

AN EMPIRICAL STUDY ON DEI PRACTICES AND ITS IMPACT ON EMPLOYEE'S STAYING INTENTION WITH EMPLOYEE ENGAGEMENT AS A MEDIATOR IN IT SECTOR

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Abstract: Diversity, Equity, and Inclusion (DEI) policies have become strategically important in the modern IT industry in order to create workplaces that are fair, inclusive, and supportive as well as to increase employee desire to stay with their companies. Effective DEI practices that promote positive employee experiences are essential given the dynamic nature of the IT sector, growing workforce diversity, and employee mobility. This study uses employee engagement as a mediating variable to investigate how DEI practices affect worker's intention to stay in IT companies in Chennai. The study's main goal is to analyze how DEI practices affect employee engagement and remaining intention, as well as to look at how employee engagement functions as a mediator in this relationship. The study uses descriptive and explanatory methods in a quantitative, cross-sectional research methodology. The target population comprises employees working in IT organizations in Chennai across entry-level, middle-level, managerial and senior managerial positions and various functional departments. A five-point Likert scale, spanning from strongly disagree to strongly agree, was used in a structured questionnaire to gather primary data. 185 valid replies were taken into consideration for the final analysis using a convenience sample technique. Along with demographic information, the questionnaire assessed respondent's opinions on DEI methods, employee involvement, and employee intention to stay. DEI practices, which include diversity practices, equity initiatives, and experiences of inclusion and belonging, are the study's independent variable. Employee engagement is considered the mediating variable, while employee's staying intention is the dependent variable. The regression analysis findings shows that DEI practices explain 54.7 % of various since staying intention among employees, the study finds the indirect effect of Diversity Practices on Staying Intentions through Employee Engagement is significant (Indirect Effect = 0.107, Sobel Z = 3.751, $p < 0.001$). The indirect effect of Equity Initiatives via Employee Engagement on Staying Intentions is not significant (Indirect Effect = 0.046, Sobel Z = 1.778, $p = 0.075$). Indirect effect of Inclusion & Belonging Experience on Staying Intentions through Employee Engagement is significant (Indirect Effect=0.133, Sobel Z=4.378, $p < 0.001$). Hence, Employee Engagement significantly mediates the relationship between Diversity Practices and Staying Intentions and Inclusion & Belonging Experience and Staying Intentions.

Keywords: Diversity, Equity and Inclusion (DEI), Employee Engagement, Staying Intention

1. Introduction

In today's knowledge-driven and highly competitive business climate, information technology (IT) companies are increasingly recognizing human capital as a crucial source of long-term competitive advantage. With increasing



employee mobility and ongoing labour shortages, particularly in the IT sector, retaining qualified individuals has become a strategic imperative. In this setting, Diversity, Equity, and Inclusion (DEI) practices have developed as an important organizational strategy for creating a supportive work environment and increasing employee's psychological attachment to their companies. DEI initiatives seek to ensure fair treatment, equitable opportunity, and an inclusive culture that recognizes individual differences, all of which have an impact on employee's attitudes and behaviour. Previous research demonstrates that effective DEI methods improve job satisfaction, organizational commitment, and overall employee well-being. However, empirical research tying DEI practices to employee retention intentions—particularly within IT organizations—remains scant and fragmented. Staying intention, defined as an employee's conscious and purposeful desire to stay with a company, is an important prelude to real retention and long-term organizational effectiveness. Understanding the mechanisms by which DEI techniques promote retention intention is therefore critical for both scholars and practitioners.

Employee engagement is widely recognized as an important psychological condition that represents employee's emotional, cognitive, and behavioural involvement in their jobs. Employees that are engaged are more likely to show increased dedication, discretionary effort, and loyalty to their employers. From a social exchange standpoint, when employees regard DEI activities as authentic and meaningful, they are more likely to reciprocate with higher engagement, strengthening their intention to stay. Against this context, the current study empirically investigates the impact of DEI policies on employee's intention to stay in IT businesses, using employee engagement as a mediating variable.

Furthermore, the IT sector is distinguished by dynamic work demands, rapid technological change, and diversified, globally distributed workforces, making effective adoption of DEI techniques both difficult and critical. Employees at IT firms frequently collaborate across cultural, gender, and generational divides, emphasizing the importance of inclusive leadership, equitable policies, and a sense of belonging at work. In such environments, a lack of perceived justice or inclusion may exacerbate disengagement and turnover intentions, resulting in large expenses for recruiting, training, and loss of organizational knowledge. Despite increased managerial interest in DEI, many organizations continue to struggle with translating policy commitments into employee's lived experiences. This gap underlines the need for empirical research into how employees perceive DEI procedures and how they influence crucial attitudinal outcomes. Furthermore, present research usually examines DEI, engagement, and retention-related variables separately, ignoring the underlying psychological mechanisms that link these dimensions.

By viewing employee involvement as a mediating factor, the current study provides a more nuanced understanding of how DEI methods operate within IT businesses. The findings are expected to provide empirical validity for engagement-driven retention tactics and to educate organizational leaders on the significance of incorporating DEI concepts into daily managerial operations. Finally, this study hopes to promote evidence-based decision-making and contribute to the creation of inclusive, engaging, and sustainable workplaces in the IT industry.

2. Review of Literature

Zeynep Arsel, David Crockett, and Maura L. Scott (2021) "Diversity, Equity, and Inclusion (DEI) in the Journal of Consumer Research: A Curation and Research Agenda" is a thorough examination of how DEI has been addressed in consumer research study. The authors curate existing Journal of Consumer Research publications using a DEI lens, highlighting essential themes on representation, power, identity, and marginalization in consumption contexts. They critically identify gaps in theory, techniques, and populations investigated, and propose a forward-thinking research agenda that promotes inclusive theorizing, diversified approaches, and reflective scholarship. The report provides an important blueprint for furthering equity-centered consumer research.

Gupta and Gomathi (2022) Among 413 IT professionals in India, I investigated the mediating function of employee engagement in the link between organizational inclusion, perceived organizational diversity, and turnover intention. The suggested associations were tested in the study using PLS-SEM. The results showed that turnover intention was significantly impacted negatively by inclusion, perceived organizational diversity, and employee engagement. Additionally, the association between perceived organizational diversity and turnover intention as well

as between inclusion and turnover intention was largely moderated by employee engagement. The study's findings underscore the significance of DEI practices in IT businesses by showing that companies that foster an inclusive workplace and successfully handle diversity can increase employee engagement and lower employee turnover.

Adebayo Adeyemi Abdulwasii (2024) studies how managing diversity, equality, and inclusion (DEI) through human resource management impacts organizational profitability within selected industrial enterprises in Kwara State, Nigeria. Using survey data from 109 employees and SPSS-based analysis, the study finds strong beneficial correlations between gender and age diversity, experience and qualification management, individual skills and perception management, and organizational profitability. According to the findings, organizations that intentionally incorporate DEI principles into their recruitment, training, performance appraisal, and reward systems are more likely to achieve higher service quality, employee commitment, and financial performance, establishing DEI as an ethical and strategic business imperative.

De Souza and White (2024) established a workable strategy for fair talent acquisition and retention by analyzing studies on diversity, equality, inclusion, and belonging (DEIB). Instead of considering diversity initiatives as stand-alone activities, the study highlighted the need of using DEIB concepts methodically into corporate procedures. The writers emphasized fair methods for attracting and retaining people and made the case that businesses require the right tactics to establish inclusive and equitable workplaces. Because it establishes a direct link between DEIB practices and staff retention, this study is pertinent to current research. It offers both theoretical and practical backing for examining whether successful DEI strategies can affect workers' propensity to stick with their companies.

Ravindra Kumar Kushwaha's (2024) *Diversity, Equity, and Inclusion* provides a thorough and practical assessment of DEI concepts in organizational, societal, and policy contexts. The book systematically discusses the fundamentals of diversity, equity, and inclusion, connecting them to leadership, human resource management, corporate culture, and sustainable development. Kushwaha uses theoretical theory and contemporary examples to demonstrate how inclusive practices can reduce systemic disparities and increase institutional performance. The study also identifies problems in DEI implementation, particularly in emerging economies. Overall, the book is an accessible yet rigorous resource for scholars, practitioners, and policymakers who want to understand and apply DEI concepts in a variety of contexts.

Sobia Irim, Salman, and Nabeeha Rauf's (2024) "The Role of HRM in Promoting Diversity, Equity, and Inclusion (DEI) in the Workplace" looks into how human resource management strategies affect DEI, employee happiness, and organizational performance in Pakistan. Using a quantitative survey-based technique and regression analysis, the study discovers that HRM-led DEI projects considerably improve employee satisfaction and have a positive direct and indirect impact on organizational performance, with satisfaction serving as a mediator. The research emphasizes the significance of gender-sensitive and inclusive HRM policies, and it adds context-specific insights to the sparse DEI literature in emerging economies.

Sindu Bharathi S. K. and Sujatha (2025) examined how employee retention in Chennai's private hospitals was affected by diversity, equity, inclusion, and a sense of belonging. The goal of the study was to determine how DEIB procedures affect workers' propensity to stick with their companies. One significant organizational outcome linked to inclusive workplace practices that the researchers looked at was employee retention. According to the survey, companies can improve retention by implementing policies that support inclusion, equity, diversity, and a sense of belonging. Because staff retention and staying intention are strongly related, this study is pertinent to the current research. Additionally, it offers a helpful basis for analyzing DEI procedures as elements affecting workers' choices to stay with a company.

Chandani Patel's (2025) "DEI as a Practice of Assembling: Translation and Transformation" provides a reflective and theoretically oriented examination of important DEI activity in a private preK-12 educational setting. Using postcolonial theory, Black feminist philosophy, and antiracist praxis, Patel conceptualizes DEI as an ensemble that acts "from below," emphasizing relational labor, coalition-building, and sustainability. The article looks critically at how practitioners handle institutional constraints, political backlash, and capitalism while increasing fairness

through gradual yet revolutionary methods. Overall, the article adds a nuanced, practical perspective to current debates about radical education and DE colonial institutional reform.

KakadaEng and Phanasan Kohsuwan's (2025)"The Influence of DEI and Organizational Justice on Employee Engagement: A Comparative Study between Gen Y and Z," looks at how DEI practices and perceptions of fairness influence employee engagement in Thailand. Using survey data from 793 Gen Y and Gen Z employees and Structural Equation Modelling, the authors discovered that inclusive leadership, organizational justice, and DEI atmosphere all had a significant impact on engagement, with notable generational disparities. Gen Z is more concerned with transparency, informational justice, and the DEI climate, whereas Gen Y focuses on personal aspirations. The paper provides empirical evidence linking DEI-driven justice to engagement in multigenerational workplaces.

Roth-Cohen and Gvili's (2025)"Diversity, Equity, and Inclusion (DEI) in the Advertising Industry: Attitudes and Behaviors" investigates what drives advertising professionals to participate in DEI-focused campaigns in a complex socio-political environment. The authors use a mixed-method approach combining netnography and survey data from Israel to examine practitioner's opinions, online discourse, and behavioral intentions toward DEI advertising. The data show that practitioners have generally positive opinions toward DEI, particularly in terms of gender and sexual orientation, and they believe that advertising may influence social change. The report makes a contribution by expanding DEI advertising research to a non-Western setting and clarifying practitioner's attitudes and intentions.

Objectives

The primary objective is to examine the impact of Diversity, Equity and Inclusion practices on employee's staying intention with mediating role of employee engagement in IT companies located at Chennai

1. To analyze the impact of DEI practices on employee's engagement and staying intension
2. To test the mediating role of employee engagement in the relationship between DEI practices and staying intention

Research Questions

1. How do Diversity, Equity, and Inclusion (DEI) practices affect Chennai-based IT personnel' staying intention?
2. How do DEI practices affect employee engagement in IT organizations
3. Does employee engagement operate as a mediator between DEI practices and employee's staying intention?

3. Research Methodology

The current study uses a quantitative, cross-sectional approach using a descriptive and explanatory research methodology to investigate the relationship between employee's intention to stay and Diversity, Equity, and Inclusion (DEI) practices. As a mediating factor in this relationship, employee engagement is investigated. Employees of IT companies in Chennai, Tamil Nadu, make up the target population. Software development, testing, operations, support, human resources, and administration were among the departments from which respondents were selected. They included workers in entry-level, middle-level, managerial, and senior managerial roles. Due to accessibility and time constraints, a convenience sampling strategy was used. A standardized questionnaire with a Likert-type scale was used to gather primary data. Employee engagement, staying intention, and DEI practices were evaluated using standardized metrics. For analysis, 185 valid replies in total were selected. Using the proper statistical tools, descriptive statistics, regression, correlation, and mediation studies were carried out.

Conceptual Framework

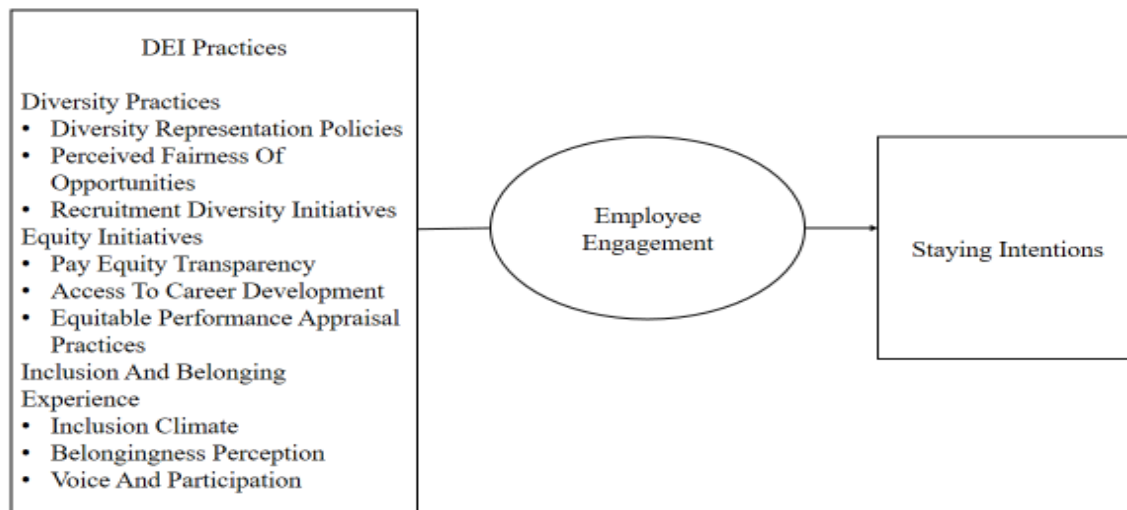


Figure 1: Conceptual Framework of the Study

The conceptual framework shows how employee engagement, Diversity, Equity, and Inclusion (DEI) practices, and employee's staying intention with IT firms are related. Diversity representation policies, perceived fairness of opportunities, recruitment diversity initiatives, pay equity transparency, career development access, equitable performance appraisal practices, and experiences of inclusion and belonging, including voice, participation, and inclusion climate, are all considered to be components of DEI practices. These procedures, which make up the independent variable, reflect corporate initiatives to establish a fair and welcoming workplace. Employee engagement, which reflects worker's emotional, cognitive, and behavioural participation in their work, serves as a mediating variable. According to the framework, effective DEI practices enhance psychological safety, belongingness, and trust, all of which increase employee engagement. In turn, higher levels of employee engagement have a favourable impact on staying intention, which is defined as an employee's inclination to stay with the firm. Thus, the model stresses that DEI practices indirectly influence staying intention via employee engagement, emphasizing engagement as a critical mechanism connecting inclusive workplace policies to employee retention outcomes.

Data Collection

To accomplish its goals, the study used data from both primary and secondary sources. A standardized questionnaire was used to gather primary data from workers in Chennai's IT companies. To evaluate Diversity, Equity, and Inclusion (DEI) practices, employee engagement, and employee's intention to stay, the questionnaire was created using established and validated assessment scales. A Likert-type scale was used to record responses in order to guarantee consistency and facilitate quantitative analysis. In order to encourage wider participation, the questionnaire was distributed both in person and electronically. A total of 185 valid responses were collected for the final analysis. To bolster the study's theoretical underpinnings and contextual comprehension, secondary data was gathered. Peer-reviewed journals, publications with a Scopus index, books, conference proceedings, industry reports, and organizational documents pertaining to DEI practices, employee engagement, and staff retention were the sources of these data. Secondary sources were primarily used to develop the research framework, identify research gaps, support hypothesis formulation, and validate the findings of the study.

Data Research Instrument

The study instrument utilized for data collection was a structured questionnaire designed to acquire quantitative information from IT professionals. The questionnaire consisted of two components. The first portion collected demographic information from respondents, such as gender, age, educational qualification, work experience, monthly

income, and job level. The second phase measured the study variables, which included Diversity, Equity, and Inclusion (DEI) practices as the independent variable, employee engagement as the mediating variable, and employee's intention of staying as the dependent variable. All items were rated on a five-point Likert scale, from strongly disagree to strongly agree. The instrument was created using standardized and validated scores from previous studies, with modest contextual adjustments to fit the IT sector. Prior to final delivery, the questionnaire was assessed for clarity, reliability, and content validity.

Hypotheses of Study

H1: Diversity, Equity, and Inclusion (DEI) practices have no significant effect on employee engagement in IT firms.

H2: Employee engagement has no significant effect on employee's staying intentions in IT firms.

H3: Diversity, Equity, and Inclusion (DEI) practices have no significant effect on employee's staying intentions in IT firms.

H4: Employee engagement does not mediate the relationship between Diversity, Equity, and Inclusion (DEI) practices and employee's staying intentions.

Table 1: Presenting Demographic Split-Up

Demographic variables	Category	Frequency(n)	Percentage%
Gender	Male	118	63.78
	Female	67	36.22
Age	Under 25years	36	19.46
	25 - 35years	78	42.16
	35-45years	59	31.89
	Above 45years	12	6.49
Education qualification	Diploma	12	6.49
	Ug	98	52.97
	Pg	58	31.35
	Other	17	9.19
work experiences	0-5 Years	22	11.89
	5-10years	58	31.35
	10-15years	61	32.97
	Above 15years	44	23.78
Monthly Income	Below25,000	34	18.38
	25,000-40,000	54	29.19
	40,000-55,000	77	41.62
	Above 55,000	20	10.81
Job Level	Entry Level	35	18.92
	Middle Level	113	61.08
	Managerial Level	25	13.51
	Senior Level	12	6.49

According to the respondent's demographic profile, there is a wide range of representation in terms of gender, age, education, income, work experience, and a job level. Male respondents make up 63.78% of the sample, while female respondents make up 36.22%. The majority of workers (42.16%) are between the ages of 25 and 35, with those between the ages of 35 and 45 coming in second (31.89%), indicating a youthful and energetic workforce. The majority of respondents (52.97%) have undergraduate degrees, while 31.35% have postgraduate degrees, indicating a well-educated group. The distribution of work experience is very even, with the biggest percentage (32.97%) having 10–15 years of experience, showing significant exposure to the professional world. According to monthly income levels, 41.62% of people make between 40,000 and 55,000, while a lesser percentage make over 55,000. Lastly, the majority of respondents (61.08%) hold middle-level positions, indicating that operational and supervisory responsibilities within firms are well represented.

Hypothesis Testing

Hypothesis 1:

Table 2: Correlation Matrix (Pearson Correlation)

	DP	EI	IB	EE	SI
DP	1.000				
EI	.392**	1.000			
IB	.418**	.357**	1.000		
EE	.447**	.291**	.486**	1.000	
SI	.436**	.268**	.459**	.521**	1.000

At the 1% level of significance, the null hypothesis is rejected because the p-value is less than 0.01. Therefore, there is a statistically significant positive associations between Employee Engagement, Staying Intentions, and the DEI practice dimensions. Among the variables, Employee Engagement shows the strongest association with Staying Intentions ($r = .521$), followed by Inclusion Benefits ($r = .459$), Diversity Practices ($r = .436$), and Equity Initiatives ($r = .268$).

Hypothesis 2:

Table 3: Multiple Regression Analysis – DEI Practices on Staying Intentions

3a. Model Summary

Model	R	R ²	Adjusted R ²	Std. Error	F
1	.740	.547	.543	.466	139.266

The R value of 0.740 indicates a strong relationship between DEI practices and Staying Intentions in the multiple regression analysis. The R² value of 0.547 indicates that DEI practices explain 54.7% of the variance in Staying Intentions and the adjusted R² value of 0.543 indicates that 54.3% of variance is explained after adjusting for the predictors. The F-value of 139.266 shows the overall predictive ability of the regression model. Therefore, DEI practices have a high explanatory power for employees Staying Intentions.

3b. ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	90.463	3	30.154	139.266	.000
Residual	74.917	346	.217		

Total	165.380	349			
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The null hypothesis is rejected at 1% level of significance since the p-value is less than 0.01 ($p < 0.01$). Hence the regression model is statistically significant. The ANOVA test yielded an F-value of 139.266, which confirmed a significant regression relationship between DEI practices and Staying Intentions. Therefore, DEI practices are important predictors of employee's staying intention

3c. Coefficients (Unstandardized and Standardized)

Variable	B	Std. Error	Beta (β)	t	Sig.
(Constant)	0.812	0.214	-	3.794	.000
Diversity Practices (DP)	0.231	0.058	.234	3.983	.000
Equity Initiatives (EI)	0.094	0.061	.089	1.541	.124
Inclusion & Belonging Experience (IB)	0.328	0.057	.324	5.754	.000

The coefficient results show that Diversity Practices ($\beta = 0.234$, $p < 0.001$) and Inclusion & Belonging Experience ($\beta = 0.324$, $p < 0.001$) have a positive and significant impact on Staying Intentions, while Equity Initiatives ($\beta = 0.089$, $p = 0.124$) does not have a statistically significant effect. The strongest positive contribution among the predictors is made by Inclusion & Belonging Experience, followed by Diversity Practices. Therefore, Diversity Practices and Inclusion & Belonging Experience are strong predictors of employee's Staying Intentions, but Equity Initiatives are not.

Hypothesis 3:

Table 4: Mediation Analysis – Role of Employee Engagement (Sobel Test)

4a. Path Coefficients

Path	B	SE	t-value	p-value
DP → Employee Engagement (Path a_1)	0.276	0.061	4.525	.000
EI → Employee Engagement (Path a_2)	0.118	0.064	1.844	.066
IB → Employee Engagement (Path a_3)	0.341	0.059	5.780	.000
Employee Engagement → Staying Intentions (Path b)	0.389	0.058	6.707	.000

DP → Staying Intentions (Path c, direct)	0.231	0.058	3.983	.000
EI → Staying Intentions (Path c, direct)	0.094	0.061	1.541	.124
IB → Staying Intentions (Path c, direct)	0.328	0.057	5.754	.000

Mediation analyses show that Diversity Practices significantly predict Employee Engagement ($B = 0.276, p < 0.001$), whereas Equity Initiatives do not significantly predict Employee Engagement ($B = 0.118, p = 0.066$). Inclusion & Belonging Experience significantly predicts Employee Engagement ($B = 0.341, p < 0.001$). Moreover, Employee Engagement is a strong predictor of Staying Intentions ($B = 0.389, p < 0.001$). There is a significant direct relationship between Diversity Practices and Staying Intentions ($B = 0.231, p < 0.001$) but not between Equity Initiatives and Staying Intentions ($B = 0.094, p = 0.124$). There is a significant direct relationship between Inclusion & Belonging Experience and Staying Intentions ($B = 0.328, p < 0.001$). Hence, the results show significant and non-significant relationships according to the respective path coefficients and significance levels.

4b. Sobel Test for Indirect Effects via Employee Engagement

Mediation Path	Path a	Path b	Indirect Effect (a×b)	Sobel Z	p-value
DP → EE → SI	0.276	0.389	0.107	3.751	.000
EI → EE → SI	0.118	0.389	0.046	1.778	.075
IB → EE → SI	0.341	0.389	0.133	4.378	.000

The Sobel test results indicate that the indirect effect of Diversity Practices on Staying Intentions through Employee Engagement is significant (Indirect Effect = 0.107, Sobel Z = 3.751, $p < 0.001$). The indirect effect of Equity Initiatives via Employee Engagement on Staying Intentions is not significant (Indirect Effect = 0.046, Sobel Z = 1.778, $p = 0.075$). Indirect effect of Inclusion & Belonging Experience on Staying Intentions through Employee Engagement is significant (Indirect Effect = 0.133, Sobel Z = 4.378, $p < 0.001$). Hence, Employee Engagement significantly mediates the relationship between Diversity Practices and Staying Intentions and Inclusion & Belonging Experience and Staying Intentions. However, significant mediation is not established for Equity Initiatives.

4. Discussion and Suggestions

The findings demonstrate that Diversity, Equity and Inclusion (DEI) practices play an important role in strengthening employee's intention to stay in Chennai-based IT organizations. According to the regression results, an employee's intention to stay is significantly positively impacted by Diversity Practices and Inclusion and Belonging Experience, with Inclusion and Belonging Experience being the strongest predictor. This implies that workers are more likely to stick with companies when they work in environments that prioritize fairness, diversity, participation, and a strong sense of belonging. Equity initiatives, on the other hand, do not demonstrate a statistically significant direct effect on intention to stay, suggesting that formal equity measures might not be enough to affect employee decisions to stay. The mediation results also show that the relationship between Diversity Practices and intention to stay, as well as between Inclusion and Belonging Experience and intention to stay, is significantly mediated by Employee Engagement. As a result, IT companies should concentrate on developing meaningful employee experiences rather than just implementing DEI at the policy level. Inclusive leadership, employee involvement, diversity-focused hiring, fair career development opportunities, and employee voice platforms should all be

strengthened by organizations. Employee's sense of involvement and belonging can be further increased through engagement initiatives, mentoring programs, open communication, and regular DEI assessments. Additionally, managers should make sure that DEI policies are successfully translated into uniform workplace procedures and real-world worker experiences. These coordinated initiatives can improve worker engagement and support long-term retention.

5. Future Scope

The present study offers significant possibility for future research on Diversity, Equity and Inclusion (DEI) practices, Employee Engagement and Employee Staying Intention in the IT sector. Future research can extend the analysis to IT organizations in other cities, states and countries to investigate the impact of geographical and organizational contexts on the relationships among the variables in the study. The IT and non-IT industries can be compared in terms of DEI practices and employee retention results to find the sector-specific variances. The present study used a cross-sectional research methodology; future researchers can use longitudinal designs to analyze the changes of perceptions of DEI, employee engagement, and Staying Intention over a period of time. Future studies should examine other mediating or moderating variables such as organizational commitment, work satisfaction, psychological safety, inclusive leadership and organizational culture. Qualitative and mixed-method techniques could provide more in-depth insights into employee's experiences of diversity, equity, inclusion, and belonging. Future studies may also investigate the conditions in which Equity Initiatives can be more effective as the present study did not find significant relationship between Equity Initiatives, Employee Engagement and Staying Intention. Such research can provide more theoretical and practical insight into DEI methods and employee retention.

6. Conclusion

The study comes to the conclusion that DEI practices, especially Diversity Practices and Inclusion and Belonging Experience, have a significant impact on employee's intention to stay in Chennai-based IT organizations. The results show that while Equity Initiatives do not show a significant direct effect, Inclusion and Belonging Experience is the best predictor of staying intention. The relationship between Diversity Practices, Inclusion and Belonging Experience, and an employee's intention to stay is considerably strengthened by employee's engagement, which also plays a significant mediating role. As a result, the study emphasizes that successful DEI implementation should concentrate on developing inclusive, stimulating, and encouraging work environments in addition to formal policies. IT companies can increase employee retention and create sustainable workplaces by fostering a sense of belonging and engagement.

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