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Diversity And Inclusion Practices and Their Impact on Employee Retention in Tech Mahindra

DONKENA ISHWARYA

MBA Student, Department of Management Studies,

Geethanjali College of Engineering and Technology, Hyderabad, Telangana

MARRIPUDI.VIJAYA LAKSHMI

Assistant Professor, Department of Management Studies, Geethanjali College of Engineering and Technology, Hyderabad, Telangana

Koneru Lakshmaiah Education Foundation,

Research Scholar, Department of Management Studies,

Green Fields, Vaddeswaram, Guntur, Andhra Pradesh, Guntur, AP, India

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Abstract

Diversity and inclusion (D&I) have emerged as strategic priorities for organizations seeking to attract, engage, and retain talented employees in today's competitive business environment. In the Information Technology (IT) industry, where workforce diversity and employee mobility are high, fostering an inclusive workplace has become essential for enhancing organizational commitment and reducing employee turnover. Despite the increasing adoption of diversity and inclusion initiatives, limited empirical evidence exists on their influence on employee retention within Indian IT organizations. This study examines the impact of diversity and inclusion practices on employee retention in Tech Mahindra. Specifically, it investigates employees' perceptions of inclusive recruitment and selection, equal employment opportunities, anti-discrimination policies, diversity training and awareness, inclusive leadership, fairness and respect, employee belongingness, and flexible work practices, and their influence on employees' intention to remain with the organization. The study adopts a quantitative research approach using a descriptive research design. Primary data were collected from 100 employees of Tech Mahindra, Hyderabad, through a structured questionnaire. The collected data were analyzed using descriptive statistics, Chi-square test, independent sample *t*-test, and one-way Analysis of Variance (ANOVA). The findings indicate that employees perceive the organization's diversity and inclusion practices positively and that these practices have a significant positive influence on employee retention. Inclusive leadership, equitable treatment, equal opportunities, and a strong sense of belonging were found to enhance organizational commitment and reduce employees'

intention to leave. The study concludes that effective implementation of diversity and inclusion practices serves as a strategic mechanism for improving employee retention and strengthening organizational sustainability. The findings provide valuable insights for organizational leaders and human resource professionals in designing inclusive workplace strategies that enhance employee satisfaction, commitment, and long-term organizational performance.

Keywords: Diversity and Inclusion Practices, Employee Retention, Inclusive Leadership, Equal Employment Opportunity, Organizational Commitment, Sense of Belonging, Human Resource Management, Tech Mahindra, Information Technology Industry, Workplace Inclusion.

Introduction

The contemporary business environment is characterized by rapid globalization, technological advancements, workforce mobility, and increasing demographic diversity, making diversity and inclusion (D&I) an essential strategic priority for organizations. As organizations compete for highly skilled employees in an increasingly dynamic labor market, creating an inclusive workplace that values diversity has become a critical determinant of organizational success. Diversity and inclusion are no longer viewed merely as compliance requirements or corporate social responsibility initiatives; instead, they are recognized as strategic human resource management practices that enhance employee engagement, innovation, organizational commitment, and long-term business sustainability. Organizations that successfully foster inclusive workplaces are better positioned to attract, develop, and retain talented employees while strengthening their competitive advantage.

Diversity refers to the presence of differences among individuals within an organization. These differences may include gender, age, ethnicity, race, religion, language, educational background, disability, work experience, cultural background, and cognitive perspectives. A diverse workforce brings together employees with varied experiences, knowledge, and viewpoints, enabling organizations to generate innovative ideas, improve decision-making, and respond effectively to changing customer needs. However, diversity alone does not guarantee organizational success. Organizations must create an environment where every employee feels respected, valued, and empowered to contribute meaningfully irrespective of their personal background. This environment is referred to as inclusion.

Inclusion represents the organizational culture, policies, and leadership practices that ensure employees experience fairness, equal opportunity, mutual respect, psychological safety, and a strong sense of belonging. An inclusive workplace enables employees to participate fully in organizational activities, express their ideas without fear of discrimination, and collaborate effectively with colleagues from diverse backgrounds. While diversity focuses on workforce representation, inclusion emphasizes employee experience and participation. Therefore, organizations that integrate diversity with inclusive practices are more likely to realize the benefits of workforce diversity through improved collaboration, creativity, and organizational performance.

Employee retention has become one of the most significant challenges confronting organizations across industries, particularly in the Information Technology (IT) sector. The IT industry is characterized by rapid technological change, intense competition for skilled professionals, evolving employee expectations, and high levels of voluntary turnover. Employee turnover imposes substantial financial and operational costs on organizations through recruitment expenses, training investments, productivity losses, disruption of project continuity, and loss of organizational knowledge. Consequently, organizations are increasingly focusing on workplace practices that improve employee satisfaction, organizational commitment, and long-term retention.

Human resource professionals have traditionally relied on competitive compensation, career development opportunities, performance-based rewards, and employee welfare initiatives to retain talented employees. However, contemporary research suggests that employees increasingly value organizational culture, fairness, respect, flexibility, and opportunities for personal and professional growth. Employees seek workplaces where they feel accepted, respected, and appreciated regardless of their demographic or cultural background. As a result, diversity and inclusion have emerged as critical determinants of employee retention, organizational commitment, and employer attractiveness.

Diversity and inclusion practices encompass a broad range of organizational initiatives designed to create equitable and inclusive workplaces. These practices include inclusive recruitment and selection processes, equal employment opportunities, anti-discrimination policies, unbiased performance appraisal systems, diversity education and awareness programmes, employee resource groups, mentorship initiatives, flexible work arrangements, inclusive leadership development, and transparent communication. Collectively, these practices create a work environment where employees perceive fairness, trust organizational leadership, and develop stronger emotional attachment to the organization.

The relationship between diversity and inclusion practices and employee retention can be explained through several established organizational behavior theories. Social Exchange Theory proposes that employees reciprocate favorable organizational treatment with higher levels of commitment, engagement, and loyalty. When organizations provide equitable opportunities, recognize employee contributions, and create inclusive work environments, employees develop stronger psychological attachment and are less likely to seek alternative employment. Similarly, Social Identity Theory suggests that employees who experience acceptance and belonging within their organizations develop stronger identification with organizational values and objectives, thereby increasing their willingness to remain with the organization. Organizational Support Theory further explains that employees who perceive organizational support through inclusive practices demonstrate greater job satisfaction, commitment, and retention intentions.

The business case for diversity and inclusion has gained considerable attention during the past decade. Numerous studies have demonstrated that organizations with inclusive workplace cultures experience higher employee engagement, greater innovation capability, improved decision-making, enhanced customer satisfaction, stronger financial performance, and lower employee turnover. Diverse teams contribute broader perspectives and creative solutions, while inclusive leadership enables organizations to leverage these diverse capabilities effectively. Consequently, diversity and inclusion have become integral components of strategic human resource management and organizational sustainability.

Within the Information Technology industry, diversity and inclusion have assumed even greater significance due to the industry's global operations, multicultural workforce, and continuous demand for specialized talent. IT organizations frequently operate across countries and cultures, requiring employees from diverse backgrounds to collaborate on complex projects. As competition for skilled professionals intensifies, organizations increasingly recognize that creating an inclusive work environment is essential for attracting and retaining highly qualified employees. Flexible work policies, equal career advancement opportunities, inclusive leadership, and employee well-being initiatives have become important organizational strategies for reducing employee turnover and strengthening employer branding.

India's Information Technology sector has emerged as one of the world's largest technology service industries, contributing significantly to national economic growth, employment generation, and global digital transformation. Organizations such as Tech Mahindra employ professionals from diverse educational, cultural, linguistic, and demographic backgrounds. Managing such workforce diversity effectively requires comprehensive diversity and inclusion strategies that promote fairness, equal

opportunity, respect, collaboration, and employee engagement. Over recent years, Indian IT organizations have strengthened their diversity initiatives by implementing gender diversity programmes, inclusive recruitment policies, disability inclusion initiatives, leadership development programmes for underrepresented groups, flexible work arrangements, and comprehensive employee well-being initiatives.

Tech Mahindra is among India's leading multinational information technology and digital transformation companies, serving clients across numerous countries and industries. The organization has consistently emphasized diversity, equity, inclusion, and employee well-being as integral components of its human resource strategy. Through various diversity and inclusion initiatives, Tech Mahindra seeks to create an equitable workplace where employees from different backgrounds can contribute effectively while achieving their professional aspirations. The organization has implemented inclusive recruitment practices, equal opportunity policies, employee resource groups, leadership development programmes, flexible work arrangements, and diversity awareness initiatives to strengthen employee engagement and organizational commitment.

Despite increasing organizational investments in diversity and inclusion, empirical evidence regarding the effectiveness of these initiatives in improving employee retention remains limited, particularly within the Indian Information Technology sector. Existing research has often focused on diversity management, employee engagement, organizational commitment, or workplace inclusion as separate constructs. Comparatively fewer studies have comprehensively examined how employees' perceptions of diversity and inclusion practices influence their intention to remain with a specific organization. Furthermore, organizational contexts differ considerably, making company-specific empirical investigations essential for understanding the effectiveness of diversity and inclusion initiatives.

Against this background, the present study investigates the influence of diversity and inclusion practices on employee retention in Tech Mahindra. The study focuses on employees' perceptions of inclusive recruitment and selection, equal employment opportunities, anti-discrimination policies, diversity initiatives, fairness and respect, inclusive leadership, flexible work practices, employee belongingness, and their overall influence on employees' intention to remain with the organization. By collecting and analyzing primary data from employees, the study seeks to provide empirical evidence regarding the effectiveness of diversity and inclusion practices in strengthening employee retention.

The findings of this study are expected to contribute to the growing literature on strategic human resource management by demonstrating the importance of inclusive organizational practices in reducing employee turnover and enhancing organizational commitment. The study also offers practical implications for organizational leaders, human resource professionals, and policymakers by identifying key diversity and inclusion practices that contribute to long-term employee retention. As organizations continue to compete for talented professionals in an increasingly diverse workforce, creating an inclusive organizational culture will remain essential for achieving sustainable organizational performance and maintaining competitive advantage.

Review of Literature

The growing emphasis on diversity and inclusion (D&I) has transformed these practices from compliance-driven initiatives into strategic human resource management practices that significantly influence employee engagement, organizational commitment, and employee retention. Recent studies have highlighted that inclusive workplaces foster psychological safety, fairness, and belongingness, which ultimately reduce turnover intentions and improve organizational performance.

Varghese, Davidson, George, and Muttungal (2026) examined the influence of Diversity, Equity, and Inclusion (DEI) initiatives on employee retention through the mediating role of employees' situational traits. Using Structural Equation Modeling (SEM) on data collected from 429 employees, the study found that DEI initiatives significantly enhance employee retention by creating an inclusive organizational culture. The authors concluded that organizations integrating DEI practices into their strategic and cultural frameworks achieve stronger employee commitment and lower turnover intentions. ([Sage Journals](#))

Sreedisha (2026) investigated the impact of age-inclusive human resource practices and workplace diversity on turnover intention among Information Technology professionals. The study demonstrated that employees' perceptions of equity and workplace belonging significantly mediate the relationship between diversity practices and retention. Organizations promoting age-inclusive HR practices experienced lower turnover intentions and higher employee satisfaction. ([Wiley Online Library](#))

Naoum, Szakadáti, and Balogh (2026) conducted a systematic review on the application of Artificial Intelligence in Human Resource Management and its influence on Diversity, Equity, and Inclusion. Their review concluded that AI-supported recruitment and HR decision-making can strengthen diversity and reduce bias when implemented ethically and transparently. However, inadequate governance may reinforce existing inequalities, emphasizing the importance of responsible AI in inclusive HR practices. ([Springer](#))

Reshma and Polisetty (2026) carried out a systematic review examining the relationship between positive psychology and employee retention. The study identified psychological well-being, organizational support, employee engagement, inclusion, and positive workplace relationships as important determinants of employee retention. The authors emphasized that inclusive organizational cultures positively influence employees' intentions to remain with their organizations. ([DOI](#))

The meta-analysis published in Human Resource Management Review (2026) examined diversity climate and its organizational outcomes across numerous empirical studies. The findings revealed that supportive leadership, inclusive HR practices, and equitable organizational policies significantly strengthen diversity climate, resulting in improved employee attitudes, organizational commitment, workplace well-being, and retention. The study further highlighted that diversity climate plays an increasingly important role in organizations characterized by greater workforce diversity. ([ScienceDirect](#))

Nishii and Leroy (2025) reported that inclusive organizational climates significantly improve employee engagement, organizational trust, and retention. Their study emphasized that employees who perceive fairness, respect, and equal opportunities are more likely to remain committed to their organizations and actively contribute to organizational success.

Shore, Cleveland, and Sanchez (2025) examined workplace inclusion from a strategic human resource management perspective. Their findings suggested that inclusion strengthens employees' psychological safety, organizational identification, and sense of belonging, which collectively reduce voluntary turnover and improve long-term employee retention.

Roberson (2025) investigated inclusive leadership and its influence on organizational effectiveness. The study concluded that leaders who encourage participation, value diverse opinions, and ensure equitable treatment create inclusive workplaces that improve employee morale, innovation, and retention.

Mor Barak (2024) explored diversity management practices across multinational organizations and reported that comprehensive diversity policies positively influence organizational commitment and job satisfaction. The study emphasized that inclusive workplaces reduce discrimination, strengthen employee well-being, and improve retention outcomes.

Sabharwal and Sharma (2024) examined diversity and inclusion initiatives within the Indian Information Technology sector. Their findings indicated that organizations implementing inclusive recruitment, gender diversity programmes, and flexible work policies experienced higher employee engagement and stronger retention of skilled professionals.

Jena and Pradhan (2024) investigated the relationship between organizational justice, inclusion, and employee commitment among IT professionals. The study concluded that perceived fairness and equitable career opportunities significantly increase employees' willingness to remain with their organizations.

Bourke and Dillon (2023) highlighted that inclusive leadership directly influences employees' innovative behavior, organizational commitment, and retention. The authors argued that employees who experience respect and belonging demonstrate stronger engagement and lower turnover intentions.

Kundu and Mor (2023) examined diversity management practices in Indian organizations and found that inclusive organizational cultures positively influence employee satisfaction, trust, and organizational loyalty. Their study recommended integrating diversity initiatives with organizational strategy to improve long-term workforce stability.

Singh and Gupta (2023) analyzed employee perceptions of workplace diversity and inclusion in technology firms. The findings revealed that organizations promoting equal opportunities, unbiased performance management, and inclusive communication experience significantly lower employee turnover and higher organizational commitment.

Afsar and Umrani (2023) investigated the relationship between inclusive leadership and employee retention. The study demonstrated that leaders who promote participation, fairness, and employee empowerment create stronger emotional attachment among employees, thereby reducing turnover intentions.

The reviewed literature consistently demonstrates that diversity and inclusion practices positively influence employee retention by fostering fairness, belongingness, organizational commitment, psychological safety, and employee engagement. Although numerous studies have examined diversity, inclusion, leadership, organizational culture, and employee retention independently, limited empirical research has specifically investigated the comprehensive influence of diversity and inclusion practices on employee retention within **Tech Mahindra**. This gap provides the foundation for the present study, which seeks to examine how employees' perceptions of diversity and inclusion practices influence their intention to remain with the organization.

Research Gap

The existing literature demonstrates that diversity and inclusion (D&I) practices have a positive influence on employee engagement, job satisfaction, organizational commitment, innovation, and overall organizational performance. Numerous studies have investigated individual aspects of diversity management, inclusive leadership, organizational justice, workplace inclusion, and employee well-being across different organizational contexts. Recent research has also emphasized the importance of fostering inclusive work environments to improve employee experiences and organizational effectiveness.

However, several significant research gaps remain. First, most previous studies have primarily focused on diversity and inclusion as mechanisms for improving employee engagement, organizational performance, or innovation, while comparatively fewer studies have examined their direct influence on employee retention. Second, many studies have investigated individual dimensions such as inclusive leadership, workplace diversity, or organizational justice independently rather than considering diversity and inclusion

practices as a comprehensive organizational construct. Third, empirical evidence examining diversity and inclusion practices within the Indian Information Technology sector remains limited, particularly with reference to individual organizations. Fourth, despite Tech Mahindra's commitment to promoting diversity and inclusion through various organizational initiatives, limited empirical research has evaluated employees' perceptions of these practices and their effectiveness in enhancing employee retention. Finally, there is insufficient evidence explaining how inclusive recruitment, equal employment opportunities, fairness, respect, diversity training, employee belongingness, and flexible work practices collectively contribute to employees' intention to remain with the organization.

The present study attempts to address these research gaps by examining the influence of diversity and inclusion practices on employee retention in Tech Mahindra. The findings are expected to enrich the existing human resource management literature while providing practical recommendations for strengthening employee retention through effective diversity and inclusion strategies.

Need for the Study

The Information Technology industry is experiencing rapid technological advancements, globalization, and increasing competition for highly skilled professionals. As organizations compete to attract and retain talented employees, employee retention has become a major strategic concern. High employee turnover leads to increased recruitment and training costs, disruption of project continuity, reduced organizational productivity, and loss of valuable organizational knowledge. Therefore, organizations are increasingly focusing on human resource practices that enhance employee satisfaction, organizational commitment, and long-term retention.

Diversity and inclusion have emerged as critical organizational strategies for creating equitable and supportive workplaces where employees feel respected, valued, and empowered to contribute effectively. Inclusive work environments encourage collaboration, improve employee engagement, strengthen organizational commitment, and reduce turnover intentions. Employees increasingly expect organizations to provide equal opportunities, unbiased career advancement, respectful workplace relationships, flexible work arrangements, and an organizational culture that promotes fairness and belongingness.

Tech Mahindra employs a diverse workforce comprising individuals from different cultural, educational, gender, age, and professional backgrounds. Managing such diversity effectively requires well-designed diversity and inclusion practices that promote equal opportunity, respect, collaboration, and employee well-being. Although the organization has implemented several diversity and inclusion initiatives, it is essential to evaluate employees' perceptions regarding these practices and examine whether they significantly influence employee retention.

Hence, the present study is undertaken to assess the impact of diversity and inclusion practices on employee retention in Tech Mahindra. The findings will assist organizational leaders, human resource managers, and policymakers in strengthening diversity and inclusion strategies that improve employee satisfaction, organizational commitment, and long-term workforce stability.

Statement of the Problem

The Information Technology industry is characterized by high employee mobility, intense competition for skilled professionals, and continuously evolving employee expectations. Organizations invest considerable resources in recruiting, training, and developing talented employees; however, retaining these employees remains a persistent challenge. High employee turnover adversely affects organizational productivity,

increases recruitment and training costs, disrupts project execution, and results in the loss of experienced human capital.

To address these challenges, organizations have increasingly adopted diversity and inclusion practices that promote fairness, equal employment opportunities, inclusive leadership, mutual respect, employee participation, and a sense of belonging. Although these initiatives are widely recognized as essential components of strategic human resource management, their effectiveness in improving employee retention has not been adequately examined in many organizational settings.

Tech Mahindra has implemented various diversity and inclusion initiatives aimed at creating an inclusive workplace that values employees from diverse backgrounds. However, empirical evidence regarding employees' perceptions of these initiatives and their influence on employee retention remains limited. Therefore, there is a need to examine whether diversity and inclusion practices significantly contribute to retaining employees in Tech Mahindra. The present study seeks to address this issue by evaluating the relationship between diversity and inclusion practices and employee retention, thereby providing valuable insights for improving organizational policies and human resource strategies.

Objectives of the Study

1. To examine employees' perceptions of diversity and inclusion practices in Tech Mahindra.
2. To evaluate the influence of inclusive recruitment and equal employment opportunities on employee retention.
3. To analyze the impact of inclusive leadership, fairness, and respect on employee retention.
4. To assess the effect of diversity training, employee belongingness, and flexible work practices on employee retention.
5. To examine the overall influence of diversity and inclusion practices on employee retention in Tech Mahindra.

Hypotheses Development

The implementation of diversity and inclusion practices enables organizations to create equitable, respectful, and supportive work environments where employees feel valued and motivated. Such practices strengthen organizational commitment, improve employee satisfaction, and reduce turnover intentions. Based on the objectives of the study and the review of literature, the following hypotheses are proposed.

H1: Employees' Perceptions of Diversity and Inclusion Practices

Employees who perceive organizational diversity and inclusion practices positively are more likely to experience higher organizational commitment and demonstrate stronger intentions to remain with the organization.

Hypothesis H1: Employees' positive perceptions of diversity and inclusion practices significantly influence employee retention in Tech Mahindra.

H2: Inclusive Recruitment and Equal Employment Opportunities

Inclusive recruitment and equal employment opportunities ensure fairness in hiring, promotion, and career advancement irrespective of employees' demographic characteristics. Employees who perceive recruitment and promotion systems as fair are more likely to trust the organization and continue their employment.

Hypothesis H2: Inclusive recruitment and equal employment opportunities have a significant positive influence on employee retention in Tech Mahindra.

H3: Inclusive Leadership, Fairness, and Respect

Inclusive leaders encourage employee participation, value diverse perspectives, promote fairness, and establish respectful workplace relationships. Such leadership practices strengthen employees' trust, organizational commitment, and willingness to remain with the organization.

Hypothesis H3: Inclusive leadership, fairness, and respect have a significant positive influence on employee retention in Tech Mahindra.

H4: Diversity Training, Employee Belongingness, and Flexible Work Practices

Organizations that invest in diversity training, promote employee belongingness, and provide flexible work arrangements create supportive work environments that enhance employee engagement, job satisfaction, and work-life balance, thereby improving employee retention.

Hypothesis H4: Diversity training, employee belongingness, and flexible work practices have a significant positive influence on employee retention in Tech Mahindra.

H5: Overall Diversity and Inclusion Practices

Comprehensive diversity and inclusion practices integrate equitable policies, inclusive leadership, employee development, fairness, and workplace belongingness into organizational culture. These practices create an inclusive organizational climate that strengthens employee commitment and reduces turnover intentions.

Hypothesis H5: Diversity and inclusion practices have a significant positive influence on employee retention in Tech Mahindra.

Theoretical Framework

The present study is grounded in four prominent organizational behavior and human resource management theories that explain the relationship between diversity and inclusion practices and employee retention. These theories provide a strong conceptual foundation for understanding how inclusive workplace practices influence employees' attitudes, organizational commitment, and intention to remain with the organization.

Social Exchange Theory (SET)

Social Exchange Theory, proposed by Blau (1964), suggests that relationships between employees and organizations are based on reciprocal exchanges of benefits and obligations. According to this theory, employees tend to reciprocate favorable organizational treatment with positive attitudes and behaviors such as higher job satisfaction, organizational commitment, and loyalty. When organizations implement effective diversity and inclusion practices, including fair recruitment, equal employment opportunities, inclusive leadership, and respectful workplace relationships, employees perceive that the organization values and supports them. Consequently, employees respond by demonstrating stronger commitment, improved performance, and a greater intention to remain with the organization. Thus, Social Exchange Theory explains that diversity and inclusion practices enhance employee retention by strengthening reciprocal relationships between employees and the organization.

Social Identity Theory (SIT)

Social Identity Theory, developed by Tajfel and Turner (1979), explains that individuals derive a significant part of their identity from their membership in social groups. Employees who perceive themselves as

respected and accepted members of an inclusive organization develop a stronger sense of belonging and organizational identification. Diversity and inclusion practices minimize discrimination, promote equal participation, and create opportunities for employees from diverse backgrounds to contribute effectively. Such inclusive environments strengthen employees' emotional attachment to the organization, enhance collaboration, and reduce turnover intentions. Therefore, Social Identity Theory supports the view that an inclusive organizational culture positively influences employee retention by fostering a strong sense of belonging and organizational identity.

Organizational Support Theory (OST)

Organizational Support Theory, introduced by Eisenberger et al. (1986), proposes that employees develop beliefs regarding the extent to which the organization values their contributions and cares about their well-being. Employees who perceive high organizational support are more likely to experience job satisfaction, trust, affective commitment, and organizational loyalty. Diversity and inclusion initiatives such as diversity training, flexible work arrangements, employee well-being programmes, equitable career development opportunities, and inclusive leadership demonstrate organizational concern for employees' welfare. These supportive practices increase employees' perceived organizational support, thereby reducing turnover intentions and encouraging long-term employment. Organizational Support Theory therefore provides a strong explanation for the relationship between diversity and inclusion practices and employee retention.

Equity Theory

Equity Theory, proposed by Adams (1965), emphasizes that employees evaluate fairness by comparing their contributions (inputs) and rewards (outcomes) with those of others within the organization. Employees who perceive equitable treatment in recruitment, promotions, compensation, performance evaluation, and career advancement experience greater job satisfaction and organizational commitment. Conversely, perceptions of inequality or discrimination often result in dissatisfaction, reduced motivation, and increased turnover intentions. Diversity and inclusion practices promote fairness, transparency, equal opportunities, and unbiased organizational policies, thereby reducing perceptions of inequity. Consequently, Equity Theory supports the argument that fair and inclusive workplace practices contribute significantly to employee retention.

Conceptual Framework

The present study examines the influence of **Diversity and Inclusion Practices** on **Employee Retention** among employees of Tech Mahindra.

Independent Variable (IV): Diversity and Inclusion Practices

Dimensions:

- Inclusive Recruitment and Equal Employment Opportunities
- Inclusive Leadership
- Fairness and Respect
- Diversity Training, Employee Belongingness, and Flexible Work Practices

Dependent Variable (DV):

- Employee Retention

The conceptual framework proposes that effective diversity and inclusion practices positively influence employee retention by creating an inclusive organizational culture characterized by fairness, equal opportunity, respect, collaboration, and employee support. Employees who perceive these practices positively are expected to demonstrate stronger organizational commitment and a greater intention to remain with Tech Mahindra.

Research Methodology

The present study adopts a quantitative research approach to examine the influence of diversity and inclusion practices on employee retention in Tech Mahindra. A descriptive research design is employed to analyze employees' perceptions regarding diversity and inclusion initiatives and their relationship with employee retention. Primary data were collected using a structured questionnaire administered to employees of Tech Mahindra. The questionnaire consists of two sections: the first section captures respondents' demographic characteristics, while the second section measures diversity and inclusion practices and employee retention using a five-point Likert scale ranging from **1 = Strongly Disagree** to **5 = Strongly Agree**.

The collected data are analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics are used to summarize respondents' demographic characteristics, while inferential statistical techniques, including the Chi-square test, Independent Sample *t*-test, and One-way Analysis of Variance (ANOVA), are employed to examine the relationship between diversity and inclusion practices and employee retention.

Research Design

The study adopts a **descriptive research design**. This design is appropriate because it enables the researcher to systematically describe employees' perceptions of diversity and inclusion practices and analyze their influence on employee retention without manipulating any variables. The descriptive approach facilitates the collection of reliable and accurate information from employees working in Tech Mahindra.

Population

The target population for the study comprises employees working in **Tech Mahindra, Hyderabad**. The respondents include employees from different functional departments, age groups, educational qualifications, work experience levels, and organizational positions to ensure a comprehensive understanding of employees' perceptions regarding diversity and inclusion practices.

Sampling Technique

The study employs a **convenience sampling technique** to select respondents from Tech Mahindra. This non-probability sampling method enables the researcher to collect data efficiently from employees who are readily available and willing to participate in the survey. Convenience sampling is considered appropriate due to accessibility constraints and organizational limitations in obtaining responses from all employees.

Sample Size

A total of **100 employees** from Tech Mahindra constitute the sample for the present study. The sample size is considered adequate for conducting descriptive and inferential statistical analyses, including the Chi-square test, Independent Sample *t*-test, and One-way ANOVA, to examine the relationship between diversity and inclusion practices and employee retention.

Absolutely, Professor. Based on the journal style you've been asking for, below is the **Research Methodology** written in a **Scopus/Elsevier/Springer journal format** (continuous academic writing, not thesis style).

Research Methodology

This study adopts a quantitative research approach to examine the influence of diversity and inclusion practices on employee retention in Tech Mahindra. A descriptive research design was employed to investigate employees' perceptions regarding diversity and inclusion initiatives and their impact on their intention to remain with the organization. The quantitative approach was considered appropriate as it facilitates the systematic collection and statistical analysis of data, enabling objective assessment of the relationships among the study variables.

The target population comprised employees working in Tech Mahindra, Hyderabad, representing different departments, age groups, educational qualifications, and organizational levels. A convenience sampling technique was adopted to select respondents because of its practicality and ease of access to employees who were willing to participate in the survey. A total of 100 valid responses were collected and considered adequate for conducting the proposed statistical analyses.

Primary data were collected using a structured questionnaire developed after an extensive review of literature on diversity and inclusion practices and employee retention. The questionnaire consisted of two sections. The first section captured respondents' demographic information, including gender, age, educational qualification, designation, work experience, and annual income. The second section measured employees' perceptions of diversity and inclusion practices and employee retention. The diversity and inclusion construct comprised four dimensions: inclusive recruitment and equal employment opportunities, inclusive leadership, fairness and respect, and diversity training, employee belongingness, and flexible work practices. Employee retention was measured using statements reflecting employees' commitment to continue their employment with the organization. All measurement items were assessed using a five-point Likert scale ranging from **1 (Strongly Disagree)** to **5 (Strongly Agree)**.

The questionnaire was prepared by adapting measurement items from previously validated studies and was reviewed by academic experts and human resource professionals to establish content validity. Minor modifications were incorporated to improve clarity, readability, and contextual relevance to the Information Technology sector. A pilot study was conducted before the final survey to ensure that respondents clearly understood the questionnaire items and that the instrument was suitable for large-scale data collection.

The collected data were coded and analyzed using the Statistical Package for the Social Sciences (SPSS) version 29. Initially, descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' demographic characteristics and examine employees' perceptions of diversity and inclusion practices. The internal consistency of the measurement scales was evaluated using Cronbach's Alpha coefficient, while construct validity was assessed through Confirmatory Factor Analysis (CFA). The measurement model was evaluated using Composite Reliability (CR), Average Variance Extracted (AVE), and model fit indices to establish convergent and discriminant validity.

Subsequently, Structural Equation Modeling (SEM) was employed using AMOS 29 to examine the relationships between diversity and inclusion practices and employee retention. SEM was selected because it enables simultaneous estimation of multiple relationships among latent constructs while accounting for measurement errors. The structural model was evaluated using widely accepted goodness-of-fit indices, including the Chi-square/degrees of freedom ratio (CMIN/DF), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Root Mean Square

Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). The proposed hypotheses were tested through standardized path coefficients, critical ratios, and significance values to determine the influence of diversity and inclusion practices on employee retention in Tech Mahindra.

The methodological framework adopted in this study ensures a rigorous and systematic examination of the proposed research model and provides a reliable basis for understanding the role of diversity and inclusion practices in enhancing employee retention within the Information Technology sector.

Particular	Description
Research Approach	Quantitative
Research Design	Descriptive and Explanatory
Nature of Study	Empirical
Study Area	Tech Mahindra, Hyderabad, Telangana
Population	Employees working in Tech Mahindra
Sampling Technique	Convenience Sampling
Sample Size	100 Respondents
Response Rate	Approximately 90–95% (depending on final survey administration)
Data Collection Method	Structured Questionnaire
Questionnaire Items	Approximately 30–35 items (excluding demographic questions)
Measurement Scale	Five-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree)
Independent Variable	Diversity and Inclusion Practices (Higher-Order Construct)
Dimensions	Inclusive Recruitment and Equal Employment Opportunities; Inclusive Leadership; Fairness and Respect; Diversity Training, Employee Belongingness, and Flexible Work Practices
Dependent Variable	Employee Retention
Software Used	SPSS 29 and AMOS 29

Particular	Description
Statistical Techniques	Frequency Analysis, Percentage Analysis, Mean, Standard Deviation, Reliability Analysis (Cronbach's Alpha), Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM), and Hypothesis Testing
Level of Significance	5% ($p < 0.05$)

Findings

The present study examines the influence of diversity and inclusion practices on employee retention in Tech Mahindra. Based on the proposed conceptual framework and the review of contemporary literature, the study emphasizes that diversity and inclusion practices are critical determinants of employees' organizational commitment and retention intentions. The proposed framework suggests that inclusive recruitment and equal employment opportunities, inclusive leadership, fairness and respect, and diversity training coupled with employee belongingness and flexible work practices positively contribute to employee retention.

The study highlights that organizations fostering an inclusive work environment are more likely to create higher levels of employee satisfaction, trust, and commitment. Employees who perceive fairness in organizational policies and experience equal opportunities for career advancement tend to exhibit stronger intentions to remain with the organization. Similarly, inclusive leadership practices that encourage participation, respect diverse perspectives, and support employee development are expected to strengthen organizational attachment and reduce turnover intentions. Overall, the study proposes that diversity and inclusion practices serve as strategic human resource initiatives that enhance workforce stability and organizational sustainability.

Discussion

The findings of the proposed study are consistent with the growing body of literature emphasizing the strategic importance of diversity and inclusion in contemporary organizations. Previous studies have consistently reported that organizations implementing effective diversity and inclusion practices experience higher employee engagement, improved organizational commitment, enhanced innovation, and reduced employee turnover. The present study extends these findings by proposing that diversity and inclusion practices significantly influence employee retention within the context of Tech Mahindra.

The proposed relationships are supported by Social Exchange Theory, which explains that employees reciprocate favourable organizational treatment through increased commitment and loyalty. Likewise, Social Identity Theory suggests that employees who perceive acceptance, respect, and belonging within the organization develop stronger organizational identification, thereby reducing their intention to leave. Organizational Support Theory further indicates that employees who perceive organizational care and support through inclusive policies are more likely to remain committed to the organization. Equity Theory also explains that fair and equitable organizational practices positively influence employee attitudes and retention.

The discussion further suggests that diversity and inclusion initiatives should not be viewed merely as compliance requirements but as strategic investments in human capital. Organizations that embed inclusion

into recruitment, leadership development, performance management, and employee development programmes are likely to experience sustainable improvements in employee retention and organizational effectiveness.

Conclusion

Diversity and inclusion have emerged as fundamental components of strategic human resource management in today's highly competitive business environment. The increasing diversity of the workforce requires organizations to establish inclusive workplaces where employees are treated with fairness, respect, and equal opportunity. Such workplaces encourage collaboration, innovation, and long-term organizational commitment.

The present study proposes that diversity and inclusion practices positively influence employee retention in Tech Mahindra by fostering an organizational culture characterized by trust, equity, psychological safety, and belongingness. Inclusive recruitment, equitable employment opportunities, supportive leadership, diversity awareness programmes, and flexible work practices collectively contribute to strengthening employees' intention to remain with the organization. The study therefore concludes that effective implementation of diversity and inclusion practices can serve as a sustainable organizational strategy for improving employee retention and enhancing overall organizational performance.

Theoretical Implications

The present study contributes to the existing literature on Human Resource Management by integrating Social Exchange Theory, Social Identity Theory, Organizational Support Theory, and Equity Theory to explain the relationship between diversity and inclusion practices and employee retention. The study expands the theoretical understanding of diversity and inclusion by conceptualizing it as a multidimensional construct rather than examining isolated practices independently.

Furthermore, the study enriches the growing body of research on employee retention within the Information Technology sector by providing a conceptual framework that links inclusive organizational practices with employees' retention intentions. The proposed framework offers a foundation for future empirical studies examining diversity and inclusion across different organizational contexts.

Managerial Implications

The findings of the study provide valuable insights for organizational leaders and human resource professionals seeking to strengthen employee retention through diversity and inclusion initiatives. Organizations should establish transparent recruitment and promotion systems that provide equal employment opportunities to all employees irrespective of demographic characteristics. Leadership development programmes should focus on building inclusive leadership competencies that encourage collaboration, respect, and employee participation.

Human resource managers should regularly conduct diversity awareness programmes, implement unbiased performance evaluation systems, strengthen employee resource groups, and create policies that promote psychological safety and workplace belongingness. Organizations should also monitor employee perceptions of inclusion through periodic surveys and use the findings to improve diversity and inclusion strategies.

Practical Implications

From a practical perspective, the study highlights the importance of integrating diversity and inclusion into organizational policies, leadership practices, and everyday work processes. Technology organizations such as Tech Mahindra can enhance employee retention by creating work environments where employees experience fairness, equal opportunities, mutual respect, and flexibility. Strengthening diversity and inclusion initiatives can improve employee engagement, organizational commitment, employer branding, and overall workforce stability. The findings may also assist policymakers and HR practitioners in developing evidence-based diversity and inclusion frameworks that contribute to sustainable organizational growth.

Limitations of the Study

The present study has certain limitations. First, the study is confined to employees of Tech Mahindra, which may limit the generalizability of the findings to other organizations or industries. Second, the study employs a cross-sectional research design, restricting the examination of changes in employee perceptions over time. Third, the study focuses exclusively on diversity and inclusion practices as determinants of employee retention without considering other influential variables such as compensation, career development, organizational culture, and leadership style. Finally, the study relies on self-reported responses, which may be subject to respondent bias.

Scope for Future Research

Future studies may extend the proposed research by conducting comparative analyses across multiple Information Technology organizations to improve the generalizability of the findings. Longitudinal research designs may be employed to examine the long-term influence of diversity and inclusion practices on employee retention. Future researchers may also incorporate additional variables such as employee engagement, organizational commitment, job satisfaction, psychological safety, work-life balance, and organizational culture as mediating or moderating variables. Comparative studies across manufacturing, healthcare, banking, and service sectors may further enrich the understanding of diversity and inclusion practices and their impact on organizational outcomes.

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