Fostering Inclusion: Women's Self-Confidence as a Driver of Career Success in India's IT Industry

Sandip Solanki[1], Ritu Sinha[2],
Prashant Bari[3] and Seema Singh[4]

[1]Symbiosis Institute of International Business (SIIB), Symbiosis International (Deemed University) (SIU), Pune, India
[2]IES's Management College and Research Centre (IESMCRC), Mumbai,India
[3]Symbiosis Centre for Research and Innovation (SCRI), Symbiosis International (Deemed University) (SIU), Pune, India
[4]Symbiosis Centre for Corporate Education, Symbiosis International (Deemed University) (SIU), Pune, India
sandip.solanki@siib.ac.in

Abstract:

Purpose

Gender inequality and low women inclusion in leadership persist despite organizational efforts. One of the key factors influencing inclusion of women is Confidence at workplace. The Confidence at workplace which is a multidimensional construct. The study examines confidence at workplace dimensions among women in India's IT sector, where female participation is higher, to understand factors shaping their professional growth and inclusion..

Design/Methodology/Approach

As a part of the study a detailed literature review was carried out to device initial constructs and research model affecting confidence at workplace. The research model was then empirically validated. For the purpose data from prominent IT hubs of India was collected using online surveys using purposive sampling. Data was analyzed using SPSS, where primarily Exploratory Factor Analysis (EFA) using Principal Component Analysis (PCA) was used to identify key parameters influencing women's confidence in the workplace.

Findings

Study reveals for IT industry Affectivity as the important factor affecting individuals' performance at workplace. Study also discusses other constructs that have impact on individual's contribution at workplace and theoretical and managerial implications for policymakers for fostering inclusion at workplace.

Originality

Study aims to contribute body of literature on inclusion with empirical and contextual data points for IT industry in India. IT sector in India, represents significant population of overall women workforce across globe. We believe the study can be extended by future studies for specific demographics to for generalization.

R. Mehta et al. (eds.), *Proceedings of the International Conference on Infrastructure Development and Sustainability (ICIDS 2025)*, Atlantis Highlights in Sustainable Development 9,
https://doi.org/10.2991/978-94-6239-685-2_33

Practical Implications
Inclusion remains one of the top priorities yet complex for the organizations. Findings of the study can help practitioners with key factors those affect confidence of women at workplace and thereby promoting their inclusion. Unlike conventional factors emphasizing on secured environment, study highlights importance of technical skills to boost confidence. We believe this would help managers to holistically consider strategies for inclusive culture.

Keywords- Self-Confidence, IT Industry, Women, Well-Being, Inclusivity,

1 Introduction

Success and the building of an individual's self-confidence are the cornerstone to decision-making, career growth, and workplace efficiency. According to [1], self-confidence is defined as a person's ability to feel confident in an average social situation. As such, self-confidence dictates life choices, from the choice of career to day-to-day activities at work. Despite its importance, self-confidence often interacts with societal and organizational factors; hence, inequalities that call for focused research.

The Indian IT industry also forms a very specific background from which these dynamics can be looked into; it represents one of the leading knowledge job hubs in the world. Women comprise about 34.26 [2]; this depicts progress toward changing dimensions of inclusion in regard to gender. However, the confidence gap, which emerged from these historical dimensions and is rooted in the gender roles and norms of our society, is among the looming barriers to people's success, especially within rural settings where inequalities have continued to persist [3]. While modernization and increased literacy have reduced this gap, challenges still remain in creating an environment that can help increase the confidence of women and their professional success. This paper aims to addresses these gaps in literature by investigating the dimensions of self-confidence of IT professionals, with a focus on gender and organizational roles.

Globalization and liberalization have triggered women's participation in the workplace within the IT sector of India. Research has underlined that self-confidence complements productivity and growth in the knowledge-driven industry. [4] highlight the dire need for inclusive growth strategies in the alignment of organizational objectives with gender equity. While there has been a sea change in most of the variables, gender disparity in confidence levels and its impact on professional outcomes remains an under-explored phenomenon in IT-focused research.

Current literature emphasizes that self-confidence is a multidimensional construct moderated by societal norms, work environment, and individual traits. [3] highlighted striking confidence gaps in rural India, whereas global studies by [5] and [6] illustrated situational and cultural factors that mold gendered confidence perceptions. In IT settings, [7] explained the role of domain-specific skills in narrowing the gap in

confidence levels. Recent research, such as [8], corroborates the idea that such gender-neutral environments reduce differences in confidence and hence enhance the importance of this study. While literature highlights on self-confidence in the gender-segregated industry, few studies have targeted the gender-neutral fields like IT, where technical expertise supersedes most biases. Moreover, regional differences in India are seldom the focus of the existing literature, whose socio-cultural diversity is generally swept under the rug without going deep into a probe at the workplace level. Hence, by touching on these factors, this research fills an important need for definition and dynamics about confidence while bridging critical gaps in the literature.

This study identifies dimensions that influence self-confidence of IT professionals, taking into consideration perceived self-efficacy, self-image, and internal self-confidence. These are linked to behaviors in the workplace. Such a focus on India's IT industry is a convergence with the international call to achieve gender parity in the high-skilled sector. The findings are poised to inform policies fostering inclusive and confidence-boosting environments, hence advancing organizational and societal equity.

2 Literature Review

Self-confidence can be considered a generally recognized critical psychological variable for success in many spheres of human activity. According to [9], perceived self-efficacy deals with people's beliefs in their capabilities to produce desired outcomes. There are vast studies aimed at explorations of differences between men and women in terms of self-confidence. Study shows in many situations, men are more confident than women—for example, [5]; [6]. This is often cited to be due to society's expectations, the types of tasks involved, as well as situational aspects of the individuals [10][11]. Research evidence shows that self-confidence is a large predictor of professional success—affecting risk-taking, occupational goals, and job performances [12][13].

2.1 Gender Inequality in Professional Environments

With globalization and liberalization in an economy, more women entered the workforce. Women make up about 34% of the workforce in the IT industry in India. Yet, the workplace remains a challenging place for women because of the various issues based on gender. Even when both males and females have the same qualifications, there is still a gap in pay, which generally relates to gaps in confidence [14]. Workplace discrimination studies show that negative environments affect women disproportionately and further lower their self-confidence. On the other hand, supportive and respectful work environments build women's confidence and productivity.

2.2 Theoretical Frameworks on Gender and Self-Confidence

In the light of Bandura's Social Cognitive Theory, self-confidence is built from experiences and the environment and thus a supportive workplace will help build

women's self-efficacy. The Expectancy-Value Theory by [15] further explains how expectations from society determine one's confidence level and expectations for achievement. The societal expectations based on one's gender often serve as an obstacle to the self-assurance of women in particular, in the field of technology. For instance, the Role Congruity Theory by Eagly and Karau (2002) suggests that women are considered less effective leaders because their gender roles are incongruous with the expectations set for a leader.

Quantitative research produces mixed findings on gender and confidence. While [16] did not find any gender differences in overconfidence, [17] underlined the aversion of women to competitive settings. The industry-specific studies related to IT, such as [18], reflect minimal differences in technical confidence between men and women but point to the role of workplace culture in setting confidence levels. For instance, [8] revealed no gender-based differences in confidence regarding upskilling among IT professionals, hence testifying that technical skills are valued more than gender prejudices.

Affectivity is one of the most crucial factors in workplace relations. Positive affectivity, such as appreciation, enhances confidence, while negative feedback often leads to its decline [19][20]. The role of emotional resilience to overcome adverse work conditions was mentioned in other studies, too. The areas that depend on expertise, such as IT, have strong bearings of technical competencies on the level of confidence. Professionals with domain-specific competencies are more confident, as found by [7]. Recent literature points out that adaptability and continuous learning have become significant in developing confidence, as noted by [21]. [22] in his literature review presented attitudinal barriers that come in a way of the behaviours that are achievement directed and contributors to managerial promotions. These factors could be external as well as internal. External factors like prevailing societal sex-role stereotypes and reservation regarding the women's competency may cause interruption to her job-related aspirations. Internal factors like fear of failure, low self-esteem, and role were found to be affecting achievement-related behaviours. [11] carried two studies exploring the relationship between the sex of the subject, sex-typing of tasks, and prior task experience on the self-confidence of Black men and women. Both studies suggested that women's self-confidence was linked to the function of task type, while men showed relatively stable self-confidence across all tasks. The studies also highlighted a strong correlation of prior experience with self-confidence for both men and women.

A facilitating work environment plays an important role in building self-confidence. Various literature positively influences women's confidence due to the availability of gender-sensitive policies, mentorship programs, and anti-discrimination measures within organizations [23][24]. Recent studies have also proven the role of inclusive and positive leadership styles in deciding the level of confidence within a work team [25].

2.3 The Role of Organizational Inclusion in Enhancing Workplace Confidence

Organizational inclusion is a key element of culture of an organization that promotes fair access to opportunities and a supportive work environment to an individual irrespective of gender, race, religion etc. [26] emphasizes that inclusion is not just about workforce composition but also about organizational policies that encourage equal participation and engagement. Inclusion not only helps organizations building culture for growth but also helps individuals build confidence and advance in their careers.

Study by [27] highlights that an inclusive workplace significantly impacts self-belief as employees feel a sense of belonging. Because, such employees are more likely to take risks, seek leadership roles, and contribute creatively. In the IT sector, where technical expertise is a key factor in success and there is considerable participation from women, fostering inclusion is important to bridge the gender confidence gap. Study by [28] further provides options for increasing women's confidence at workplace. Some of the strategies includes- fair evaluation systems and targeted skill development programs. Together, these studies suggest that an inclusive workplace culture plays a crucial role in boosting employee confidence and ensuring equal opportunities for all.

Literature review suggests there is extensive research on the inclusion and confidence of individual in silos but very few studies are there studying confidence and gender in relation with workplace inclusion. Further specific to industry, limited literature found focusing on gender neutrality within the IT industry because the industry requires raw skills rather than gender biases and stereotyping. No heretofore research has duly examined the impact of workplace policy on developing longitudinal self-confidence, and still fewer works have considered changes taking place in regional variations within India's vast cultural and industrial panoramas.

Based on what the literature reviewed suggests, the following hypotheses are derived:

H1: Affectivity (AF) impacts positively confidence of Individual at workplace (CAW). The emotions and feelings people experience in their IT workplace have a notable effect on how confident they feel in their abilities. A positive emotional atmosphere likely boosts confidence, while negativity can undermine it.

H2: IT competency (ITC) affects confidence of individual at workplace (CAW) positively. Review Suggests, having strong skills and knowledge in IT leads to greater confidence. And in context of IT this relationship expected to hold true for both men and women.

H3: Social atmosphere (SA) affects confidence of an individual at workplace (CAW) positively. A supportive and friendly work environment contributes to increased confidence. When people feel comfortable, respected, and connected with their colleagues, they are likely to be more confident in their abilities.

H4: Individual personality traits such as internal self-confidence (ISC) affects confidence of individual at workplace (CAW) positively.

H4: Gender plays moderating role in impacting relationship between Affectivity, IT Competency, Social atmosphere, Internal Self Confidence and Confidence of Individual at Workplace (CAW).

2.4 Research Model

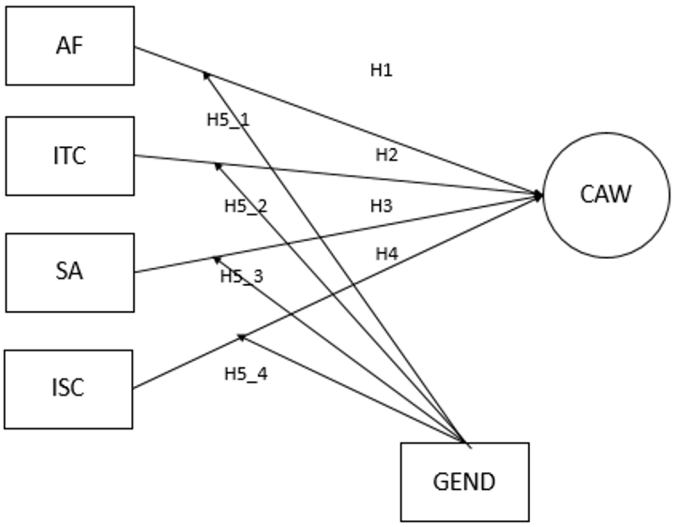

Fig.1. Research Model for Actors Affecting Self Confidence at Workplace

The research model incorporates four dimensions of self-confidence, namely, affectivity, IT competencies, social atmosphere, and internal self-efficacy. These dimensions are expected to contribute to self-confidence irrespective of gender. The literature highlights the multidimensionality of self-confidence and its interaction with dynamics at work. Focusing on India's IT sector, this paper tends to fill some vital lacunae in the prevailing body of knowledge about the way confidence is generated within a gender-neutral milieu. In addition, the findings also are expected to contribute towards shaping organizational policies that are all-inclusive in nature and thereby help extend the bigger debate on gender equality in the workforce.

3 Research Methodology

A systematic literature review of about 54 papers using PRISMA resulted in the identification of important variables for the study. For the identified variables and research model, detailed imperial study was carried out quantitativly. Data were collected using a cross-sectional and quantitative approach through the survey questionnaire. The instrument used for data collection was a structured questionnaire

consisting of 30 statements focussing on important aspects of confidence e.g. affectivity, self-image, internal self-confidence/ self-efficiency, IT skills/ competencies & social behaviour was devised.

Items were developed both inductively and deductively. To begin with, statements were assessed to construct self-confidence. For the study, the initial items were listed by discussing with various stakeholders like managers, associates, and others. After studying the literature on self-confidence, four key dimensions were identified: perceived self-efficacy, domain competencies, self-esteem, and workplace comparison. These are the basis for initial item development. The preliminary instrument consisted of 30 items. The final instrument had 15 items where 4 items reflecting perceived self-efficacy, 4 items reflecting domain competencies, 4 items reflecting workplace comparison, 5 items reflecting attitudinal barriers, and 2 items reflecting self-esteem. Among these items based on attitudinal barriers were removed from the survey based on literature and the feedback from the expert review. Minor corrections were made in items based on the expert's feedback.

For the purpose of the study purposing sampling was used. The surveys were collected online as well as offline. About 154 individuals were contacted out of which about 116 responded. The sampling was carried out using power analysis. Google forms were used for surveys and participants were contacted on WhatsApp, call, Facebook & LinkedIn. Among all, LinkedIn & WhatsApp turned out to be the most effective channels for data collection. IT professionals working in metropolitan cities Pune, Mumbai, Chennai, Bangalore, Delhi were the locals of study. Study also tried to provide coverage to tier 2 cities such as Jalgaon, Nasik, Amaravati etc. Participation in surveys was optional. The survey was piloted with 35 initial respondents including managers, team leaders, and associates at IT hubs an questionnaire was update. This helped to validate the reliability of chosen scales and the deletion of possible inconsistent items. The data collected was cleaned and analysed using Structured Equation Modelling (SEM).

4 Data Analysis

To understand construct Self-confidence holistically, the technique of exploratory factor analysis (EFA) was applied to discover the underlying structure of observed variables [29]. The technique of EFA helped in summarizing and interpreting the underlying relationships and patterns in the given data [19]. In short, EFA could help in discovering the underlying dimensions related to a professional's self-confidence level working in the IT sector. Under EFA, principal component analysis (PCA) with varimax rotation (change of coordinates) was used to associate each variable to at most one factor. PCA helped in identifying a minimum number of factors associated with the maximum explanation of variance. The items with loading greater than 0.5 were retained while those with low loading were dropped. It was done based on the rule, loadings above 0.71 are considered as excellent, 0.63 very good, 0.55 good, 0.45 fair, and 0.32 poor [30].

Pearson Product correlations analysis ranked associations between items from low to high. The range was 0.10 to 0.53. The correlations were indicative of factor analysis. The assumptions were then verified by Bartlett's Test of Sphericity (Table:1), B (153) = 661.459, $p < 0.000$, and a Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO = .745) (See table 1) were computed before rotated solution. The p (0.000) value of Bartlett's test of sphericity suggested that the correlation matrix was not an identity matrix, hence the factor analysis can be carried through. The Bartlett's Test also suggested that the null hypothesis that there were non-significant differences between items was rejected. This finding indicated that the model could be considered for measuring multiple constructs.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.745
Bartlett's Test of Sphericity	Approx. Chi-Square	661.459
	Df	153
	Sig.	.000

Table 2. Rotated Component Matrix for Principal Component Analysis

	Component			
	1	**2**	**3**	**4**
I feel confident while negotiating/debating with Boss	.857			
I feel confident while negotiating/debating with a team member	.820			
I feel confident in saying no to a task	.810			
I feel confident while writing an email to higher management personnel (Senior management and above)	.663			
I have the necessary Domain skills required for my job		.815		
I feel confident about finishing the project work without any mistakes.		.752		
I have the necessary Technology skills required for my job		.683		
I feel confident of finishing the project work on time		.566		
I feel that appreciation from others raises my confidence in the workplace			.674	
Positive or Negative experiences at the workplace affect my confidence to deliver my responsibilities in my personal life			.638	
I often have doubts about my ability to meet my goals			.579	
Negative feedback from others affects my confidence			.570	
I believe in my ability to succeed				.882
The level of my confidence level when I achieve my goals				.850

The exploratory factor analysis for self-confidence is shown in above Table 2. The extracted common factors with factor loading varied from .857 to .566, which were higher than the critical value of .50. The communalities ranged from .631 to .725 met

the critical value of .50. The extracted common factors accounted for 61.38% of the total variances had a good explanation of the associated factor. The construct reliability level of Cronbach's Alpha .832 showed a great reliability level. KMO-MSA index was .745, which was above .7, showed a positive result for adequacy of sampling (Table:3)

Table 3. Constructs with Factor Loadings

Construct	Item	Factor Loading	Variance Explained	Cronbach's Alpha
Affectivity	I feel confident while negotiating/debating with Boss	.857	28.245	.832
	I feel confident while negotiating/debating with a team member	.820		
	I feel confident in saying no to a task	.810		
	I feel confident while writing an email to higher management personnel (Senior management and above)	.663		
IT Skills/ Competencies	I have the necessary Domain skills required for my job	.815	13.294	.731
	I feel confident about finishing the project work without any mistakes.	.752		
	I have the necessary Technology skills required for my job	.683		
	I feel confident of finishing the project work on time	.566		
The social atmosphere at Workplace	I feel that appreciation from others raises my confidence in the workplace	.674	10.239	.710
	Positive or Negative experiences at the workplace affect my confidence to deliver my responsibilities in my personal life	.638		
	I often have doubts about my ability to meet my goals	.579		
	Negative feedback from others affects my confidence	.570		
Internal Self Confidence/ Self Efficacy	I believe in my ability to succeed	.882	9.361	.765

	The level of my confidence level when I achieve my goals	.850

5 Findings & Discussion

The literature defines affectivity as an ability to experience and display emotions or feelings. These emotions play an important role in interpreting the objects in question and taking decisions. The given study found that affectivity (Table 4) plays an important role even in the workplace. Self-confidence plays an important role in negotiating/debating with the boss, team member, writing an email to higher management personnel, or saying no to a task.

Table 4. Construct with Explained Variance

Construct	Item	Factor Loading	Variance Explained	Cronbach's Alpha
Affectivity	I feel confident while negotiating/debating with Boss	.857	28.245	.832
	I feel confident while negotiating/debating with a team member	.820		
	I feel confident in saying no to a task	.810		
	I feel confident while writing an email to higher management personnel (Senior management and above)	.663		

5.1 IT Skills/ Competencies

The digital and technological transformation in businesses has necessitated the demand for IT skills among employees. Almost every business needs IT-focused employees who have the necessary expertise in skill-sets programming, networking, communication, database creation, general technical or help desk support. The given study emphasized that the IT skills/competencies (Table 5) of an individual play a crucial role in bringing out the personal and professional performance. The sense of competence relative to the tasks depicts a strong relationship between self-confidence and competency. A person feels confident if he has the necessary domain skills including technology skills required for his job, finishing the project work without any mistakes, and on time.

Table 5. Construct with Explained Variance

Construct	Item	Factor Loading	Variance Explained	Cronbach's Alpha
IT skills/competencies	I have the necessary domain skills required for my job	.815	13.294	.731
	I feel confident about finishing the project work without any mistakes.	.752		
	I have the necessary Technology skills required for my job	.683		
	I feel confident of finishing the project work on time	.566		

The results revealed that contrary to commonly held beliefs, at the managerial level there was no substantial difference in self-confidence of the women and men managers. Both men and women were found to be self-confident in both work and social/family environments.

5.2 Social atmosphere at the workplace

Literature review revealed that women showed more sensitivity towards their work environment and its effect on their confidence to deliver the task at hand. A study by [20] suggested that under-confidence among women can lead to reduced career aspirations and slow career growth. Table 6 should be made conducive for women employees. This can be done by offering women mentorship services and preparing them for leadership roles, enforcing equal pay across gender, and educating all employees about appropriate workplace behaviour. It is very important to restrain the unconscious bias and prejudices that foster inequality in workplaces. The employees should feel appreciated at their workplace. This appreciation is directly related to their confidence level at their workplace.

Table 6. Construct with Explained Variance

Construct	Item	Factor Loading	Variance Explained	Cronbach's Alpha
Social Atmosphere at Workplace	I feel that appreciation from others raises my confidence in the workplace	674	. 10.239	.710
	Positive or Negative experiences at the workplace affect my confidence to deliver my responsibilities in my personal life	638	.	
	I often have doubts about my ability to meet my goals	579	.	
	Negative feedback from others affects my confidence	570	.	

5.3 Internal Self Confidence/Self Efficacy

Albert Bandura defined self-efficacy as the belief in one's capabilities to organize and execute the courses of action required to manage prospective situations. Self-efficacy (Table 7) is a person's belief in his or her ability to succeed in a particular situation. [10] studied women's self-confidence in achievement settings and found suggested to have lower confidence in achievement settings. But the given study suggested that in the context of skill-based job profiles like IT, the subjects have high self-efficacy. The participants believed in their ability to succeed and felt more confident when they achieve their goals.

Table 7. Construct with Explained Variance

Construct		Item	Factor Loading	Variance Explained	Cronbach's Alpha
Internal Confidence/ Efficacy	Self Self	I believe in my ability to succeed	.882	9.361	.765
		The level of my confidence level when I achieve my goals	.850		

The findings of this study reveal that self-confidence in IT professionals is significantly influenced by affectivity, IT competency, and the workplace social atmosphere. Positive affectivity such as appreciation and recognition can enhance the confidence. Further, IT competency plays a crucial role. Considering the complex nature of the job in IT industry, IT competency is crucial for developing confidence at workplace. Another important factor supportive workplace atmosphere fosters confidence by reducing stress and providing mentorship and collaboration opportunities. Notably, the study finds that gender does not act as a significant moderator in the relationship between these factors and self-confidence, suggesting that confidence in IT professionals is primarily shaped by their skills, experiences, and work environment rather than gender identity. These findings emphasize the need for organizations to implement inclusive policies, mentorship programs, and skill-development initiatives to enhance employee confidence and foster a more equitable workplace.

6 Theoretical and Managerial Implications

6.1 Theoretical Implications

Results show, the prominent dimension that affect self-confidence and Inclusion at workplace is Affectivity that explains the 28.24% of the variation. It is being followed by IT skills/competencies that explain the 13.29% of the variation. The social atmosphere at the workplace explains 10.23% and internal self-confidence/self-efficacy explains 9.3% of the variation. Findings reveal that for men and women working in the IT sector there is no noticeable difference in self-confidence. The analysis of gender

issues in the IT sector suggested that the social construction of technology brings about a technical change in society and has different impacts on women and men.

6.2 Managerial Implications

The gender analysis in the IT sector is aimed at offering inclusive capacity-building opportunities, employment, and potential for empowerment for both males and females. This sector gives more importance to the skills and experience rather than the gender for the tech role. It has been observed that there has been improvement in levels of gender equality in the IT sector, though the equality journey continues. The IT sector accepts gender equality and intends to offer equal rights, responsibilities, and opportunities to both men and women. This sector challenges the issues of gender stereotypes and outlines opportunities for women's economic prosperity and empowerment. Even the women employees working in the IT sector believed that their skill-sets, abilities, and experience were considered to be more important than their gender and it won't impact their career.

7 Conclusion

The self-confidence of a woman in relation to her career performance in India's IT industry was the central issue of this study, examined through four dimensions: affectivity, IT competencies, social atmosphere, and internal self-efficacy. Findings from this study highlight that the factors discussed here have a huge effect on the self-confidence of IT professionals, where there are very few differences based on gender. Affectivity came out as a strong determinant and emphasized emotional resilience and workplace appreciation for more confidence. IT competencies proved to be the pivotal ones, allowing one to see just how highly valued technical expertise and flexibility are in building self-confidence. The role of the social atmosphere was also important indicating the need to create supportive work environments promoting confidence and career growth.

While the study confirms that gender is not a significant moderator of these relationships in case of IT sector highlighting organizational policies as being at the core in handling subtle biases and fostering inclusivity. This has deep implications for the IT and non IT sector in the sense that fostering a culture of equal opportunity along with continuous skill development may solve confidence gaps and thereby result in empowerment irrespective of gender. Future research might follow up on confidence-enhancement interventions or sector-specific discussions within and across regions over a period of time. Confidence is what such a workforce would essentially need if innovation and commercial success must be fostered in enterprises with a smattering of knowledge intensity.

References

1. Barber, N., Dodd, T., Kolyesnikova, N.: Gender differences in information search: Implications for retailing. Journal of Consumer Marketing (2009)

2. Times of India: TCS, Infosys and other 3 of India's top IT firms report net exit of 25,000 women employees in FY24. Times of India (2024)

3. Zhang, D., Li, X., Xue, J.: Education inequality between rural and urban areas of the People's Republic of China, migrants' children education, and some implications. Asian Development Review 32(1), 196–224 (2015)

4. Ali, I., Son, H.H.: Measuring inclusive growth. Asian Development Review 24(1), 11–31 (2007)

5. Lenney, E.: Women's self-confidence in achievement settings. Psychological Bulletin 84(1), 1 (1977)

6. Barber, B.M., Odean, T.: Boys will be boys: Gender, overconfidence, and common stock investment. Quarterly Journal of Economics 116(1), 261–292 (2001)

7. Kukulu, K., Korukcu, O., Ozdemir, Y., Bezci, A., Calik, C.: Self-confidence, gender, and academic achievement of undergraduate nursing students. Journal of Psychiatric and Mental Health Nursing 20(4), 330–335 (2013)

8. Sharma, K., Castagnetti, A.: Demand for information by gender: An experimental study. Journal of Economic Behavior & Organization 207, 172–202 (2023)

9. Bandura, A.: The anatomy of stages of change. American Journal of Health Promotion 12(1), 8–10 (1997)

10. Lenney, E., Gold, J., Browning, C.: Sex differences in self-confidence: The influence of comparison to others' ability level. Sex Roles 9(9), 925–942 (1983)

11. Carr, P.G., Thomas, V.G., Mednick, M.T.: Evaluation of sex-typed tasks by Black men and women. Sex Roles 13(5–6), 311–316 (1985)

12. Negri, M., Galli, C., Smerieri, A., Macaluso, G.M., Manfredi, E., Ghiacci, G., Lumetti, S.: The effect of age, gender, and insertion site on marginal bone loss around endosseous implants. BioMed Research International (2014)

13. Reuben, E., Rey-Biel, P., Sapienza, P., Zingales, L.: The emergence of male leadership in competitive environments. Journal of Economic Behaviour & Organization 83(1), 111–117 (2012)

14. Solanki, S., Mandaviya, M.: Does gender matter? Job stress, work-life balance, health and job satisfaction among university teachers in India. Journal of International Women's Studies 22(7), 121–134 (2021)

15. Ross, J.A., Scott, G., Bruce, C.D.: The gender confidence gap in fractions knowledge: Gender differences in student belief-achievement relationships. School Science and Mathematics 112(5), 278–288 (2012)

16. Moore, D.A., Healy, P.J.: The trouble with overconfidence. Psychological Review 115(2), 502 (2008)

17. Niederle, M., Vesterlund, L.: Do women shy away from competition? Do men compete too much? Quarterly Journal of Economics 122(3), 1067–1101 (2007)

18. Jakobsson, N.: Gender and confidence: Are women underconfident? Applied Economics Letters 19(11), 1057–1059 (2012)

19. Yong, A.G., Pearce, S.: A beginner's guide to factor analysis: Focusing on exploratory factor analysis. Tutorials in Quantitative Methods for Psychology 9(2), 79–94 (2013)

20. Carlin, B.A., Gelb, B.D., Belinne, J.K., Ramchand, L.: Bridging the gender gap in confidence. Business Horizons 61(5), 765–774 (2018)

21. Patel, S.I., Grewal, P., Nobleza, C.O.H.S., Ayub, N., Ky, K.E., Kung, D.H., Allendorfer, J.B.: Analysis of faculty gender and race in scholarly achievements in academic neurology. Journal of Women's Health 33(11), 1464–1475 (2024)

22. O'Leary, V.E.: Some attitudinal barriers to occupational aspirations in women. Psychological Bulletin 81(11), 809 (1974)

23. Instone, D., Major, B., Bunker, B.B.: Gender, self-confidence, and social influence strategies: An organizational simulation. Journal of Personality and Social Psychology 44(2), 322 (1983)

24. Chusmir, L.H., Koberg, C.S., Stecher, M.D.: The self-confidence of managers in work and social situations: A look at gender differences. Sex Roles 26(11–12), 497–512 (1992)

25. Verma, A., Rahi, R., Singh, N.P.: Novel ALBP and OLBP features for gender prediction from offline handwriting. International Journal of Information Technology 15(3), 1453–1464 (2023)

26. Sabharwal, M.: Is diversity management sufficient? Organizational inclusion to further performance. Public Personnel Management 43(2), 197–217 (2014)

27. Ng, E.S., Rajendran, D., Waheduzzaman, W.: Promoting workplace inclusion and self-efficacy among skilled migrant workers in Australia. International Journal of Manpower 44(2), 267–282 (2023)

28. Kuknor, S., Bhattacharya, S., Sharma, B.K., Bhattacharya, S.: Organizational inclusion and OCB: The moderating role of inclusive leadership. FIIB Business Review (2023)

29. Mvududu, N.H., Sink, C.A.: Factor analysis in counseling research and practice. Counseling Outcome Research and Evaluation 4(2), 75–98 (2013)

30. Tabachnick, B.G., Fidell, L.S., Ullman, J.B.: Using multivariate statistics, vol. 5. Pearson, Boston, MA (2007)