Organizational Culture and Career Opportunities for Women and People with Disabilities: A Comparative Study between the Public and Private Sectors in Mataram City

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Article Info	Abstract
	This study aims to analyze the influence of organizational culture on career opportunities for women and persons with disabilities in the public and private sectors in Mataram City. The research method used is a descriptive qualitative approach with data collection techniques through in-depth interviews, observation, and documentation studies of 30 informants. The results show that organizational culture in the public sector tends to be bureaucratic and conservative, limiting flexibility and participation of vulnerable groups. In contrast, the private sector is more adaptive and results-oriented, but has not fully implemented the principle of inclusiveness. The main obstacle faced by women is the glass ceiling, *while persons with disabilities still face barriers in accessibility and consistent policy implementation. Overall, organizational culture plays an important role in creating a fair and inclusive work environment. The recommendations of this study include strengthening gender equality policies, inclusion training, and developing an empathy-based work culture in both sectors.*

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1. INTRODUCTION

Organizational culture plays a strategic role in shaping a work environment that can facilitate or limit individual career development. For vulnerable groups, especially women and persons with disabilities, this role becomes even more important because organizational culture determines the extent to which inclusive, fair, and equitable values are applied in daily work practices. Conceptually, organizational culture encompasses the values, norms, and social practices that exist within an organization, which influence the way individuals interact, contribute, and develop their careers (Mei et al., 2016).

In the context of employment in Mataram City, women and persons with disabilities still face various structural and cultural barriers. Women are often trapped in gender stereotypes that limit their mobility in strategic positions, while persons with disabilities often face discrimination and lack access to adequate facilities and career support (Septiana & Haryanti, 2023; Amaliyah, 2019). Social support from the work environment and family is also an important factor that influences *work-life balance*, which in turn affects women's ability to develop their professional potential (Chasanah, 2025).

Differences in organizational culture between the public and private sectors also contribute to career opportunity gaps. The public sector generally has a bureaucratic and structured system with clear regulations, but it is often less flexible in accommodating the needs of vulnerable groups. In contrast, the private sector is known to be more adaptive and

open to innovation, but this flexibility is not always accompanied by policies that support the principles of equality and inclusion (Amalia et al., 2023).

Findings from several previous studies also show that women and persons with disabilities still face difficulties in accessing decent work, especially during crises such as the COVID-19 pandemic, where job opportunities are increasingly limited (Dewi et al., 2020; Zaelani et al., 2022). This condition indicates a systemic gap in career opportunities that needs to be analyzed in depth, both from the aspects of organizational culture and the social support available in the work environment.

Therefore, this study aims to analyze the influence of organizational culture on career opportunities for women and persons with disabilities by comparing conditions in the public and private sectors in Mataram City. The results of this study are expected to provide an empirical overview and strategic recommendations to strengthen the implementation of policies oriented towards justice, equality, and inclusion in the world of work (Pasalina et al., 2023).

2. RESEARCH METHODS

Definition and Theory of Organizational Culture

Organizational culture is a system of values, norms, and habits that shape the behavior, mindset, and interactions among members of an organization. Schein (2010) argues that organizational culture consists of three levels, namely: (1) artifacts, which are visible elements such as organizational structures, symbols, and language; (2) values, which reflect beliefs and behavioral guidelines; and (3) basic assumptions, which are deep-seated beliefs that form the basis for the actions of organizational members.

Latuconsina (2014) adds that organizational culture not only shapes work behavior but also influences the implementation of policies, including those related to gender equality and disability inclusion. Thus, organizational culture is an important factor in building a work environment that supports diversity and equal career opportunities.

Gender Equality and Disability Inclusion Theory

The theory of gender equality emphasizes the importance of equal treatment and access for all individuals regardless of gender, including in the context of the workplace. This equality includes fair opportunities in recruitment, training, promotion, and decision-making.

Martoyo et al. (2023) highlight that affirmative policies from the government play an important role in promoting gender equality and disability inclusion. Law Number 8 of 2016 concerning Persons with Disabilities is a tangible manifestation of the state's commitment to guaranteeing the rights of persons with disabilities to obtain decent work. However, in its implementation, various obstacles are still encountered, both in terms of organizational readiness and social perceptions (Dahlan & Anggoro, 2021).

This shows that the success of equality and inclusion policies does not only depend on regulations, but also on an organizational culture that is able to accept and support diversity.

Previous Study: The Relationship Between Organizational Culture and Career Opportunities

Previous studies show that an inclusive organizational culture has a positive influence on individual career development. Fatika et al. (2020) found that a work culture that supports diversity can increase job satisfaction, organizational commitment, and employee loyalty, especially for women and persons with disabilities. Organizations that foster inclusive values are also better able to retain their workforce and minimize discrimination in the workplace.

Marx et al. (2021) emphasized that differences in values and norms between the public and private sectors also influence work experiences and career opportunities for vulnerable

groups. The public sector often has a bureaucratic structure and is less flexible in implementing inclusion policies, while the private sector has greater room for innovation but sometimes neglects the principle of equality (Sari et al., 2022).

This study uses a qualitative descriptive approach to gain an in-depth understanding of the phenomena of gender and disability in the context of organizational culture in the public and private sectors in Mataram City. This approach aims to describe social realities and interpret the meanings behind practices and policies that affect career opportunities for women and persons with disabilities.

Data were collected through observation, in-depth interviews with key informants, and documentation studies covering organizational policies, scientific journals, official websites, and related academic literature. Data analysis was conducted using thematic descriptive techniques, including reduction, presentation, and inductive conclusion drawing. Data validity was maintained through source and method triangulation, while research ethics were applied by ensuring informant confidentiality and voluntary participation.

3. RESULTS AND DISCUSSION

This study analyzes organizational culture and career opportunities for women and people with disabilities in the public and private sectors in Mataram City. Data was obtained through in-depth interviews with 30 informants (managers, female staff, and employees with disabilities), direct observation, and a study of organizational policy documentation.

1. **Characteristics of Organizational Culture in the Public and Private Sectors in Mataram City.** Organizational culture in these two sectors shows fundamental differences despite having the same goal of creating a work environment.

   - Public Sector: The culture in this sector tends to be bureaucratic, with an emphasis on regulation and accountability (Septiana & Haryanti, 2023). Strict procedures and disciplinary norms dominate, which often hinder innovation and adaptation to individual needs, including those of women and persons with disabilities (Dahlan & Anggoro, 2021). These limitations make the public sector less flexible in responding to the needs of vulnerable groups, limiting their active participation in decision-making.

   - Private Sector: In contrast to the public sector, the private sector has a more dynamic and results-oriented culture, which encourages innovation. However, this culture also carries the risk of neglecting the principles of fairness and inclusion, especially in the implementation of policies that support women and persons with disabilities (Syarifuddin et al., 2022). There is a tendency to prioritize efficiency and productivity over the creation of a fully inclusive work environment.

2. **Career Opportunities for Women in the Public and Private Sectors**. Women face significant differences in access to career opportunities in both sectors:

   - Public Sector: Although the recruitment process is more transparent and has a structured promotion system, gender norms often limit women's access to strategic positions. Benchmarks such as professionalism are applied but are often discriminatory, creating barriers such as the glass ceiling faced by women (Septiana & Haryanti, 2023)Wirdawati et al., 2024). Social support in the form of a mentoring culture is essential to facilitate career advancement, but it is often inadequate.

- Private Sector: Opportunities in this sector appear to be more numerous and diverse, but women face social discrimination through gender stereotypes. Data shows that opportunities for promotion are often hindered by biased views of women's abilities, often creating a glass ceiling (Septiana & Haryanti, 2023). Most of the women interviewed reported that support from social networks and mentoring were important factors in overcoming these barriers (Septiana & Haryanti, 2023).

3. **Career Opportunities for Persons with Disabilities in the Public and Private Sectors.** Accessibility conditions for persons with disabilities also vary:
   - Public Sector: Although there are regulations that support persons with disabilities, policy implementation is often inconsistent, and the medical model of disability still dominates, which hinders accessibility and employment opportunities (Dahlan & Anggoro, 2021).
   - Private Sector: Has the potential to implement more inclusive policies but often lacks structure in accommodating the specific needs of persons with disabilities (Putra et al., 2023). Although this sector is considered more responsive, the reality on the ground shows that there are not yet many concrete initiatives focused on persons with disabilities, requiring further strengthening in terms of both facilities and social support.

4. **Comparison of the Influence of Organizational Culture on Career Opportunities**

Tabel 1. Comparison of the Influence of Organizational Culture on Career Opportunities

Aspect	Public Sector	Private Sector
Promotion Opportunities	Career paths are structured and protected by regulations, although sometimes slow.	Depends on performance and informal relationships; low transparency.
Job Stability	Relatively high, with pension guarantees and job protection.	More volatile, influenced by economic conditions and performance targets.
Work-Life Balance	Regular working hours and better leave policies; more family-friendly.	More demanding, can interfere with family balance.
Access to Training and Development	Regulated by policy, but implementation is not yet uniform.	Depends on company policy; does not always favor vulnerable groups.

Source: Observation and Interview Results (2025), processed

Analysis shows that the public sector exhibits a conservative and bureaucratic culture, which results in low flexibility in accommodating the needs of vulnerable groups. This is in line with the findings of Wahyuddin et al. (2021) that bureaucratic culture often hinders innovation and the participation of gender minorities in decision-making processes. Meanwhile, the private sector has a more adaptive and open culture towards change, but lacks binding regulations to ensure inclusivity for persons with disabilities (Putra et al., 2023). The interaction between organizational culture and HR policies is a key determinant of individual motivation and commitment to career development (Batam et al., 2024; Amalia et al., 2023).

4. CONCLUSIONS

This study concludes that there is a significant gap in career opportunities for women and persons with disabilities between the public and private sectors. Organizational culture plays an important role in creating an inclusive work environment. Recommendations for improvement include developing more inclusive policies in both sectors, training on gender equality and inclusion, and creating social support programs that can promote the career success of women and people with disabilities.

This study has limitations in terms of the number of informants and the limited geographical context in Mataram City. Therefore, the results cannot be generalized broadly to the entire public and private sectors in Indonesia. Further research is recommended using a quantitative approach with a wider geographical coverage to obtain more representative results.

The results of this study have implications for policymakers and organizational leaders, particularly in the formulation of human resource strategies that take gender and disability into account. Strengthening an inclusive organizational culture can be achieved through empathy-based leadership training, gender equality audits, and internal policies that ensure fair access and career opportunities for all employees.

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