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## **Impact of Gender on Turnover – A case study of GAIL(India)**

### **Abstract**

This case study aims to understand the impact of employees' gender in organization on firms' turnover. The study used turnover, female percentage out of the total employees' and male percentage to determine the relationship. In order to validate our hypotheses, we used secondary data which was analysed with the help of SPSS. Descriptive statistics and Correlation analysis is performed to analyse the data. The results showed that the female employees' percentage and turnover are negatively associated while on the other hand male employees' percentage and turnover are positively associated with each other.

### **Introduction**

The relationship between gender diversity and firm performance has been the subject of research inquiry for over three decades now. Most of the studies are considering the impact of women in the boardroom and as in the senior management. There are mix opinion regarding the impact of gender diversity on the performance of the organization. Some studies say that fostering gender diversity improves firm outcomes, others claim the opposite is true. Yet another set of studies find that there is no significant link between gender diversity and organizational performance.

The present study is focusing on the total number of female employees' percentage out of the total number of employees working in the GAIL and its impact on the turnover of the organisation. The study is an attempt to know whether there is significant relationship exists between the number of female employees and the turnover of the organization.

## **Objective of the Study**

The objective of the study is to determine the relationship between the number of women employees and profitability of the firm.

## **About Company**

“GAIL (India) Limited was incorporated in August 1984 as a Central Public Sector Undertaking (PSU) under the Ministry of Petroleum & Natural Gas (MoP&NG). The company was formerly known as Gas Authority of India Limited. It is India's principal gas transmission and marketing company. The company was initially given the responsibility of construction, operation and maintenance of the Hazira – Vijaypur – Jagdishpur (HVJ) pipeline project. It was one of the largest cross-country natural gas pipeline projects in the world. GAIL began its city gas distribution in New Delhi in 1997 by setting up nine compressed natural gas (CNG) stations. GAIL today has reached new milestones with its strategic diversification into petrochemicals, telecom and liquid hydrocarbons besides gas infrastructure. The company has also extended its presence in power, liquefied natural gas re-gasification, city gas distribution and exploration & production through participation in equity and joint ventures. Since its inception, GAIL has played a pivotal role in development of Indian energy sector. Within a very short span of time, we have established ourselves as a Global Maharatna with significant presence in the entire gas value chain. Our fast progression has made us face resultant business complexities, associated confrontation of global scale competition in all major business verticals. Besides rising competition, we have also witnessed a pivotal transformation across energy sector in recent years, driven by various factors such as rising demand, technological innovation, geopolitical shifts and environmental concerns”.

Source: taken from the official website of GAIL and Wikipedia.

## Data Analysis and Findings

The data collected through the secondary sources from the year 2010 to 2019 with the help of Prowess IQ database and correlation analysis is done to determine the relationship between the turnover and number of female and male employees working in the organization. We have calculated the percentage of female employees out of the total employees and percentage of male employees among total number of employees in the organization as shown in table -1.

**Table-1: Descriptive Statistics**

Year	Sales	No. of employees	No. of Female employees	%Female	No. of Male employees	% Male
2010	253758	3703	211	5.698083	3492	94.30192
2011	329849.7	3878	218	5.621454	3660	94.37855
2012	409390	3937	222	5.638811	3715	94.36119
2013	481348.1	15145	234	1.545064	14911	98.45494
2014	582005.6	17857	244	1.366411	17613	98.63359
2015	573847.2	17666	255	1.443451	17411	98.55655
2016	521959.7	22529	252	1.118558	22277	98.88144
2017	488829.9	22604	257	1.136967	22347	98.86303
2018	538254.9	19891	272	1.367453	19619	98.63255
2019	751267.6	19004	284	1.494422	18720	98.50558

Source: ProwessIQ Database

From the above table we can analyse that the number of female employees are increasing almost every year but the increase is not proportionate to the total increase in number of employees. We can see that the female employees are very less in the organization, presently it is less than two percent. On the other hand, we can clearly see the dominancy of male employees. From 2010 to 2019 we can see the proportion of male employees never gone below 94 percent. At present the male employees in the organisation are 98.5 percent of the

total number of employees which clearly shows the male employees dominance in the organisation.

### Relationship between the gender and turnover

The following is the outcome of the correlation test performed to determine the relationship between the gender and turnover of the organisation:

**Table-2: Correlation between turnover and Gender**

		Turnover	Female (%)	Male (%)
Turnover	Pearson Correlation	1	-.787**	.787**
	Sig. (2-tailed)		.007	.007
	N	10	10	10
Female	Pearson Correlation	-.787**	1	-1.000**
	Sig. (2-tailed)	.007		.000
	N	10	10	10
Male	Pearson Correlation	.787**	-1.000**	1
	Sig. (2-tailed)	.007	.000	
	N	10	10	10

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the above table we can interpret that there is a positive relationship between turnover and percentage of male employees in the organization i.e. 0.787. The above relation is significant at .001 significance level. On the other hand, we found significant negative relationship between turnover and the percentage of female employees in the organization i.e. -0.787. The above finding is similar to the findings of Salloum, Azzi, Suissa & Khalil (2016) which also found no positive relationship of presence of women in the management and the firm's performance in Lebanon. The findings also coincide with the study conducted by Dankwano and Hassan (2018) on impact of gender diversity on financial performance of

Indian firms' where they found a negative relationship between the increase in female director and return on assets. The above findings are also similar to the findings of Shafique, Idress, Yousaf (2014) in which researchers found no significant impact of women on board and female CEO on firm's financial performance.

## Conclusion

From the above analysis we can conclude that the female in organisation is negatively correlated with the turnover.

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