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Biswajit Prasad Chhatoi
Department of Business Administration, Berhampur University, chhatoiprasad@gmail.com

Itishree Gita Kumari
Department of IR&PM, Berhampur University, itishree.pmir@gmail.com

Sharada Prasad Sahoo
Department of Business Administration, Berhampur University, sharadaprasadsahoo@gmail.com

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Establishing Discriminating Factors in Educational Institutions: A Gender Perspective

Biswajit Prasad Chhatoi
Assistant Professor, Department of Business Administration, Berhampur University
chhatoiprasad@gmail.com

Itishree Gita Kumari (Corresponding Author)
Assistant Professor, Department of IR&PM, Berhampur University
Itishree.pmir@gmail.com

Sharada Prasad Sahoo
Assistant Professor, Department of Business Administration, Berhampur University
sharadaprasadsahoo@gmail.com

Abstract

In our civic life, social identity of women largely depends on the gender structuring and cultural underpinnings. The cruel reality is gender discrimination still a pervasive concern for organizations, societies and nations as a whole. The quest for gender equality has become a global concern and an awakening field for the policy makers. In this work, the authors have tried to identify the principal factors of gender discrimination in educational institutions of Odisha. The primary responses were collected through an online as well as physical questionnaire from 193 respondents participated in the study. The respondents are faculties of educational institutions offering professional and technical courses. The responses collected were subjected to exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The results revealed that the five principal factors such as 'Decision Making', 'Career Management', 'Workplace Rights', 'Pay & Benefits' and 'Leadership' were validated in the context of educational institutions. This work is a novel approach towards factors affecting gender discrimination in educational institutions.

Keywords: Gender Discrimination, Educational Institutions, Gender Structuring, Factor Analysis

Introduction

In one of the writing of recent origin entitled "Invisible Women: Exposing data bias in a world designed for men" author Caroline Criado Perez unraveled the stories of gender

discrimination in a global scenario. In an introductory chapter she writes "there are more than 7.7 billion people on Earth today and more than half of these people are women. Yet when you look at heads of state, at governments, at corporations and at other global players, you are almost always looking at ... white men. Why are the world and its resources still run by men? Why are meaningful jobs and careers still comprised mostly of men? Why are women still not equally enjoying the fruits of their labors, of their intellectual abilities, of their dreams? And whilst this is a problem in multiple industries, why is the lack of gender diversity particularly prevalent in technology? How does this preponderance of men affect the lives of women and other minorities who are striving for equality"?(Perez, 2019). Gender based discrimination has attracted academic discourse and scholarly attention throughout the globe. It has become a global phenomenon both in western developed and developing nations (Zarar et al., 2017). Discrimination has both positive and negative connotations (Smith and Mackie, 2002). The terminology of discrimination refers to the positive or negative behavior towards a social group and its members. Naturally people think generally of negative behavior –, however a discrimination against one certain group means positive discrimination for others." Discrimination is often associated with Prejudices, stereotype and social categorization. At social and psychological level, prejudice appears to be the most non-rational cognition and knowledge (Csepeli, 1997). The new age organizations, be it social or economic are spell bound to adhere to socio-economic and technological transformations in order to excel the cutting edge competition. Apart from the economic policies, organization's sustenance on the competition map largely depends upon its human capability for strategy execution(Huselid & Becker, 2011), culture, developmental interventions and its concern for fairness and equality. In the recent decade, the rise of human rights activism, government's increasing attention to affirmative action plan(Thomas D. Boston, 2003)has altered the public governance mechanism. Everywhere, the sloganeering for fair, justful and transparent workplace climate is being ventilated as the menace of workplace discrimination is yet to be combated. Apart from policy related discrimination, which is most often referred to as positive discrimination, discrimination also exists at the perception level of the employers, senior officials, and bosses.

Evidence suggests that, despite the America's effort for increasing tolerance towards diversity, workplace discrimination is rising and posing multifarious challenges (Wooten & James, 2004). It is hard to believe that the principle of equality is yet to pass the human sentiments. In the last decade, the intensity of gender gap in the domain of economic participation and opportunity revealed that it will take 257 years to bring women in equal footing with men (WEF, 2020). Organizations should hire, fire, promote and compensate people based on their work and not on their race, ethnicity or nationality. In many countries, workplaces have not yet achieved these goals; instead, stereotypes, prejudice, and discrimination persist in contemporary organizations.(Anderson et al., 2015). Despite of several affirmative action plans devised by the Government, the Male-Female Ratio at the Workplace is quite discouraging. Despite of the fact that India is enjoying the status of an amazingly accelerating economy, the gender disparity and discrimination are deep and persistent in India. (Ejaz Ghani, William Kerr, 2012). Dimensions of social psychology as an imperative to discrimination needs careful analysis. Studies suggest that cultural underpinnings and gender structure in society are important dimensions of discrimination(Bobbitt-Zeher, 2011).Gender discrimination has become pervasive in learning institutions(Carr et al., 2003). The pervasiveness of discrimination enhances the feeling of insecurity and low confidence among the women employees at the workplace. A recent research concludes that the professional sphere of a woman worker is characterized by high rates of mistreatments throughout her working live. (Harnois, 2015). Gender inequality may cause social stigmatization and distorts the social identity of women. An irony of the fact that, a recent bibliometric study revealed the fact the research in gender bias itself is biased towards male dominance. It was evident that articles on gender bias has received funding support in a lesser frequency that research on comparable interest in racial or social discrimination (Cislak et al., 2018). In a tech savvy world, human values have become so mechanical, that rationality in understanding the virtues of gender equality is a long standing missing component of our social fabric. An evaluation of the factors causing the gender specific discrimination is the prime thrust of this work. This work pursues the following broader objectives: to identify and confirm the factors primarily attributed to cause

gender discrimination in the educational institutions. The first part of the paper describes the rationale and significance of conducting this work. The second part covers the journey of reviewing the literature in order to discover the principal factors of gender discrimination. The Third and fourth part of the paper describes methodology and empirical analysis respectively. The Fifth and sixth part of the paper comprehensively deal with discussion and conclusion.

Review of Literature

In the quest of delving into the phenomenon of gender discrimination and gender inequality, scholarly attention has been devoted by researchers, institutions, universities and policy making bodies across the globe. A great deal of literature in this field is evident of the spirit of enquiry into this evolving paradigm. In this section, an attempt has been made to explore the primary dimensions of discrimination in organizations. Gender inequality has been accepted as a 'Common Concern' by European Commission due to the underrepresentation of women in higher positions in academia as well research institutions (Commission, 2016). Decision making (Kunc & Morecroft, 2010; Nemati et al., 2010)appears tobe a continuous and resource centric aspect of any institution. Traditionally, organizations were following top to bottom approach in all forms of decision making. In the era of information and knowledge revolution, decision making assumes more democratic as well as inclusive orientation. In the age of socio economic equality, ironically women lack access to leadership positions as compared to men (Carli & Eagly, 2001). A number of factors explain this social phenomenon. Traditionally social acceptance of women in decision making portfolios have received a less favorable attentiondue to the gender role associated with women as narrated in the role congruity theory of prejudice (Eagly & Karau, 2002). The gender stereotypes set the stage for women to occupy low status roles such as home occupancy and for men to occupy higher status roles (Eckes et al., 2012). In the pursuit of women empowerment and social equality, the public discourse had also entered in to the phenomenon of 'Glass Ceiling' (Lois B Shaw, Dell P Chamlin, Roberta M Spalter-Roth, 1993)which explain the artificial barriers based on artificial and organizational biasthat hinders the vertical growth of women and minorities in organizations.(Cotter et al., 2001; Lyness &

Thompson, 1997).A study on measuring productivity gap among researchers using their h-index discovered that women are less often promoted to the level of professor in comparison with their male counterparts in higher education institutions(Carter et al., 2017). In countries likeUnited States, the women superintendence in school education is a critical concern as the women leadership suffers from gender bias and gender structuring.(Dana & Bourisaw, 2006). Since the evidences suggest that vertical progress of women and minorities have been hindered in the organizations, they experience a financial and economic vulnerability. The notion of gender pay gap has been a common phenomenon in every organizational set up. There is growing evidence on antidiscrimination legislation as a cornerstone in the public policy regime of many advanced nations that safeguards the interest of women and minority groups. In the context of UK, gender pay gap is quite disheartening. Despite a resilient discrimination policy women are paid 20% less than their male counterpart (Chevalier, 2007). Such discrimination may result in lowering the career expectations of women.Gender discrimination is also persistent and universal so far the dimension of earnings is concerned. There is a continuing debate as to the extent to which the gap reflects merely the inevitable and reasonably fair result of differing work patterns and behaviors by women and men or the impact of employment discrimination against women.(Lips, 2013). In the context of pay and benefits, the convergence between men and women is experiencing stagnation in the new millennium due to a wide array of factors influencing the phenomenon (Mandel & Semyonov, 2014). In an advancedeconomy like United States working hour has been found as an important factor stimulating the pay & benefits inequality among the men and women (Mandel & Semyonov, 2016). Although there is a decline in the gender pay gap in both primary and secondary sectors of the economy in United States, but the pay disparity still continues not only in USA, but also in many countries (Lips, 2013). The developing country like India suffers acutely with gender pay disparity. Evidence suggests that a greater proportion of women in India are engaged in occupations that are characterized by low productivity and low pay. (Duraisamy & Duraisamy, 2016). An analysis of 219 cases of workplace gender discrimination registered at Ohio Civil Rights Commission reveals the fact that Institutional policy related to absenteeism

has become a platform of discrimination at the workplace. An investigation into the law suits explores that a women employee suffered from a discretionary firing, only for an 11.5 minutes of missed work resulting from delay in reaching the office due to child care. The issue became more crystal when compared to men, missing 8 hours of work in a week (Bobbitt-Zeher, 2011). Such discriminating attendance policy shall result in poor cultural foundations for an institution.

Methodology

Faculties at different position from different technical, professional and technical as well as professionalinstitutes in state of Odisha are considered as thesubject of the current research. The type institutes that offer only engineering programme both at bachelor and master level, isleveled as 'Technical Institution'. In similar fashion institutions that provide only management programme both at bachelor and master level is leveled as 'Professional Institution'. Likewise the institutions providing Engineering as well as Management programme at both Bachelor and Master Level is leveled as 'Professional and Technical' Institution. The geographical scope of the study is limited to the state of Odisha. The cities like Bhubaneswar, Cuttack and Berhampur are emerging educational hub of the country India. Applying convenience method of data collection, these regions were defined as sample domain and from this domain, survey questionnaire in physical form were administered.

For the survey, a close ended questionnaire is developed by adapting few existing measures to the research context and rest from the judgment of the researcher. The following table depicts the details of variables.

Existing Literature		**Researchers' Intuition**	
Variable (Codes Used in this study)	**Source**	**Variable**	**Validation**
Career Management (CM)	Carter, Smith, & Osteen, 2017, Dana & Bourisaw, 2006, (Duraisamy & Duraisamy, 2016)	CM is Benchmarked CM is only for Loyal Employees CM is as per Mercy of Organization	Expert Opinion
Workplace Rights (WR)	Cotter, Hermsen, Ovadia, & Vanneman, 2001; Lyness &	Employee Handbook Grievance Redressal Cell Grievance Cell Specific for	Expert Opinion

	Thompson, 1997	Women Well Defined Rights & Privileges	
Leadership (L)	Carli & Eagly, 2001,	Male Centric Succession Planning Female Centric Succession Planning Merit Based Succession Planning A Balanced Approach	Expert Opinion
Decision Making (DM)	Eckes, Trautner, & Trautner, 2012,	Top to Bottom Approach Democratic Approach Male Dominated Approach Decentralized Approach	Expert Opinion
Pay & Benefits (PB)	Chevalier, 2007, Mandel & Semyonov, 2016	Commensurating with opposite Gender Based on Merit, Qualification & Experience Power of Negotiation on the bargaining table Influence from referral	Expert Opinion

All items used in the survey are scored on a five-point Likert-scale ranging from (1) strongly disagree in continuation to (5) strongly agree. The survey instrument has two sections. The first section of the instrument is meant to capture the detailed basic information like; gender, education level, and so on. The second section consists of the questions measuring variables of discrimination on gender perspective. To ensure a quick and convenient collection of response, online survey was conducted. The link of the instrument was sent to 350 faculties, out of which only 97 faculties were participated in the survey. 250 survey questionnaires were distributed among the faculties of different institutes in Bhubaneswar, Cuttack and Berhampur. Only 153 questionnaires were taken back from the faculties. Out of 97 responses were collected through google form 15 responses were found incomplete, and out 150 responses collected physically, 39 were found incomplete. Any questionnaire found incomplete in any respect was rejected. Thus the final sample size comes to 193. A Pilot survey was conducted during the month of March, 2019 through online questionnaire prepared in Google Form. Within a period of three weeks, 35 responses were recorded and analyzed. The reliability of the instrument measured through the internal

consistency of the variables in the questionnaire and the 'α' score is found. Statistical tools such as Mean, Standard Deviation, Skewness and Curtosis, EFA and CFA were used for analysis of data and identification as well as confirmation of factors.

Category	Sub- Category	Frequency (%)
Gender	MALE	113 (58.5)
	FEMALE	80 (41.5)
	Total	193 (100)
Age	0-5 Years	90 (46.6)
	5-10 Years	49(25.4)
	10-15 Years	33(17.1)
	15-20 Years	21(10.9)
	Total	193 (100)
Level	PG	123(63.7)
	PHD	57(29.5)
	UG	2(1.0)
	MPHIL	11(10.9)
	Total	193 (100)
Nature of Institution	PUBLIC	56(29.0)
	PRIVATE	137(71)
	Total	193 (100)
Nature of Appointment	REGULAR	170(88.1)
	TEMPORARY	23(11.9)
	Total	193 (100)
Type of Institution	PROF&TECH	45(23.3)
	PROF	120(62.2)
	TECH	28(14.5)
	Total	193 (100)

Factor	Sub-Factors	Extraction	Loading	Reliability *(α)*	Mean (SD)	Eigenvalues/ % of Variance	KMO and Bartlett's Test
1	CM1	.724	.840	.727	3.22 (1.62)	3.773/ 17.965	KMO : 0.733 Approx. Chi-: 12.714 Sig.: 0.001 Reliability: 0.747
	CM5	.672	.805	.726	3.08 (1.51)		
	CM3	.641	.794	.739	3.16 (1.45)		
	CM2	.573	.753	.734	3.19 (1.46)		
	CM4	.560	.716	.730	3.03 (1.51)		

	WR2	.793	.878	.737	3.15 (1.50)	2.958/ 14.087	
	WR1	.722	.847	.739	3.19 (1.49)		
	WR4	.672	.775	.729	3.02 (1.54)		
2	WR3	.603	.754	.739	3.14 (1.43)		
	L1	.744	.857	.737	3.22 (1.47)	2.639/ 12569	
	L3	.693	.822	.741	3.11 (1.44)		
	L4	.640	.783	.734	3.08 (1.51)		
3	L2	.528	.718	.742	3.21 (1.47)		
	DM4	.678	.811	.736	3.24 (1.48)	2.226/ 10.601	
	DM2	.674	.786	.733	3.22 (1.56)		
	DM3	.620	.780	.739	3.25 (1.48)		
4	DM1	.555	.732	.741	3.19 (1.55)		
	PB2	.667	.751	.753	3.24 (1.39)	1.946/ 9.269	
	PB4	.633	.739	.747	3.22 (1.38)		
	PB3	.555	.728	.748	3.23 (1.33)		
5	PB1	.594	.690	.746	3.21 (1.27)		

Result of EFA

The questionnaire and individual items of questionnaire are first assessed for reliability. The reliability is assessed through the estimation of Cronbach's alpha(Cronbach, 1951) values of the individual factors and subsequently the composite reliability (CR) of the questionnaire was also measured. The Cronbach's alpha values for the questionnaire and CR values for individual items are found to be more than 0.70 (Table 2). The Cronbach's alphas values are >0.7, greater than the prescribed threshold limit (J. F. Hair et al., 1998; Lee et al., n.d.; Nunally & York, n.d.; Nunnally et al., n.d.) demonstrates the reliability of the questionnaire and individual items of questionnaire.

To estimate the direction of relationship amongst the 21 individual primary factors of gender discrimination exploratory factor analysis (EFA) is conducted by using principal components analysis (PCA) with varimax rotation. Use of EFA suggests reduction of dimension of scale items in to fewer groups used for identification of primary factors of gender discrimination. For the above purpose factor solution is estimated. The result of PCA exhibits the score of KMO measure of sampling adequacy of 0.773, and the significance level of Bartlett'sTest for test the hypothesis that the correlation matrix is an identity matrix less than 0.001, suggests the data is suitable for further analysis. The initial extraction value of all the 21 factors is >0.5 and 64.490% of variance is explained by five latent factors suggested by the PCA. The Factor loading of each factor is >0.690 in the concerned factors and less than 0.300 with other factors. The results of test recommend five latent variables. The internal consistency of each latent variable is tested and the 'α' score is found in the range from 0.714 to 0.847, provides the reliability of the latent factors. The mean score and standard deviation score of 'REGR factor score' of each latent factor is 0 and 1 suggests acceptance of the latent factors. Finally, a latent factor level correlational analysis is conducted to test relationship amongst the latent variables. The result of 'Pearson Correlation' score is 0 among the five factors suggest these factors are independent. This result indicates good convergent validity and discriminant validity of each latent variable. The summary of the all the tests supports the proposition that primary factors of gender discrimination can be clustered effectively into five unidimensional categories. The result of factor analysis with reliability values, commonalities and factors loading are given in Table 2.

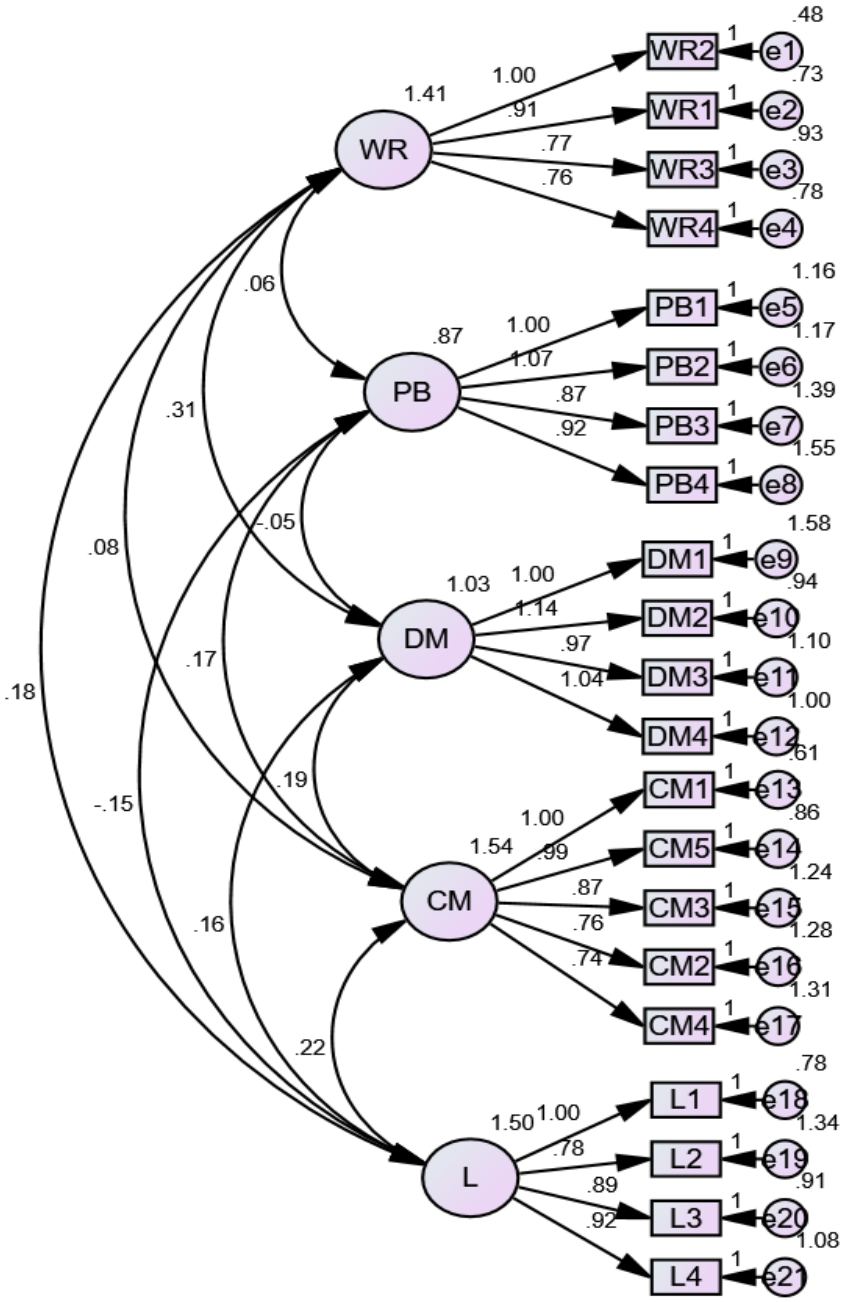
Goodness of Fit

Parameters	Recommended Value	Extracted Value	Remarks
p-Value	< 0.05	0.000	Accepted
χ^2/**df**	< 3 good	1.972	Accepted
GFI	>0.9	0.850	Accepted
AGFI	>0.9	0.806	Accepted
CFI	>0.9	0.883	Accepted
RMSEA	<0.05	0.071	Accepted
PCLOSE	<0.05	0.001	Accepted
Overall	Good Fit		

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
WR2	<---	WR	1.000				
WR1	<---	WR	.915	.079	11.652	***	
WR3	<---	WR	.771	.077	9.999	***	
WR4	<---	WR	.762	.073	10.510	***	
PB1	<---	PB	1.000				
PB2	<---	PB	1.065	.172	6.191	***	
PB3	<---	PB	.867	.152	5.704	***	
PB4	<---	PB	.917	.161	5.711	***	
DM1	<---	DM	1.000				
DM2	<---	DM	1.137	.148	7.682	***	
DM3	<---	DM	.973	.134	7.235	***	
DM4	<---	DM	1.045	.139	7.498	***	
CM1	<---	CM	1.000				
CM5	<---	CM	.994	.084	11.847	***	
CM3	<---	CM	.870	.086	10.088	***	
CM2	<---	CM	.760	.083	9.128	***	
CM4	<---	CM	.743	.084	8.898	***	
L1	<---	L	1.000				
L2	<---	L	.781	.092	8.454	***	
L3	<---	L	.894	.090	9.955	***	
L4	<---	L	.924	.095	9.765	***	

Figure 1 - Path diagram of the confirmatory analysis


WR
PB
DM
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.18
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.17
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.16
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1.16
1.17
1.39
1.55
1.58
.94
1.10
1.00
.61
.86
1.24
1.28
1.31
.78
1.34
.91
1.08

	WR	PB	DM	CM	L	Communalities	Eigen Value	AVE	Delta	CR
WR2	0.864					0.746	2.353	0.588	0.254	0.850
WR1	0.786					0.618			0.382	
WR4	0.688					0.473			0.527	
WR3	0.718					0.516			0.484	
PB1		0.655				0.429	1.533	0.383	0.571	0.712
PB2		0.678				0.460			0.540	
PB3		0.567				0.321			0.679	
PB4		0.568				0.323			0.677	
DM1			0.628			0.394	1.979	0.50	0.606	0.796
DM2			0.766			0.587			0.413	
DM3			0.685			0.469			0.531	
DM4			0.727			0.529			0.471	
CM1				0.846		0.716	2.644	0.529	0.284	0.847
CM5				0.800		0.640			0.360	
CM3				0.696		0.484			0.516	
CM2				0.641		0.411			0.589	
CM4				0.627		0.393			0.607	
L1					0.812	0.659	2.177	0.544	0.341	0.826
L3					0.638	0.407			0.593	
L4					0.753	0.567			0.433	
L2					0.737	0.543			0.457	

Result of CFA

One Confirmatory Factor Analysis (CFA) models was developed to assess the convergent validity (CV) and discriminant validity (DV). Figure 1, the path diagram of the model adopted in the current research. The path diagram is the graphical presentation of factor loads of the observed variables in the latent variables as well as the co-variances between factors and items variances. The symbol 'e' in the path diagram is the error and not represented by numerical values.

To conclude on the model fit, the parameters like; normed x 2 (x 2/df), the goodness-of-fit index (GFI), the adjusted goodness-of-fit index (AGFI), the comparative fit index (CFI), the root mean square error of approximation (RMSEA) and p of Close Fit (PCLOSE) were estimated. The model fit indices for the current model meet the recommended fit criteria x 2/df<3.00, GFI ≥0.90, AGFI ≥0.90, CFI ≥0.90, RMSEA<0.05 and PCLOSE<0.05 (Hair et al., 2006; Kline, 2005), indicating a good model fit.

The scale and each item of the scale are first assessed for reliability and validity. The reliability is gauged by estimating the composite reliability (CR) and Cronbach's alpha values and found both of values are greater than 0.70 for each construct, above the recommended level (Hair et al., 2009). The validity assessed by estimating Content Validity, Convergent Validity (CV). Exhaustive review of existing literatures on the current topic ensures the content validity of the scale. To confirm CV, construct reliabilities of the first-order factors are evaluated by estimating the factor loadings of items on latent constructs, higher factor loadings (0.690 to 0.878), above the recommended threshold of 0.70 (J. Hair et al., 2006) confirming that the measures for the first-order factors have adequate reliability additionally standardized factor loadings are found greater than 0.6, the recommended threshold (Bagozzi & Yi, 1988) and are statistically significant (p , 0.01). The average variances extracted (AVEs) of the first-order factor range from 0. 383 to 0.588. Out of five latent factors the AVE of 'Pay and Benefit' is 0.383 which is below the recommended level of 0.5 (Fornell & Larcker, 1981) whereas the AVE of rest four variables is greater than .05. The CR value of all five variables is greater than 0.7 is above the suggested threshold level suggests adequate validity and reliability of instrument.

Discussion

The present study intends to identity the primary factors of discrimination in professional and technical institutions of Odisha. These findings make value addition to the existing literatureon gender discrimination by empirically examining how the extensive list of discriminating factors can be aggregated in a way that is both theoretically and practically meaningful. Based on the qualitative and quantitative findings, we identified 21 factors that can be clustered into five composite discriminating factors. The variable 'Decision Making' has found a place in describing gender discrimination since the professional and technical institutions in Odisha are male dominated. This is evident from the fact that in a random assessment of 40 growing institutions 268 top officials which include Dean, Director, and Placement Officer etc. are male, whereas only 71 nos of top officials are female employees. In a similar way the total number of male and female employees employed in those organizations are 1315 and 368 respectively. Such disproportionate representation of women in the institutions is indicative of gender discrimination. Discrimination against women in the dimension of Decision Making has been supported earlier by Eckes, Trautner, & Trautner. Our study also confirms the Factor decision making a reliable one in defining the construct of discrimination. Professional and Technical institutions are no exception to safeguard the career aspiration of women faculties. The pehenomenon of Glass Ceiling also operates in such institutions. Our study also finds the suitability of factor Career Management as advocated by Carter, Smith, & Osteen, 2017, Dana & Bourisaw, 2006, Duraisamy, 2016. In professional and technical institutions (P&T) in Odisha, experience reveal that male faculties get more opportunity to attend conferences, workshops and other academic events thereby limiting the career growth of women faculties. Contextualising leadership in P&T institutions, gender bias is also prevalent. Although most of the initiaves in such type of organisations are based upon regulatory guidelines such as UGC& AICTE, still female faculties only remain at the implementation stage. Setting direction appears to be a mail domain. The findings of Carli & Eagly, 2001 resembles with our study in a manner that leadership is an important field of discrimination. In professional and technical institutions (P&T) in Odisha, the pay & benefits are regulated by All India Council of Technical Education

(AICTE)&University Grants Commission (UGC) guidelines. Hence all institutions are mandated to maintain specific pay scales. How ever, in terms of offering perks and incentives a gender beased discrimination is exhibited. Our construct of pay & benefits has been supported by Chevalier, 2007, Mandel & Semyonov, 2016. In most of the institutions, in our observations are not practising providing maternity benefits, offering study leaves etc which has a negative effect on productivity. The suffering of women also continues on the frontier of Workplace Rights. In this study we have observed Female faculties are not fortunate to be listened with fareness. In many instances although a 'sexual harassment cell' is mandated by All India Council of Technical Education (AICTE), many P&T institutions don't have a functionally active cell to address various gender ill treatment issues. The findings of Cotter, Hermsen, Ovadia, & Vanneman, 2001; Lyness & Thompson, 1997 are commensurating with that fact that Gender Bias also exists in the dimension of 'Workplace rights'. In a nutshell we are in a state of argument in favour of the factors explored in this study which can be ascribed as principal factors of Gender Discrimination in educational institutions.

Directions for Future Research

Apart from the Principal factors of Gender discrimination, through interview with our experts, we discovered a number of ancillary factors which were not treated for confirmation in this study. Such factors include Working Hour Policy, Leave Policy, Learning Capacity, Work-Life Balance, Organisational Harmony and Exposure. Such ancillary factors may contribute significantly to Gender Discrimination in educational institutions. Although literature support in favor of such factors are yet to be established, but the presence of such factors in institutions merit attention for further research.

Implications and Conclusion

The outcome of the study is of immense benefit to various academic and training institutions aspiring to promote gender equality and gender diversity at workplace. The instrument developed in this study by accomodating the five validated principal factors such as 'Career Management', 'Pay & Benefits', 'Workplace Rights', 'Leadership' and 'Decision Making' can be utilised to assess the degree of gender discrimination and corrective measures can be taken thereof. In this study we explored

the relative importance of these factors and when gauging the degree of gender discrimination and its consequencies, educational institutions may rejuvenate in a more pragmatic manner in converting gender equality a crystal social reality. Although we have collected responses from the state of Odisha, the factors can be applied to other parts of the globe. By following precisive measurements on Gender Discrimination, organisations shall redesign its policies on the above mentioned factors. Irony of the situation is that, the educational institutions which must propagate the values of social well being of all sections of society are also not immune to gender discrimination. This study has got novelty in this context that the authors forayed into such perrennial social dogma in the state of Odisha.

The Definition of the factors are as follows:

Career Management	A gender neutral carrer policy is an essential tenet of an organisation. Carrer Management must encompasses best practices in the industry and should be completely on merit based.Appropriate incentive structure should be embedded in well designed Carrer Management policy.
Pay & Benefits	Pay, Perquisites and Other Fringe Benefits are essentially equal for all ireespective of Gender. Pay decisions should be based on merit, qualification and experience. Bargaining power on the negotiation table and employee referrals may be considered for pay decisions as it is an emerging HR Trend.
Leadership	Organisations are required to project future leadership positions irrespective of Gender. Female Employees should be considered for critical assignments that fosters accountability.
Decision Making	Organisations in all speheres of decision making should render equal space for both the genders. Democratic and Decentralised decision making is of paramount importance.
Workplace Rights	Organisations must maintain gender neutrality in deciding workplace rights. Employee Manuals and Handbooks are of essence in ensuring Workplace Rights. Provision for Special harassment Cell for Women must be made to deal with women issues.

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