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Bridging Gender Equality in The Workplace: The Role of Personal Branding and Self-Confidence

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Abstract

Considering the social psychological, social cognitive, and economic factors, this paper aims to examine how gender equality can be bridged in the workplace through the empowerment of women workers' ability to craft and narrate personal branding and self-confidence to gain better condition in the workplace. A total of 200 questionnaires are distributed to 200 woman employees working in 10 manufacturing industries in 5 regions in West Java, Indonesia. The independent variable of the personal branding scale is adopted from Peter and Montoya, the self-confidence scale is that of Frendika, and the dependent variable scale of gender equality is taken from McKinsey Global Institute's (MGI's) Power of Parity. A five point-Likert rating scale (1=lowest - 5=highest) is applied for each item; SPSS v 25 is also employed to analyze the data collected using AMOS v 25. The result shows that personal branding which includes relevance, consistency, and visibility has a positive and significantly has more dominant effect than self-confidence to bridge gender equality in the workplace.

Keywords: Personal Branding; Self-Confidence; Gender Equality

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Introduction

Personal branding, also known as self-branding, has emerged as a constructor technique in negotiating success for career development in a corporate-driven workplace (Hearn, 2008; Whitmer, 2019). In such a workplace environment, success has increasingly been associated with the language and the ethos of 'promotional culture', which foregrounds corporate lexicons of competition, individualism, self-promotion, entrepreneurialism, and self-governance. Such lexicons have contributed to the increasing insecurity and precarity in the workplace for both men and women, demanding them to construct their own identities and values by making themselves object products that can be commodified to succeed (Hearn, 2008). In other words, women and men in the workplace must be able to become CEO of their own Me Inc (Peters, 1997), self-market themselves, or do self-promotional for demonstrating and positioning their identity and image to others to succeed. Considering this, we argued in our study that personal branding is an important determinant for both men and women to succeed in the corporate workplace, and it may affect both men and women

differently, fully, and/or partially. Although the literature suggests more and more women entering corporate male-dominated labor market worldwide (Heilman, 2012; McCarty, 1986), gender bias that discriminates against and marginalizes women (Elsesser & Lever, 2011) has remained. Social psychologists attribute gender stereotypes that are socially and culturally constructed to be the source that can explain gender inequality in the workplace (Cundiff & Vescio, 2016; Heilman, 2012). These stereotypes contain descriptive and prescriptive stereotypes (Heilman, 2012). The former stereotypes explain or describe what men and women are like, and are abstracted by distinct biological and dispositional characteristics of women and men that have consequences of labeling women with feminine traits: emotional, caring, warm, and delicate (Ahrens & Scheele, 2021; Chang & Milkman, 2020; Heilman, 2012). These traits affect which careers are suitable for women, resulting in the arrays of feminized jobs, such as nurses, homemakers, and teachers. Men, on the other hand, are stereotyped with some traits: competent, agentic, and ideal for leadership (Chang & Milkman, 2020; Heilman, 2012). The latter stereotypes assign what women and men should do, which are led by the prescriptive roles of men and women (Chang & Milkman, 2020; Heilman, 2012). As these two types of stereotypes are brought into the workplace, stereotypes of ideal workers who prefer those men have been embedded in the cultural values of workplaces, leading to the creation of 'typical men's jobs and women's jobs (Ahrens & Scheele, 2021; Chang & Milkman, 2020) that may strengthen potential gender inequality in the workplace.

Therefore, some scholars on the social psychology of management and gender premised that gender stereotypes influence how people explain gender disparities in the workplace (Cundiff & Vescio, 2016). Research on this issue has highlighted the issue of the underrepresentation of women in top positions and lower pay compared to men (Ahrens & Scheele, 2021). To ameliorate these issues, literature has shed light on some strategies covering the action initiated by governments through the enactment of policies that help women obtain equal rights of the equitable condition of work that include: equal access and opportunities, equal promotion, equal pay (Ahrens & Scheele, 2022), (Lai & Sarkar, 2017), and of the important role of improving decisions in the workplace (Chang & Milkman, 2020). Other research has also focused on the empowerment of psychological factors of women, for example, self-confidence, which has been considered to be one psychological factor that affects women's success, and scholars have brought this issue the attention to the bridge gender gap in the workplace (B. A. Carlin et al., 2018; Kamas & Preston, 2018a).

Research on personal branding has largely highlighted literature on management and marketing as well, which heavily focused on the creation of personal branding that incorporates the workplace to create distinct identities and values of their products and services to consumers. Such studies focused on the attempts made by companies to establish consumers' relationships with given corporate identities and values (Bandinelli & Arvidsson, 2013; Cundiff & Vescio, 2016; Grohmann, 2009; Whitmer, 2019). Gender dimensions of personal branding have also been integrated into these field, but the focus remains on consumers' perception of products and services too (Grohmann, 2009). Since the literature on social cognitive theory, self-efficacy proposed by (Bandura, 2012) in particular, come to the fore of literature on management and the workplace, the premise that the success of individuals in the workplace is determined by the extent to which those individuals believe their ability to accomplish the certain delegated task has been in place. This efficacy is also associated with self-confidence, and self-esteem (Pierce & Gardner, 2004). (A. Carlin et al., 2018) and (Kamas & Preston, 2018b) argued that one of the reasons why women do not perform to the same level as men is the issue of self-confidence; it is because success is prescribed through the setting up and the narrating of personal branding to form branded persona (Hearn, 2008). It takes the internal belief of ability to do so, thus it would be important to include self-confidence as a variable that valorizes success and gender equality in the workplace. To complete the task, an individual must not only have the necessary skills, but must also believe in his abilities (Abdurrahman et al., 2019). Thus, we take these premises in our research and argued that personal branding determines success in the workplace for women if it is underpinned by self-confidence, and accordingly may help promote gender equality in the workplace. This necessarily forms the originality of our study because none of the studies on the related topic have employed the concerted aspects of social psychological factors of gender stereotypes, and self-confidence alongside personal branding as economic values of neoliberalism to invigorate gender equality in the workplace. Manufacturing industries have been associated with masculine job. Although there has been massive participation of women in such industries, their work condition is not better than men's. They dominate menial jobs and have lower salaries than those men. This situation also prevails in Indonesian manufacturing industries, particularly convection factories. This paper focused on this, looking at whether personal branding and self-confidence of women workers may improve their values and identities to bridge gender equality in the workplace.

In a time of precarity and insecurity of work in the corporate workplace due to the penetration of neoliberal economic values, the role of personal branding will certainly play an important tool in negotiation for success. It is a project that requires the reflexive capacity of the self, to craft and narrates certain identities and values that show 'who we are'—which shapes our branded personae (Hearn, 2008). Such personae can be associated with a personal image (Gujarathi & Kulkarni, 2018) that represents a set of skills, a bright idea, a belief system, and shared values that others find attractive. Self-branding is a further manifestation of neoliberal economic language and practice that push individuals to be a change maker (Bandinelli & Arvidsson, 2013) for themselves through the ability to craft a self-image and the ability to communicate it to others as branded personae (Bandinelli & Arvidsson, 2013; Hearn, 2008) to success. Such processes require the process of taking control of how to affect others in perceiving your branded personae and managing 'those processes strategically to help you achieve your goals'.

The importance of crafting personal branding as a branded personae of individuals in the workplace has been reinvigorated by the work of Peters, called "the Brand called You", published by Fast Company in 1997, in which he encouraged people to build their Brand called Me. Inc or Brand YOU (Peters, 1997). According to Peter (1997), among other things, regardless of age, position, and business we are in, we all must understand the importance of branding. The literature highlighted various dimensions of self-branding that would help people to self-market themselves. There are three types of brands: corporate branding, product branding, and personal branding. (McNally & Speak, 2009) define the dimensions of a personal brand and emphasize that a personal brand platform includes competencies, standards, and styles, each of which is interconnected. In contrast to (Gujarathi & Kulkarni, 2018), a personal brand contains the following meanings: extract, express and exude. While (Aaker, 1999) explains that the dimensions of a personal brand include sincerity (down-to-earth, honest, wholesome, cheerful), excitement (online, spirited, imaginative, up to date), competence (reliable, intelligent, successful), sophistication (upper class, charming), and ruggedness (outdoorsy, tough). We argue that characteristics in the formation of personal branding are like how a business brand works and there are three main components combined into one which determine the strength of personal branding: distinctive brand, relevant brand, and consistent brand.

Aaker argues that symbolic attributes are related to people's needs to maintain their identity, enhance their self-image, or express themselves (their beliefs, their traits, and personality). Based on this, the construct of a personal brand is an effort to build a self-brand based on the Competence, Standard, Style, Visibility, Consistency, Relevance, and Distinctiveness of an employee. Each dimension is measured by competence (creative, innovative), standard (workload, ethics), style (visionary, cooperative), visibility (optimism, work target), consistency (spirit, task completion), relevance (understanding technology, understanding the environment), typical (skilled, sensitive).

Self-confidence is not a personality trait; it is the inner feeling of certainty about who you are and what you have to offer to the world. It is also the feeling that you are worthwhile and valuable. Self-confidence means having confidence in you, while self-confidence is a combination of self-esteem and self-efficacy. More broadly that self-confidence is an attitude or feeling of confidence in one's abilities so that the person concerned is not too anxious in his actions, can feel free to do the things he likes, responsible for his actions, warm and polite in interacting with others, can accept and respect others, have the drive to excel, and be able to recognize the strengths and weaknesses.

When individuals are more active, have purposeful behavior, and are enthusiastic in carrying out daily life, both individually and in groups, they tend to have high self-confidence. Another opinion states that self-confidence is a person's belief in all aspects of the advantages and this belief makes him feel able to achieve various goals in his life (Judge et al., 2002). An individual believes in his abilities so that he feels satisfied with his situation. A belief that someone can behave as expected and desired (Bandura, 2012). A wide array of research has seemed to approve that women's lack of success and progress in the labor market is due to their lack of self-confidence. Therefore, women, despite their increasingly growing number in the workplace, are still underrepresented in prestigious jobs and positions (Ahrens & Scheele, 2021; Aycan, 2004). This situation is further confirmed by research reported that when women have self-confidence in their ability, they can achieve success (Aycan, 2004; B. A. Carlin et al., 2018; Kirkwood, 2009). Based on some of these opinions, we argue that self-confidence influences women's success in the workplace, thus this may bridge gender equality.

Gender is the difference between men and women that is focused on the behavior, expectations, status, and roles of every man and woman determined by the social structure in which they are located. Understanding gender as a difference that places the roles of men and women occurs through a very long process of socialization, strengthening, social, cultural, religious construction, and even

though state power. A wide range of assistance for women to get equal rights and equitable work conditions or decent work conditions in the labor market has largely been placed on the level of policies and legislation to prescribe standards for bridging equality in the workplace (French & Strachan, 2015). Access is one of such standards, which allow a loose opportunity for women in getting their right to work in every sector, and thus open wider participation. Women's labor force participation is now close to or equal to that of men in most industrialized countries; women also continue to reduce their unpaid housework proportionally. Although this trend may suggest changing social norms and expectations of women in societies that may indicate good progress to a more equal access and participation in the workplaces, this would be effective when there are no women themselves to have control over changing environment and evaluate themselves in carrying out their delegated work.

Goldin (2010) stated that in terms of control where more men than women will easily adapt to a changing work environment during a crisis (Goldin & Vogel, 2010). Meanwhile, women are currently able to carry a disproportionate burden of combining work and household tasks, they have benefited relatively more than men from this change. And he suggests flexibility in working arrangements and hours, especially in financial and business services, so that women can exercise control over their work. Research results on the McKinsey Global Institute's (MGI's) Power of Parity work since 2015 have demonstrated that women's rights in gender equality can be included in four categories: equality in employment, essential services, and support for economic opportunity, legal protections, and political voice, and physical security and autonomy. The Gender Equality MGI has built a space for justice for women and has a strong link between gender equality in society and gender equality in work—and shows that the latter cannot be achieved without the former.

Both males and females had high self-esteem as children but then decreased in early adolescence. Girls' self-esteem falls twice as much as boys during adolescence (Fatimah, 2015). This fundamental point is done by proposing the 'Law of Specialization' for personal branding, which suggests the need for individuals to focus on one area of achievement or ability. In a comparison of general personal brands between men and women, the findings of this study indicate that there is no significant difference between the two sexes, although there are slight differences in general perception, perceived ease of use, and behavioral intention. In addition, a personal brand is very important for determining behavioral intention to use indirectly for women even though the general perception is lower than for men, and to use generally for women despite perception specific is similar.

Furthermore, the results of other studies state that entrepreneurial attitudes predict entrepreneurial intentions that lead to individual behavior (Anderson et al., 2012). Self-confidence is a required entrepreneurial characteristic and self-confidence is related to other psychological characteristics (Dinis et al., 2013). Direct comments from senior Hewlett-Packard executives to interviewers for The McKinsey Quarterly indicate that female employees in companies are generally less likely to apply for employment, unless they fit the selection criteria very well, while males will apply if they only meet about 60% of the time requirements.

To complete a task, an individual must not only have the necessary skills, but also has to believe in his abilities (Abdurrahman et al., 2019). Trust in this context means having a strong belief, either in something positive or negative; while self-efficacy is about having a strong positive belief that you have the capacity and skills to achieve goals. Self-confidence can increase entrepreneurial intentions through individual cognitive and emotional processes (Morgenroth et al., 2015). The women's predicament was noticed by their male colleagues who commented on the lack of confidence of women in engineering classes. The response of men, less supportive of women, is to assert that women must hide their lack of self-confidence or overcome them.

This response from their male counterparts can serve to further undermine women's belief that they belong to and can succeed in the engineering program. Personal branding and self-confidence are not mutually exclusive, and both can lead to profitable advances in engineering programs. Based on several expert opinions and research results, the hypothesis proposed in this study is: Personal branding and self-confidence have a positive and significant influence on gender equality partially and simultaneously.

The full model of the relationship between each variable is shown in the following figure:

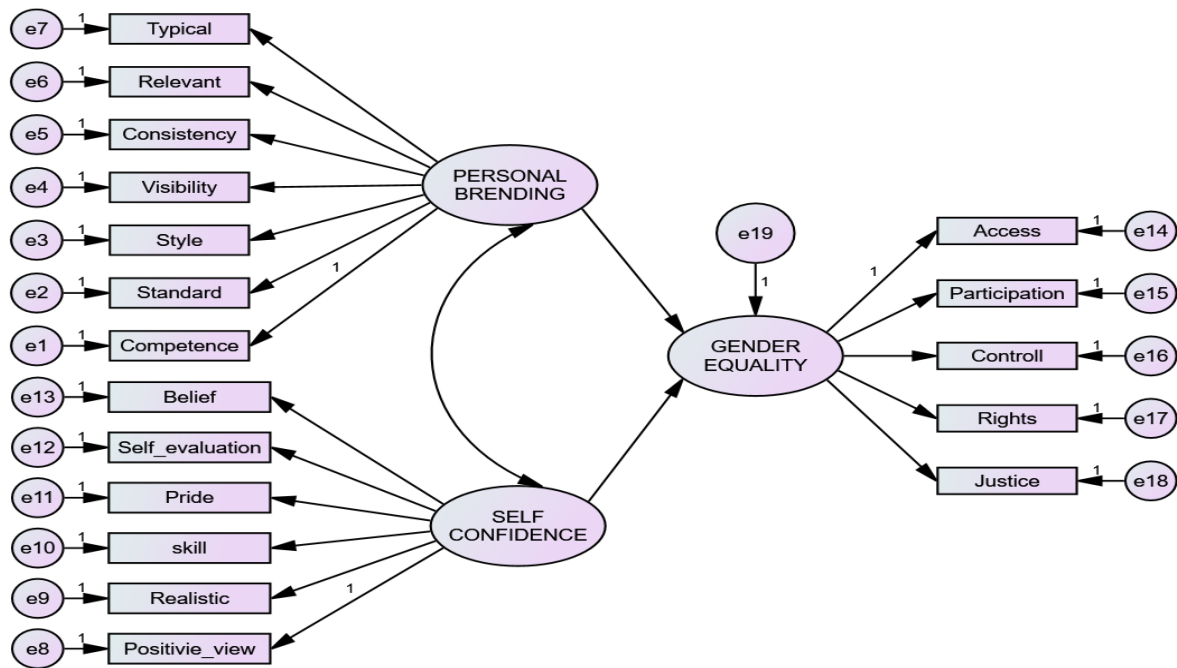


Figure 1. Full Model Structure

Research Method

The research methodology used in this study is a survey. The data was gathered from different occupational groups in West Java Province-Indonesia. This province is the center of convection factories in Indonesia. More than 15 labor-intensive convection factories in West Java employ more women than men. Although in every convection factory there are more women workers, their position is not at the same level as men. Women workers are only laborers because they are considered obedient, easy to manage, and do not have a lot of demands. The questionnaires were distributed for 6 months (February-August 2021) to 200 of woman employees in 10 factories. 20 participants in each factory were chosen from 5 regions in West Java-Indonesia with consideration of distance and time as well as the pandemic of Covid-19. All the 200 distributed questionnaires were returned by the respondents.

We employed two independent variables (personal branding and self-confidence) to measure their effects on one dependent variable (gender equality). The adjusted Personal branding scale developed by Peter (1997) and Montoya (2003) was used, which has seven sub-scales or dimensions: typical, relevant, consistency, visibility, style, standard, and competence. As for the variable of self-confidence, the framework developed by Frenдика et al. (2018) was used with six dimensions comprised of belief, self-evaluation, pride, skill, being realistic, and the positive view that was adopted. The gender equality variable adopted is the one created by McKinsey Global Institute's (MGI's) Power of Parity in gender equality (2015), which comprises the following categories: equality in employment, essential services, support for economic opportunity, legal protections and political voice, and physical security and autonomy.

A five point-Likert rating scale (1=lowest – 5=highest) is applied for each item of the question except for the demographic section with margin error = 5%. In terms of data analysis, descriptive and inferential non-parametric statistics are utilized. To measure the influence of independent variables, SPSS v 25 is applied to analyze the data collected using AMOS v 25. Construct validity is essential in confirming a measurement model. Multiple components of construct validity include personal branding validity, self-confidence validity, and gender equality validity. Construct reliabilities and variance extracted estimates are useful in establishing convergent validity. Discriminant validity is supported when the average variance extracted for a construct is greater than the shared variance between constructs (Hair 2005). While the error (e) comes from the measurement error of each indicator: $(1 - \text{Loading}^2)$. The cut-off value for the construct reliability test is accepted if the value is > 0.70 , and the Extracted Variance (VE) value > 0.50 indicates that the variance of the indicators extracted by the latent construct is bigger than the error variance.

Results and Discussion

The first stage of scale purification involves all 18-item instruments undergoing alpha coefficient calculations (Cronbach 1951), according to the recommendation of (Churchill, 1979). From the results of the first stage of reliability analysis, all items with corrected item-to-total correlation p-value > [0.050] were omitted, thus eliminating four items of personal branding: typical, style, standard, and competence; then eliminate three on self-confidence: pride, realism, and positive view. It also removed two items on gender equality: access and right. This leaves a total of 9 items that make up the gender equality scale. Table 1 shows the reliability analysis of the final 18 items. From the table, all items contribute to the internal consistency of the scale.

Generally, the scale is considered reliable to form a full model if the p-value < [0.050]. The results of the validity and reliability tests on the latent variables of personal branding that are declared valid are visibility, consistency, and relevance; while Self-Confidence is belief, skill, and self-evaluation; and Gender Equality is participation, control, and justice. After calculating estimates, the model produces output values for standard regression weights for each indicator. This value is called the loading factor which will be used to calculate the construct reliability and variance extracted values. In full, the standardized regression weight values are shown as follows:

Table 1
Regression Weights (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Gender Equality	<---	Personal Branding	.553	.077	7.182	***
Gender Equality	<---	Self-Confidence	.046	.072	8.636	***
Visibility	<---	Personal Branding	1.000			
Consistency	<---	Personal Branding	1.124	.074	15.235	***
Relevant	<---	Personal Branding	.798	.066	12.045	***
Skill	<---	Self-Confidence	1.000			
Self-evaluation	<---	Self-Confidence	.998	.082	12.118	***
Belief	<---	Self-Confidence	1.006	.083	12.162	***
Participation	<---	Gender Equality	1.000			
Control	<---	Gender Equality	1.081	.084	12.835	***
Justice	<---	Gender Equality	.732	.065	11.277	***

Source: Processed data results

Based on the table above, the effect of personal branding and self-confidence on gender equality is valid because the p-value = 0.000, although several indicators of each variable are declared invalid and unreliable. The following table describes the relationship and influence between latent variables and endogenous variables.

Table 2
Standardized Regression Weights (Group number 1 - Default model)

			Estimate
Gender Equality	<---	Personal Branding	.185
Gender Equality	<---	Self-Confidence	.510
Relevant	<---	Personal Branding	.877
Visibility	<---	Personal Branding	.962
Consistency	<---	Personal Branding	.829
Skill	<---	Self-Confidence	1.011
Self-evaluation	<---	Self-Confidence	.304
Belief	<---	Self-Confidence	.067
Participation	<---	Gender Equality	.939
Control	<---	Gender Equality	.790
Justice	<---	Gender Equality	.693

Source: Processed data results

Based on the table above, it is known that the effect of personal branding on gender equality is [0,185; 0.000], which is smaller than the effect of self-confidence [0,510; 0.000] on gender equality. This explains that a person's self-confidence which includes skills, belief, and self-evaluation will encourage a person to have a high chance of equality. Thus, we accept the hypothesis that there is a positive and significant effect of personal branding and self-confidence on gender equality.

Table 3
Covariances (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Personal Branding <--> Self Confidence	.319	.049	6.550	***	

Source: Processed data results

The table above shows a positive and significant reciprocal relationship between the influence of personal branding on the self-confidence of [0.319; 0.000] and vice versa. Structural equation modelling (SEM) was used to perform a confirmatory factor analysis on the proposed model depicted in Figure 2. As it can be seen, the model consists of a first-order two-factor structure. Specifically, it comprises three latent variables (personal branding, self-confidence, and gender equality) with the observed variables loading by the pattern revealed in the exploratory factor analysis. There are several tests to ascertain whether an SEM model fits the observed data. The chi-square (χ^2) test provides a statistical test of the null hypothesis that the model fits the data, and generally, a χ^2 divided by the degree of freedom (df) 0.80 is preferred; and comparative fit index (CFI), where >0.90 is stipulated.

Table 4
Fit Indices of the CFA Model

Measure	Recommended threshold	Scores
Chi-square/df (CMIN/df)	< 2.0	1.191
Comparative Fit Index (CFI)	> 0.90	0.981
The goodness of fit (GFI)	> 0.90	0.911
Adjusted Goodness of Fit (AGFI)	> 0.90	0.906
TLI	> 0.95	0.986
Root Mean-Square Error of Approximation	< 0.08	0.049

Source: Processed data results

Moreover, all item loading produced significant t-values. The fit model with the CFA model shows the chi-square value of [1.191 < 2.0] and all measurements include CFI, GFI, AGFI, and TLI > 0.90, with an RMSEA value [0.049 < 0.08], thus the full model in this study is fit. This result explains that an employee in a manufacturing company must be able to self-promote themselves through construction and narration of strong personal branding to succeed and obtain equal rights and fair treatment within the company. Realizing the increasing precarious work condition in labor market, employees needs to grasp which factors shape an employee's branding in the workplace. This study demonstrated that factors such as relevancy, consistency, and visibility are those that may help employees to negotiate their success. This means that they must have the ability and expertise regarding relevant knowledge in their workplace, should always be consistent in carrying out their duties and responsibilities, and have a foresight vision to achieve the goals set by the company. Within these three aspects, employees are demanded to craft their values and identities through which others can build relationships, creating employees' branded personae.

Research on personal branding in the workplace suggests that personal branding has been the influence of economic value brought by neoliberal ideology in which commodification of products has been the primary tool to gain benefit. Such a practice has not only a limit in the product boundary, but it expands through the self that is perceived as a commodity to sell in the labor market for employees to succeed. The evidence yielded in this study confirmed past research that personal branding has a positive correlation with success in labor market. This study is in line with (Gujarathi & Kulkarni, 2018), (Vallas & Cummins, 2015). Therefore, it is important to consider how employee values and behaviors can be aligned with the brand's desired values.

This explains that women and men should have more than just strong beliefs; they need to evaluate their shortcomings, gain pride and expertise. However, what is more important and influential in gender equality are abilities and knowledge that are relevant to their job duties, have an attitude consistent with their work commitments, and have a broad view and achievable goals; these factors are what people will know as personal branding. In line with (Lund et al., 2020), attitudes also shape how women experience the economic consequences of the crisis relative to men.

Changes occur from the advancement of traditional society's mindset about the role of women at the organizational level or even in the family about who will keep their jobs. It is a brand that will be attached to employees and will easily get a position in the company.

However, personal branding is not the only variable that determines the success of individuals in the workplace. Individuals need to have self-confidence, a belief in their abilities to carry out the tasks delegated. The result of this research showed that self-confidence has a higher positive correlation to bridging gender equality than personal branding. The self-confidence of women coupled with high intention to compete may help women to get higher pay (French & Strachan, 2015). A plethora of past studies have shown that women regardless of their major engagement in the workplace, remain concentrated on the less prestigious jobs and lower positions with lower pay compared to men. While organizations are increasingly competing to attract highly skilled personnel in various professional areas (Athey et al., 2007), it would be relevant that women need to manage how to build their image in the mind of others through building and narrating their branding and self-confidence. This is in line with the dimensions of employer attractiveness, which in turn are likely to contribute to employment brand value (Berthon et al., 2005). Based on the evidence in this study, it is argued that if women can make the most of their ability to build personal branding for their image to attract employers, supported by strong self-confidence, they will be more likely to get the same level of equitable work condition as men. This eventually will affect or bridge gender equality in manufacturing industries (Greenbaum, 2019).

The full results are reflected in the full model below:

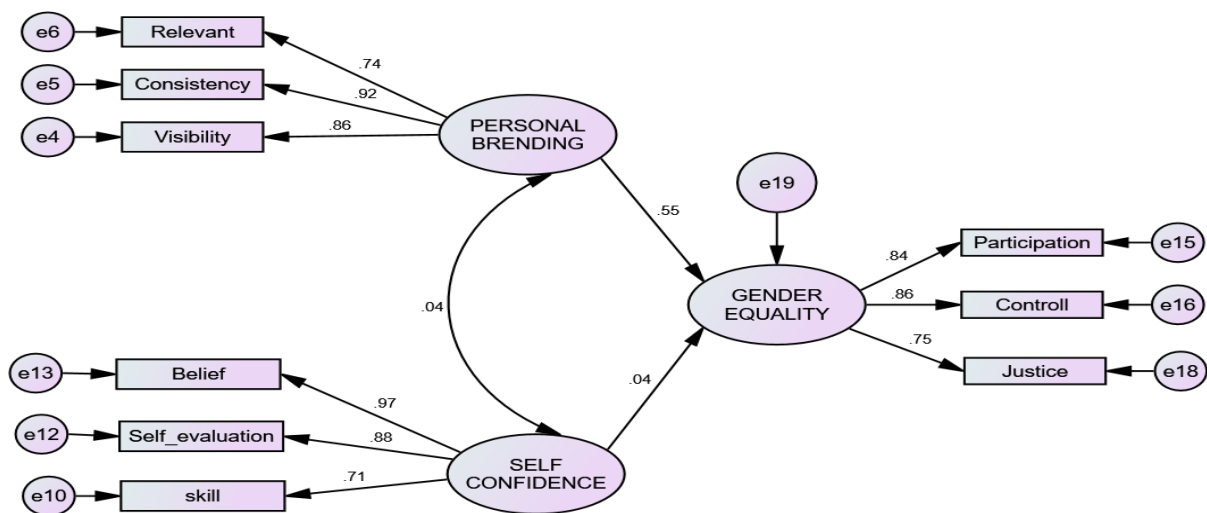


Figure 2. Full Model Structure

The results of the gender equality analysis based on the most dominant dimensions in the formation of gender equality are described below:

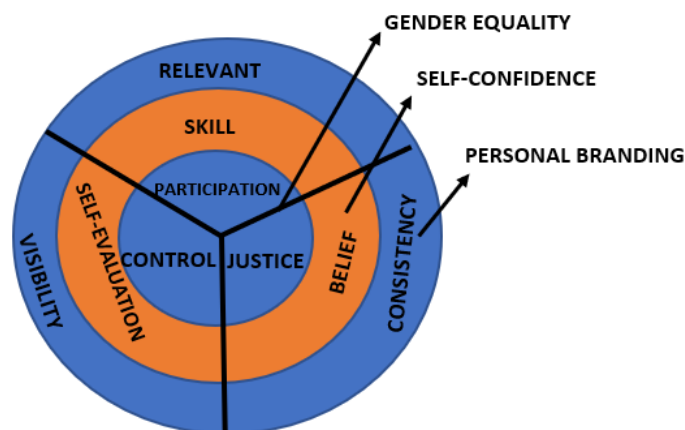


Figure 3. Gender Equality Model

This model explains that three parts can create gender equality, if gender equality is through participation, then you must have the relevant skills and level of working conditions. If you go through justice, you must have a high level of confidence in your abilities and be consistent in carrying out your work. and if through control, then they must be able to evaluate themselves and have a visionary view in handling work.

Conclusions

The results of this research have shown that gender equality in the male-dominated labor market can be bridged or promoted through personal branding, and self-confidence of women workers. This is because women workers can construct and narrate their identities, values, and skills and build this relationship with the mind of others, particularly employers. Gender equality as the results of this study can be understood in terms related to equal access and participation, along with the control and self-evaluation of women in a sense that they can adapt to changing environments. All combined attempts that are focused on the economic and psychological aspects of women workers to compete in the labor market may contribute to the personal branding in the workplace, in that it may become one of the catalysts to consider for any attempts of bridging gender equality that works effectively with the nurturing of self-confidence. For practical implication, this study may inform managers and management units in manufacturing industries that women can be potential ideal workers that may contribute significantly to their companies, as long as the management rules and decisions are aligned with the prescription of non-gendered discrimination practices and standards, for example by giving equal access, justice, and opportunities for women to have equitable work condition in the workplace.

However, this research did not go further any on these issues. Hence, future research should bring attention to non-discriminatory institutional management levels of attempts, prescription, and standards that may help ameliorate gender stereotypes and promote gender equality in the workplace.

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