



Mediating Role of Employee Engagement on the Effect of Inclusion and Organizational Diversity on Turnover Intention: A Study on IT Professionals

Anchal Gupta, Vellore Institute of Technology, India*

 <https://orcid.org/0000-0002-5509-592X>

S. Gomathi, Vellore Institute of Technology, India

 <https://orcid.org/0000-0003-0723-0944>

ABSTRACT

The purpose of this research article is to study the effect of inclusion and perceived organizational diversity on turnover intention with the mediating role of employee engagement. Data of 413 participants were evaluated for this study, wherein the participants included IT professionals working in India. PLS-SEM was used to test the hypotheses of the study by developing a path model and carrying out measurement and structural model assessment. The results revealed that inclusion, perceived organizational diversity, and employee engagement exhibit significant negative effect on turnover intention and are strongly able to predict turnover intention of the IT professionals. In addition, employee engagement partially mediates the relationship of inclusion and perceived organizational diversity with turnover intention. Overall, the study highlights that when employees feel included in the organization and there is a positive perception on diversity management, it leads to enhanced employee engagement and a lowered turnover intention.

KEYWORDS

Diversity, Employee Engagement, Inclusion, IT Organizations, Turnover Intention

INTRODUCTION

Globalization has changed the way of working in IT industry organizations in India (Panicker and Agrawal, 2020). The employment landscape has become extremely diversified with IT firms expanding their operations and forming alliances with the multinationals, making it crucial for the organizations to manage and leverage this workforce diversity to gain a competitive edge (Donnelly 2015, Kundu and Mor 2017). For this, it has become essential for the organizations to develop an inclusive and engaged work environment to retain the diverse and skilled workforce itself (Downey et al. 2015; Hwang and Hopkins 2015, Kundu and Mor 2017). This issue has been addressed in this research by studying the influence of perceived organizational diversity (POD) and inclusion on employee engagement, with their combined effects on turnover intention.

DOI: 10.4018/IJHCITP.300313

*Corresponding Author

This article published as an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>) which permits unrestricted use, distribution, and production in any medium, provided the author of the original work and original publication source are properly credited.

Earlier, the concept of diversity was studied from the perspective of demographic profiling only, followed by a gradual addition of the concepts like diversity climate, diversity practices, diversity management, perceived organizational diversity and diversity characteristics (Mor Barak and Cherin 1998; Pelled et al. 1999; Avery et al. 2007; April et al. 2012). In a significant study, Avery and McKay (2006) described the factors that employees think are relevant to determine the value that an organization places on managing diversity. These factors include unbiased recruiting by providing equal employment opportunity to potential employees, company's efforts towards promoting policies and practices that strive to create diversity at workplace such as recruiting women, differently abled, providing maternity benefits, creating awareness about diversity issues and making team managers and the top management accountable for the successful implementation of the diversity related programs and initiatives. Consequently, the employees are expected to show higher engagement and lowered intention to withdraw from the firm (Cox 1994; Avery et al. 2007). In addition to assessing the perceived organizational value of diversity, it is important to affirm that employees feel accepted by their organization and teams (Downey et al. 2015, Puritty et al. 2017). The concept of inclusion comes in light here. It describes the extent to which employees feel a part of the organizational setting and of their respective work groups which would tend to affect their in-group membership and will help them to maintain positive relationship with other members of the group as well as outside the group leading to enhanced engagement at work (Downey et al. 2015, Peixoto et al. 2018). Hence, it becomes imperative for the employees to feel included and accepted in a diverse work environment which would consequently lead them to be more engaged at work. Initially, the term engagement came to light when Kahn (1990) proposed the concept of personal engagement or disengagement at work. Further, Schaufeli and Bakker (2004) described engagement as a positive mental state composed of vigor, dedication and absorption. Their study also highlighted the importance of engagement as a mediating variable in the relationship between turnover intention and job resources. Some studies have found work engagement to be a strong predictor of an employee's intention to leave the organization (Jones and Harter, 2005; Saks, 2006; Halbesleben and Wheeler, 2008), however, in different geographies and industries. In addition, high turnover of employees is a major issue that is faced by IT industry today and needs to be addressed perpetually (Gupta and Singh 2020; Muthamilarasu and Selvarani 2020; Afroz and Haque 2021). This led the researcher to consider turnover intention as the final dependent variable for this study and examine its relationship with perceived organization diversity, inclusion and engagement by developing a path model.

LITERATURE REVIEW AND HYPOTHESES

Theoretical Foundation

Socio-psychological theories of optimal distinctiveness and symbolic interaction theory formed the basis for the concept of inclusion considered for this study. Brewer's (1991) optimal distinctiveness theory (ODT) highlights the need of individuals to feel and get a validation of being similar to others while also being recognized and accepted for their uniqueness. This need for belongingness and uniqueness results in employees feeling included in their work groups giving rise to enhanced organizational commitment and improved retention (Shore et al. 2011; Buttner et al. 2012; Mor Barak et al. 2016). Also, Mead's symbolic interaction theory highlights the tendency of human beings to see themselves from other people's viewpoint and behave accordingly (Mor Barak and Cherin 1998) This tendency helps them to build a perception of how they are seen by others and accordingly develop a behavior where they feel included or excluded (Shore et al. 2011). This consonance or dissonance of individuals with their work groups influences their behavior at workplace and is defined as "the degree to which individuals feel a part of critical organizational processes such as access to information and resources, involvement in work groups, and ability to influence the decision-making process" (Mor Barak and Cherin 1998, p.48). This definition served as the basis for studying the inclusion variable through three key dimensions namely Influence in Decision Making (IDM), Work Group Involvement

(WGI) and Access to Communication and Resources (ACR). Social identity theory formed the theoretical foundation for the concept of POD, which is considered as the second independent variable of the study. Social identity theory given by Henri Tajfel and John Turner (1986) is a socio-psychological theory which states that people tend to associate themselves with the social structures present in the organization on the basis of their individual identity that is defined through several observable and non-observable demographic or diversity characteristics. The social groups formed on the basis of gender, ethnicity and other such characteristics become a reference point for people to know where they belong and the way they interact with other groups (Mor Barak et al. 2016). Further, Avery et al. (2007, p.881) understood POD as “employees’ perception towards the value that an organization places on diversity by promoting practices emphasizing equal employment opportunity in terms of hiring people from all sections of society without any discrimination and making managers accountable for the success of various diversity initiatives”. This definition has been considered as a basis for forming the POD variable.

George Homans’s (1958) social exchange theory (SET) formed the theoretical basis for the concept of engagement. It is said to be “social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties” (Masaviru 2016, p.44). The negotiated exchange of resources between the two parties, who in this context are employee and organization, happens through communication and reciprocation. This communication or relationship is bound by a set of rules within which the two parties have to communicate, work and exchange resources with each other (Saks 2006). Here, the employee is proposed to exchange his engagement with the monetary and non-monetary resources being given by the organization. Schaufeli and Bakker (2004, p.95) proposed a definition of engagement, based on the social exchange theory, as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. This definition formed the basis for the mediating variable of this study which has been measured through vigor, dedication and absorption dimensions.

The theoretical premise of turnover intention, which serves as the dependent variable of the study, is based on Ajzen’s (1991, p.206) theory of planned behavior which proposes that “Attitudes toward the behavior, subjective norms with respect to the behavior, and perceived control over the behavior are usually found to predict behavioral intentions with a high degree of accuracy”. This implies that attitude towards the behavior, subjective norm and perceived behavior control form an intention in an individual’s mind which leads to the outcome behavior (Liu 2005; Appollis 2010). Thus, attitude acts as a precursor to intention which leads to the final consequence in the form of operating behavior. Based on this theoretical premise, turnover intention is defined as “a conscious and deliberate willfulness of an employee to leave the organization” (Tett and Meyer 1993, p. 262). This formed the basis for turnover intention as the dependent variable of this study.

Relationship Between Inclusion and Employee Engagement

Study on the concept of inclusion is still in its formative stage with most of the literature being developed in the past decade itself. Prior studies have proposed inclusiveness climate, inclusive leadership and inclusiveness practices as antecedents of inclusion and job satisfaction, employee engagement, intention to stay, job performance, organizational commitment, well being, creativity and career opportunities as organizational outcomes of inclusion (Roberson 2006; Shore et al. 2011; Hwang and Hopkins 2015). Further, most of the studies have focused on investigating the relationship of inclusion with job satisfaction, diversity and leadership where better leadership interaction has been reported to have a positive effect on inclusion and a better sense of inclusion has been linked with increased job satisfaction (Mor Barak and Levin 2002; Kenan-Small 2011; Hwang and Hopkins 2015; Brimhall et al. 2017). Specifically, few studies have examined the relationship of inclusion and employee engagement, affirming that a climate of trust and inclusivity in the organization leads to better employee engagement (Downey et al. 2015; Muir and Hoyland 2015; Ranieri, 2020). Consistent with these findings, this study postulates that a greater sense of inclusion among the employees would result in enhanced employee engagement.

H1 There is positive relationship between inclusion and employee engagement

Relationship Between Inclusion and Turnover Intention

Inclusion is determined by the degree to which people feel a part of organization and its processes in an organizational setting (Mor Barak and Cherin 1998). This sense of inclusion or exclusion may affect the turnover intention of employees. There are some evidences in the literature which suggest that an employee's inclusion perception inversely affects his/her intention to leave. Brimhall et al. (2014) reported decreased turnover intention for a positive sense of inclusion and job satisfaction. A meta-analysis of factors affecting turnover intention revealed inclusion to have a medium inverse effect on turnover intention (Kim and Kao 2014). Further, Hwang and Hopkins (2015) empirically tested the effect of inclusion on turnover intention with mediation of organizational commitment. The results of their study suggested a more effective reduction in turnover intention when the relationship of inclusion and turnover intention was mediated by organizational commitment. Similarly, the organizational outcome of related variables like job satisfaction, organizational commitment, ethical climate perception, diversity climate, psychological well being and employee engagement has been reported to be lowered turnover intention (Liu 2005; Mulki et al. 2008; Buttner et al. 2012; Chrobot-Mason and Aramovich 2013; Hwang and Hopkins 2015; Buttner and Lowe 2017). Based on the above discussion, authors anticipate a negative relationship between inclusion and turnover intention.

H2 There is an inverse relationship between inclusion and turnover intention

Relationship Between Perceived Organizational Diversity and Employee Engagement

Initially, the concept of diversity was found to be studied from the perspective of demographic profiling and the differences in perception based on gender, race, age and other such characteristics were reported (Pelled et al. 1999; Mor Barak and Levin 2002). Gradually, more dimensions were added to the concept of diversity and it was studied in various contexts like diversity climate, diversity practices, diversity management, POD and diversity characteristics (Mor Barak and Cherin 1998; Avery et al. 2007; April et al. 2012; Downey et al. 2015). In a significant study, Avery et al. (2007) studied POD and supervisor and subordinate ethnic similarity as two variables for black and white employees and found that black employees who perceived that their organization is giving less importance to diversity reported higher absenteeism than white employees. This conception of POD has been considered for our study as well which enabled us to comprehend the perception of employees towards diversity management in the organization. Limited studies have investigated the relationship of diversity and engagement, which suggest a positive relationship between them. Messarra (2014) studied the relationship of engagement with religious diversity and commitment from the perspective of post 9/11 effect in religiously diverse companies. The study confirmed the negative effect of religious discrimination perception on engagement and commitment of employees thus recommending organizational intervention to eliminate such discrimination so that employees could engage and perform effectively. A couple of studies examined the relationship of diversity practices with trust and employee engagement and found it to be significantly moderated by inclusion, thus making the association between diversity practices, trust and employee engagement significantly stronger resulting in enhanced employee engagement (Downey et al. 2015; Muir and Hoyland 2015). Consistent with these empirical evidences, authors expect a positive association between POD and employee engagement.

H3 There is a positive relationship between perceived organizational diversity and employee engagement

Relationship Between Perceived Organizational Diversity and Turnover Intention

Managing the differences created by diversity is imperative for sustainable development of organizations. In the past literature, many researchers have focused on studying diversity climate perceptions and their effect on various organizational outcomes including organizational commitment, turnover intention, job satisfaction and organizational loyalty. These studies stressed that a positive diversity climate perception resulted in lowered turnover intention and an increased commitment, loyalty and job satisfaction (Buttner et al. 2012; Jauhari and Singh 2013; Chrobot-Mason and Aramovich 2013; Choi and Rainey 2014) whereas a pessimistic perception of diversity climate, organizational commitment and pay equity has been reported to increase turnover intention (Buttner et al. 2012; Buttner and Lowe 2017). Other significant studies also highlighted a negative relationship of diversity with absenteeism and turnover intention (Jones and Harter 2005; Avery et al. 2007). Thus, all of the above stated evidences suggest a negative relationship between POD and turnover intention.

H4 There is an inverse relationship between perceived organizational diversity and turnover intention

Relationship Between Employee Engagement and Turnover Intention

Research on engagement began when Kahn (1990) proposed the concept of personal engagement or disengagement, where he discussed about engagement of people at physical, cognitive and emotional level. Further, he elaborated on three psychological conditions of meaningfulness, safety and availability influencing engagement or disengagement of employees at work. Employee engagement is believed to produce positive organizational outcomes like job satisfaction, decreased intention to quit, organizational commitment and organizational citizenship behavior (Saks, 2006). Numerous studies have examined the relationship of employee engagement and turnover intention. Bothma and Roodt (2012) studied the complex relationship of work-based identity and work engagement with task performance and turnover intention and indicated work-based identity and engagement to be predictors of task performance and turnover intention with an inverse relationship between engagement and turnover intention. In another significant study, Jones and Harter (2005) examined the relationship between employee engagement and turnover intention based on the difference in the racial dyad of supervisor and employee. Both different and same racial dyad employees depicted higher turnover intention while experiencing a low engagement level. Similarly, other studies have reported a negative relationship between employee engagement and turnover intention establishing engagement as a predictor as well as a mediator (Saks 2006; Brunetto et al. 2012; Memon et al. 2014; Takawira et al. 2014). Thus, authors posit a negative relationship between employee engagement and turnover intention.

H5 There is an inverse relationship between employee engagement and turnover intention

Mediating Role of Employee Engagement

Schaufeli and Bakker (2004) examined the relationship of engagement and burnout with job demands and job resources where they observed that job resources served as a predictor of engagement with engagement having a mediating effect in the relationship between job resources and turnover intention. Further, a significant study by Saks (2006) tested a model where he proposed job characteristics, perceived organizational support (POS), perceived supervisor support, rewards and recognition, procedural and distributive justice as antecedents of employee engagement, job engagement and organization engagement as two ways of gauging engagement and job satisfaction, organizational commitment, intention to quit and organizational citizenship behavior (OCB) as the consequences of employee engagement. The author found difference in job and organization engagement and established engagement as a strong mediator between its antecedents and consequences. Researchers have also studied the relationship of employee engagement with employee performance, corporate

social responsibility, health risks, well-being and leadership and have found engagement to be a strong predictor as well as mediator (Xu and Thomas 2011; Gupta and Kumar 2012; Anitha J. 2014; Ma 2011; Albdour & Altarawneh 2012; Ferreira and Oliveira 2014; Burton et al. 2017). Therefore, authors posit employee engagement as a catalyst in strengthening the effect of inclusion and POD on turnover intention.

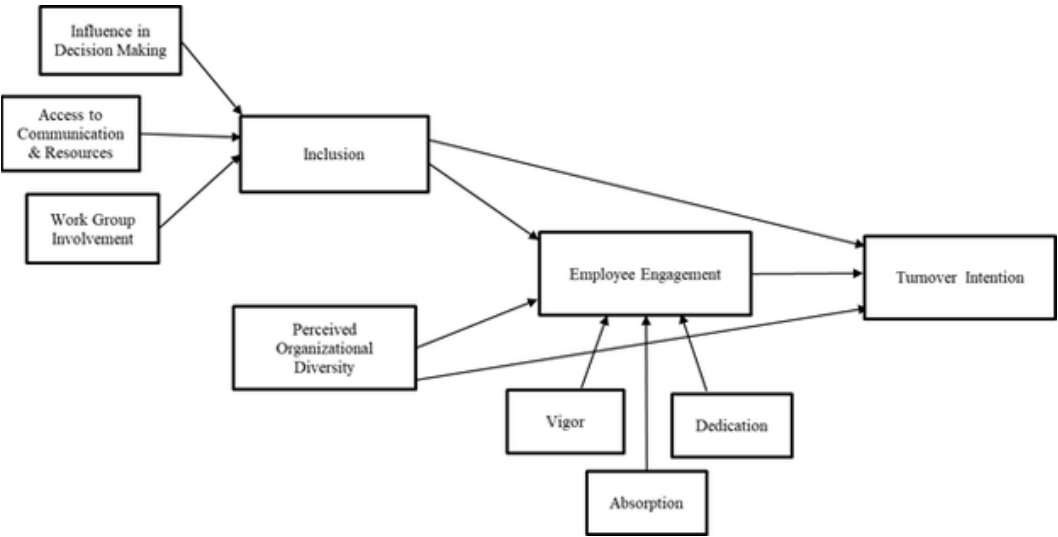
H6 Employee engagement mediates the relationship between inclusion and turnover intention

H7 Employee engagement mediates the relationship between perceived organizational diversity and turnover intention

The above discussed literature review helps in understanding that limited studies have explored the relationship between inclusion and employee engagement (Downey et al. 2015; Muir and Hoyland 2015; Ranieri, 2020), and, between inclusion and turnover intention (Brimhall et al. 2014; Kim and Kao 2014; Hwang and Hopkins 2015). The literature on them needs to be enriched further by examining them in different contexts and work environments. Similarly, the relationship of diversity with other study variables needs to be investigated further, particularly the concept of POD, which has not been stressed upon much and needs to be understood further (Avery et al. 2007). The mediating effect of employee engagement in the relationship of POD and inclusion with turnover intention has not been examined yet making way for this study to address this gap and make an attempt to demonstrate the predictive relevance of the proposed path model which is unique in itself.

Now, Fig. 1 represents the proposed research/hypothesized model where inclusion is measured using three sub constructs namely IDM, WGI and ACR. Similarly, Employee Engagement (EE) is measured through three sub constructs namely, vigor, dedication and absorption. Inclusion and POD act as exogenous or independent latent variables, turnover intention acts as an endogenous or dependent variable and employee engagement acts as a mediating variable.

Figure 1. Conceptual Model



METHODS

Sample

Data was gathered through an online survey using a structured questionnaire. An invitation mail carrying the survey link was sent to the participants for completing the survey, promising them the identity confidentiality and no misuse of the data collected. The length of the survey was approximately 10 minutes. The respondents of the survey comprised of employees working in information technology companies located across Delhi-National Capital Region (NCR) in Northern India wherein the designation of these employees ranged from entry level to senior management level. For collecting the data, 1200 invitation mails were sent out, of which 413 (34.4%) complete responses were received. Of the 413 respondents, 242 (58.6%) were male and 171 (41.4%) were female. Designation or job level wise, 215 (52.1%) of the respondents were reported to be working at intermediate level and the rest 198 (47.9%) were working at entry, middle and senior management level. Participants responded using 6-point likert scale with 1 representing *strongly disagree* and 6 representing *strongly agree*. The midpoint option of *neither agree nor disagree* was replaced with 3 as *somewhat disagree* and 4 as *somewhat agree*, ensuring an answer to each statement from the respondent.

Measures

Inclusion

Inclusion-Exclusion scale by Mor Barak and Cherin (1998) was used for measuring inclusion. It consists of 14 items with three sub constructs, namely WGI, IDM and ACR comprising of six, four and four items respectively. Sample item is “I have a say in the way the work is performed”. Six point likert scale ranging from 1= strongly disagree to 6=strongly agree was used to measure the item.

Perceived Organizational Diversity

POD was measured using an 8-item scale by Avery et al. (2007) which captured the perception of employees about diversity management in their organization. Sample item is “I am aware of company’s efforts to create diversity at workplace”. The item was measured on a 6 point likert scale where 1=strongly disagree and 6=strongly agree.

Employee Engagement

Employee Engagement was measured using Utrecht Work Engagement Scale by Schaufeli et al. (2002) consisting of 17 items with three sub-constructs: vigor (six items), dedication (five items) and absorption (six items). Sample item is “I am enthusiastic about my job”. Six point likert scale ranging from 1= strongly disagree to 6=strongly agree was used to measure the item.

Turnover Intention

Turnover Intention was measured through a 3-item scale used by Liu (2005). Sample item is “I often think of leaving the organization”. The items were measured on a 6 point likert scale where 1=strongly disagree and 6=strongly agree.

Data Analysis

Partial least square structural equation modeling (PLS-SEM) was employed using Smart PLS v3.2.7 for conducting multivariate analysis by developing a path model. Fig. 1 represents the proposed path model built for this study. It consists of four main latent variables namely, inclusion, POD, employee engagement and turnover intention. It is a reflective formative hierarchical component model where inclusion and employee engagement are operationalized at higher levels of abstraction with three sub-constructs each. This approach is used whenever there are two layers of constructs that need to be tested (Hair et al. 2014). Top-down approach was used where inclusion and employee engagement

are called as higher order constructs that become part of the structural model. These higher order constructs are defined by their sub dimensions which are called as lower order constructs. Inclusion (higher order construct) was measured using three sub constructs namely influence in decision making, work group involvement and access to communication and resources. Similarly, employee engagement (higher order construct) was measured through three sub constructs namely, vigor, dedication and absorption. POD and turnover intention do not possess any sub constructs and thus their associated items were directly loaded on the main construct itself. The path model was tested using a two-step approach, wherein the reliability and validity of the model were established through measurement model assessment and the predictive capabilities of the model were established through structural model assessment. Structural model analysis was prepared using six criteria comprising of path model coefficients through bootstrapping, mediation analysis, coefficient of determination (R^2), predictive relevance (Q^2) through blindfolding, effect sizes (f^2 and q^2) and importance-performance matrix analysis (IPMA). In addition, SPSS v20 was used for calculating descriptive statistics, correlations and demographic profile of the study.

RESULTS

Descriptive Statistics and Correlation

Table 1 presents the descriptive statistics and correlation among the study variables. The highest mean value of 4.72 was observed for POD, thus revealing that employees agree the most with their organization giving importance to diversity management. The least agreement level turned out to be for turnover intention with the mean value of 3.17, implying that employees ‘somewhat disagree’ that they have intention to leave the organization. It should be noted that the standard deviation for this variable was found to be higher than other study variables indicating more dispersion from the mean of 3.17. Bi-variate correlation results revealed that inclusion and employee engagement have the strongest positive relationship while turnover intention and employee engagement have the strongest negative relationship.

Table 1. Descriptive statistics and correlation among the constructs

Main Construct	Mean	Std. Deviation	1	2	3	4
1. Inclusion	4.48	0.633	1			
2. Perceived Organizational Diversity (POD)	4.72	0.770	.538**	1		
3. Employee Engagement (EE)	4.46	0.697	.543**	.384**	1	
4. Turnover Intention	3.17	1.140	-.526**	-.367**	-.550**	1

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

Measurement Model Assessment - Reliability and Validity

Reliability and Convergent Validity

The reliability and validity of the model was tested using Smart PLS measurement model assessment. Table 2 depicts the reliability and convergent validity of the items in the scale. The item statements for the corresponding item codes in Table 2 are mentioned in Annexure II. All the composite reliability (CR) values of the main constructs and sub-constructs of inclusion and employee engagement ranged from 0.819 to 0.910, which is above the acceptable cut off value of 0.708 (Hair et al. 2014), thus establishing the scale used for this study to be reliable. The convergent validity was confirmed by

Table 2. Outer loadings, t-values, composite reliability (CR) and average variance extracted (AVE) of latent constructs

Constructs	Items	Outer Loadings	t-Values	CR	AVE
Inclusion				0.902	0.506
Influence in Decision Making (IDM)				0.876	0.638
	IDM1	0.789	28.122		
	IDM2	0.789	25.947		
	IDM3	0.849	39.24		
	IDM4	0.766	29.135		
Work Group Involvement (WGI)				0.858	0.51
	WGI1	0.819	31.521		
	WGI2-R	0.738	11.496		
	WGI3	0.797	29.069		
	WGI4	0.835	39.986		
	WGI5-R	0.743	10.436		
	WGI6	0.786	6.447		
Access to Communication and Resources (ACR)				0.819	0.534
	ACR1-R	0.742	11.025		
	ACR2	0.756	18.984		
	ACR3	0.829	41.587		
	ACR4-R	0.78	14.161		
Perceived Org. Diversity (POD)				0.91	0.56
	POD1	0.692	10.16		
	POD2	0.714	14.28		
	POD3	0.683	12.897		
	POD4	0.767	23.03		
	POD5	0.818	33.512		
	POD6	0.829	32.746		
	POD7	0.832	36.285		
	POD8	0.718	15.642		
Employee Engagement (EE)				0.905	0.568
Absorption				0.862	0.513
	EE-AB1	0.699	16.768		
	EE-AB2	0.77	29.629		
	EE-AB3	0.737	20.868		
	EE-AB4	0.716	18.337		
	EE-AB5	0.701	11.153		
	EE-AB6	0.759	21.122		
Dedication				0.91	0.689
	EE-DE1	0.861	42.59		
	EE-DE2	0.69	13.742		

Constructs	Items	Outer Loadings	t-Values	CR	AVE
	EE-DE3	0.866	50.137		
	EE-DE4	0.873	47.548		
	EE-DE5	0.844	38.038		
Vigor				0.849	0.589
	EE-V1	0.753	22.287		
	EE-V2	0.821	43.717		
	EE-V3	0.733	7.472		
	EE-V4	0.803	34.242		
	EE-V5	0.699	9.157		
	EE-V6	0.736	10.278		
Turnover Intention				0.885	0.719
	TI1	0.795	21.078		
	TI2-R	0.88	70.23		
	TI3	0.866	32.799		

outer loadings, their corresponding t-values and AVE values presented in table 2. Except for five items, the loadings of all the other items came out to be above 0.708. For these five items, the outer loading values were found to be slightly less than 0.708 but well above 0.4, which is acceptable for keeping the items in the scale (Hair et al. 2014). Further, the t-value of all the items turned out to be greater than 1.96 and AVE of all the constructs and sub-constructs was above 0.5 (Hair et al. 2014), thus confirming the convergent validity of the scale.

Discriminant Validity

Discriminant Validity is used to determine the uniqueness of a construct by measuring the extent to which a construct is different from other constructs of the study (Hair et al. 2014). Discriminant validity for this study was established using the Fornell Larcker criterion. As presented in table 3, the square root of AVE value of a construct, represented by the diagonal values, was found to be higher than its correlation with other constructs (represented by other values in each column). However, the exception to the rule is the association between higher and lower order components, i.e. correlation between a construct and its sub constructs (Hair et al. 2014). It can be observed in the below table 3 that ACR (sub construct of inclusion), dedication and absorption (sub constructs of employee engagement) serve as an exception with their square root of AVE value being lower than their correlation value with their main construct. The same is acceptable as per the exception rule stated above.

Structural Model Assessment

Collinearity Statistics

For collinearity statistics, authors examined two subparts of the structural model. In the first sub part of the model, inclusion and POD served as the predictor constructs of employee engagement. In the second sub part of the model, inclusion, POD and employee engagement served as the predictor constructs of turnover intention. For each subpart of the model, VIF values of predictor constructs were calculated and are presented in table 4. VIF value of less than 5.00 indicates no collinearity problems (Hair et al. 2014). It can be seen in table 4 that VIF values of predictor constructs in each subpart of the model are much less than 5 indicating no collinearity issue.

Table 3. Discriminant Validity – Fornell Larcker Criterion

	1	2	3	4	5	6	7	8	9	10
1. EE-Absorption	0.716									
2. Inclusion-ACR	0.373	0.731								
3. EE-Dedication	0.627	0.53	0.83							
4. EE	0.899	0.486	0.929	0.684						
5. Inclusion	0.473	0.799	0.584	0.58	0.638					
6. Inclusion-IDM	0.442	0.445	0.485	0.523	0.619	0.799				
7. POD	0.332	0.529	0.394	0.405	0.55	0.367	0.748			
8. Turnover Intention	-0.489	-0.505	-0.626	-0.614	-0.545	-0.411	-0.42	0.848		
9. EE-Vigor	0.677	0.417	0.798	0.628	0.53	0.514	0.381	-0.558	0.699	
10. Inclusion-WGI	0.397	0.663	0.494	0.485	0.63	0.65	0.512	-0.487	0.434	0.714

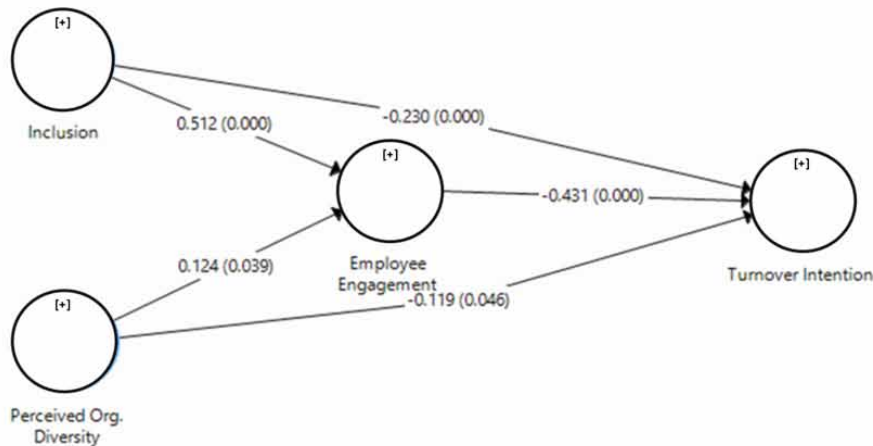
Table 4. VIF Values

Predictor Constructs	Employee Engagement	Turnover Intention
Employee Engagement		1.532
Inclusion	1.432	1.833
Perceived Org. Diversity	1.432	1.455
Turnover Intention		

Path Model Coefficients

While calculating path coefficients, it was observed that the paths from inclusion→employee engagement and POD→employee engagement were giving negligible values because of the swamping out effect caused by LOCs of employee engagement which were explaining the total variance of the employee engagement construct leaving no space for prediction by any other construct (Annexure I). To eliminate this swamping out effect and to deal with the hierarchical component model, a two-stage approach was followed. In the first stage, repeated indicator approach was applied where all the indicators of ACR, IDM and WGI were assigned to main construct inclusion and all the indicators of vigor, dedication and absorption were assigned to employee engagement to obtain latent variable scores by running PLS Algorithm. In the second stage, these latent variable scores acted as manifest variables for defining inclusion and employee engagement leading to a model (Fig. 2) that was used for calculating the path model coefficients through bootstrapping (Preacher and Hayes 2004; Hair et al. 2014). Bootstrapping procedure was applied for 5000 samples to establish the significance of the path coefficients, the results of which are presented in Fig 2. Correspondingly, table 5 details out the path coefficient values, standard error, t-statistics and p-values. A significant positive relationship can be observed between inclusion→employee engagement and POD@employee engagement with path coefficient values of 0.512 and 0.124 respectively. Further, inclusion, POD and employee engagement display a significant inverse relationship with turnover intention at path coefficient values of -0.230, -0.119 and -0.431 respectively, thus confirming the initial postulation of H1, H2 and H5 at $p \leq 0.01$ and of H3 and H4 at $p \leq 0.05$. From this, it can be understood that employee engagement displays the strongest negative effect on turnover intention, followed by inclusion and POD, signifying that increased employee engagement, inclusion and POD can lead to reduced turnover intention with the contribution of POD being minimal yet significant.

Figure 2. Path Model Coefficients with p values after Repeated Indicator Approach



Mediation Testing

Mediation analysis was conducted on the path model developed for this study (Fig. 2) where employee engagement acted as a mediating variable in between two latent variables i.e., inclusion→employee engagement→turnover intention and POD→employee engagement→turnover intention. This mediation analysis resulted in direct effect, indirect effect, total effect, variance accounted for (VAF) and mediation level. It should be noted that the VAF value in the range of 20% to 80% results in partial mediation (Hair et al. 2014).

The result of mediation analysis is presented in table 6. Employee engagement was found to significantly partially mediate the relationship between inclusion and turnover intention as well as between POD and turnover intention with VAF of 0.489 and 0.308 respectively. This implies that employee engagement resulted in partial mediation with mediating effect of 48.9% on the relationship between inclusion and turnover intention and of 30.8% on the relationship between POD and turnover intention. Thus, the initial postulation of H6 and H7 is confirmed, establishing employee engagement as a mediator.

Coefficient of Determination (R^2) and Blindfolding for Predictive Relevance (Q^2)

Table 7 displays the R^2 value for each of the endogenous construct in this model. R^2 value for employee engagement came out to be 0.347 and for turnover intention, it turned out to be 0.439. This implies that inclusion and POD explain 34.7% of the variance in employee engagement while inclusion, POD and employee engagement are able to explain 43.9% of variance in turnover intention of the respondents. Hwang and Hopkins (2015) reported similar results for their model where inclusion and other study variables were reported to explain 35.8% of turnover intention of child welfare workers. Similarly, Saks (2006) reported employee engagement to be able to predict around 22% of variance in intention to quit for his study. Analogous results were reported by other researchers (Buttner et al. 2012; Chrobot-Mason and Aramovich 2013; Choi and Rainey 2014, Gupta and Singh 2020).

Q^2 values were calculated by running the blindfolding procedure. As can be seen in the above table 7, Q^2 values for employee engagement and turnover intention came out to be 0.325 and 0.412 respectively. Thus, it could be inferred that inclusion and POD display a good predictive relevance for employee engagement and for turnover intention; the three exogenous constructs namely, inclusion, POD and EE depict a strong predictive relevance. As both the Q^2 values turned out to be larger than zero (Hair et al. 2014), the present path model is said to have a strong predictive relevance for its endogenous constructs.

Table 5. Path coefficients after bootstrapping procedure

Hypothesis	Path	Path Coefficient	Standard Error	T-Statistics	P Value
H1	Inclusion → Employee Engagement	0.512	0.056	9.218	0.000
H2	Inclusion → Turnover Intention	-0.230	0.061	3.786	0.000
H3	Perceived Org. Diversity → Employee Engagement	0.124	0.060	2.075	0.039
H4	Perceived Org. Diversity → Turnover Intention	-0.119	0.060	1.990	0.046
H5	Employee Engagement → Turnover Intention	-0.431	0.061	7.020	0.000

Table 6. Mediation Analysis with Employee Engagement as mediator

Mediation Analysis: Employee Engagement as a mediator					
Exogenous Variable	Direct Effect	Indirect Effect	Total effect	VAF Range	Mediation Level
Inclusion	-0.230	-0.220	-0.450	0.489	Partial Mediation
POD	-0.119	-0.053	-0.172	0.308	Partial Mediation

Table 7. Coefficient of Determination and Predictive Relevance

Endogenous Construct	R ²	Q ²
Employee Engagement	0.347	0.325
Turnover Intention	0.439	0.412

Effect Sizes

The table 8 presents the effect sizes (f^2 and q^2) of the exogenous constructs in the present path model. From this, it could be inferred that inclusion contributed more than POD in explaining the R² value of employee engagement with inclusion having a medium effect size and POD having a small effect size on employee engagement. Further, for turnover intention, employee engagement contributed highest to its R² value with a medium effect size while inclusion and POD made smaller contributions in explaining the R² value of turnover intention. q^2 effect sizes revealed that inclusion exhibited a medium predictive relevance for employee engagement while POD displayed zero predictive relevance. For turnover intention, employee engagement and inclusion displayed medium and small predictive relevance, respectively, while POD reported a weak predictive relevance.

Importance-Performance Matrix Analysis (IPMA)

The analysis is extended by conducting IPMA to understand the performance and importance of the constructs of the path model. It was carried out to highlight the total effects (importance) of exogenous

Table 8. Effect Size f^2 and q^2

Endogenous variable	Employee Engagement				Turnover Intention			
Exogenous variable	f^2	q^2	Effect Size		f^2	q^2	Effect Size	
			f^2	q^2			f^2	q^2
Employee Engagement	-	-			0.22	0.20	Medium	Medium
Inclusion	0.28	0.27	Medium	Medium	0.05	0.05	Small	Small
Perceived Org. Diversity	0.02	0.00	Small	No	0.02	0.01	Small	Weak

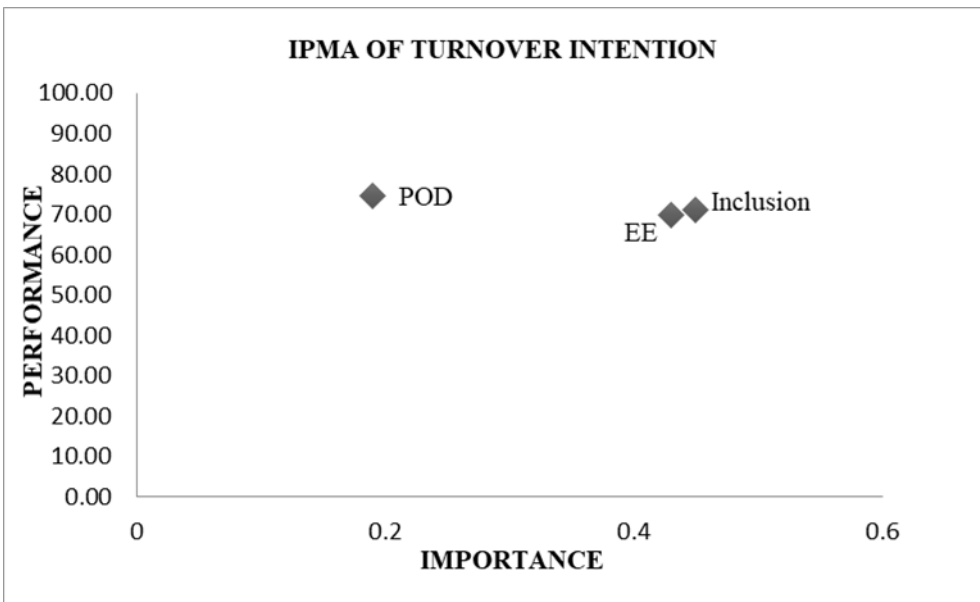
constructs, namely employee engagement (EE), inclusion and POD on endogenous construct turnover intention and the average values of LVS of each construct to know its actual performance on a scale of 0 to 100 (Hair et al. 2014; Schloderer et al. 2014). For conducting IPMA, a necessary requirement is that all indicators should point in the same direction, so to fulfill that, turnover intention scale was reverse scored.

Table 9 and Fig. 3 display the IPMA of target construct turnover intention. Here, it could be observed that inclusion and EE display similar importance with a total effect of 0.45 and 0.43 respectively while POD exhibits least total effect on turnover intention. This implies that for predicting

Table 9. IPMA of Turnover Intention

	Importance (Total Effects)	Performance (Index Values)
EE	0.43	69.80
Inclusion	0.45	70.99
POD	0.19	74.59

Figure 3. IPMA of Turnover Intention



turnover intention, inclusion has the highest relevance followed by employee engagement and POD. The actual performance of the constructs revealed that POD displayed best performance amongst all the exogenous constructs with a performance value of 74.59, followed by inclusion and employee engagement having performance values of 70.99 and 69.80 respectively.

DISCUSSION

This research study examined the influence of inclusion and POD on employee engagement and their effect on turnover intention among employees working in IT industry in Delhi-NCR in India. The findings of the study supported the hypotheses and the conceptual model, demonstrating the present path model to have a significant predictive relevance for its endogenous constructs.

Correlation analysis exhibited that inclusion and employee engagement have the strongest positive relationship while turnover intention and employee engagement have the strongest negative relationship with all the bi-variate correlations being significant at 0.01 confidence level. This implies that more the employees feel accepted and included in the organization, higher is their engagement level at work. The findings were found to be similar to other studies on these variables where inclusion was reported to have a positive correlation with diversity and employee engagement (Downey et al. 2015; Hwang and Hopkins 2015; Mor Barak et al. 2016, Peixoto et al. 2018) and turnover intention was reported to have a negative correlation with employee engagement (Jones and Harter 2005; Saks 2006).

The results of the path model analysis showed that employee engagement had the strongest significant inverse effect on turnover intention (Halbesleben and Wheeler 2008; Buttner and Lowe 2017), implying, that employee engagement contributed the highest in reducing the turnover intention of respondents. Also, employee engagement was found to significantly partially mediate the relationship between inclusion and turnover intention as well as between POD and turnover intention establishing it as an effective mediator in the path model. This is one of the initial studies to have examined the mediating effect of employee engagement in the relationship of POD and inclusion with turnover intention. This also demonstrates the effectiveness of the theoretical premise on which the study variables were developed especially the social exchange theory upon which the engagement variable was assessed. Overall, inclusion, POD and employee engagement were found to be able to explain 43.9% of variance in turnover intention of the respondents with the model being established to have a strong predictive relevance. Hwang and Hopkins (2015) reported similar results for their model where inclusion, diversity characteristics of age, gender and race, job satisfaction and organizational commitment were reported to explain 35.8% of turnover intention of child welfare workers. Similarly, Saks (2006) reported employee engagement to be able to predict around 22% of variance in intention to quit for his study. Analogous results were reported in other related research articles as well where turnover intention was studied as a dependent variable (Jones and Harter 2005; Buttner et al. 2012; Chrobot-Mason and Aramovich 2013; Choi and Rainey 2014, Gupta and Singh 2020). The extended analysis using IPMA highlighted that the managers should focus upon increasing the performance of inclusion and employee engagement as they were found to have a pronounced importance in explaining the turnover intention of employees. This is one of new findings using such an analysis method, which adds to the existing literature. Overall, the results of the path model analysis were found to be consistent with earlier studies present in the literature where some of the related studies employed hierarchical regression analysis (Jones and Harter 2005; Avery et al. 2007; Cho and Mor Barak 2008) while others applied SEM analysis (Chrobot-Mason and Aramovich 2013; Downey et al. 2015; Hwang and Hopkins 2015) using varied statistical softwares.

MANAGERIAL IMPLICATIONS

This research can be useful in providing insights to the leaders of the IT organizations who are seeking to control turnover of employees in their organizations. The study demonstrates that IT companies

should focus on developing a sense of inclusion among its employees which would help them to enhance their work engagement level leading to a lower turnover intention. From diversity management perspective, at organizational level, more effort is needed to manage diversity effectively for an inclusive growth of all employees. Our study found that at senior management level, more than 90% of the respondents were male highlighting the lack of gender diversity in top management. Similar finding was reported by other researchers also (Mor Barak et al. 2016; Gupta 2017). Further, organizations should strive to improve the routine nature of the work being given to the employees so as to enhance their vigor at work as they were found to believe less on the inspiration they draw from their work and thus did not feel energetic enough to be at work every day. To improve inclusion, employers can aim for more participative decision making as employees reported that their influence in decision making process was not very significant, although they believed that they have enough access to information and resources and felt involved in their work. Lastly, employees exhibited mixed opinion about their turnover intention necessitating the need for organizational intervention to control the intent of the employees toward leaving the organization. In nutshell, effective diversity management along with employees feeling more included and engaged can lead to lowered turnover intention.

CONCLUSION

This study attempts to understand the influence of inclusion and POD on Employee Engagement and their effect on Turnover Intention in IT industry in India. Study highlighted the need for organizations to focus on developing a sense of inclusion among its employees to enhance their engagement levels which would consequently lead to a reduction in their intent to leave the organization (Saks, 2006; Jones and Harter 2005; Mor Barak et al., 2016; Downey et al., 2015). Employees were found to believe in their managers for giving them equal treatment at workplace and were committed to work with people from all segments of society, however, at organizational level more effort is needed to manage diversity effectively for an inclusive growth of all employees as well as stratas of society. More women need to recruited and promoted at senior management level (Gupta, 2017). Lastly, all employees need to be given equal opportunity to participate in decision making process so as to improve inclusivity. Thus, organizations aiming for an inclusive growth can do so by making employees a part of critical processes and also implement diversity initiatives and manage diversity effectively so as to enhance the employee engagement levels and thereby lower the turnover intention.

LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

The study was geographically restricted to two regions and gauged the perception of employees at individual level from one industry. So, the results may be different for other industries and regions, giving rise to scope for extending the study into other industries as well in future. In this research, authors have considered four variables for developing a path model, leading to scope for future research where other study variables can be included. Role of diversity and inclusion can further be examined with leadership, job satisfaction, organizational commitment, well being and such related variables which may contribute in lowering the turnover intention of employees. Further, employee and firm performance can also be studied as outcome variables. Potential studies can also look for collecting the data by conducting semi-structured interviews of target respondents to get a deep insight into the topic. A comparative analysis of pre and post implementation of diversity related organizational policies or interventions can be studied. Lastly, other diversity characteristics such as nationality, marital status, education level and sexual orientation can also be studied to capture new insights on diversity and inclusion.

DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST

On behalf of all authors, the corresponding author states that there is no conflict of interest.

FUNDING AGENCY

Publisher has waived the Open Access publishing fee.

REFERENCES

- Afroz, S., & Haque, M. I. (2021). Demographic Characteristics and Turnover Intention : A Study of Indian BPOs. *Prabandhan: Indian Journal of Management*, 14(1), 44–60. doi:10.17010/pijom/2021/v14i1/157063
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. doi:10.1016/0749-5978(91)90020-T
- Albdour, A. A., & Altarawneh, I. I. (2012). Corporate Social Responsibility and Employee Engagement in Jordan. *International Journal of Business and Management*, 7(16), 89–105. doi:10.5539/ijbm.v7n16p89
- Appollis, V. (2010). *The relationship between intention to quit, psychological capital and job satisfaction in the tourism industry in the Western Cape*. University of Western Cape.
- April, K., Ephraim, N., & Peters, K. (2012). Diversity management in South Africa : Inclusion, identity, intention, power and expectations. *African Journal of Business Management*, 6(4), 1749–1759. doi:10.5897/AJBM11.1184
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. doi:10.1108/IJPPM-01-2013-0008
- Avery, D. R., & McKay, P. F. (2006). Target practice: An organizational impression management approach to attracting minority and female job applicants. *Personnel Psychology*, 59(1), 157–187. doi:10.1111/j.1744-6570.2006.00807.x
- Avery, D. R., McKay, P. F., Wilson, D. C., & Tonidandel, S. (2007). Unequal attendance: The relationships between race, organizational diversity cues, and absenteeism. *Personnel Psychology*, 60(4), 875–902. doi:10.1111/j.1744-6570.2007.00094.x
- Bothma, F. C., & Roodt, G. (2012). Work-based identity and work engagement as potential antecedents of task performance and turnover intention: Unravelling a complex relationship. *SA Journal of Industrial Psychology*, 38(1), 27–44. doi:10.4102/sajip.v38i1.893
- Brewer, M. B. (1991). The Social Self: On Being the Same and Different at the Same Time. *Personality and Social Psychology Bulletin*, 17(5), 475–482. doi:10.1177/0146167291175001
- Brimhall, K. C., Mor Barak, M., Hurlburt, M., McArdle, J. J., Palinkas, L., & Henwood, B. (2017). Increasing Workplace Inclusion: The Promise of Leader–Member Exchange. *Human Service Organizations, Management, Leadership & Governance*, 41(3), 222–239. doi:10.1080/23303131.2016.1251522
- Brimhall, K. C., Lizano, E. L., & Barak, M. E. M. (2014). The mediating role of inclusion : A longitudinal study of the effects of leader – member exchange and diversity climate on job satisfaction and intention to leave among child welfare workers. *Children and Youth Services Review*, 40, 79–88. doi:10.1016/j.childyouth.2014.03.003
- Brunetto, Y., Teo, S. T. T., Shacklock, K., & Farr-wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: Explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22(4), 428–441. doi:10.1111/j.1748-8583.2012.00198.x
- Burton, W. N., Chen, C. Y., Li, X., & Schultz, A. B. (2017). The association of employee engagement at work with health risks and presenteeism. *Journal of Occupational and Environmental Medicine*, 59(10), 988–992. doi:10.1097/JOM.0000000000001108 PMID:28708673
- Buttner, E. H., Lowe, K. B., & Billings-Harris, L. (2012). An Empirical Test of Diversity Climate Dimensionality and Relative Effects on Employee of Color Outcomes. *Journal of Business Ethics*, 110(3), 247–258. doi:10.1007/s10551-011-1179-0
- Buttner, E. H., & Lowe, K. B. (2017). Addressing Internal Stakeholders’ Concerns: The Interactive Effect of Perceived Pay Equity and Diversity Climate on Turnover Intentions. *Journal of Business Ethics*, 143(3), 621–633. doi:10.1007/s10551-015-2795-x
- Cho, S., & Mor Barak, M. E. (2008). Understanding of Diversity and Inclusion in a Perceived Homogeneous Culture: A Study of Organizational Commitment and Job Performance among Korean Employees. *Administration in Social Work*, 32(4), 100–126. doi:10.1080/03643100802293865

- Choi, S., & Rainey, H. G. (2014). Organizational Fairness and Diversity Management in Public Organizations: Does Fairness Matter in Managing Diversity? *Review of Public Personnel Administration*, 34(4), 307–331. doi:10.1177/0734371X13486489
- Chrobot-Mason, D., & Aramovich, N. P. (2013). The Psychological Benefits of Creating an Affirming Climate for Workplace Diversity. *Group & Organization Management*, 38(6), 659–689. doi:10.1177/1059601113509835
- Cox, T. (1994). *Cultural diversity in organizations: Theory, research and practice*. Berrett-Koehler Publishers.
- Donnelly, R. (2015). Tensions and challenges in the management of diversity and inclusion in IT services multinationals in India. *Human Resource Management*, 54(2), 199–215. doi:10.1002/hrm.21654
- Downey, S. N., van der Werff, L., Thomas, K. M., & Plaut, V. C. (2015). The role of diversity practices and inclusion in promoting trust and employee engagement. *Journal of Applied Social Psychology*, 45(1), 35–44. doi:10.1111/jasp.12273
- Ferreira, P., & De Oliveira, E. R. (2014). Does corporate social responsibility impact on employee engagement? *Journal of Workplace Learning*, 26(3), 232–247. doi:10.1108/JWL-09-2013-0070
- Gupta, N. (2017). Gender inequality in the work environment : A study of private research organizations in India. *Equality, Diversity and Inclusion*, 36(3), 255–276. doi:10.1108/EDI-04-2016-0029
- Gupta, V., & Kumar, S. (2012). Impact of performance appraisal justice on employee engagement: A study of Indian professionals. *Employee Relations*, 35(1), 61–78. doi:10.1108/01425451311279410
- Gupta, A., & Singh, V. (2020). Incorporating organisational justice, job satisfaction and organisational commitment in a model of turnover intentions for software professionals. *International Journal of Indian Culture and Business Management*, 21(4), 544. doi:10.1504/IJICBM.2020.111375
- Hair, J. F. Jr, Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- Halbesleben, J. R. B., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work and Stress*, 22(3), 242–256. doi:10.1080/02678370802383962
- Homans, G. C. (1958). Social Behavior as Exchange. *American Journal of Sociology*, 63(6), 597–606. doi:10.1086/222355
- Hwang, J., & Hopkins, K. M. (2015). A structural equation model of the effects of diversity characteristics and inclusion on organizational outcomes in the child welfare workforce. *Children and Youth Services Review*, 50, 44–52. doi:10.1016/j.childyouth.2015.01.012
- Hyde, M. (2017). Understanding Diversity, Inclusion and Engagement. In *Diversity* (pp. 3–28). Inclusion and Engagement. https://www.oup.com.au/media/documents/higher-education/he-samples-pages/he-teacher-ed-landing-page-sample-chapters/HYDE_9780190308452_SC.pdf
- Jauhari, H., & Singh, S. (2013). Perceived diversity climate and employees' organizational loyalty. *Equality, Diversity and Inclusion*, 32(3), 262–276. doi:10.1108/EDI-12-2012-0119
- Jones, J. R., & Harter, J. K. (2005). Race Effects on the Employee Engagement-Turnover Intention Relationship. *Journal of Leadership & Organizational Studies*, 11(2), 78–88. doi:10.1177/107179190501100208
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692–724. doi:10.2307/256287
- Kenan-Small, Y. M. (2011). *Diversity and inclusion in information technology from an age perspective : motivating and managing information technology professionals across*. School of Business and Technology, Capella University.
- Kim, H., & Kao, D. (2014). A meta-analysis of turnover intention predictors among U.S. child welfare workers. *Children and Youth Services Review*, 47, 214–223. doi:10.1016/j.childyouth.2014.09.015
- Kundu, S. C., & Mor, A. (2017). Workforce diversity and organizational performance: A study of IT industry in India. *Employee Relations*, 39(2), 160–183. doi:10.1108/ER-06-2015-0114

- Liu, Y. (2005). *Investigating turnover intention among emergency communication specialists*. University of South Florida.
- Ma, H. (2011). *The effects of Corporate Social Responsibility on Employee Engagement*. University of Southern California.
- Masaviru, M. (2016). Self-Disclosure : Theories and Model Review. *Journal of Culture. Social Development*, 18, 43–47.
- Memon, M. A., Salleh, R., Noor, M., Baharom, R., & Harun, H. (2014). Person-Organization Fit and Turnover Intention : The Mediating Role of Employee Engagement. *Global Business and Management Research*, 6(3), 205–209.
- Messarra, L. C. (2014). Religious Diversity at Work: The Perceptual Effects of Religious Discrimination on Employee Engagement and Commitment. *Contemporary Management Research*, 10(1), 59–80. doi:10.7903/cmr.12018
- Mor Barak, M. E., & Cherin, D. A. (1998). A tool to expand organizational understanding of workforce diversity. *Administration in Social Work*, 22(1), 47–64. doi:10.1300/J147v22n01_04
- Mor Barak, M. E., & Levin, A. (2002). Outside of the corporate mainstream and excluded from the work community: A study of diversity, job satisfaction and well-being. *Community Work & Family*, 5(2), 133–157. doi:10.1080/13668800220146346
- Mor Barak, M. E., Lizano, E. L., Kim, A., Duan, L., Rhee, M.-K., Hsiao, H.-Y., & Brimhall, K. C. (2016). The Promise of Diversity Management for Climate of Inclusion: A State-of-the-Art Review and Meta-Analysis. *Human Service Organizations, Management, Leadership & Governance*, 40(4), 305–333. doi:10.1080/23303131.2016.1138915
- Muir, C., & Hoyland, T. (2015). Research Briefs Do Diversity and Inclusion Help Drive Employee Engagement? *The Academy of Management Perspectives*, 29(2), 7–9. Advance online publication. doi:10.5465/amp.2015.0128
- Mulki, J. P., Jaramillo, J. F., & Locander, W. B. (2008). Effect of ethical climate on turnover intention: Linking attitudinal- and stress theory. *Journal of Business Ethics*, 78(4), 559–574. doi:10.1007/s10551-007-9368-6
- Muthamilarasu, M., & Selvarani, D. C. (2020). Attrition of employees in Indian software industry. *The International Journal of Analytical and Experimental Modal Analysis*, 12(9), 1810–1815.
- Panicker, A., & Agrawal, R. K. (2020). Transition from Diversity to Inclusion. In *The Routledge Companion to Inclusive Leadership* (pp. 203–214). doi:10.4324/9780429294396-19
- Peixoto, A., Gonzalez, C. S. G., Strachan, R., Plaza, P., De Los Angeles Martinez, M., Blazquez, M., & Castro, M. (2018). Diversity and inclusion in engineering education: Looking through the gender question. *IEEE Global Engineering Education Conference, EDUCON*, 2071–2075. doi:10.1109/EDUCON.2018.8363494
- Pelled, L. H., & Ledford, G. (1999). Demographic Dissimilarity and Workplace Inclusion. *Journal of Management Studies*, 36(7), 1013–1031. doi:10.1111/1467-6486.00168
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717–731. doi:10.3758/BF03206553 PMID:15641418
- Puritty, C., Strickland, L. R., Alia, E., Blonder, B., Klein, E., Kohl, M. T., McGee, E., Quintana, M., Ridley, R. E., Tellman, B., & Gerber, L. R. (2017). Without inclusion, diversity initiatives may not be enough. *Science*, 357(6356), 1101–1102. doi:10.1126/science.aai9054 PMID:28912234
- Ranieri, D. M. (2020). The impact of employee perception of inclusion and psychosocial capital on meaningful engagement in organizations. Alliant International University.
- Roberson, Q. M. (2006). Disentangling the Meanings of Diversity and Inclusion in Organizations. *Group & Organization Management*, 31(2), 212–236. doi:10.1177/1059601104273064
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. doi:10.1108/02683940610690169

Schaufeli, W. B., Salanova, M., González-romá, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3(1), 71–92. doi:10.1023/A:1015630930326

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. doi:10.1002/job.248

Schloderer, M. P., Sarstedt, M., & Ringle, C. M. (2014). The relevance of reputation in the nonprofit sector : The moderating effect of socio-demographic characteristics. *International Journal of Nonprofit and Voluntary Sector Marketing*, 19(2), 110–126. doi:10.1002/nvsm.1491

Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Holcombe Ehrhart, K., & Singh, G. (2011). Inclusion and Diversity in Work Groups: A Review and Model for Future Research. *Journal of Management*, 37(4), 1262–1289. doi:10.1177/0149206310385943

Tajfel, H., & Turner, J. C. (1986). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations*. Nelson-Hall.

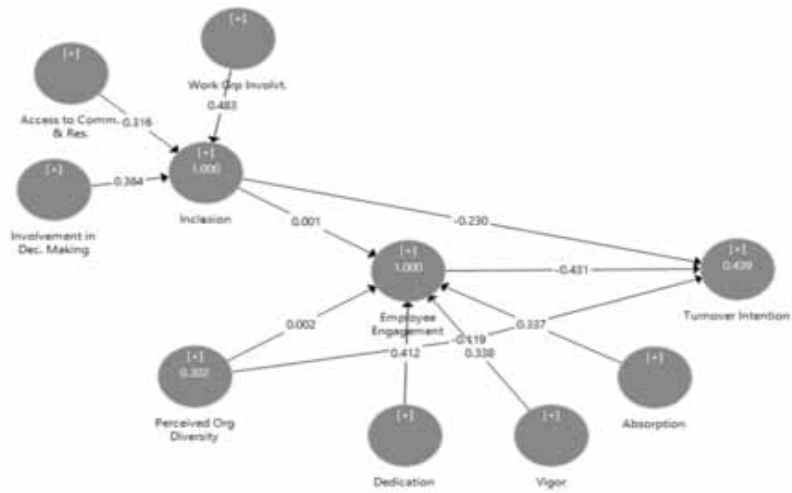
Takawira, N., Coetzee, M., Schreuder, D., Management, R., & Africa, S. (2014). Job embeddedness, work engagement and turnover intention of staff in a higher education institution : An exploratory study. *SA Journal of Human Resource Management*, 12(1), 1–10. doi:10.4102/sajhrm.v12i1.524

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293. doi:10.1111/j.1744-6570.1993.tb00874.x

Xu, J., & Cooper Thomas, H. (2011). How can leaders achieve high employee engagement? *Leadership and Organization Development Journal*, 32(4), 399–416. doi:10.1108/01437731111134661

APPENDIX A

Figure 4. Swamping out effect caused by lower order constructs of employee engagement



APPENDIX B

Appendix Table

Inclusion	Employee Engagement
Influence in Decision Making items	Absorption
IDM 1-Say in the way work is performed	EE-AB1-Immersed in my work
IDM 2-Influence in work assignment decisions	EE-AB2-Time flies while working
IDM 3-Consulted for project decisions	EE-AB3-I forget everything else while working
IDM 4-Influence organizational decisions	EE-AB4-Feel happy when I am working
Work Group Involvement	EE-AB5-Difficult to detach myself from job
WGI 1- Judgement respected by work group	EE-AB6-Get overly involved in my work
WGI 2(R)- Work group doesn't share information	Dedication
WGI 3- Feel a part of work group decisions	EE-DE1-Enthusiastic about job
WGI 4 – People in my work group listen to what I say	EE-DE2-Job is challenging
WGI 5(R)- Feel isolated from workgroup	EE-DE3-Job inspires me
WGI 6- Feel a part of informal discussion	EE-DE4-Work is full of meaning and purpose
Access to communication and resources	EE-DE5-Proud of work that I do
ACR 1(R)- Rarely received input from manager	Vigor
ACR 2- Have all material to do job	EE-V1-Feel bursting with energy at work
ACR 3- Provided with feedback from the boss	EE-V2-Feel strong and vigorous at work
ACR 4(R)- Don't have access to training I need	EE-V3-Can continue working for long periods
	EE-V4-Feel like going to work in the morning
Perceived Organizational Diversity	EE-V5-Persevere when things don't go well at work
POD1- Manager work well with different background employees	EE-V6-Can handle difficult situations at work
POD2- I am aware of company's efforts towards diversity creation	
POD3- Believe that org. is striving to manage diversity	Turnover Intention
POD4- Policies and programs of company promote diversity at workplace	TI1- I may look for a new job next year
POD5- Supervisor is committed to work with people from diverse backgrounds	TI2(R)- Given an option, I would prefer to continue work for same org.
POD6- The heads of the organization believe in diverse work environment	TI3- I often think of leaving the organization
POD7- I trust senior management to deal with diversity issues effectively	
POD8- If I face discrimination, my employer will act in fair and just manner	

Anchal Gupta is an educator and a researcher with 9 years of teaching, research and industry experience. She completed her doctoral degree (PhD) in Human Resources in 2018 from Vellore Institute of Technology, Vellore, India and is currently working as a Business Instructor at Mentora College of Business and Technology in Toronto, Canada. She has several research publications in peer reviewed Scopus indexed journals and conferences. Her areas of interest include Human Resources Management, Diversity and Inclusion, Training and Development, Gamification, and Employee Engagement.

S. Gomathi completed Ph.D. in Human Resource Management in 1994 from Alagappa University, Karaikudi, Tamilnadu. She has 28 years of teaching cum research experience. She joined as a faculty in Business School in 1994, now known as VIT University, India. She has developed 10 doctorate candidates successfully. She is guiding six Ph.D. scholars at VIT Business School at present. She is a popular and friendly speaker, a trainer in premier Educational Institutions and Corporate. She is a specialist in Organizational Behavior, Human Resource Management, Stress Management, and Emotional Intelligence. She has authored eight books. She is a recipient of many honors as the best teacher, the best paper presenter in conferences, and also research awards. She has delivered many guest lectures and also presided as a resource person for UGC as well as ICSSR Sponsored Conferences and has published several papers in refereed journals and Scopus indexed journals.