

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

Olivia Alvira Aurellia¹, Dina Sartika²

^{1,2}Faculty of Economics and Business, Universitas Padjadjaran

ABSTRACT: A male-dominated work environment often poses distinct challenges for female employees. Within this setting, it becomes essential for organizations to implement supportive human resource (HR) practices and cultivate an organizational climate that encourages employee engagement. This study seeks to: (1) explore female employees' perceptions of HR practices designed to support their well-being; (2) examine how they experience the organizational climate and the extent to which they feel acknowledged in a masculine workplace; and (3) analyze how caring HR practices and a positive organizational climate contribute to fostering employee engagement from the perspective of female employees.

Adopting a qualitative approach, this research collected data through interviews with ten female employees working in a masculine environment at PLN Indonesia Power. The results show that female employee engagement at PLN Indonesia Power is influenced by supportive HR practices management such as training and development, work-life balance, career development, participation in decision-making, and health and well-being. These practices enhance feelings of support, appreciation, and motivation. These practices promote a sense of support, value, and motivation among employees. The study identifies three core dimensions of engagement vigor, absorption, and dedication which are further reinforced by challenge-based motivation and the company's recognition of employee performance.

KEYWORDS: Employee Engagement, Caring Human Resources Management, Organizational Climate, Masculine Work Environment, Female Employees

INTRODUCTION

Employee engagement is a critical strategic priority for organizations aiming to enhance performance in today's competitive business environment (Kavyashree et al., 2022; Deepalakshmi et al., 2024; Clack, 2021). However, studies show that female employees often face lower engagement in male-dominated workplaces due to prevailing masculine norms. Challenges include gender bias, limited access to networks, unequal opportunities especially after motherhood and career-impacting discrimination, particularly in fields like technology, the military, aviation, and forestry (Tokbaeva & Achtenhagen, 2023; Galea & Chappell, 2022; Zhang et al., 2021; Bridges et al., 2020; Johansson et al., 2020). This highlights the need to address gender inequality through inclusive and supportive organizational practices. Amid a global context that increasingly emphasizes gender equality, female workforce engagement in Southeast Asia remains lower than that of men, and this gap has widened in recent years (Gallup, 2023). Furthermore, data show that Indonesia's Gender Development Index (GDI) is the lowest among Southeast Asian countries.



Source: (Human Development Reports, 2022)

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

Within the patriarchal cultural context of Indonesia, women often face greater challenges in achieving success in the workplace compared to their male counterparts, which negatively impacts their level of work engagement (Sumarto & Permanasari, 2013). In the Indonesian electricity sector, some female employees are also reported to be less involved in decision-making processes during work meetings (Larasati et al., 2022). One male-dominated company in this sector is PLN Indonesia Power, a subholding of PT PLN (Persero) engaged in power generation. The company's employee composition reflects a gender disparity, with only 10.29% of employees being women and 89.71% being men (PLN Indonesia Power Annual Report, 2022).

In response to this issue, research suggests that one key aspect of enhancing employee engagement is the development of appropriate human resource management (HRM) practices (Kavyashree et al., 2022). In this context, caring HRM practices offer an approach that prioritizes employee well-being and aims to create a supportive and positive work environment (Saks, 2022). Studies on caring HRM practices within organizations indicate that care can benefit both employees and the organization. For example, caring is associated with psychological conditions namely, meaningfulness, safety, and availability that are linked to employee engagement (Carmeli et al., 2016; Vinarski-Peretz et al., 2011). Moreover, care has also been positively associated with improvements in productivity, work quality, and employee engagement (Weziak-Bialowolska et al., 2020).

Saks (2022) states that by implementing caring HR practices such as job design, training, flexible schedules, work-life balance, decision-making opportunities, health and safety, and career development organizations can foster a supportive climate that enhances employee engagement. Research shows that employees are more engaged when they feel supported and appreciated by the organization within a conducive work environment (Puente Riofrío MI et al., 2024). A climate that promotes diversity and inclusion including aspects such as age, gender, and position also enhances employee engagement by fostering positive perceptions (Banono, 2023; Sliter et al., 2014). Moreover, organizations with a positive workplace climate contribute to improving employee well-being and engagement (Roţman & Štrukelj, 2020). Employees who perceive a supportive and positive work environment tend to be more motivated to achieve organizational goals (Simbajon et al., 2022).

To better understand this relationship, it is important to examine how employees utilize resources and cope with workplace challenges, where organizational support plays a crucial role (Meijerink et al., 2018; Van, 2020). Therefore, a positive organizational climate combined with clear and consistent support can encourage employees to invest greater effort in their work. Thus, employees who feel they receive genuine care from the organization tend to develop a sense of obligation in return, which can lead to improved employee engagement. In response to this concern, this study aims to explore the perceptions of female employees in a male-dominated work environment regarding the caring HRM practices and organizational climate they experience, and how these factors impact the development of employee engagement.

LITERATURE REVIEW

EMPLOYEE ENGAGEMENT

According to Schaufeli et al. (2002), employee engagement is “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” Rich et al. (2010) define employee engagement as when an individual “brings their full physical, cognitive, and emotional energies” to actively and earnestly perform their job. Research has shown that employee engagement plays a crucial role in meeting organizational needs, both from the perspective of employees and the organization as a whole (Bhuvanaiah & Raya, 2014; Mansor et al., 2023; Osborne & Hammoud, 2017). In line with the previous statement, Saks (2006) defines employee engagement as a condition in which employees feel supported by the organization, have engaging work, and perceive work procedures as fair

CARING HUMAN RESOURCES MANAGEMENT

Voorde & Beijer (2014) explain that caring human resource management (HRM) practices are systems that support employee well-being by providing direct benefits, such as fulfilling psychological needs and enhancing employee well-being, differing from traditional approaches that focus solely on efficiency or company performance. Additionally, caring HRM practices are linked to the Job Demands-Resources (JD-R) model and the Personal Engagement model, which recognize the importance of organizational resources and psychological conditions for employee engagement. The JD-R model is a concept used to understand how job characteristics can influence employee well-being (Bakker & Demerouti, 2007). Meanwhile, according to Kahn (1990), personal engagement occurs when organizational members feel psychologically connected to their work roles.

These studies were further developed by Saks (2022), who elaborated that caring HRM practices consist of job design, training and development, flexible work arrangements, work-life balance programs, participation in decision-making, health and safety programs, career development programs, and health and well-being programs. These programs benefit employees in terms of knowledge, growth, development, physical and mental health, well-being, and career success. When organizations implement caring HRM practices, it shows that they value their employees and are willing to invest time and resources in them (Allen et al., 2003).

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

ORGANIZATIONAL CLIMATE

Schneider et al. (2013) explain that organizational climate is shaped through employees' social interactions as they interpret the organization's policies, practices, and procedures. This atmosphere influences motivation, job satisfaction, and performance. Steinke et al. (2015) add that organizational climate reflects how employees perceive which actions and policies are supported and valued, especially in HR management. Saks (2022) defines a caring organizational climate as employees' perceptions of how much the organization values and cares for their needs and contributions, which shapes how they interpret their work environment.

CONCEPTUAL FRAMEWORK

Saks (2022) developed a model indicating that caring HRM practices can enhance employee engagement by creating a positive organizational climate. A Caring Organizational Climate refers to employees' perceptions of how much the organization supports their well-being (Saks, 2022). Meanwhile, employee engagement, as explained by Schaufeli et al. (2002), consists of three main dimensions: vigor, absorption, and dedication. Through in-depth interviews, this study aims to explore how female employees at PLN Indonesia Power perceive their engagement as being influenced by Caring HRM Practices and a Caring Organizational Climate.

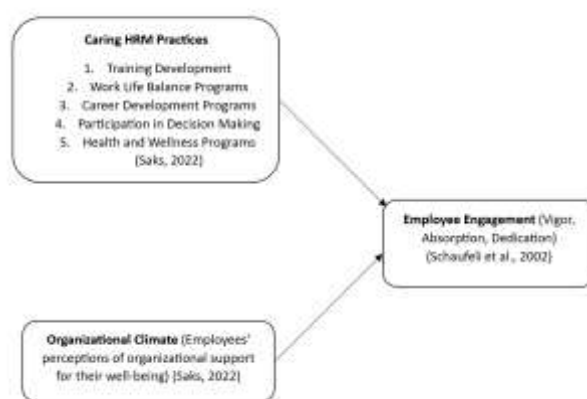


Figure 1 Conceptual Framework

RESEARCH METHODS

This study uses a qualitative research method with a phenomenological approach, specifically Husserlian phenomenology, to explore the essence of individual experiences. Phenomenology helps understand how people experience a certain phenomenon firsthand. The research also follows an interpretive paradigm, which focuses on understanding human behavior through language, interpretation, and meaning-making. The study involves female employees at PLN Indonesia Power who work in male-dominated environments. It explores their experiences and perceptions of caring HRM practices and organizational climate and how these affect employee engagement. Data was collected through in-depth interviews with ten key informants, chosen until data saturation was reached. Secondary data such as documents and past research also supported the analysis. Data was analyzed using the Colaizzi method, which helps identify key themes in qualitative, phenomenological research. The software Atlas.ti was used to support the analysis. To ensure credibility and dependability, the researcher engaged in detailed observations and conducted a full audit of the research process.

RESULTS AND DISCUSSION

The tabulation results from the interview coding previously conducted by the researcher revealed sixteen emerging themes from interviews with ten key informants. These themes are grouped into seven aspects based on Saks (2022) framework: training and development, work-life balance, employee career development, participation in decision-making, health and well-being, organizational climate, and employee engagement. The emerging themes will be explained based on the codes and categories derived from the key informants' interview results.

Aspect	Themes
Training and Development	Training Relevance to Job
	Training Support for Career Development
Work-Life Balance	Working Hours Arrangement and Flexibility
	Organizational Support for Work-Life Balance and Personal Life

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

Career Development	Career Development Opportunities
Participation in Decision Making	Appreciation for Employee Opinions
	Employee Involvement in Decision-Making
	Equality in Decision-Making
Health and Well-being	Social Support Specifically for Female Employees
	Health and Well-being Support
	Regular Health Programs
Organizational Climate	Equality in Career Opportunities
	Policies and Facilities Enhancing Employees' Sense of Being Valued
Employee Engagement	Vigor
	Absorption
	Dedication

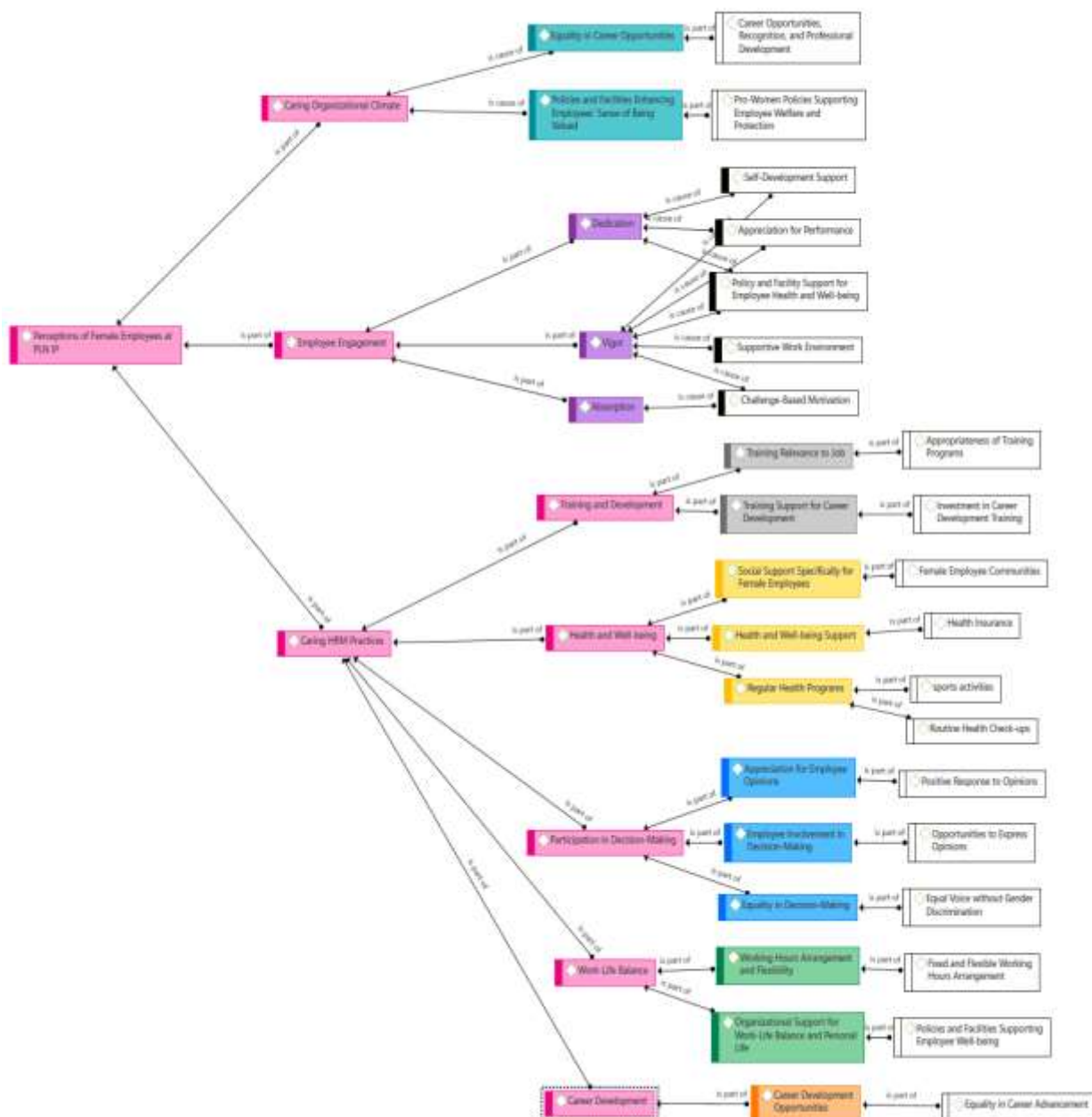


Figure 2 Female Employees' Perceptions of Caring Human Resource Management Practices and Organizational Climate in Building Employee Engagement in a Masculine Work Environment (A Study at PLN Indonesia Power (processed by Atlas.ti Version 9))

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

1. Caring HRM Practices

In this study, eleven main themes were identified that summarize female employees' perceptions of caring HRM practices at PLN Indonesia Power. These themes cover various aspects such as training and development, work-life balance, participation in decision-making, career development opportunities, and support for health and well-being. Each theme offers a unique perspective on the elements that female employees consider important for supporting their well-being in the workplace. The explanation of each theme aims to provide a deeper understanding of how caring HRM policies are received and experienced by female employees in this company.

a. Training and development

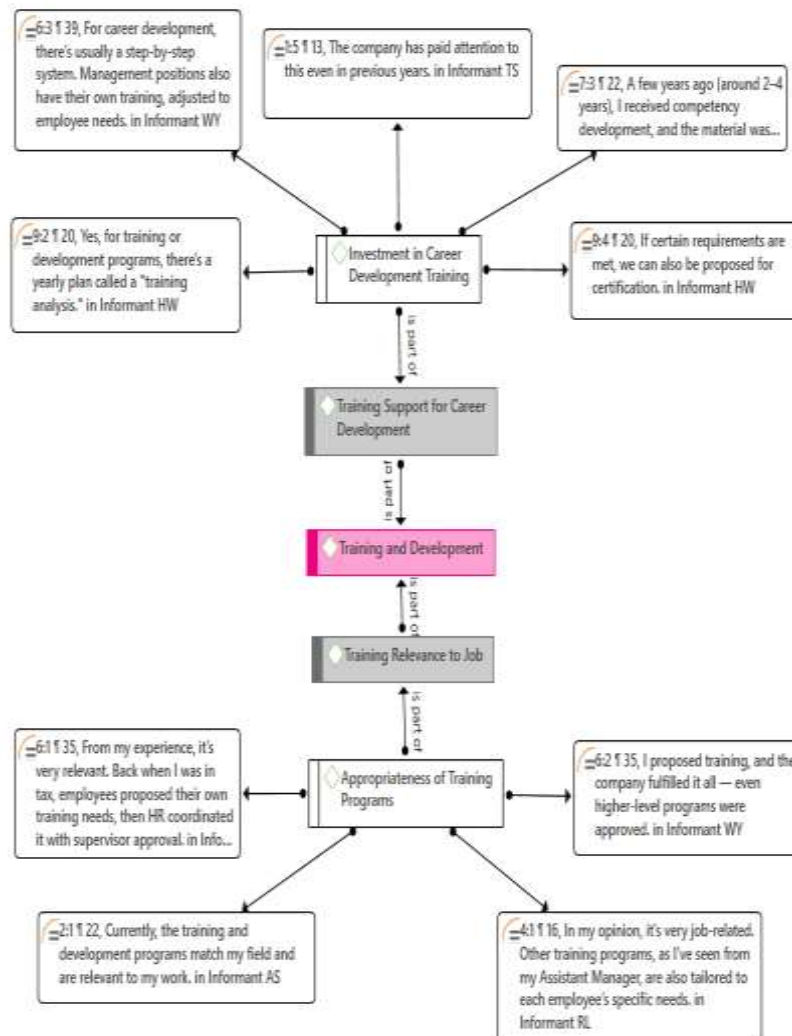


Figure 3 Female Employees' Perceptions of Training and Development (Processed by Atlas.ti Version 9.0)

In the aspects of training and development, two main factors that support employee engagement are training relevance to the job and investment in career development. When training is closely aligned with employees' roles and needs, it boosts their motivation and commitment (Alola & Alafeshat, 2020; Presbitero, 2016; Jain & Khurana, 2017). Likewise, providing opportunities for long-term career development makes employees feel valued, increasing their engagement at work (Ameen & Rizwan, 2023; Nasidi et al., 2020; Semwal & Dhyani, 2017). Therefore, prioritizing relevant training opportunities and long-term career development initiatives can be a highly effective strategy for organizations aiming to enhance employee engagement.

b. Work-life Balance Programs

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

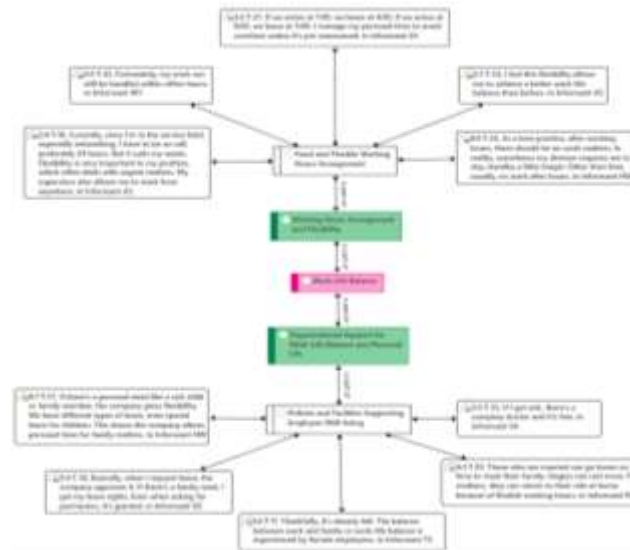


Figure 4 Female Employees' Perceptions of Work-Life Balance (Processed by Atlas.ti Version 9.0)

In the aspect of work-life balance, two key themes supporting employee well-being are flexibility in working hours and company support for work-life balance. Flexibility in working hours helps reduce role conflict between work and family, benefiting both men and women, particularly women with additional home responsibilities (Lapierre et al., 2018; Barck-Holst et al., 2020). Companies with flexible policies reduce work-related stress and enable employees to manage professional and personal demands more effectively.

The second theme, company support for personal and family needs, is vital for balancing work and life. Research shows that programs supporting work-life balance reduce absenteeism and increase work engagement (Barck-Holst et al., 2020). Policies like childcare services or family leave are crucial for women, particularly in male-dominated environments (Abu Bakar, 2012; Blanch & Aluja, 2012). Proactive organizational support, such as paid leave and flexible schedules, further strengthens engagement and productivity (Wayne et al., 2017; Juengst et al., 2019; French & Shockley, 2020; Wood et al., 2020).

c. Career Development Programs

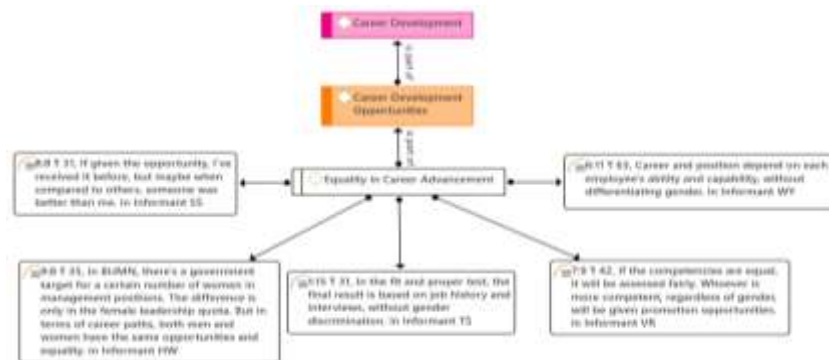


Figure 5 Female Employees' Perceptions of Career Development (Processed by Atlas.ti Version 9.0)

In the aspect of career development, equality in promotion opportunities is crucial for employee engagement. Sridhar et al. (2016) highlight the importance of merit-based promotions, even in male-dominated fields, as it creates a work environment that values individual achievements. Career development programs that allow employees to expand skills and gain advancement opportunities also enhance engagement (Shuck et al., 2018). Aktar & Pangli (2017), Hansaram et al. (2024), and Sekar et al. (2021) found that career advancement opportunities positively impact engagement, especially for female employees, as they feel a brighter future within the company.

Additionally, career planning and organizational recognition are vital for engagement, especially for women facing challenges in organizational structures. Dachner et al. (2021) emphasize the importance of self-initiated development programs, which allow employees to take charge of their career paths, leading to greater engagement and contributing positively to organizational success.

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

d. Participation In Decision-Making

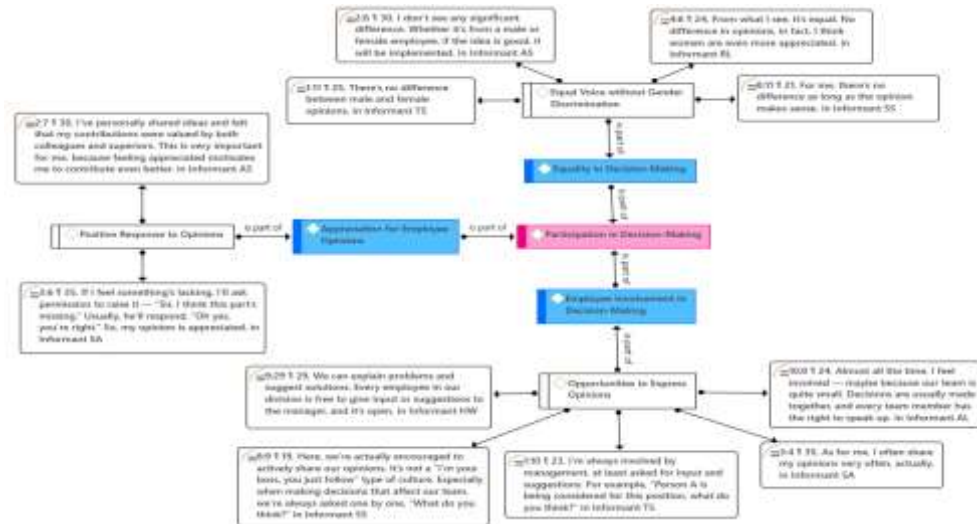


Figure 6 Female Employees' Perceptions of Participation in Decision Making (Processed byAtlas.ti Version 9)

In the context of employee participation in decision-making, involvement in decision-making is crucial. Research shows that HR practices encouraging participation positively impact engagement. Employees who feel valued tend to show higher engagement (Fattah et al., 2022), and providing opportunities for employees to express opinions fosters a positive response (Farndale et al., 2011). Support from supervisors and autonomy in decision-making further enhance employee motivation and dedication (Holland et al., 2017; Saks, 2006).

Secondly, appreciation of employee opinions strengthens engagement. Organizations valuing employee input and maintaining transparency in decision-making encourage positive behavior (Brykman & Raver, 2021). This also contributes to improved organizational performance (Zhu et al., 2022), career advancement, and well-being (Chamberlin et al., 2017; Sherf et al., 2021). Finally, equality in voicing opinions ensures all employees, including women, have an equal chance to express their views. Addressing power imbalances enhances psychological safety and encourages participation (Nechanska et al., 2020; Akinwale, 2019).

e. Health and Wellness Programs

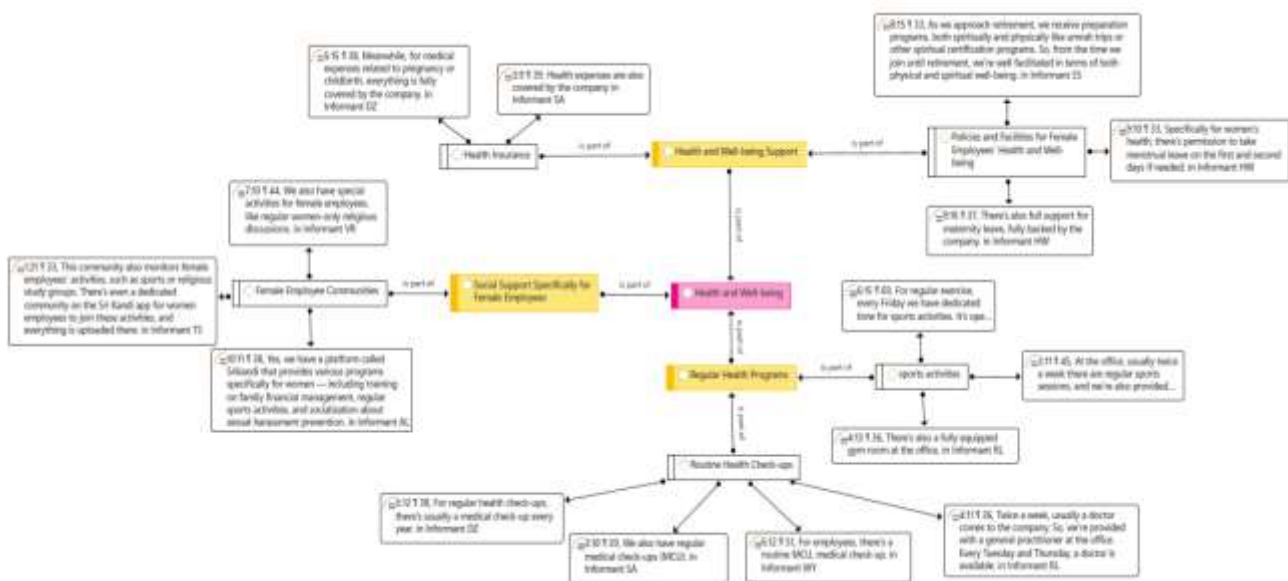


Figure 7 Female Employees' Perceptions of Health and Well-being (Processed by Atlas.ti Version 9)

PLN Indonesia Power (PLN IP) provides routine health programs, including regular health check-ups and weekly sports activities, to maintain the physical health of its employees. These initiatives, which also include gym facilities, encourage physical activity and fitness, leading to better employee engagement (Song & Baicker, 2019; Gupta & Sharma, 2016).

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

In addition to general health support, PLN IP offers specific benefits for female employees, such as health insurance, menstrual leave, maternity leave, and routine female-specific check-ups like pap smears. These programs help improve the physical and mental health of female employees, while also supporting a healthier work-life balance, especially for working mothers (Ernawati et al., 2022; Apple et al., 2020).

PLN IP also offers a dedicated social support program for female employees through the Srikandi community, which focuses on providing social and emotional support in a predominantly male work environment. Research shows that such support significantly reduces stress and improves mental health (Christiansen et al., 2017; Juba, 2024). These efforts highlight PLN IP's commitment to the well-being of its employees, particularly women.

2. Organizational Climate

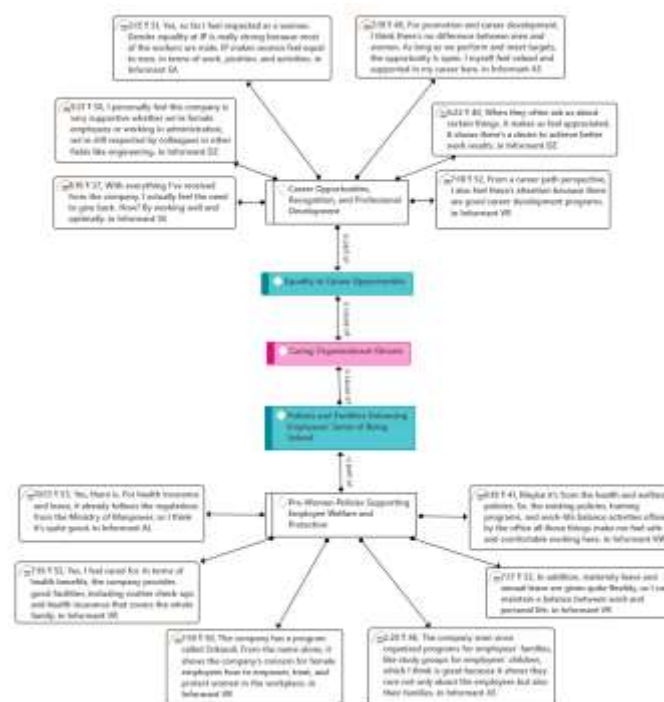


Figure 8 Female Employees' Perceptions of Organizational Climate (Processed by Atlas.ti Version 9.0)

The findings of this study show that pro-women policies supporting employee welfare and protection help shape a shared perception that the organization values employee well-being. This aligns with previous research, which states that caring HRM practices send a positive signal to employees (Van De Voorde & Beijer, 2015). Providing appropriate support through facilities, training, and welfare programs strengthens positive perceptions of the organizational climate and makes employees feel valued. Equal career opportunities, recognition, and professional development are also key aspects of a supportive climate. Appreciation for employee contributions fosters a sense of being valued, which improves well-being and strengthens engagement (Sekaja et al., 2022; Nwogwugwu et al., 2022). A positive climate marked by organizational support encourages employee dedication and contributes to organizational success (Rožman & Štrukelj, 2020).

Overall, this study identifies two main themes in female employees' perceptions at PLN Indonesia Power: the importance of policies and facilities that increase their sense of being valued, and the significance of equal career opportunities and recognition in building engagement. In conclusion, when organizations prioritize employee needs and well-being, it creates a positive, supportive climate where employees feel cared for, safe, and appreciated, ultimately enhancing their engagement and commitment.

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

3. Employee Engagement

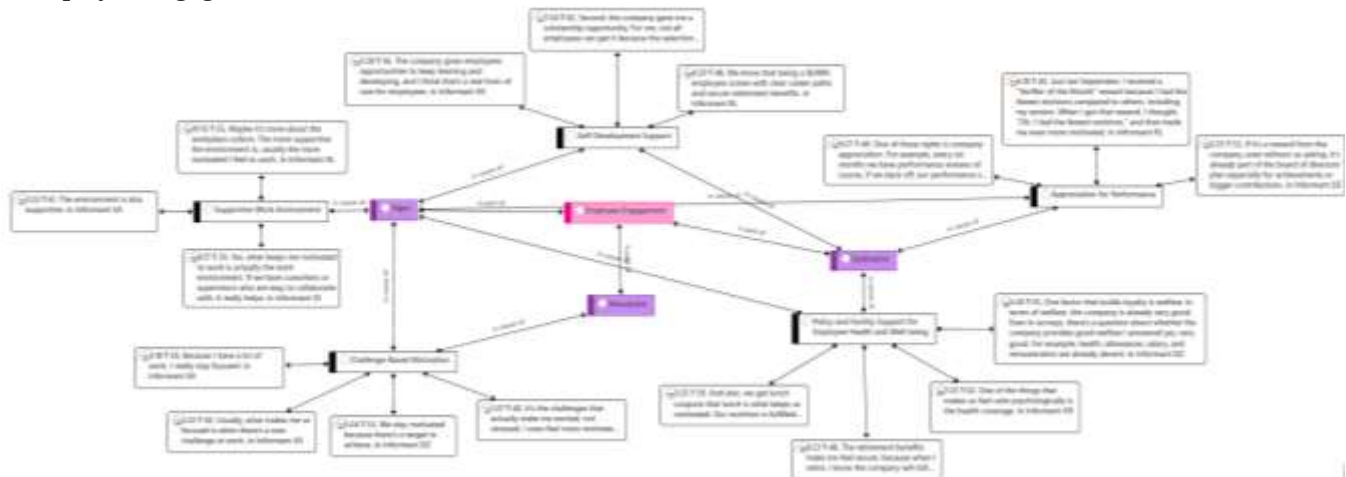


Figure 9 Female Employees' Perceptions of Employee Engagement (Processed by Atlas.ti Version 9.0)

This study explores three themes of employee engagement based on interviews with female employees at PLN Indonesia Power. The first theme, vigor, encompasses factors such as motivation from job challenges, supportive policies and health benefits, performance recognition, incentives, a positive work environment, and opportunities for self-development. The second theme, work dedication, is shaped by supportive policies, health facilities, performance recognition, and self-growth. The third theme, job absorption, is primarily influenced by motivation stemming from challenging tasks.

In addition to employee-focused HR practices like training, work-life balance, and career development, job challenges and performance recognition are key to fostering engagement. Employees who feel valued, supported, and challenged in meaningful work show greater enthusiasm, focus, and dedication. Research confirms that organizational support, especially through health and well-being programs, strongly enhances employee engagement (Alfes et al., 2013; Canboy et al., 2023; Boccoli et al., 2023). Clear job targets and meaningful challenges enhance both motivation and enthusiasm. According to the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2007), job demands when perceived as manageable can stimulate engagement. Employees are more committed when they view their work as meaningful and challenging, reinforcing their dedication to both their roles and the organization (Kahn, 1990; Saks & Gruman, 2021).

The study highlights that a supportive work environment and forms of recognition such as incentives are key drivers of engagement among female employees. These findings support that a supportive atmosphere, coupled with rewards, promotes enthusiasm, dedication, and overall productivity (Rotman & Štrukelj, 2020; Na & Chelliah, 2022). Furthermore, performance-based compensation and a variety of rewards, including bonuses and health initiatives, significantly enhance engagement (Noorazem et al., 2021).

Company support in the form of wellness policies, performance appreciation, and career advancement opportunities fosters greater employee commitment and loyalty. When employees feel supported, they are more dedicated an idea supported by Ghosh et al. (2018) and Lartey (2021), who emphasize the importance of structured career planning. Policies promoting work-life balance, health insurance, and wellness initiatives further strengthen employee dedication and improve organizational performance (Werner & Balkin, 2021).

These insights align with Anderson (2024), who asserts that HR strategies focused on employee needs can elevate engagement. Deepalakshmi et al. (2024) similarly note that employee engagement boosts both organizational performance and individual well-being. As such, holistic organizational support not only nurtures engagement but also builds long-term employee loyalty. When employees feel valued, they are more likely to be engaged and contribute meaningfully to organizational goals (Choudhury & Mohanty, 2019; Imran et al., 2020). A people-centric management approach enhances participation and engagement across all dimensions vigor, dedication, and absorption strengthening overall employee loyalty (Jemini-Gashi et al., 2019).

Regarding job absorption, the study identifies performance-driven motivation as a key element. Employees become deeply engaged when they view work challenges and goals as aligned with their skills. Interviews revealed that beyond supportive HR practices (as emphasized by Saks, 2022), the nature of the job itself particularly its demands and challenges plays a pivotal role in sustaining employee focus and engagement.

This finding resonates with Kahn (1990), who argued that job absorption intensifies when work demands align with employees' capabilities. Similarly, De Spiegelaere et al. (2017) noted that the interplay between job demands and resources significantly shapes engagement. Eldor (2016) also found that well-aligned challenges are perceived as opportunities rather than stressors. In

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

such cases, employees tend to be more proactive and engaged, employing effective coping strategies to manage their tasks (Kwon & Kim, 2020).

In conclusion, this study identifies vigor, dedication, and absorption as the key themes driving engagement among female employees at PLN Indonesia Power. Beyond supportive HR practices like training, work-life balance, career development, involvement in decision-making, and health initiatives, engagement is also fueled by work challenges and performance recognition through appreciation and incentives. Organizational support in the form of welfare facilities and personal growth opportunities enhances this engagement. Employees who feel both valued and challenged exhibit stronger motivation and dedication, fostering a more engaged and productive workplace.

CONCLUSIONS

This study concludes that female employee engagement at PLN Indonesia Power, within a male-dominated work environment, is strongly influenced by supportive human resource management practices and an inclusive organizational climate. Five main HR practices training and development, work-life balance, career development, participation in decision-making, and employee health and well-being directly impact female employees' sense of support, security, and appreciation in the workplace.

Training and development programs aligned with employees' roles, alongside clear career development opportunities, enhance confidence and motivation. Flexible working hours and welfare policies positively affect work-life balance, while equal career opportunities strengthen female employees' belief in their professional growth potential. Participation in decision-making processes fosters a sense of belonging, as employees feel their opinions are valued and contributions appreciated.

Health and well-being initiatives, including routine health programs, facilities for female employees, and corporate health insurance, provide essential support for balancing work and personal life. The presence of female employee communities further strengthens solidarity and engagement. An organizational climate that promotes gender equity, employee welfare, and recognition of women's achievements also plays a crucial role in increasing motivation and engagement.

The research identified three core themes of engagement: vigor, absorption, and dedication. Beyond the five HR practices, challenge-based motivation and performance appreciation through recognition and incentives emerged as additional key factors. Female employees who feel valued, challenged, and supported by both policies and professional development opportunities demonstrate higher motivation, focus, and commitment to their roles within the company.

REFERENCES

- 1) Abu Bakar, N. R. (2012). Wanita bekerja dan pengurusan keluarga. *Malaysia Journal of Society and Space*, 7, 155–162.
- 2) Akinwale, O. (2019). Building a constructive and productive climate which stimulates employees' ideas and opinions that contribute to the success and growth of the organisations. *International Journal of Academic Research in Business and Social Sciences*, 9(12), 175–183.
- 3) Aktar, A., & Pangli, F. (2017). The Relationship between Employee Engagement, HRM Practices and Perceived Organizational Support: Evidence from Banking Employees. *International Journal of Human Resource Studies*, 7(3).
- 4) Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330–351. <https://doi.org/10.1080/09585192.2012.679950>
- 5) Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29, 99–118
- 6) Alola, U. V., & Alafeshat, R. (2020). The impact of human resource practices on employee engagement in the airline industry. *Journal of Public Affairs*, 21(1). <https://doi.org/10.1002/pa.2135>
- 7) Ameen, N. O., & Rizwan, S. (2023). A Study On Training, Growth And Development For Women Employees. 35, 94–103
- 8) Anderson, M. (2024). Strategic Human Resource Management and Employee Engagement in Australia. *International Journal of Strategic Management*, 3(3), 22–33. <https://doi.org/10.47604/ijsm.2731>
- 9) Apple, R., Samuels, L. R., McGee-Swope, K., Alsup, C., Dewey, C., & Roumie, C. L. (2020). The relationship between institution-affiliated childcare and employee stress. *JOEM*, 62(1), 87–92. <https://doi.org/10.1097/JOM.000000000000177432>
- 10) Banono, J. (2023). A Study of Organizational Climate, Diversity, and Inclusion among Filipino Employees. *Asian Journal of Multidisciplinary Research & Review*, 4(4), 17–29. <https://doi.org/10.55662/AJMRR.2023.4401>
- 11) Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. In *Journal of Managerial Psychology* (Vol. 22, Issue 3, pp. 309–328). <https://doi.org/10.1108/02683940710733115>

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

- 12) Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- 13) Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274–284. <https://doi.org/10.1037/0022-0663.99.2.274>
- 14) Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187–200. <https://doi.org/10.1080/02678370802393649>
- 15) Barck-Holst, P., Nilsson, Å., Åkerstedt, T., & Hellgren, C. (2020). Reduced working hours and work-life balance. *Nordic Social Work Research*, 12(4), 450–463. <https://doi.org/10.1080/2156857X.2020.1839784>
- 16) Bhuvanaiah, T., & Raya, R. P. (2014). Employee Engagement: Key to Organizational Success. *SCMS Journal of Indian Management*, 11(4), 61–71.
- 17) Blanch, A., & Aluja, A. (2012). Social support (family and supervisor), work– family conflict, and burnout: Sex differences. *Human Relations*, 65, 811– 833.
- 18) Boccoli, G., Gastaldi, L., & Corso, M. (2023). The evolution of employee engagement: Towards a social and contextual construct for balancing individual performance and wellbeing dynamically. *International Journal of Management Reviews*, 25(1). <https://doi.org/10.1111/ijmr.12304>
- 19) Bridges, D., Wulff, E., Bamberg, L., Krivokapic Skoko, B., & Jenkins, S. (2020). Negotiating gender in the male-dominated skilled trades: a systematic literature review. *Construction Management and Economics*. <https://doi.org/10.1080/01446193.2020.1762906>
- 20) Brykman, K. M., & Raver, J. L. (2021). To speak up effectively or often? The effects of voice quality and voice frequency on peers' and managers' evaluations. *Journal of Organizational Behavior*, 42(4), 504–526.
- 21) Carmeli, A., Jones, C. D., & Binyamin, G. (2016). The power of caring and generativity in building strategic adaptability. *Journal of Occupational and Organizational Psychology*, 89, 46–72. <https://doi.org/10.1111/joop.12106>
- 22) Canboy, B., Tillou, C., Barzantny, C., Güçlü, B., & Bénichoux, F. (2023). The impact of perceived organizational support on work meaningfulness, engagement, and perceived stress in France. *European Management Journal*. <https://doi.org/10.1016/j.emj.2021.12.004>
- 23) Chamberlin, M., Newton, D. W., & LePine, J. A. (2017). A meta analysis of voice and its promotive and prohibitive forms: Identification of key associations, distinctions, and future research directions. *Personnel Psychology*, 70(1), 11– 71.
- 24) Christiansen, K., Gadhoke, P., Pardilla, M., & Gittelsohn, J. (2017). Work, worksites, and wellbeing among North American Indian women: a qualitative study. *Ethnicity and Health*, 24, 24–43. <https://doi.org/10.1080/13557858.2017.1313964>
- 25) Choudhury, S., & Mohanty, M. K. (2019). Drivers of Employee Engagement—A Chronological Literature Review Excluding India. *Journal of Strategic Human Resource Management*, 8, 32–46.
- 26) Clack, L. (2021). Employee Engagement: Keys to Organizational Success. In: Dhiman, S.K. (eds) *The Palgrave Handbook of Workplace Well-Being*. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-30025-8_77
- 27) Dachner, A. M., Ellingson, J. E., Noe, R. A., & Saxton, B. M. (2021). The future of employee development. *Human Resource Management Review*, 31(2). <https://doi.org/https://doi.org/10.1016/j.hrmr.2019.100732>
- 28) Deepalakshmi, Tiwari, D., Baruah, R., Seth, A., & Bisht, R. (2024). Employee Engagement And Organizational Performance: A Human Resources Perspective. *Educational Administration: Theory and Practice*, 30(4). <https://doi.org/10.53555/kuey.v30i4.2323>
- 29) De Spiegelaere, Stan & Piasna, Agnieszka. (2017). The why and how of working time reduction.
- 30) Ernawati, E., Mawardi, F., Roswiyani, R., Melissa, M., Wiwaha, G., Tiatri, S., & Hilmanto, D. (2022). Workplace wellness programs for working mothers: A systematic review. *Workplace Wellness Programs for Working Mothers: A Systematic Review*, 64(1). <https://doi.org/10.1002/1348-9585.12379>
- 31) Eldor, L. (2017). Looking on the bright side: The positive role of organisational politics in the relationship between employee engagement and performance at work. *Applied Psychology: An International Review*, 66(2), 233–259. <https://doi.org/10.1111/apps.12090>
- 32) Farndale, E., Ruiten, J. V., Kelliher, C., & Hope-Hailey, V. (2011). The Influence of Perceived Employee Voice on Organizational Commitment: An Exchange Perspective. *Human Resource Management*, 50(1), 113–129. <https://doi.org/10.1002/hrm.20404>

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

- 33) Fattah, J., Yesiltas, M., & Atan, T. (2022). The Impact of Knowledge Sharing and Participative Decision-Making on Employee Turnover Intention: The Mediating Role of Perceived Organizational Support. *SAGE Open*, 12(4). <https://doi.org/10.1177/21582440221130294>
- 34) French, K. A., & Shockley, K. M. (2020). Formal and informal supports for managing work and family. *Current Directions in Psychological Science*, 29(2), 207–216. <https://doi.org/10.1177/0963721420906218>
- 35) Galea, N., & Chappell, L. (2022). Male-dominated workplaces and the power of masculine privilege: A comparison of the Australian political and construction sectors. *Gender, Work and Organization*, 29(5), 1692–1711. <https://doi.org/10.1111/gwao.12639>
- 36) Gallup. (2023). The Benefits of Employee Engagement. <https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>
- 37) Ghosh, R., & Shuck, B., Cumberland, D., D'Mello, J. (2018). Building Psychological Capital and Employee Engagement: Is Formal Mentoring a Useful Strategic Human Resource Development Intervention?. *Performance Improvement Quarterly*, 00(00), <https://doi.org/10.1002/piq>
- 38) Gupta, M., & Sharma, V. (2016). Exploring Employee Engagement – A Way to Better Business Performance. *Global Business Review*, 17(3S), 45S-63S.
- 39) Hansaram, S. K., Loy, C. K., Jasin, D., Saad, H. S., Munap, R., & Pa'Wan, F. (2024). Navigating Gender Dynamics in The Workplace: Family-Work Conflict, Employer Support and Training and Career Development Among Women Employees. *International Journal of Business and Technology Management*, 6(3), 343–359. <https://doi.org/10.55057/ijbtm.2024.6.3.33>
- 40) Holland, P., Cooper, B., & Sheehan, C. (2017). Employee voice, supervisor support, and engagement: The mediating role of trust. *Human Resource Management*, 56, 915–929. <https://doi.org/10.1002/hrm.21809>
- 41) Imran, M. Y., Elahi, N. S., Abid, G., Ashfaq, F., & Ilyas, S. (2020). Impact of Perceived Organizational Support on Work Engagement: Mediating Mechanism of Thriving and Flourishing. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(3), 82. <https://doi.org/10.3390/joitmc603008>
- 42) Jain, S., & Khurana, N. (2017). Enhancing Employee Engagement Through Training and Development. *Asian Journal of Management*, 8(1). <https://doi.org/10.5958/2321-5763.2017.00001.4>
- 43) Jemini Gashi, L., Bërxulli, D., Konjufca, J., & Cakolli, L. (2023). Effectiveness of career guidance workshops on the career self-efficacy, outcome expectations, and career goals of adolescents: An intervention study. *International Journal of Adolescence and Youth*, 28(1), 1–14. <https://doi.org/10.1080/02673843.2023.2281421>
- 44) Johansson, K., Andersson, E., Johansson, M., & Lidestav, G. (2020). Conditioned openings and restraints: The meaning-making of women professionals breaking into the male-dominated sector of forestry. *Gender, Work and Organization*, 27(6), 927–943. <https://doi.org/10.1111/gwao.12403>
- 45) Juba, O. O. (2024). Impact of Workplace Safety, Health, and Wellness Programs on Employee Engagement and Productivity. *International Journal of Health Medicine and Nursing Practice*, 6(4), 12–27. <https://doi.org/10.47941/ijhmn.1819>
- 46) Juengst, S. B., Royston, A., Huang, I., & Wright, B. (2019). Family leave and return-to-work experiences of physician mothers. *JAMA Network Open*, 2(10), 15.
- 47) Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–794.
- 48) Kavyashree, M., Kulenur, S., P, N., & Nanjundeswaraswamy, T. (2022). Relationship between Human Resource Management Practices and Employee Engagement. *Brazilian Journal of Operations and Production Management*, 20(1). <https://doi.org/10.14488/BJOPM.1331.2023>
- 49) Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 30(2), Article 100704. <https://doi.org/10.1016/j.hrmr.2019.100704>
- 50) Lapiere, L. M., Li, Y., Kwan, H. K., Greenhaus, J. H., DiRenzo, M. S., & Shao, P. (2018). A meta-analysis of the antecedents of work–family enrichment. *Journal of Organizational Behavior*, 39, 385–401.
- 51) Laporan Tahunan PLN Indonesia Power. (2022). Powering Sustainable and Prosperous Future. <https://www.plnindonesiapower.co.id/reports/annual-report/ar-indonesia-power-2021/index.aspx>
- 52) Larasati, M. A., Sunarto, S., & Rahmijati, L. R. (2022). Esensi Pengalaman Kesenjangan Gender Pekerja Perempuan Di PT. PLN (Persero) Unit Induk Distribusi Jawa Tengah Dan D.I Yogyakarta. *Interaksi Online*, 10(2), 38–56.
- 53) Lartey, F. M. (2021). Impact of Career Planning, Employee Autonomy, and Manager Recognition on Employee Engagement. *Journal of Human Resource and Sustainability Studies*, 9, 135-158. <https://doi.org/10.4236/jhrss.2021.92010>

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

- 54) Mansor, F. A., Jusoh, Y. H. M., Hashim, M. Z., Muhammad, N., & Omar, S. N. Z. (2023). Employee engagement and organizational performance. *International Journal of Accounting, Finance, and Business*, 8(50), 69–80. <https://doi.org/10.55573/IJAFB.085006>
- 55) Meijerink, J., Bos-Nehles, A., & de Leede, J. (2018). How employees' pro-activity translates high-commitment HRM systems into work engagement: the mediating role of job crafting. *International Journal of Human Resource Management*, 31(22), 2893–2918. <https://doi.org/10.1080/09585192.2018.1475402>
- 56) Na, J., & Chelliah, S. (2022). Review of Organizational Atmosphere, Employee Engagement and Organizational Support. *Global Business and Management Research: An International Journal*, 14(3s). <http://gbmrjournal.com/pdf/v14n3s/V14N3s-98.pdf>
- 57) Nasidi, Y., Waziri, G. A., Sunday, A., & Agava, H. (2020). Influence of Training and Career Development on Employee Engagement among nonacademic staff of University. *International Journal of Intellectual Discourse*, 3(2).
- 58) Nechanska, E., Hughes, E., & Dundon, T. (2020). Towards an integration of employee voice and silence. *Human Resource Management Review*, 30(1). <https://doi.org/10.1016/j.hrmr.2018.11.002>
- 59) Noorazem, N. A., Sabri, S. M., & Nazir, E. N. M. (2021). The Effects of Reward System on Employee Performance. *Jurnal Intelek*, 16(1), 40–51. <https://doi.org/10.24191/ji.v16i1.362>
- 60) Nwogwugwu, N. O., Uzodike, N., & Nwosu, C. (2022). Organizational Climate and its Implication on Engagement of Organizational Climate and its Implication on Engagement of Staff: A Library Perspective. *Library Philosophy and Practice (e-Journal)*. <https://digitalcommons.unl.edu/libphilprac/7247>
- 61) Osborne, S., & Hammoud, M. S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, 16(1), 50–67. <https://doi.org/10.5590/IJAMT.2017.16.1.04>
- 62) Presbitero, A. (2016). How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality & Tourism*, 16(1), 56–70. <https://doi.org/10.1080/15332845.2016.1202061>
- 63) Puente Riofrío MI, Mostacero Llerena SJ, & Uquillas Granizo GG. (2024). Organizational Climate in Construction Companies: A Systematic Literature Review. *Administrative Sciences*, 14(3), 51. <https://doi.org/10.3390/admsci14030051>
- 64) Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53, 617–635.
- 65) Rožman, M., & Štrukelj, T. (2020). Organisational climate components and their impact on work engagement of employees in medium-sized organisations. *Economic Research-Ekonomska Istraživanja*, 34(1), 775–806. <https://doi.org/10.1080/1331677X.2020.1804967>
- 66) Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- 67) Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3). <https://doi.org/10.1016/j.hrmr.2021.100835>
- 68) Saks, & Gruman. (2021). *Advanced Introduction to: Employee Engagement*. Edward Elgar Publishing.
- 69) Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71–92.
- 70) Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational Climate and Culture. *Annual Review of Psychology*, 64(1), 361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>
- 71) Sekaja, L., Tully, C. A., Mahlangu, S., Freitas, K. D., Tyelbooi, L. N., Mjojeli, B. P. L., Mokheithi, M. E., & Mabitsela, T. (2022). Thankful employees: The manifestation of gratitude at work during a pandemic in South Africa. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.941787>
- 72) Sekar, S., Sivakumar, G., Magenthiran, J., Kirupanantha, J. R. T., Fernandez, R., & Loy, C. K. (2021). Impact of human resource management practices on employee turnover intention. *Asian Journal of Social Science Research*, 3(2), 57–74.
- 73) Semwal, M., & Dhyani, A. (2017). Impact Of Employees Training And Career Development On Their Engagement A Study Using Ocm And Uwes Measurement Scales. *NICE Journal of Business*, 12(1).
- 74) Sherf, E. N., Tangirala, S., & Venkataramani, V. (2021). Why managers do not seek voice from employees: The importance of managers' personal control and long-term orientation. *Organization Science*, 30(3), 447–466.
- 75) Shuck, B., McDonald, K., Rocco, T. S., Byrd, M., & Dawes, E. (2018). Human Resources Development and Career Development: Where Are We, and Where Do We Need to Go. *New Horizons in Adult Education and Human Resource Development*, 30(1), 3–18. <https://doi.org/10.1002/nha3.20205>

Enhancing Employee Engagement Through Caring HR Practices and a Supportive Organizational Climate: Perspectives from Female Employees in a Male-Dominated Workplace

- 76) Simbajon, W. J., Polinar, M. A., & Delantar, A. F. (2022). Agreement and Importance of Organizational Climate on Employee Engagement in a Privately-Held Company in the Retail Hardware Industry of Cebu City. *Psychology and Education: A Multidisciplinary Journal*, 5(1), 81–87.
- 77) Song, Z., & Baicker, K. (2019). Effect of a Workplace Wellness Program on Employee Health and Economic Outcomes: A Randomized Clinical Trial. *JAMA*, 321(15), 1491–1501. <https://doi.org/10.1001/jama.2019.3307>
- 78) Sliter, M., Boyd, E., Sinclair, R., Cheung, J., & McFadden, A. (2014). Inching toward inclusiveness: diversity climate, interpersonal conflict and well-being in women nurses. *Sex Roles*, 71(1–2), 43–54. <https://doi.org/10.1007/s11199-013-0337-5>
- 79) Sridhar, R., Sachithanandam, V., Mageswaran, T., Purvaja, R., Ramesh, R., Senthil Vel, A., & Thirunavukkarasu, E. (2016). A Political, Economic, Social, Technological, Legal and Environmental (PESTLE) approach for assessment of coastal zone management practice in India. *International Review of Public Administration*, 21(3), 216–232. <https://doi.org/10.1080/12294659.2016.1237091>
- 80) Steinke, C., Dastmalchian, A., & Baniasadi, Y. (2015). Exploring aspects of workplace climates in Canada: Implications for the human resources of health-care. *Sia Pacific Journal of Human Resources*, 53(4), 415–431. <https://doi.org/10.1111/1744-7941.12082>
- 81) Sumarto, & Permanasari, R. (2013). Understanding of Women in Indonesia: Motivation to Lead, Work-Family Conflict, and Ambition. *International Journal of Human Resource Studies*, 3, 24–38
- 82) Tokbaeva, D., & Achtenhagen, L. (2023). Career resilience of female professionals in the male-dominated IT industry in Sweden: Toward a process perspective. *Gender, Work and Organization*, 30(1), 223–262. <https://doi.org/10.1111/gwao.12671>
- 83) Van De Voorde, K., & Beijer, S. (2015). The role of employee HR attributions in the relationship between high-performance work systems and employee outcomes. *Human Resources Management*, 25(1), 62–78. <https://doi.org/10.1111/1748-8583.12062>
- 84) Van, H. T. M. (2020). Employee engagement antecedents and consequences in Vietnamese businesses. *Eu-Ropean Journal of Training and Development*, 44(2/3), 89–103.
- 85) Vinarski-Peretz, H., Binyamin, G., & Carmeli, A. (2011). Subjective relational experiences and employee innovative behaviors in the workplace. *Journal of Vocational Behavior*, 78(2), 290–304. <https://doi.org/10.1016/j.jvb.2010.09.005>
- 86) Wayne, J. H., Butts, M. M., Casper, W. J., & Allen, T. D. (2017). In search of balance: A conceptual and empirical integration of multiple meanings of work-family balance. *Personnel Psychology*, 70, 167–210
- 87) Weziak-Bialowolska, D., Bialowolski, P., Sacco, P. L., VanderWeele, T. J., & McNeely, E. (2020). Well-Being in Life and Well-Being at Work: Which Comes First? Evidence From a Longitudinal Study. *Frontiers in Public Health*, 8(103). <https://doi.org/10.3389/fpubh.2020.00103>
- 88) Werner, Steve & Balkin, David. (2021). Strategic Benefits: How Employee Benefits Can Create a Sustainable Competitive Edge.
- 89) Wood, J., Oh, J., Park, J., & Kim, W. (2020). The Relationship Between Work Engagement and Work–Life Balance in Organizations: A Review of the Empirical Research. *Human Resource Development Review*, 19(3), 240–262. <https://doi.org/10.1177/1534484320917560>
- 90) Zhang, R. P., Holdsworth, S., Turner, M., & Andamon, M. M. (2021). Does gender really matter? A closer look at early career women in construction. *Construction Management and Economics*, 39(8), 669–686. <https://doi.org/10.1080/01446193.2021.1948087>
- 91) Zhu, H., Khan, M., Nazeer, S., Li, L., Fu, Q., Badulescu, D., & Badulescu, A. (2022). Employee Voice: A Mechanism to Harness Employees’ Potential for Sustainable Success. *Int. J. Environ. Res. Public Health*, 19(2), 921. <https://doi.org/10.3390/ijerph19020921>