firms' desires to maintain trade secrets on their own.
  - ✓ Customers have the ability to speed actions when required because of the flexibilities in procedures and regulations unlike those customers from public sectors that are often coming across roadblocks and constrains due to the inflexible laws and regulations that are established (NewsDay, 2012; Iakovou & White, 2022; Jacobson, 2015; Karttunen, Matela, Hallikas, & Immonen, 2022; D'Emidio, Malfara, & Neher, 2017; Henneberry, 2023)

## Differences & Similarities on Public vs Private Firm

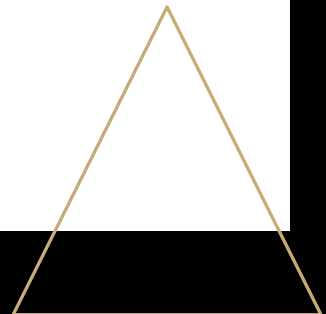
- ✓ According to Bojanala (2017), there are five similarities that both private and public sectors share with one another.
  - ❑ For one thing, both private and public sectors are customer-oriented (Murray, 2022). For public sectors, it is very obvious to who their customers are. Their customers are those who are willing to agree to pay for their services and goods/products.
  - ❑ With the constant changes in technologies that are currently happening, both private and public believed that their abilities of willingness to listen to new ideas and explore new possibilities can have a tremendous effect on how business are conducted (Bodawala, 2017).
  - ❑ The opportunities for employee growth (Bodawala, 2017)
  - ❑ The executive support (Bodawala, 2017, Bojanala, 2017) since they are motivated to implement ideas
  - ❑ Mentoring (Bodawala, 2017)





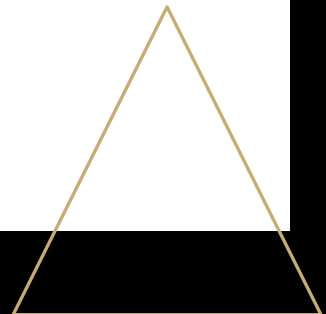
## Innovative Work Behaviors

- De Spiegelaere, Van Gyes, and Van Hootehem (2014) concluded that innovative work behavior (IWB) concept strongly “*overlaps with concepts like workplace creativity, entrepreneurship, organizational citizenship behavior, personal initiative, taking charge, and employee-driven innovation.*”
  - ✓ In other words, IWB coincide in part with individual employee’s behaviors within an organization (Farurukh, Meng, Raza, & Wu, 2022; Frese & Fay, 2001).
  - ✓ Yuan and Woodman (2010) conducted research that examined how employees’ innovative behavior affect job performances include supervisor relationship, job requirement, employee reputation, and their satisfaction rate (Wang, Chen, & Xie, 2022; Chang & Lin, 2023).



## Innovative Work Behaviors

- ✓ Employee innovation has been considered as one of the most important sources for organizations to remain active in a competitive business environment and survive in the long run (Parke, 2021; He & Kim, 2021; Nasir, et al., 2022).
- ✓ To mirror the aspect of creativity, entrepreneurship, organization citizenship behavior, initiatives, taking charge and employee-driven innovation, those are representing
  - ❑ H1: Personal characteristics show the impact onto POLC (Goljic, 2021; Kinicki & Williams, 2015),
  - ❑ H2: POLC shows impact on the cross-cultural awareness (Central Vancouver Island Multicultural Society, 2020; Roysircar, 2004; Spruce, 2016),
  - ❑ H3: POLC shows impact on multiple intelligence (Cherry, 2023a; Supriatna, Trinova, Anantadjaya, Dewi, & Nawangwulan, 2021).



- There was a total of 150 questionnaires.
  - ✓ From the available questionnaires, there were about 13 unfinished, and 9 uncompleted
    - ❑ individual's personality, traits, toward the POLC (Goljic, 2021; Kinicki & Williams, 2015),
    - ❑ cross-cultural awareness (Central Vancouver Island Multicultural Society, 2020; Roysircar, 2004; Spruce, 2016),
    - ❑ multiple intelligences (Cherry, 2023a; Supriatna, Trinova, Anantadjaya, Dewi, & Nawangwulan, 2021).
- The questionnaires were distributed via e-mails, online, and through social media applications.
- The methods in analyzing data were presented by **percentages in frequency**, and **crosstab**, including **validity** and **reliability tests**.

## III. Methodology

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Stat	Std. Error	Stat	Std. Error
Age	128	2.70	1.069	1.143	0.991	0.214	-0.294	0.425
Edu	128	2.95	0.955	0.911	-0.402	0.214	0.013	0.425
Gen	128	1.37	0.484	0.234	0.558	0.214	-1.716	0.425
Exp	128	3.72	1.964	3.857	0.040	0.214	-1.562	0.425
P	128	3.52	1.019	1.039	-0.496	0.214	-0.152	0.425
O	128	3.30	0.944	0.891	-0.190	0.214	-0.187	0.425
L	128	3.84	1.010	1.020	-1.480	0.214	2.249	0.425
C	128	3.88	0.914	0.835	-1.007	0.214	1.218	0.425
CC	128	3.70	0.952	0.906	-0.743	0.214	0.546	0.425
Ling	128	3.95	0.908	0.824	-0.982	0.214	1.588	0.425
Log	128	4.13	0.878	0.772	-1.027	0.214	0.952	0.425
Mus	128	3.69	0.911	0.831	-0.351	0.214	-0.327	0.425
Spa	128	3.16	1.107	1.225	-0.544	0.214	-0.419	0.425
Kin	128	3.10	1.093	1.194	-0.204	0.214	-0.635	0.425
Int	128	3.34	0.907	0.823	-0.527	0.214	-0.092	0.425
Nat	128	3.71	1.005	1.010	-0.714	0.214	0.171	0.425
Inter	128	4.17	0.989	0.978	-1.048	0.214	0.457	0.425

# IV. Findings & Discussion

**Kaiser-Meyer-Olkin Measure of Sampling Adequacy** **0.607**

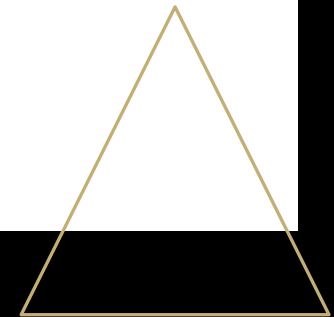
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	1081.673
	Df	151
	Sig.	0.000

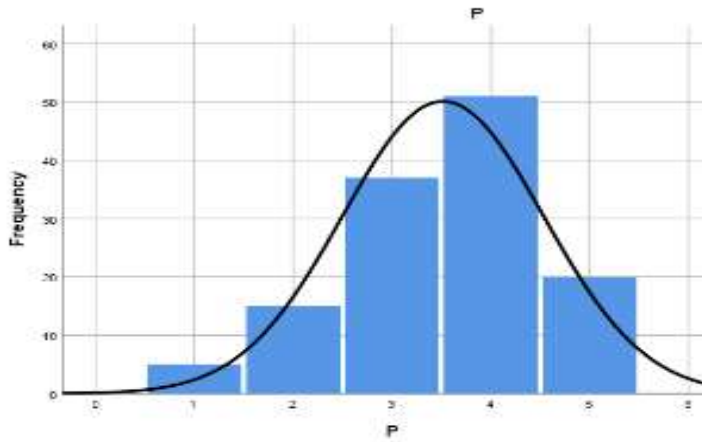
<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>N of Items</b>
<b>0.795</b>	<b>0.812</b>	<b>18</b>

Communalities

	Initial	Extraction	Meaning
<b>Age</b>	1.000	0.479	
<b>Edu</b>	1.000	0.310	minimal to show the significance
<b>Gen</b>	1.000	0.506	
<b>Inc</b>	1.000	0.695	a 69.5% that Income show relevancy to the model.
<b>Exp</b>	1.000	0.712	a 71.2% that Experience show relevancy to the model.
<b>P</b>	1.000	0.466	minimal to show the significance
<b>O</b>	1.000	0.658	a 65.8% that Organizing show relevancy to the model.
<b>L</b>	1.000	0.644	a 64.4% that Leading show relevancy to the model.
<b>C</b>	1.000	0.639	a 63.9% that Controlling show relevancy to the model.
<b>CC</b>	1.000	0.677	a 67.7% that Cross-Culture show relevancy to the model.
<b>Ling</b>	1.000	0.786	a 78.6% that Linguistic show relevancy to the model.
<b>Log</b>	1.000	0.624	a 62.4% that Logistic show relevancy to the model.
<b>Mus</b>	1.000	0.534	minimal to show the significance
<b>Spa</b>	1.000	0.716	a 71.6% that Spatial show relevancy to the model.
<b>Kin</b>	1.000	0.750	a 75% that Kinesthetic show relevancy to the model.
<b>Int</b>	1.000	0.619	a 61.9% that Intra-Personal show relevancy to the model.
<b>Nat</b>	1.000	0.431	minimal to show the significance
<b>Inter</b>	1.000	0.600	a 60% that Inter-Personal show relevancy to the model.

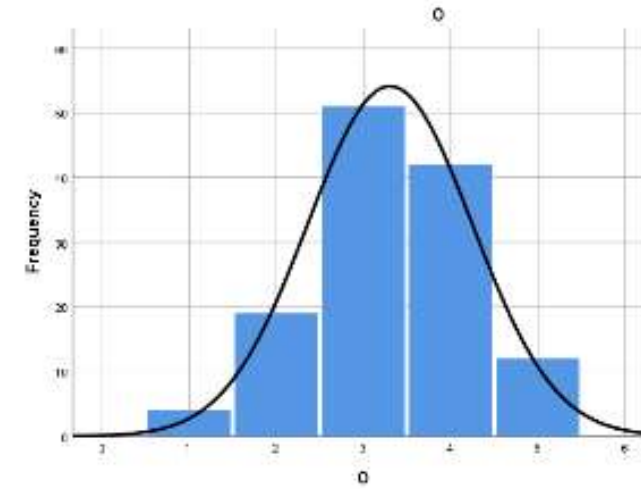
Extraction Method: Principal Component Analysis.





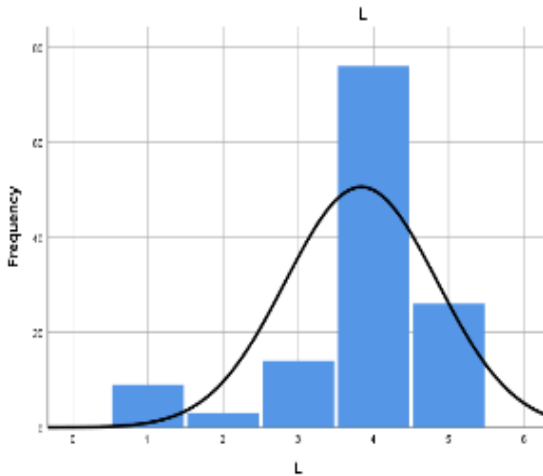
Planning

## Frequency on POLC



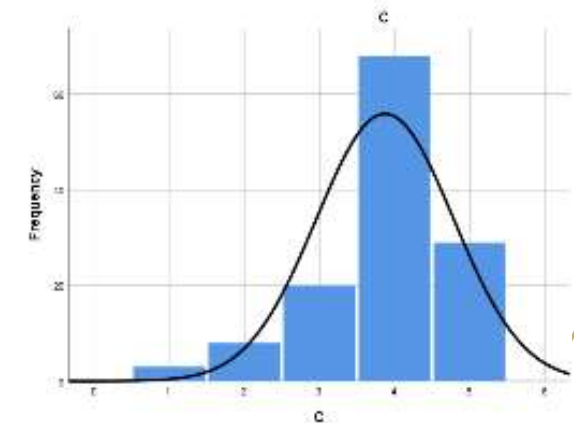
Organizing

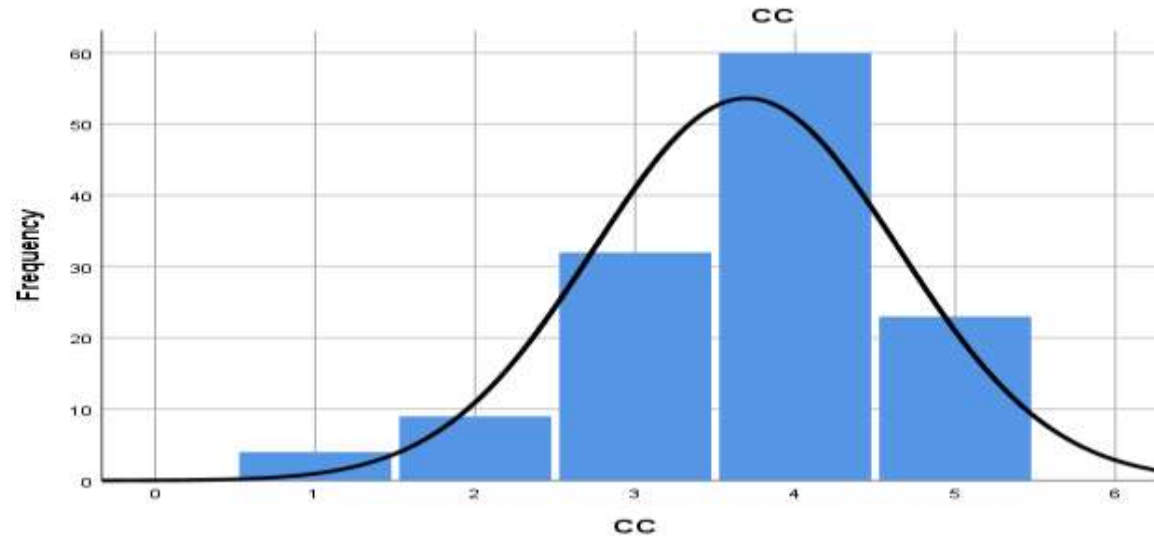
The planning and organizing display consistency to show the actual planning and organizing inside the workplace are deemed toward the younger generation, undergraduate degree, more females, more singles, having a maximum income of Rp. 30 million, and a maximum of 4 years of working experience, whereas the leading and controlling are the job titles for the more senior members with a much older generation, have multiple degrees, and more experience.



Leading

Controlling





## Cross-Cultural Awareness

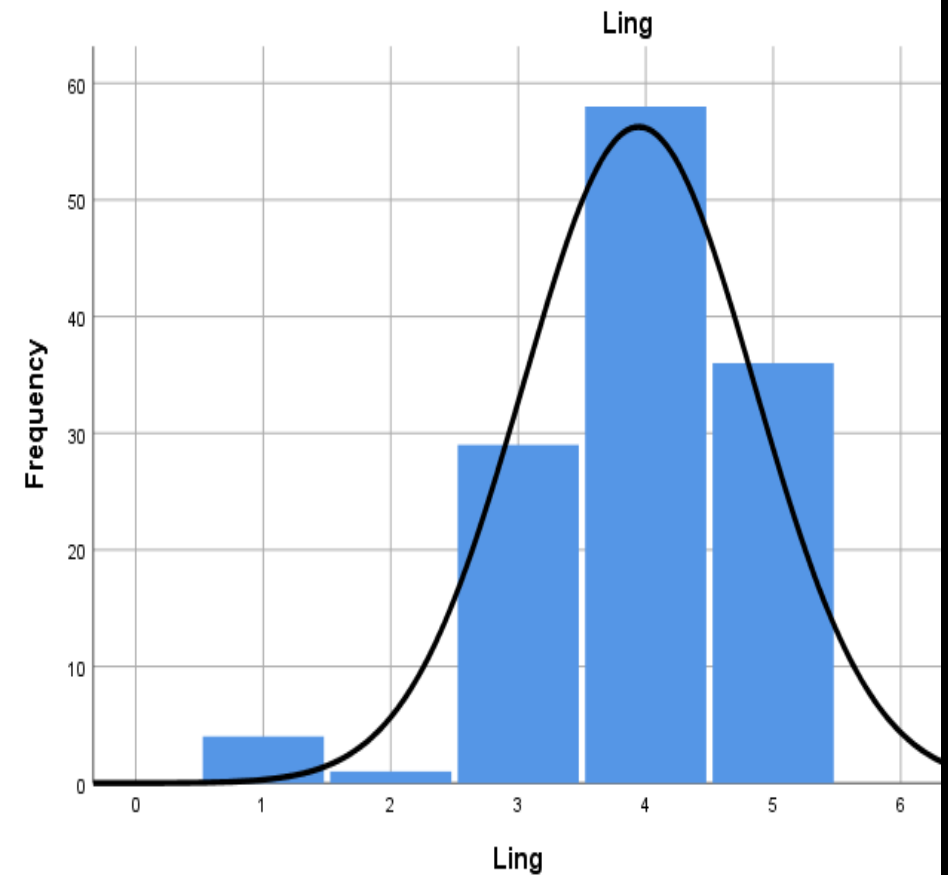
The cross-cultural awareness (Central Vancouver Island Multicultural Society, 2020; Roysircar, 2004; Spruce, 2016) consists of the majority “agree” and up to 47% agreeing to the statement.

It discusses that the cross-cultural awareness provides younger generation are becoming aware of the cross-cultural, having advance degrees, more females, middle income, and have a maximum of 4 years of working experiences. This is to say that the cross-cultural is more obvious with respondents of advance degrees, middle income, and having a working experience.

The multiple intelligence (Cherry, 2023a; Supriatna, Trinova, Anantadjaya, Dewi, & Nawangwulan, 2021);

The **linguistics** and **verbal** intelligence show the tendency of people that they are good in verbal and in writing and speaking, for a total of about 96% of the respondents.

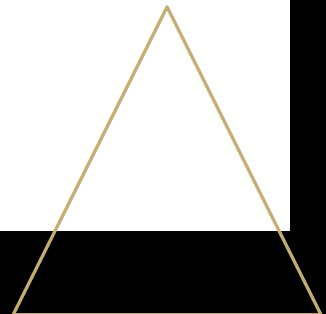
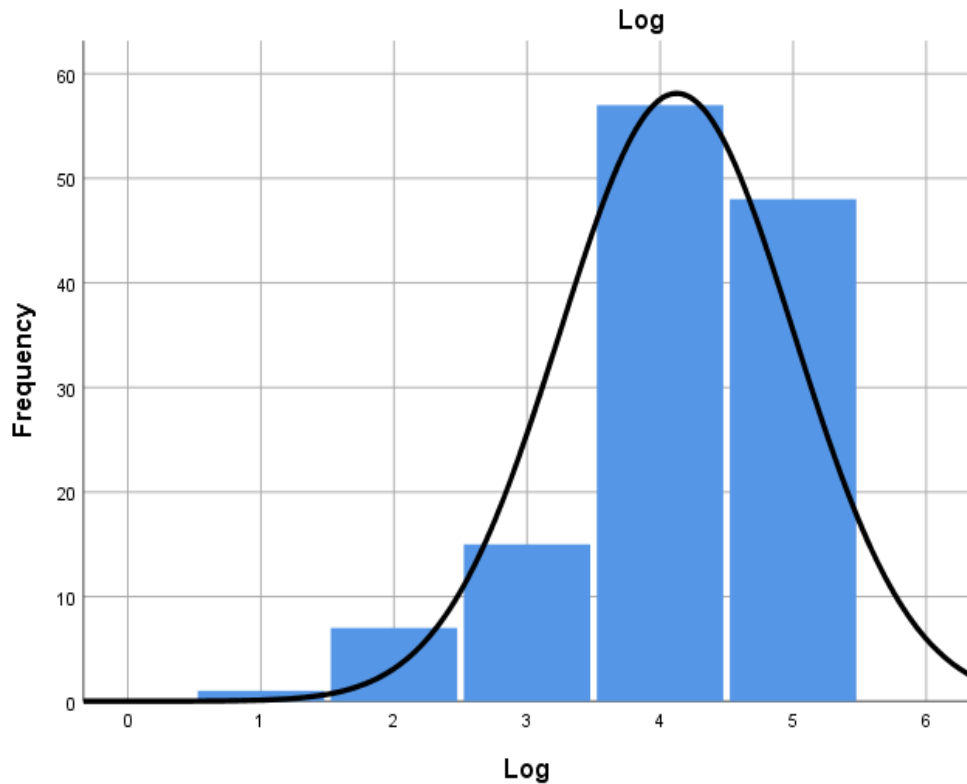
This intelligence, it is noted that experience above averages than the normal employees (48%), average income is about Rp. 20 million (62.5%), the level of education is having undergraduate degree (73%), with a minimum of 35 years of age (60%).





People in **logical** and **mathematical** intelligence, they do have the power in making reasoning, recognizing patterns, and analyzing cases, for a total of 82% of the respondents.

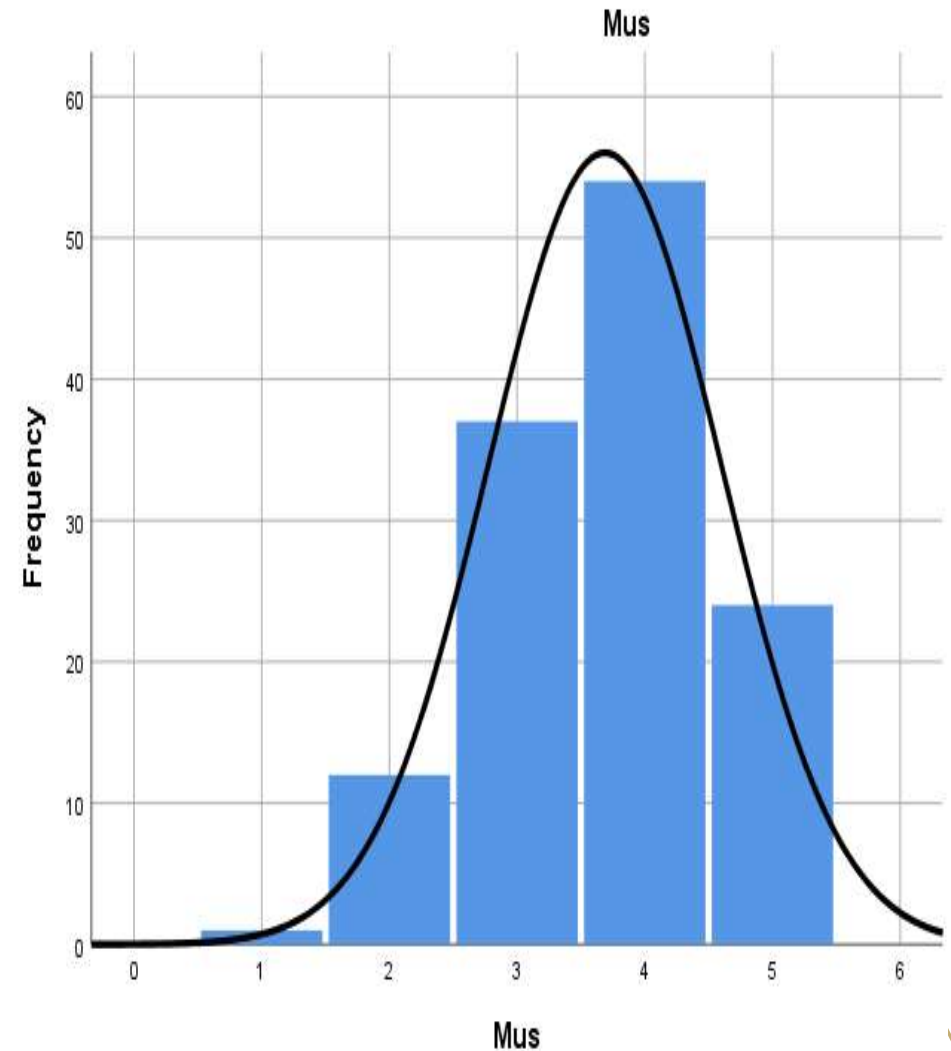
The employees are superior in noting complexities around problem. This intelligence shows that ages are the highest brackets (82%), the level of education is relatively high as well, above undergraduate degrees (73%), the level of income is roughly Rp. 20 million (80%), and their experiences are just about more than 5 years (71%).

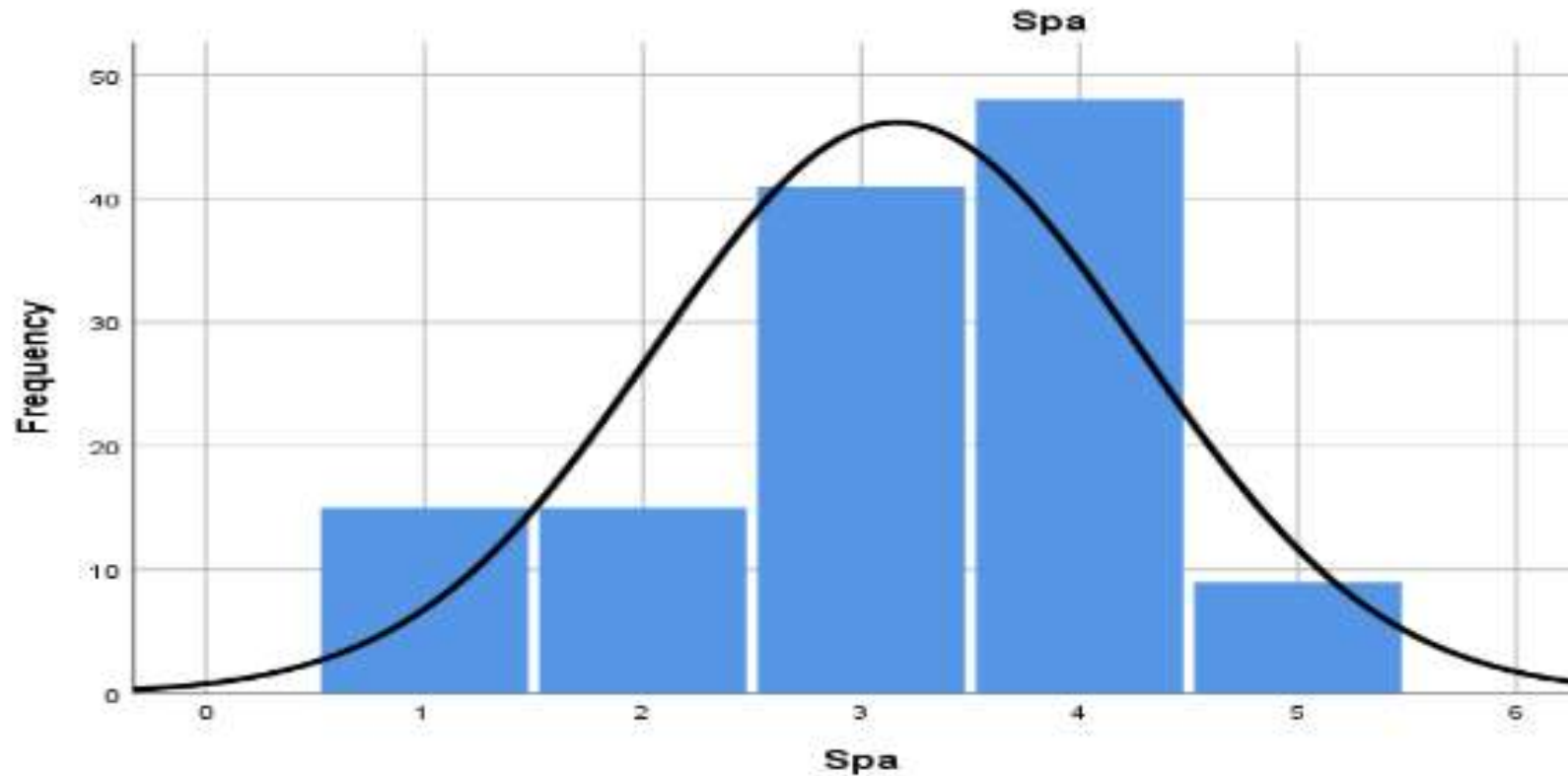


In **musical** intelligence, people are good in recognizing musical tones, remembering songs, and they have interested in singing and playing musical instruments.

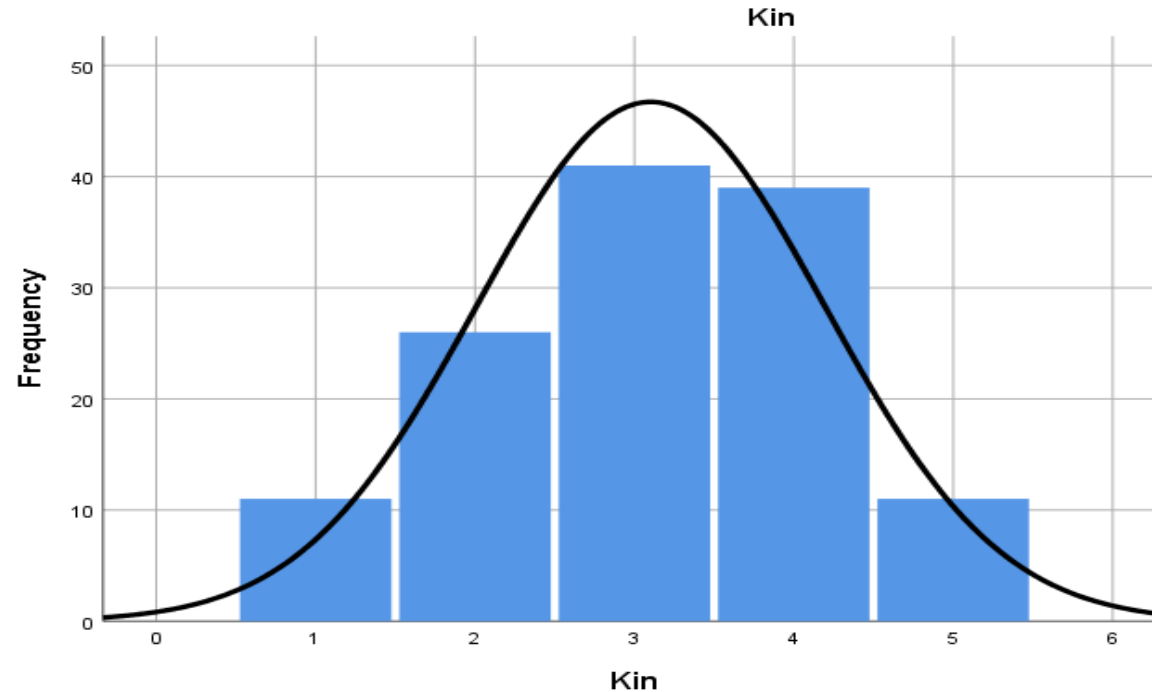
These people who have the excellent understanding about rhythm, notes, and musical structures. It is evident that the scores are “3”, “4”, and “5”, for a total about 90% of the respondents.

This musical intelligence shows that their experiences are about 4 years (71%), about Rp. 20 million on the income level (80%), have a master degree (73%), and have a minimum age of 30 years (88%).





In terms of **spatial** and **visual** intelligence, the people are having tendency in reading/write, have the ability to draw conclusions of pictures, graphs and charts, enjoying drawing, painting and visual arts, for about 71% that the majority are about a minimum of 35 years (85%), have a minimum of undergraduate degree (73%), have majority about the middle income (80%), and have the working experiences of more than 5 years (32%).

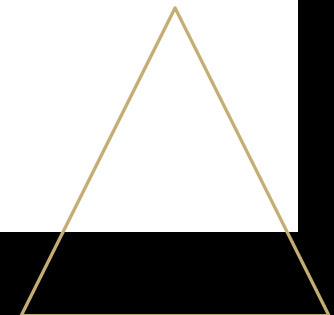
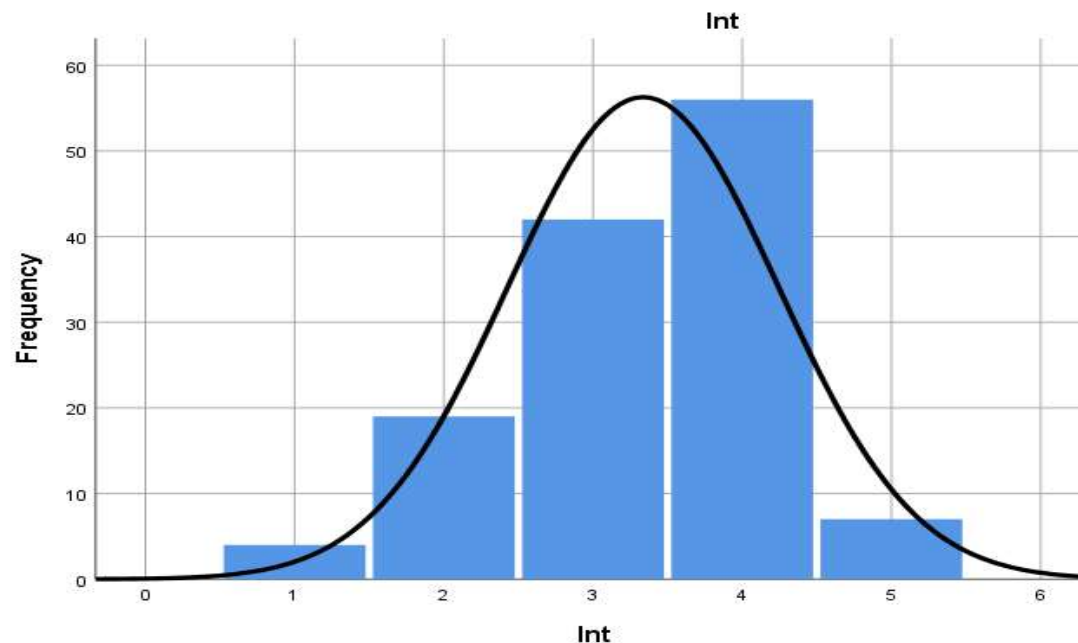


In **bodily kinesthetic** intelligence, people have the tendency in creating somethings with his or her hands, have superb physical coordination, prefer to perform rather than hearing and seeing, for about 70% of the respondents.

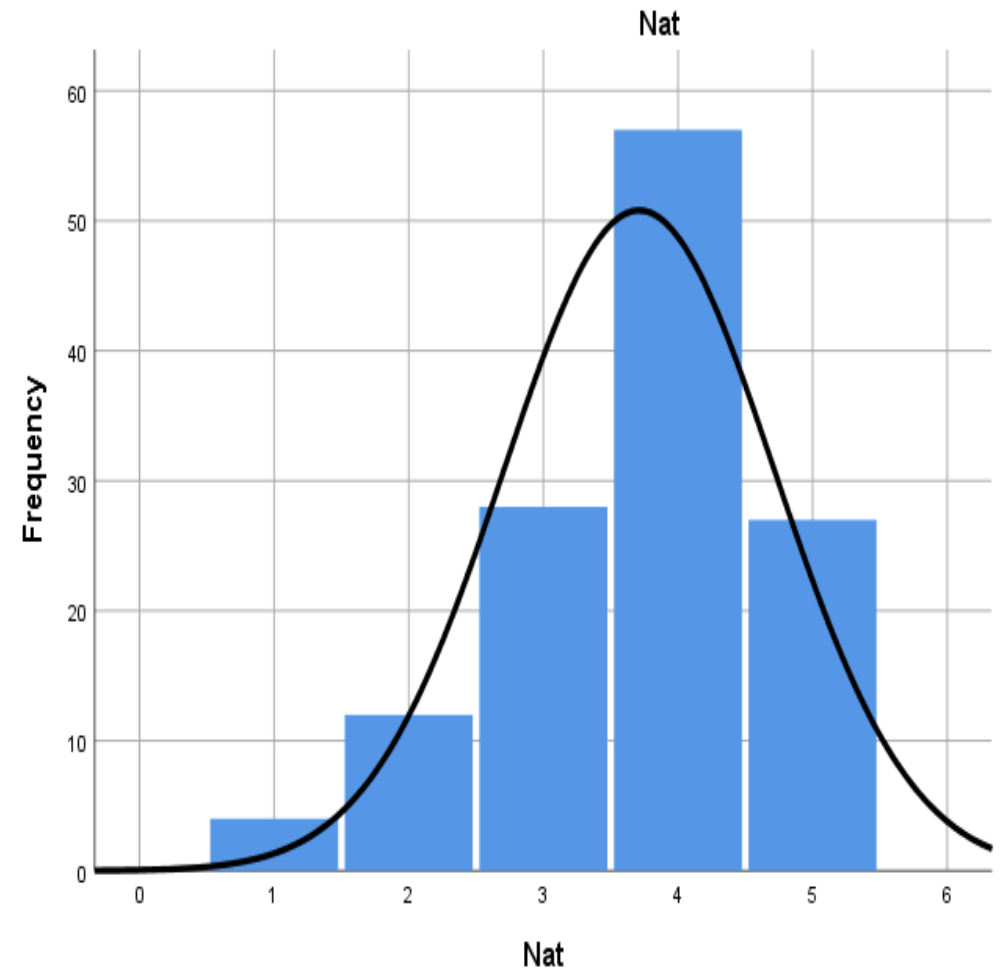
Though it is still many, but people who are dealt with bodily kinesthetic are employees with middle level of expertise (32%), an average monthly income of less than Rp. 15 million (62.5%), have a maximum of undergraduate degrees (24%), and have a maximum of 30 years of age (60%).

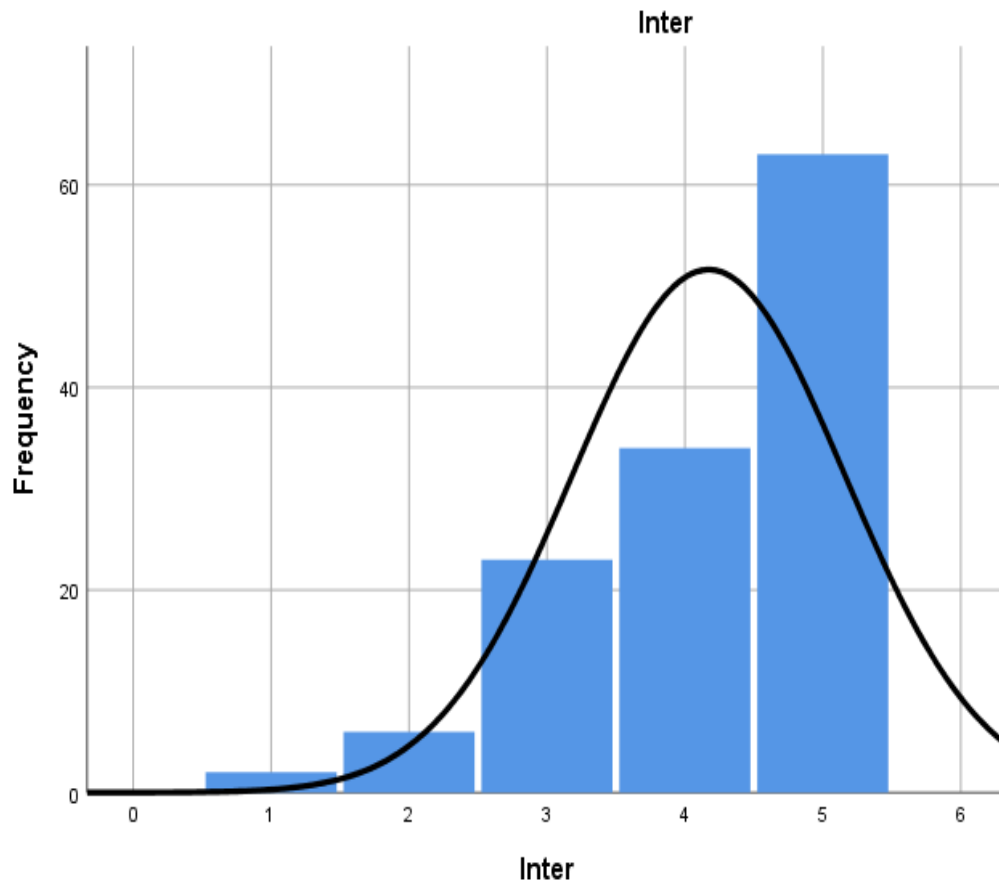
In **intra-personal** intelligence, people are having tendency of being good and aware of their own emotional, motivation and feeling stages. These people enjoy the analysis, exploring relationship, and expressing the personal strengths with their characteristics are self-reflections and introspection. It is beneficial for others to know these employees due to their analyses on strengths and weaknesses are well thought, and also their understanding on motivation feelings is extraordinary.

It shows an average of “3” and “4”, for a total of 76% of all respondents with ages of maximum of 30 years (77%), 49% are having master degrees, 81% are female employees who have intra-personal intelligence, 80% are having an average of Rp 15 million, and have a minimum of 1 year for a total about 18%.



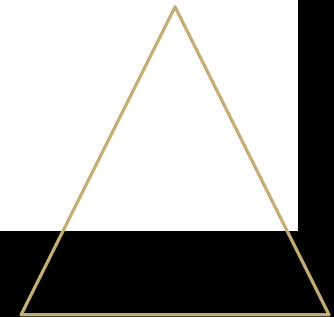
In **naturalistic** intelligence, people have the tendency of easier time in categorizing information, exploring outdoors, dislike non-natural topics and have no connection to nature, for about a total 87.5% of the respondents is able to portray the naturalistic that they are having a minimal year of experience (29%), have the highest income (25%), about 37% males are falling in this category, 27% are having doctoral degrees, and 37.5% are more than 50 years old.





**Inter-personal** intelligence, this it to note that people are good in interaction and understanding with others and they are so wonderful in assessing others' emotions, motivation, intentions and desires around them. This people are able to talk verbally and non-verbal as they are incapable of seeing through different perspectives, and their resolving conflicts in groups.

For the majority of "5", or a total of 49.2%, it is perceived from 25% of the respondents shows the highest level of inter-personal intelligence are in the top level of the questionnaire, 26.5% are having the doctoral level, 11.7% are males that falling in this category, 18% are having the highest level of income, and 17% are having more than 5 years of experience.



## V. Conclusion and Recommendations

There are people who have similarities when it comes to **age, income, education, and experience**, but everybody else is just so different. Hence, regardless of whether or not an individual is working either in the **private sector** or **public sector**, it all comes down to their **background** and **personalities** as an individual person.

An individual's background may shape his or her managerial abilities (**planning, organizing, leading, and controlling**), which ultimately affect their ability to conduct and be aware of different cultures in an international level.

An individual's **background, personality, and upbringing** may influence their potential ability to conduct some kind of inefficiency.



- There are some variables according to the data that was collected that have little to no effect on an individual's performances at work and in life. Except, **ages**, **experience**, **income**, and **education** provide some features on such differences.
  - ✓ The **ages** of the employees are advancing, and their **experience** are well grasp, and their **income** becomes a bit more, and their **level of education** has upgraded, it is all shown in the evidence that the willingness on POLC, cross-cultural awareness and multiple intelligence are improving drastically.
- An individual's environment has a higher chance in determining the **development of a mindset, characteristic, personalities and knowledge**.
  - ✓ An individual behavior in an organization is a form of interaction between **individual characters** and **organizational characteristics**.
  - ✓ And the characteristics of the individual will be taken when the individual is entering a new environment, the new environment is the organization, and the organization is also an environment that has its own characteristics, in other words, characteristic traits are traded amongst people and the organization that they enter and/or currently in.

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1 Behavioral Differences (Public vs Private Firm)

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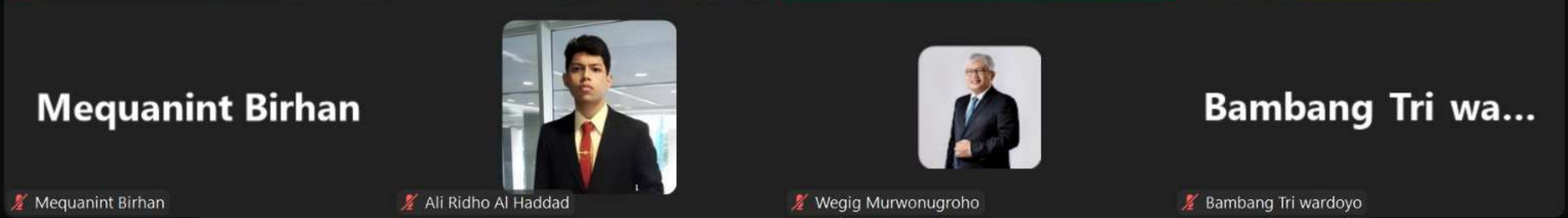


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