

Behavioral Differences Between Employees (Public vs Private Firm)

Samuel PD ANANTADJAYA

Institute IPMI

samuel.anantadjaya@ipmi.ac.id

<https://orcid.org/0000-0002-9256-9186>

Irma M NAWANGWULAN

International University Liaison Indonesia (IULI)

mnwulan@gmail.com

<https://orcid.org/0009-0006-4164-3311>

DC Ethan SAMUEL

International University Liaison Indonesia (IULI)

ethan.1812.samuel@gmail.com

<https://orcid.org/0009-0005-3153-8131>

Daniella CE SAMUEL

Universitas Bunda Mulia

erynsamuel123@gmail.com

<https://orcid.org/0009-0007-2755-7924>

ABSTRACT

This paper is to determine the correlation between individual behavior, job performance, and satisfaction in both private and public sector in Indonesia. Series of survey was conducted to determine whether or not employees in private sectors was deemed as more motivated than those employees from public sectors. It includes primary and secondary dimensions of individual characteristics (age, education, gender), POLC, cross-cultural awareness, and also about multiple intelligences of individuals (Cherry, Gardner's Theory of Multiple Intelligences, 2023). These factors were taken into account for individual competence in satisfaction, productivity, and performances within their sectors. In addition, it can be taken into account that their personalities can have a tremendous effect on their tendency to commit inefficiency in markets, in internationally and domestically. Though there are differences, such as; gender, age, and experience, an individual is working based on his or her background and personality. The assumptions have been "lazy", "incompetent", "lack of integrity", and many more (Handler, 2014) in comparison to confluence of nature and nurture of an individual (Gerrig & Zimbardo, 2002; Roy, 2012). The individual's background is provided to guide the managerial abilities, such as; planning, leading, controlling, and organizing. This affects his or her ability to conduct and be aware of different cultures. The kind combination of background and personality, including the upbringing, are influencing his or her ability to conduct inefficiency in market worldwide. It is found that the respondents' characteristics showed the majority on leading characters, a higher number for cross-cultural (religion, blood type and numbers of cars), a much smaller number for respondents' characteristics. The value of this research is about their employ-ability, in particularly the presence in planning, organizing, leading, and controlling, but it also includes cross-cultural, and multiple intelligences among the employment

Keywords: employees; public employee; private employee; POLC, cross-cultural, multiple intelligence

1. Introduction

Organizations are managed in different ways. These are not just the retailers, or boutiques, or manufacturers, those organizations are likely to be operated in difference methods. Not only from the way they do their operational activities, but also the way they do their sales, research, accounting, and financial recording. Organizations in both public sector and private sectors, are likely to operate differently (Baarspul, 2009; Aguiar do Monte, 2017). Human behavior itself is considered complex and every individual is difference from one another (Gupta, 2010) by implication and assumption, the attitudes and behaviors of the individuals in both private and public sectors are contrasted thereby making everyone within an organization distinguishably different from one another (Baarspul, 2009). Though this may be

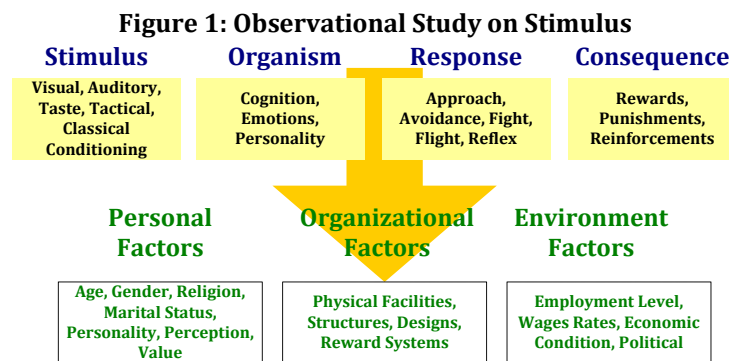
true, people in general are different yet have similar characteristics. This can be seen based on an individual's background that includes their income, work status, and personalities. In other words, it is important to understand one's behavior in an organization.

Behavior can be defined as the confluence of nature and nurture of an individual which are formed and influenced their actions and mannerisms in society (Gerrig & Zimbardo, 2002; Roy, 2012). According to Gupta (2010), there are seven factors that influence an individual behavior; abilities, gender, race, perception, attribution, attitude, and personality. All of these contributing factors will form and influence an individual's behavior which therefore will be instrumental to its organizational behavior which inevitably can affect their level of productivity within an organization regardless of whether the individual belongs to the private or public sectors. Environment and the surroundings of an individual within an organization plays a key role in shaping their behavior; hence, everything from an individual behavior to an organizational behavior is a mere cycle.

The key issue is to analyze whether employees, who are working in private companies/sectors provide more exertion and therefore are more productive than those workers who are working for the government. If this may be the case, investigation is needed to support this hypothesis if the reason for this assumption is due to unobservable factors such as their background, income, gender, and personality. The focus of this research is to find out the reason why employees' individual behaviors of both private and public sectors have such a profound affect in their ability to be productive at their respective workplace.

2. Literature review and hypotheses developments

Organization Behavior (OB) can be defined as the study and action of human behavior within an organization, the common boundary between human behavior and the organization itself (Griffin & Moorhead, 2014). Organizations have huge influences in our live, hence, it is important to understand how and why an organization functions and how human behavior within an organization can affect the organization as a whole. The value of organizational behavior is that *"it isolates important aspects of manager's job and offers specific perspectives on the human side of management: people as organizations, people as resources and people as people"* (Griffin & Moorhead, 2014). Due to the constant changes of demographics, an increase in globalization, and an increase in advancement in technology, changes in the workplace—especially changes in diversity—must be present.



Source: (Bolders, Tops, Band, & Stallen, 2022; Commerce Mates, 2023; Cornell, 2023; Roy, 2012)

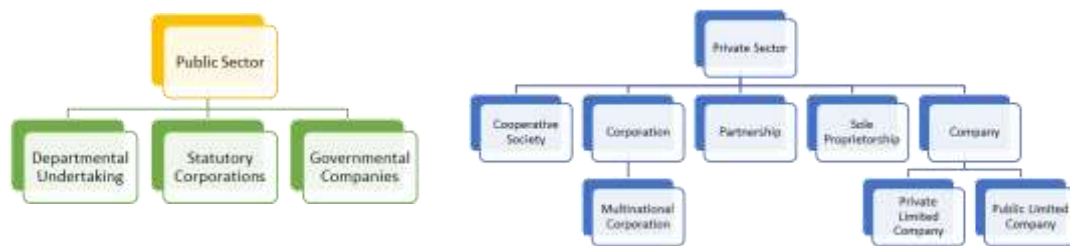
Individual behavior on the other hand can be define as a combination of responses to external and internal stimuli (Bolders, Tops, Band, & Stallen, 2022; Commerce Mates, 2023; Cornell, 2023; Roy, 2012). According to Gupta (2010), the challenges that managers have to face to ensure an effective organization is giving out the right tasks to the right people based on the individual's behavior (Expert Panel, 2021; Herrity, 2023). Furthermore, individual behavior itself 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."*

2.1. Differences and Similarities in Public and Private Sectors

Motivation is defined as “the set of forces that causes people to engage in one behavior rather than some alternative behavior” (Griffin & Moorhead, 2014). Individuals most likely have personal reasons as to why they join either the public or private sectors for their employment whether it is because of the salaries, benefits, pension, work conditions, and many more.

According to 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 or to be trained such that the opportunity to earn significant amounts of money could occur in a later job. 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). Hence, managing these two dramatically differently motivated groups is significantly different for each group. The main difference between a public sector and private sector is the set of objectives they have (NewsDay, 2012; Murray, 2022). The main objective of those in private sectors is to maximize its profit - public sector’s objectives are usually to achieve the “defined service level” or their purpose is to serve the citizen of the country (NewsDay, 2012; Surhbi, 2015; Murray, 2022). There is strong competition between many organizations within their industry within the private sectors (Pettinger, 2019). In the public sectors there are usually no competition that are taking place (Rehman, 2023).

Figure 2: Public vs Private Sector Organizations



Source: (Surhbi, 2015; Griffin & Moorhead, 2014)

Figure 1 (a) depicts a typical public sector organizational structure. Departmental undertaking is “the oldest and traditional form of organizing public sector enterprises” (Singh, 2012). The undertaking is under the direct control of a minister who is part of the Parliament (for instance, the Ministry of Foreign Affairs) (Singh, 2012). Statutory corporations on the other hand are a combination of both public ownership and accountability (Soni, 2012). Statutory corporations are of separated legal entity that are state controlled, hence, there might be little to no flexibility in operation since everything is set by the government. Governmental companies are companies in which the central or state government owns at least 51% or more than half of the share capitals (Jain, 2013). Figure 1 (b) depicts a traditional private sector organizational structure. There are 5 different kind of private sector companies; cooperative society, corporation/multinational corporations, partnership, sole proprietorship, and private/public limited companies (Surhbi, 2015; The Investopedia Team, 2022; Griffin & Moorhead, 2014).

Additionally, 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. An advantage of private sector is that 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)

Although there are several differences between what makes a public sector and public sector unique on their own, there are some interesting similarities between the two opposite sectors. 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. As for public sectors, the customers are the citizens of the respective countries themselves. Both private and public value their respective customers because “they evaluate/re-evaluate their efforts to ensure a high level of customer service” and satisfaction (Bodawala, 2017; Murray, 2022).

The second similarity would be the fact that both private and public are open to changes that are happening in the world (Bodawala, 2017). 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. Thus, the willingness to be open to changes can inevitably impact the growth of the organizations within its industry and sectors.

The third similarity would be the opportunities for employee growth (Bodawala, 2017). This means that both private and public sectors must create an environment that provides opportunities for career growth for their respective employees. For example, assigning an employee on special assignments to gain experiences in other areas of interest. This can help lead to a change in job satisfaction and employee retention within the organization (Bodawala, 2017).

The fourth similarity would be executive support (Bodawala, 2017). According to Bojanala (2017), executive staffs in both private and public sectors are willing to provide support and motivation that the employees need to implement their innovative ideas in the organization. The fifth and final similarity is mentoring (Bodawala, 2017). According to Bojanala (2017), both employees from private and public sectors are willing “to spend extra time to talk with you while sharing their experiences and additional information they have a guide you through to being the best that you can be.” This is especially important when an individual is building their identity and relationship amongst other employees within the workplace.

Table 1: Comparison on Public vs. Private Sector

Comparison	Public Sector	Private Sector
Meaning	The section of a nation’s economy, which is under the control of the government, whether it is central, state, or local	The section of a nation’s economy, which is owned and controlled by private individuals or companies
Basic Objective	To serve the citizen of the respective country	Maximizing Profit
Earned Money From	Public revenues (such as; tax, duty, penalty)	Issuing shares and debentures, taking out loans, selling goods and services
Areas	Police, Army, Mining, Healthcare, Manufacturing, Electricity, Education, Transportation, Telecommunication, Agriculture, Banking, Insurance	Finance, Information Technology, Mining, Transportation, Education, Telecommunication, Manufacturing, Banking, Construction, Pharmaceutical
Benefits of Working	Job Security, Retirement Benefits, Allowances	Good Salary Package, Competitive Environment, Incentives
Basis of Promotion	Seniority	Merit
Job Stability	Yes	No

Source: (Surhbi, 2015; Griffin & Moorhead, 2014)

2.2. Employees Work Life Advantages and Disadvantages

For many individuals in Indonesia, the majority still preferred to become a civil servant employee as their primary choice of job to that of a private sector employee (Virmansyah, 2017). For many Indonesians, the many reasons why individuals chose to enter the public sector is that they desire to get a fixed income and a clear career path of promotion in their jobs. These factors may be the cause of their own desire or their parents’ desires (Virmansyah, 2017).

Table 2: Advantages and Disadvantages of Working in Public Sectors in Indonesia

	Public	Private
Salary	Fixed, clear, adjusted	Vary and negotiable depending on the experience, skills, degrees and performance

	Public	Private
	The salaries of public sector Indonesia are almost the same with differences in incentives and benefits	
Pension Fund	Employees are guaranteed	Employees may not guarantee
Spare Time	Working for 5 days and up to 8 hours in a day	Even more than 5 days and 8 hours in a day
Career	Everyone must abide by the rules that are set by the government.	Employees are able to provide a positive and progressive performance
Bureaucracy	The existing bureaucratic system in this country sometimes does not correspond with our person	Employees are quick to develop skills and the working policy and the objectives of the company, employees are given more freedom

Source: (Virmansyah, 2017)

2.3. Innovative Work Behaviors

Individual behavior in the organization is a form of interaction between individual characters and organizational characteristics. The behavior of every individual in the organization must be various and different, because the individual one is definitely different from the other individual. 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, so sometimes disconnects occur between individual characters with organizational characteristics (Hima, 2015).

Kurt Lewin was a one of the first psychologists to purpose that the development of an individual was the product of interaction between genetic and life experience from an individual environment (Bateman, 2022; Burnes, 2019; Psychology Notes HQ, 2013). This concept was called Field Theory and is presented in a form of mathematical equation as $B = f(P, E)$; "B" stands for behavior, "f" stands for behavior function, "P" stands for person, and "E" stands for environment around the person (Bateman, 2022; Burnes, 2019; Roy, 2012).

De Spiegelaere, Van Gyes, and Van Hootegem (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 and imagine inside the employees' organizations and found that the outcome expectations were shaped by individual difference factors that include supervisor relationship, job requirement, employee reputation, and their satisfaction rate with the status quo in the organizations (Wang, Chen, & Xie, 2022; Chang & Lin, 2023). It was concluded that 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). This can lead to a conclusion that when an employee has innovative work behavior, it can consequentially increase job performance and ensure effective organizational process. To mirror the aspect of creativity, entrepreneurship, organization citizenship behavior, initiatives, taking charge and employee-driven innovation, those are representing POLC (Goljic, 2021; Kinicki & Williams, 2015), as a preliminary step, a cross-cultural awareness (Central Vancouver Island Multicultural Society, 2020; Roysircar, 2004; Spruce, 2016), and a perspective on multiple intelligence (Cherry, 2023a; Supriatna, Trinova, Anantadjaya, Dewi, & Nawangwulan, 2021).

2.4. Research Model & Hypothesis

In the research model, there are some variables to note, as follows;

1. For the Personal Characteristics (Griffin & Moorhead, 2014), to note the primary dimension (age and gender), and the secondary dimension (education, income, and experience)
2. For the POLC (Goljic, 2021; Kinicki & Williams, 2015) is about the planning, organizing, leading and controlling
3. For the cross-cultural (Central Vancouver Island Multicultural Society, 2020; Roysircar, 2004; Spruce, 2016), it is incorporated available online quizzes to look for basic awareness among groups of people

4. For the multiple intelligence (Cherry, 2023a; Supriatna, Trinova, Anantadjaya, Dewi, & Nawangwulan, 2021), it covers visual/spatial, linguistic/verbal, logical/mathematical, body kinesthetic, musical, inter-personal, intra-personal, and naturalistic

From the explanation above, it is to illustrate the research model in this study, with its hypothesis are as follows;

- H₁ : Personal Characteristics show impact onto POLC
- H₂ : POLC shows impact on Cross-Cultural Awareness
- H₃ : POLC shows impact on Multiple Intelligences

3. Methods

There was a total of 150 questionnaires. From the available questionnaires, there were about 13 unfinished, and 9 uncompleted, and to make a total of 128 responded. Questions that were asked were attempting to find out an 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), and 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.

3.1. Descriptive Analysis

The descriptive statistic data show the total of 128 respondents, with the reliability and validity testing show the means are all acceptable for the results, reliability test of 0.812, and the validity test of 0.607.

Figure 3: Descriptive Statistics

	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

Source: (IBM SPSS Statistics, 2017)

Figure 4: Validity Testing

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.607
Bartlett's Test of Sphericity	Approx. Chi-Square	1081.673
	Df	151
	Sig.	0.000

Figure 5: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.795	0.812	18

Figure 6: Communalities

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

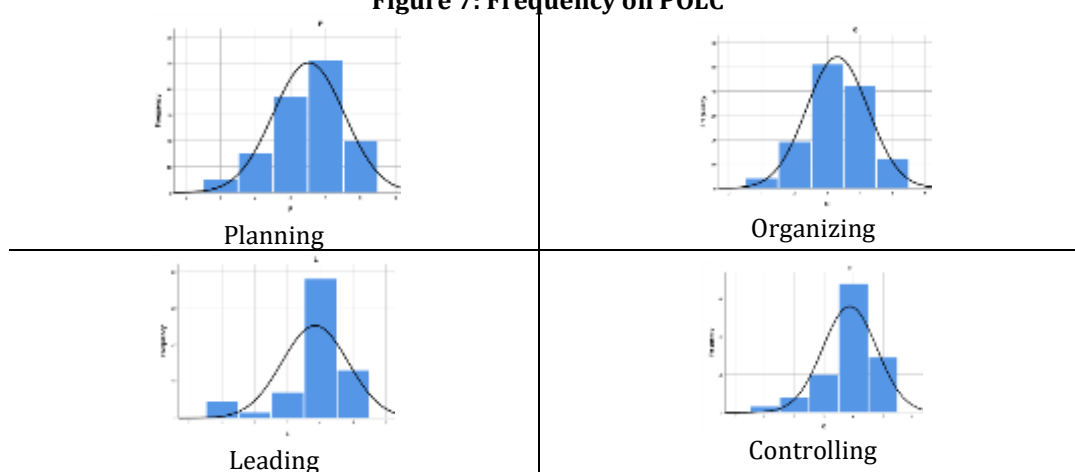
Extraction Method: Principal Component Analysis.

Source: (IBM SPSS Statistics, 2017)

4. Results

The percentages for planning, organizing, leading, and controlling (Goljic, 2021; Kinicki & Williams, 2015) are shown in the tables below.

Figure 7: Frequency on POLC

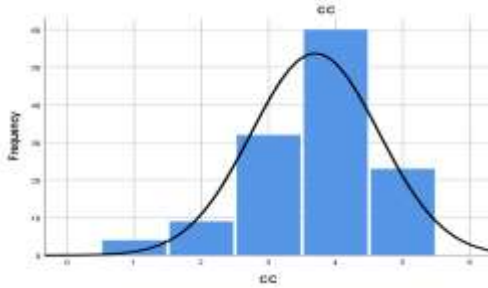


1. The planning and organizing consists of “neutral”, and “agree”, leading and controlling show “agree”. The planning and organizing display consistency to show the actual planning and organizing inside the workplace are deemed toward the younger generation, undergraduate degree, more females, more singles, 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. This is to say that the younger age, undergraduate degrees, singles, and a few years, these employees

2. 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.

Figure 8: Frequency on Cross-Cultural Awareness

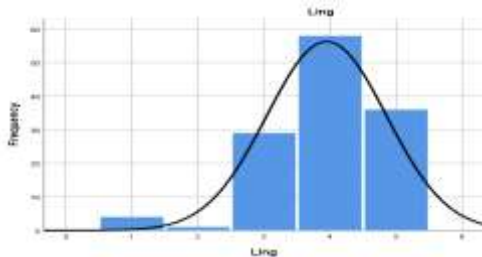


	Frequency	Percent	Valid Percent	Cumulative Percent
1	4	3.1	3.1	3.1
2	9	7.0	7.0	10.2
3	32	25.0	25.0	35.2
4	60	46.9	46.9	82.0
5	23	18.0	18.0	100.0
Total	128	100.0	100.0	

3. The multiple intelligence (Cherry, 2023a; Supriatna, Trinova, Anantadjaya, Dewi, & Nawangwulan, 2021) show evidence like such;

- a. The linguistics and verbal intelligence show the tendency of people that they are good in verbal and in writing and speaking. These people are good in writing stories, information and reading. This shows the quality of employees in ability conversing any statements to their colleagues. It shows evidences on “3”, “4” and “5”, 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%). This is to say that the undergraduate degree, income is about Rp. 20 million, and with a minimum of 35 years of age, these employees have the linguistic and verbal intelligence.

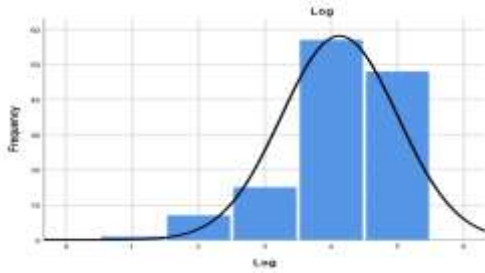
Figure 9: Linguistic and Verbal



	Frequency	Percent	Valid Percent	Cumulative Percent
1	4	3.1	3.1	3.1
2	1	.8	.8	3.9
3	29	22.7	22.7	26.6
4	58	45.3	45.3	71.9
5	36	28.1	28.1	100.0
Total	128	100.0	100.0	

- b. People in logical and mathematical intelligence, they do have the power in making reasoning, recognizing patterns, and analyzing cases. This group of employees are good in trying to recognize numbers, patterns and relationships among others elements. It shows evidences on “4” and “5”, 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%). This is to say the older the ages, income is about Rp. 20 million, with more than 5 years of experience and an undergraduate degree, all of them have the logical and mathematical intelligence. Perhaps, the systems that people have gone really ignites them to get more into logical/mathematical perspectives rather than irrational sense

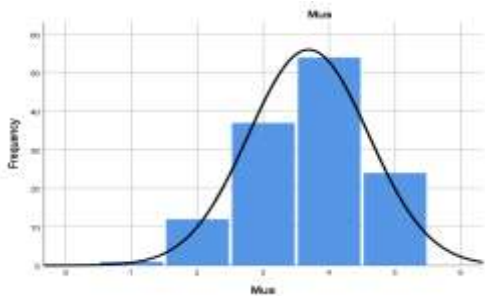
Figure 10: Logical and Mathematical



	Frequency	Percent	Valid Percent	Cumulative Percent
1	1	.8	.8	.8
2	7	5.5	5.5	6.3
3	15	11.7	11.7	18.0
4	57	44.5	44.5	62.5
5	48	37.5	37.5	100.0
Total	128	100.0	100.0	

- c. 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%). This is to say that the maximum of 4 years of experience, income is about Rp. 20 million, have a master degree, but a minimum of 30 years of age, these employees have musical intelligence.

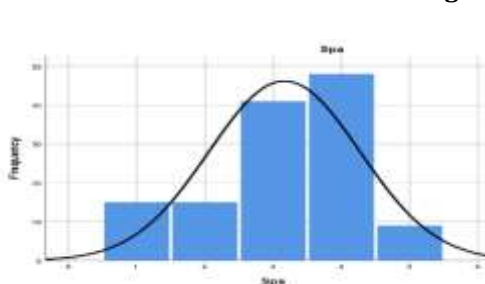
Figure 11: Musical



	Frequency	Percent	Valid Percent	Cumulative Percent
1	1	.8	.8	.8
2	12	9.4	9.4	10.2
3	37	28.9	28.9	39.1
4	54	42.2	42.2	81.3
5	24	18.8	18.8	100.0
Total	128	100.0	100.0	

- d. 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. It shows the responses are “3” and “4”, 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%). This is to say that as the employees have a minimum of 35 years, about the middle income and have a minimum of undergraduate degrees, or have more mature, these employees appear to have visual and spatial intelligence.

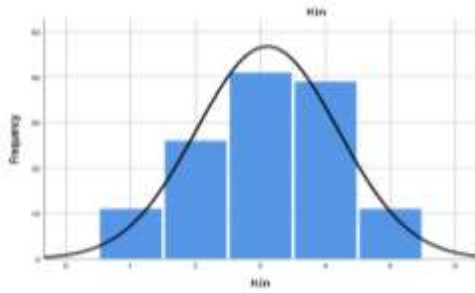
Figure 12: Spatial and Visual



	Frequency	Percent	Valid Percent	Cumulative Percent
1	15	11.7	11.7	11.7
2	15	11.7	11.7	23.4
3	41	32.0	32.0	55.5
4	48	37.5	37.5	93.0
5	9	7.0	7.0	100.0
Total	128	100.0	100.0	

Figure 13: Bodily Kinesthetics

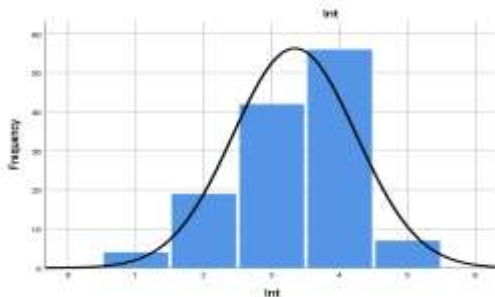
	Frequency	Percent	Valid Percent	Cumulative Percent
1	11	8.6	8.6	8.6
2	26	20.3	20.3	28.9



3	41	32.0	32.0	60.9
4	39	30.5	30.5	91.4
5	11	8.6	8.6	100.0
Total	128	100.0	100.0	

- e. 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. It shows about 70% of the respondents with an average of “3” and “4”. 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%). This is to say that the as the experience grows, and the education is improving, the level of kinesthetic is progressing.
- f. 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%. This is to say that the maximum of 30 years old, with a minimum of 1 year of experience, the average income of Rp. 15 million, and female employees, they are all showing the intra-personal intelligence.

Figure 14: Intra-Personal

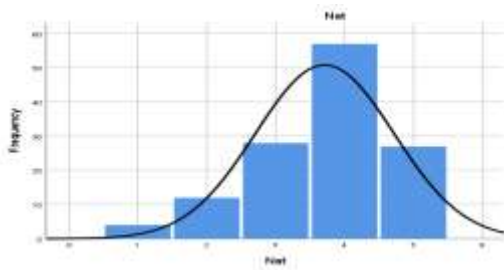


	Frequency	Percent	Valid Percent	Cumulative Percent
1	4	3.1	3.1	3.1
2	19	14.8	14.8	18.0
3	42	32.8	32.8	50.8
4	56	43.8	43.8	94.5
5	7	5.5	5.5	100.0
Total	128	100.0	100.0	

- g. 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. It shows that on averages “3”, “4”, and “5”, for 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. This is to say that as employees are getting younger (age, education, experience), the naturalistic intelligence is presence for them.

Figure 15: Naturalistic

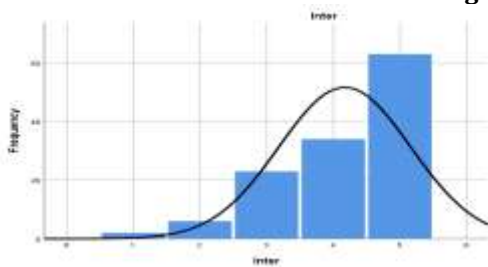
	Frequency	Percent	Valid Percent	Cumulative Percent
1	4	3.1	3.1	3.1
2	12	9.4	9.4	12.5
3	28	21.9	21.9	34.4



4	57	44.5	44.5	78.9
5	27	21.1	21.1	100.0
Total	128	100.0	100.0	

- h. 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. This is to say that it as the age is advancing, the level of education is progressing, the income becomes larger, and most people have quite a bit of experiencing, the inter-personal intelligence is existent for employees.

Figure 16: Inter-Personal



	Frequency	Percent	Valid Percent	Cumulative Percent
1	2	1.6	1.6	1.6
2	6	4.7	4.7	6.3
3	23	18.0	18.0	24.2
4	34	26.6	26.6	50.8
5	63	49.2	49.2	100.0
Total	128	100.0	100.0	

5. Conclusion & Findings

Although this is may be true, 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. Evidently, 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. Furthermore, an individual's background, personality, and upbringing may influence their potential ability to conduct some kind of inefficiency. Though this may be true, 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. That, as 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. Different triggers will ultimately give a modify reaction in the current stage of individual's situation.

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.

References

- Aguiar do Monte, P. (2017, March 29). Public versus Private Sector: Do Workers' Behave Differently? *Economia*, 18(2), 229-243. doi:10.1016/j.econ.2017.01.001
- Baarspul, H. C. (2009, November 20). *Do Employees Behave Differently in Public- vs. Private Sector Organization?* Retrieved September 1, 2017, from Semantic Scholar: <https://pdfs.semanticscholar.org/064a/f50e250fb84ac713be483032bd96732ac5b7.pdf>
- Bateman, T. S. (2022, October 26). *A Heuristic Equation to Explain Behavior, Performance, and Solutions.* Retrieved from Heuristics: <https://www.psychologytoday.com/us/blog/getting-proactive/202210/a-heuristic-equation-to-explain-behavior-performance-and-solutions>
- Bodawala, P. (2017, March 16). *Similarities Between Public and Private Sectors.* Retrieved September 19, 2017, from GovLoop: <https://www.govloop.com/community/blog/similarities-public-private-sectors/>
- Bolders, A. C., Tops, M., Band, G. P., & Stallen, P. J. (2022). Perceptual Sensitivity and Response to Strong Stimuli Are Related. (H. Ruge, W. Eilermeier, & A. Gokce, Eds.) *Frontiers Psychology*, 8. doi:10.3389/fpsyg.2017.01642
- Burnes, B. (2019, December 18). The Origins of Lewis's Three-Step Model of Change. *Journal of Applied Behavioral Science*, 56(1), 32-59. doi:10.1177/0021886319892685
- Central Vancouver Island Multicultural Society. (2020, September). *Cultural Competence Self-Assessment Checklist.* Retrieved from Cross Cultural Self-Assessment: www.du.edu/sites/default/files/2020-09/wk%201-Cultural%20Competence%20Self-Assessment%20Checklist.pdf
- Chang, Y. Y., & Lin, Y. H. (2023, January 29). Work Conformity as a Double-Edged Sword: Disentangling Intra-Firm Social Dynamics and Employees' Innovative Performance in Technology-Intensive Firms. *Asia Pacific Management Review*, 1-10. Retrieved from <https://pdf.sciencedirectassets.com/312337/AIP/1-s2.0-S1029313223000039/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEE8aCXVzLWVhc3QtMSJGMEQCIDQZLB4NTPVHXn44B7a3nbW0JY2D7I5AaDSSd0RuIbRHAiAjES1Ed55Fk%2FG>
- Chaturvedi, S., Janus, H., Klingebiel, S., Xiaoyun, L., e Souza, A. d., Sidiropoulos, E., & Wehrmann, D. (2021). *The Palgrave Handbook of Development Cooperation for Achieving the 2030 Agenda.* Switzerland: Palgrave MacMillan. doi:10.1007/978-3-030-579388-8
- Cherry, K. (2023a, March 11). *Gardner's Theory of Multiple Intelligences.* (D. Susman, Editor) Retrieved October 13, 2023, from Theories - Cognitive Psychology: <https://www.verywellmind.com/gardners-theory-of-multiple-intelligences-2795161>
- Cherry, K. (2023b, March 20). *What Is Reciprocal Determinism?* (C. Lustik, Editor) Retrieved from Social Psychology: <https://www.verywellmind.com/what-is-reciprocal-determinism-2795907>
- Commerce Mates. (2023). *Individual Behaviour in Organization | Factors Influencing Individual Behaviour.* Retrieved from Business Studies: <https://commercemates.com/individual-behaviour-in-organization/>
- Cornell, D. (2023, June 17). *External Stimuli: Examples And Definition.* (C. Drew, Editor) Retrieved from Terms: <https://helpfulprofessor.com/external-stimuli/>
- De Spiegelaere, S., Van Gyes, G., & Van Hootegem, G. (2014, June). *Innovatief Werkgedrag als Concept: Definiëring en Oriëntering - The Concept Innovative Work Behavior: Definition and Orientation.* doi:10.5553/GenO/092150772014027001002
- D'Emidio, T., Malfara, D., & Neher, K. (2017, February 14). *Improving the Customer Experience to Achieve Government-Agency Goals.* (K. Allstadt, Editor) Retrieved from McKinsey & Company: <https://www.mckinsey.com/industries/public-sector/our-insights/improving-the-customer-experience-to-achieve-government-agency-goals>
- Expert Panel. (2021, August 19). *12 Challenges Many New Managers Face (And How HR Can Help).* Retrieved from Leadership: <https://www.forbes.com/sites/forbeshumanresourcescouncil/2021/04/19/12-challenges-many-new-managers-face-and-how-hr-can-help/?sh=3f265c1e7add>
- Farurukh, M., Meng, F., Raza, A., & Wu, Y. (2022, January 20). Innovative Work Behaviour: The What, Where, Who, How and When. *Personnel Review*, 52(1), 74-98. doi:10.1108/PR-11-2020-0854
- Frese, M., & Fay, D. (2001). Personal Initiative: An Active Performance Concept for Work in the 21st Century. *Research in Organizational Behavior*, 23, 133-187. doi:10.1016/S0191-3085(01)23005-6
- Gerrig, R. J., & Zimbardo, P. G. (2002). *Glossary of Psychological Terms.* *Psychology and Life*, 16th. Boston, Massachusetts, United States of America: Allyn and Bacon. Retrieved September 3, 2017, from <http://www.apa.org/research/action/glossary.aspx?tab=2>

- Goljic, D. (2021, March 23). *Planning Organizing Leading Controlling/P-O-L-C Framework*. (Career Cliff) Retrieved from <https://www.careercliff.com/planning-organizing-leading-controlling/>
- Griffin, R. W., & Moorhead, G. (2014). *Organizational Behavior: Managing People and Organization* (11th ed.). (S. Person, Ed.) Mason, Ohio, USA: South-Western, Cengage Learning. Retrieved August 26, 2017
- Gupta, A. (2010, April 26). *Individual Behavior in Organization*. Retrieved September 1, 2017, from Practical Management: <http://www.practical-management.com/Organization-Development/Individual-Behavior-in-Organization.html>
- Handler, M. (2014, September 13). *Public Sector Employment: 5 Misconceptions*. Retrieved November 19, 2017, from Careers in Government: <https://www.careersingovernment.com/tools/gov-talk/about-gov/public-sector-employment-5-common-misconceptions/>
- He, J., & Kim, H. (2021, July 16). The Effect of Socially Responsible HRM on Organizational Citizenship Behavior for the Environment: A Proactive Motivation Model. *Sustainability*, 13(14). doi:10.3390/su13147958
- Henneberry, B. (2023). *Mastering Supplier Relationship Management in Public Procurement*. (Thomas Publishing Company) Retrieved from Guides: <https://www.thomasnet.com/articles/procurement/mastering-supplier-relationship-management-in-public-procurement/>
- Henriques, G. (2022, October 21). *The Three "Laws" of Human Behavior*. (D. Sills, Editor) Retrieved from Persuasion: <https://www.psychologytoday.com/us/blog/theory-knowledge/202210/the-three-laws-human-behavior>
- Herrity, J. (2023, January 17). *What Are the Primary Responsibilities of a Manager?* Retrieved from Career Development: <https://www.indeed.com/career-advice/career-development/responsibilities-of-a-manager>
- Hima, G. (2015, March 15). *Faktor - Faktor Yang Mempengaruhi Perilaku Individu Dalam Organisasi*. Retrieved October 22, 2017, from Kompasiana: https://www.kompasiana.com/ghusarahimapramudhitan/faktor-faktor-yang-mempengaruhi-perilaku-individu-dalam-organisasi_551f737aa33311e32bb66ef3
- Iakovou, E., & White, C. C. (2022, September 14). *A Data-Sharing Approach for Greater Supply Chain Visibility*. Retrieved from Articles - Commentary: <https://www.brookings.edu/articles/a-data-sharing-approach-for-greater-supply-chain-visibility/>
- IBM SPSS Statistics. (2017). *SPSS. Version 25*. Armonk, NY, USA: International Business Machines, Corp.
- Jacobson, M. (2015, February 13). Understanding Customers in the Public Sector. *PA Times*. Retrieved from <https://patimes.org/understanding-customers-public-sector/>
- Jain, N. (2013, January 25). *Government Company*. Retrieved November 19, 2017, from Legal Services India: <http://www.legalservicesindia.com/article/article/government-companies-1443-1.html>
- Karttunen, E., Matela, M., Hallikas, J., & Immonen. (2022). Public Procurement as an Attractive Perspective. *International Journal of Operations & Production Management*, 42(13). Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/IJOPM-05-2021-0346/full/html#sec001>
- Kinicki, A., & Williams, B. K. (2015). *Management: A Practical Introduction* (7th ed.). New York, NY, USA: McGraw-Hill.
- Mares, J. (2013, May 1). *25 Differences Between Private Sector and Government Managers*. Retrieved August 30, 2017, from Power: <http://www.powermag.com/25-differences-between-private-sector-and-government-managers/>
- Murray, J. (2022, November 30). *Public Sector vs. Private Sector: What's the Difference? How Public and Private Sectors of the U.S. Economy Work*. (K. Khartit, Editor, & The Balance) Retrieved from Building Your Business - Becoming an Owner: <https://www.thebalancemoney.com/public-sector-vs-private-sector-5097547>
- Nasir, J., Ibrahim, R. M., Sarwar, M. A., Sarwar, B., Al-Rahmi, W. M., Alturise, F., ... Uddin, M. (2022). The Effects of Transformational Leadership, Organizational Innovation, Work Stressors, and Creativity on Employee Performance in SMEs. (C. D. Metcalf, N. Ribeiro, & D. Hidayat, Eds.) *Frontiers in Psychology*, 13. doi:10.3389/fpsyg.2022.772104
- NewsDay. (2012, May 28). *Parallels and Similarities of Public, Private Sector Procurement*. Retrieved September 22, 2017, from NewsDay: <https://www.newsday.co.zw/2012/05/2012-05-28-parallels-and-similarities-of-public-private-sector-procurement/>
- Parke, M. (2021, October 4). *How Employees Can Become Better Organizational Citizens*. Retrieved from Knowledge at Wharton: <https://knowledge.wharton.upenn.edu/article/employees-can-become-better-organizational-citizens/>

- Pettinger, T. (2019, May 14). *Private Sector vs. Public Sector*. (economicshelp.org) Retrieved from Does Job Creation from Public or Private Sector: <https://www.economicshelp.org/blog/2634/economics/private-sector-vs-public-sector/>
- Psychology Notes HQ. (2013, September 29). *Kurt Lewin's Psychological Field Theory*. Retrieved August 31, 2017, from The Psychology Notes HQ: <https://www.psychologynoteshq.com/psychological-field-theory/>
- Rehman, T. (2023, October 17). *Difference Between Public Sector Banks and Private Sector Banks*. (Ask Difference) Retrieved from Terms: <https://www.askdifference.com/public-sector-banks-vs-private-sector-banks/>
- Roy, N. (2012). Individual Behavior. *slideshare.net*. Retrieved September 2, 2017, from <https://www.slideshare.net/mobile/royneelima/individual-behavior-4392820>
- Roysircar, G. (2004). Cultural Self-Awareness Assessment: Practice Examples From Psychology Training. *Professional Psychology: Research and Practice*, 35(6), 658-666. doi:10.1037/0735-7028.35.6.658
- Singh, S. (2012, February 28). *The Essential Characteristics of Departmental Undertakings*. Retrieved November 18, 2017, from Preserve Articles: <http://www.preservearticles.com/2012022823829/the-essential-characteristics-of-departmental-undertakings.html>
- Soni, S. (2012, January 3). *Features, Merits and Demerits of Statutory Corporations*. Retrieved November 19, 2017, from Preserve Articles: <http://www.preservearticles.com/2012010319675/features-merits-and-demerits-of-statutory-corporations.html>
- Spruce, H. (2016, August 4). *Cross Cultural Awareness Quiz*. Retrieved from High Speed Training: <https://www.highspeedtraining.co.uk/hub/cross-cultural-awareness-quiz/>
- Supriatna, U., Trinova, Z., Anantadjaya, S. P., Dewi, M. P., & Nawangwulan, I. M. (2021, December). The Application of Multiple Intelligences in Islamic Religious Education. *Al-Ishlah: Jurnal Pendidikan*, 13(3), 2381-2390. doi:10.35445/alishlah.v13i3.700
- Surhbi, S. (2015, May 20). *Difference Between Public Sector and Private Sector*. Retrieved September 22, 2017, from Key Differences: <http://keydifferences.com/difference-between-public-sector-and-private-sector.html#comment-35963>
- The Investopedia Team. (2022, August 22). *What are the Major Types of Businesses in the Private Sectors?* (A. Smith, Y. Perez, Editors, & Investopedia) Retrieved from Fundamental Analysis - Sectors & Industries: <https://www.investopedia.com/ask/answers/040615/what-are-major-types-business-privatesector-and-how-do-they-differ-one-another.asp#:~:text=Private%20sector%20businesses%20are%20organized%20in%20different%20ways,sole%20proprietors%2C%20partnerships%2C%20li>
- Thomas, K. (2014, October 6). *Individual Behavior & Motivation*. Retrieved September 3, 2017, from LinkedIn: <https://www.linkedin.com/pulse/20141006130320-34529931-individual-behavior-motivation>
- Virmansyah, S. K. (2017, August 25). *Plus Minus Pegawai Negeri dan Pegawai Swasta*. Retrieved September 24, 2017, from Ruang Pegawai: <https://www.ruangpegawai.com/motivasi/plus-minus-pegawai-negeri-dan-pegawai-swasta-1184/amp>
- Wang, H., Chen, X., & Xie, M. (2022, November 29). Employee Innovative Behavior and Workplace Wellbeing: Leader Support for Innovation and Coworker Ostracism as Mediators. *Frontier in Psychology*, 13. doi:10.3389/fpsyg.2022.1014195
- Wood, M. (2021, July 27). *The Benefits and Challenges of Nonprofit Jobs and Working In The Sector*. (University of Washington) Retrieved from Terms: <https://careers.uw.edu/blog/2021/07/27/the-benefits-and-challenges-of-nonprofit-jobs-and-working-in-the-sector-shared-article-from-foundation-list/>
- Yuan, F. R., & Woodman, R. W. (2010, April). Innovative Behavior in the Workplace: The Role of Performance and Image Outcome Expectations. *The Academy of Management Journal*, 52(2), 323-342. doi:10.5465/AMJ.2010.49388995

Corresponding author

Samuel PD Anantadjaya can be contacted at: samuel.anantadjaya@ipmi.ac.id