

A Study On The Impact Of Experiential Diversity On Employee Retention In Indian It Sector

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ABSTRACT

In today's dynamic work environment, retaining skilled professionals has become a critical challenge, particularly in the Indian IT sector. This study explores the role of experiential diversity—such as cross-functional roles and project variety—in influencing employee retention among executives in Bengaluru, Karnataka. Addressing a gap in understanding, the research investigates how diverse work experiences enhance job satisfaction, skill development, and career growth, ultimately impacting retention. A mixed-method approach was used, involving a survey of 302 executives from leading IT firms and qualitative interviews. Quantitative analysis identified key factors of experiential diversity, while qualitative insights revealed employees' perspectives on how these experiences influence their intent to stay. The study developed a conceptual model illustrating the relationship between experiential diversity and retention. Findings suggest that experiential diversity significantly improves retention by fostering engagement and career satisfaction. Future research could assess its long-term effects and applicability across other sectors.

Keywords: Career Satisfaction, Cross-functional Roles, Employee Engagement, Employee Retention, Experiential Diversity, Indian IT Sector, Job Rotation, Organizational Commitment, Project Variety, Talent Management

1. INTRODUCTION

The Indian Information Technology (IT) sector is a dynamic and globally recognized industry, significantly contributing to the nation's economy (Singh *et al.*, 2019). Fueled by technological advancements and rapid globalization, the sector thrives on innovation and competitiveness. However, the rapid growth of the industry brings with it the challenge of retaining skilled talent, as high attrition rates pose a threat to organizational performance and customer satisfaction (Pandita & Ray, 2018). Employee retention has become a crucial factor for the long-term success of IT firms, particularly in a competitive market like India (Gope *et al.*, 2018). In this context, experiential diversity emerges as a promising approach to addressing retention challenges. Experiential diversity refers to the range of roles, functions, projects, and skills an employee is exposed to throughout their career (Bogers *et al.*, 2017). This variety not only broadens employees' perspectives but also enhances their understanding of the industry. By fostering diverse work experiences, organizations can create a more engaging environment that promotes satisfaction, career growth, and a sense of belonging (Lysova *et al.*, 2019).

The present study, titled "A Study on the Impact of Experiential Diversity on Employee Retention in the Indian IT Sector," examines how exposure to diverse roles and projects influences employees' decisions to stay. It argues that offering well-managed experiential opportunities can strengthen employee loyalty, improve retention rates, and reduce turnover.

1.1 Background of the Study

Employee retention has become a significant challenge in the global IT industry, where companies face mounting pressure to maintain a stable workforce amidst high attrition rates (Nicola *et al.*, 2020). The Indian IT sector, particularly in Bengaluru, is no exception (Hariharan & Biswas, 2020). As a global hub for IT services, the sector competes not only on cost and quality but also heavily relies on the expertise and knowledge of its workforce. Retaining key employees has thus become a strategic priority for organizations operating in this dynamic and competitive environment (Harsch & Festing, 2019).

Among the various strategies aimed at improving retention, experiential diversity has emerged as a noteworthy concept. Rooted in organizational behavior and human resource management, experiential diversity refers to the breadth and depth of professional experiences an employee gains over their career (Farndale *et al.*, 2019). This diversity is shaped by factors such as working on multiple projects, performing varied roles, engaging with diverse teams, or adapting to different

geographies and technologies. In the IT industry, where technological advancements and project dynamics evolve rapidly, experiential diversity holds particular relevance. It equips employees with the skills and adaptability needed to thrive in changing environments, fostering a mindset of versatility and innovation.

Organizations that prioritize experiential diversity create opportunities for employees to broaden their perspectives, enhance their skill sets, and foster continuous learning (Luu *et al.*, 2018). By engaging employees in diverse roles and projects, companies can cultivate a culture of creativity, innovation, and personal growth (Kremer *et al.*, 2018). This approach not only increases job satisfaction but also strengthens organizational commitment.

The Indian IT sector's high attrition rates are often attributed to long working hours, high-pressure environments, limited career progression opportunities, and an intensely competitive job market (Shrivastava, 2019). Offering diverse experiences and development opportunities enables employees to feel more engaged and valued, fostering a sense of satisfaction and accomplishment. As a result, experiential diversity can play a pivotal role in reducing attrition and retaining valuable talent.

1.2 Experiential Diversity and Employee Retention

Research indicates that employees exposed to a variety of experiences are more likely to remain loyal and committed to their organizations. This is especially significant in the Indian IT sector, where repetitive roles can lead to burnout and disengagement. Providing employees with opportunities to rotate between functions, take on new projects, or collaborate with diverse teams can help organizations combat feelings of monotony and foster a more dynamic and engaging work environment.

1. **Skill Enhancement:** Exposure to a variety of projects and roles allows employees to develop a broad skill set, fostering career growth. When organizations support professional development, employees are more likely to remain committed to their current employer (Gyansah & Guantai, 2018).
2. **Increased Job Satisfaction:** Engaging in diverse tasks and responsibilities boosts job satisfaction by providing opportunities for learning and growth. Employees who feel challenged and valued are less inclined to seek opportunities elsewhere (Tenakwah, 2021).
3. **Career Advancement:** Experiential diversity creates pathways for employees to step into leadership roles or transition into new positions within the organization (Hartzell & Dixon, 2018). This sense of upward mobility and clear career prospects enhances retention.
4. **Cultural Integration:** Working with diverse teams and across multiple functions helps employees gain a deeper understanding of the organizational culture, enabling them to adapt and thrive within the company. (Hickman & Silva, 1985)

1.3 Developing a Model of Experiential Diversity and Retention

The relationship between experiential diversity and employee retention is complex and influenced by various moderating and mediating factors, such as organizational support, individual career goals, leadership involvement, and compensation. Organizations that actively promote experiential diversity through structured initiatives like job rotations, mentoring programs, and diverse project assignments tend to experience lower attrition rates than those that do not (Fujimoto & Härtel, 2017).

This study aims to develop a conceptual model illustrating how experiential diversity influences employee retention, identifying key areas for strategic interventions to enhance retention rates. By aligning experiential diversity initiatives with organizational objectives and employee aspirations, IT firms in India can cultivate a more engaged and loyal workforce. Providing employees with varied experiences not only boosts job satisfaction but also promotes skill development and fosters long-term commitment. Effectively managing experiential diversity offers Indian IT companies a powerful tool for retaining top talent in an increasingly competitive environment (Kundu & Mor, 2017). This research will delve deeper into these dynamics and present actionable strategies for leveraging experiential diversity to improve employee retention in the Indian IT sector.

1.4 Research Problem

The Indian IT sector has experienced remarkable growth over the past few decades, establishing itself as a global leader in technology services and solutions (Mukherjee, 2018). However, this rapid expansion has also brought significant challenges, particularly in retaining skilled employees. High attrition rates in the IT industry have driven organizations to explore various factors influencing employee commitment and retention (Mamun & Hasan, 2017). One such factor gaining attention is experiential diversity, which refers to the range of experiences employees acquire throughout their careers, including cross-functional roles, diverse project assignments, and exposure to varied work environments.

Experiential diversity represents the richness of professional experiences employees gain through engaging in different roles, tasks, and projects. A diverse range of experiences can broaden employees' perspectives, enhance their skill sets, and increase job satisfaction (Davidescu *et al.*, 2020). In the dynamic Indian IT sector, characterized by rapid technological advancements and evolving project demands, retaining top talent is critical. High turnover rates can lead to increased recruitment costs, loss of institutional knowledge, and disruption in project execution, ultimately affecting an

organization's competitive edge (Massingham, 2018). Despite its importance, the relationship between experiential diversity and employee retention remains underexplored. Most research on diversity has focused on demographic factors such as age, gender, and ethnicity, neglecting the experiential dimension. This gap presents an opportunity to investigate how diverse career experiences influence employees' decisions to remain with an organization.

Organizations increasingly recognize that fostering an inclusive work environment involves more than just demographic diversity. It requires creating opportunities for employees to gain varied and enriching experiences that contribute to their professional growth and personal fulfillment. Employees who perceive their roles as engaging and development-oriented are more likely to feel valued and committed, leading to improved retention (Hasan & Ali, 2021). Understanding how experiential diversity impacts employee retention is crucial for IT firms seeking to build a stable and productive workforce.

1.5 Significance of the Study

This study is significant as it addresses a critical issue in the Indian IT sector: employee retention. High attrition rates continue to pose challenges for IT organizations, impacting productivity, increasing recruitment costs, and disrupting project continuity. By focusing on experiential diversity, this research introduces a relatively underexplored dimension in employee retention strategies. Experiential diversity, encompassing varied roles, projects, and professional exposures, has the potential to enhance employee engagement, job satisfaction, and career growth. Through this study, organizations can gain a deeper understanding of how diverse work experiences contribute to employee loyalty and retention. This research also aims to bridge the gap in existing literature, which has traditionally focused on demographic diversity rather than the experiential aspect. By developing a model to illustrate the impact of experiential diversity on retention, this study provides actionable insights for IT firms seeking to sustain a competitive edge in a dynamic industry. Based on this, the objectives were formulated as follows:

1. To identify factors contributing to experiential diversity in IT Employees
2. To analyse the relationship between experiential diversity and employee retention
3. To develop a model illustrating the impact of experiential diversity on employee retention

1.6 Scope of the Study

The scope of this research is confined to the Indian IT sector, with a specific focus on executive employees working in IT firms in Bengaluru, Karnataka—a city often referred to as the "Silicon Valley of India." The study investigates factors contributing to experiential diversity, such as cross-functional roles, diverse project assignments, and exposure to various work environments. It also examines the relationship between these factors and employee retention, aiming to establish a clear linkage between experiential diversity and employees' intent to stay with their organizations. Furthermore, the research adopts a mixed-method approach, incorporating both quantitative and qualitative data to ensure a comprehensive analysis. By developing a conceptual model, this study aims to offer practical strategies for IT companies to enhance employee retention through experiential diversity. While the findings primarily apply to the Indian IT sector, they may also have broader implications for other industries facing similar challenges with workforce management and retention.

2. RESEARCH METHODOLOGY

The research design outlines the approach and framework for examining the impact of experiential diversity on employee retention within the Indian IT sector. The study seeks to offer a thorough understanding of how various experiential factors affect employee retention and to identify effective strategies for improving retention through the management of experiential diversity. A mixed-methods approach will be used, integrating both quantitative and qualitative methods to provide a well-rounded perspective on the topic.

This research will follow a descriptive approach, which is ideal for exploring the relationships between variables and assessing their effects within a particular context. The study will concentrate on the Indian IT sector, specifically targeting executive-level employees, to gather valuable insights into their experiences and perceptions regarding experiential diversity and its impact on retention.

1. Quantitative Research:

Surveys: A structured questionnaire will be used to collect data from IT employees, focusing on experiential diversity factors such as role variety, project exposure, geographical mobility, and mentorship, as well as retention factors like job satisfaction, engagement, and intent to stay.

Sampling: Stratified random sampling will select around 302 respondents from various IT companies in Bengaluru, considering company size, employee tenure, and job function for diverse representation.

Data Collection Instruments: The questionnaire will include sections on demographics, diversity experiences, job satisfaction, engagement, and retention, developed from relevant literature and validated scales. Likert-type rating scales will assess perceptions, ranging from "strongly disagree" to "strongly agree."

2. Data Analysis:

The data will be analyzed using SPSS, with descriptive statistics for demographic details and key variables. Structural Equation Modeling (SEM) will be employed using AMOS for in-depth analysis.

This approach provides a structured framework to investigate the link between experiential diversity and employee retention, offering valuable insights for improving retention strategies in the Indian IT sector.

2.1 Hypothesis Developed for the Study

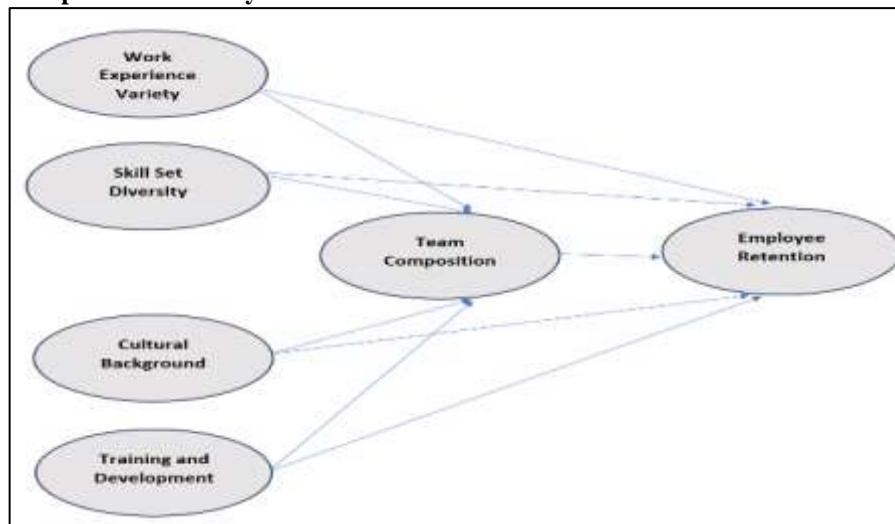


Figure 2.1: Conceptual Model (Developed by authors)

Based on the proposed framework given above the following hypothesis has been mentioned below.

H1: There is a positive relationship between work experience variety and team composition in IT employees.

H2: Work experience variety positively impacts employee retention through its influence on team composition.

H3: Skill set diversity has a positive relationship with team composition.

H4: Skill set diversity indirectly influences employee retention by enhancing team composition.

H5: Cultural background diversity positively affects team composition.

H6: Cultural background diversity has a positive impact on employee retention, mediated through team composition.

H7: Training and development contribute positively to team composition.

H8: Training and development have a positive relationship with employee retention, mediated by the quality of team composition

H9: Team composition mediates the relationship between experiential diversity (work experience variety, skill set diversity, cultural background, and training and development) and employee retention in the Indian IT sector.

2.2 Sample Size Calculation

The population in a given study would be the entire group of respondents whom the researcher identifies for the purpose of the study (Bougie & Sekaran, 2019). The sample size required for the study was calculated using the below mentioned Cochran's formula (Cochran, 1977).

$$n = \frac{z^2 \times p \times (1-p)}{E^2}$$

Where:

n = sample size

z = selected value of the desired confidence level,

p = estimate of an attribute present in the population,

q = 1-p,

e² = Desired level of precision

In the present study, Confidence level - 95% (5% error), hence, Z = 1.96, Population - 50% females and 50% males, hence p = .50 and q = (1-p) = .50, Desired level of precision - 5%, hence e = 0.05 the formula for sample size is: $n = \frac{[Z^2 \times p \times q]}{[e^2]}$, Substituting the values in the above formula, we get:

$$\frac{(1.96)^2 \times (0.50 \times 0.50)}{(0.05)^2}$$

$$= 384.56$$

$$= 384.56$$

Thus, a minimum sample size of 384 was determined for the present study.

3. RESULTS AND FINDINGS

The results and findings of this study aim to provide a comprehensive understanding of how experiential diversity impacts employee retention within the Indian IT sector. By analyzing data gathered through surveys and structured questionnaire. The final model developed will offer actionable insights that IT firms can use to tailor their retention strategies and foster an environment conducive to long-term employee loyalty and engagement.

Table 3.1: Socio Demographic Profile of the Respondents

Notes: (1) N=302 Respondents, Sources: Survey

Age (Years Old)	Groups	No.	Percentage%
	< = 18	22	7.3
	19 - 30	223	73.8
	31 - 50	53	17.5
	Above 50	4	1.3
Gender	Male	162	53.6
	Female	140	46.4
Current Employment	Full Time	210	69.5
Status	Part Time	92	30.5
Years of Experience	< = 1 year	114	37.7
	1-3 years	123	40.7
	4-6 years	53	17.5
	7 - 10 years	12	4.00
Educational	Under Graduate	125	41.4
Qualification	Post Graduate	145	48
	Post Doctoral	21	7.00

Table 3.1 illustrates the Socio Demographic Profile of the Respondents. The majority of participants (73%) are aged 19-30, with 17.5% in the 31-50 age group and 4% over 50. A smaller portion (7.3%) have 1 year or less of experience. Gender distribution is 53.6% male and 46.4% female. Regarding employment status, 69.5% are full-time and 30.5% part-time. In terms of experience, 40.7% have 1-3 years, 17.5% have 4-6 years, and 37.7% have less than 1 year. Educationally, 41.4% are undergraduates, 4% are postgraduates, and 7% are post-doctoral.

By analyzing data gathered through surveys and structured questionnaire. The final model developed will offer actionable insights that IT firms can use to tailor their retention strategies and foster an environment conducive to long-term employee loyalty and engagement.

3.1 Verification and Validation

1. Reliability Statistics

Cronbach's alpha is used to assess the internal consistency or reliability of a scale, ensuring that the items within a questionnaire or test are measuring the same underlying construct. A higher alpha value (typically above 0.70) indicates better reliability of the scale. (Tavakol & Dennick, 2011)

Table 3.2: Cronbach's Alpha

Cronbach's alpha	N of Items
.807	302

A Cronbach's alpha of 0.807 with 302 items indicates good internal consistency or reliability for the scale. Generally, a Cronbach's alpha value of 0.70 or higher is considered acceptable, with values above 0.80 reflecting strong reliability. Thus, a value of 0.807 suggests that the items within the scale are measuring the same underlying construct consistently.

2. Kaiser-Meyer-Olkin (KMO) test

The Kaiser-Meyer-Olkin (KMO) test is used to assess the adequacy of sample size for factor analysis, with values above 0.5 indicating acceptable sampling adequacy. The Bartlett's Test of Sphericity checks whether the correlation matrix is an identity matrix, ensuring that variables are correlated enough to proceed with factor analysis.

Table 3.3: Kaiser-Meyer-Olkin (KMO) test

Kaiser-Meyer-Olkin for sampling adequacy		.829
Bartlett's Test of Sphericity	Approx. Chi-Square	1055.757
	df	231
	Sig.	< .001

The Kaiser-Meyer-Olkin (KMO) value of 0.829 indicates that the sampling adequacy is good, as values above 0.5 are considered acceptable for factor analysis. Bartlett's Test of Sphericity shows a Chi-Square value of 1055.757 with 231 degrees of freedom, and a p-value of < 0.001, which indicates that the correlation matrix is not an identity matrix, supporting the suitability of the data for factor analysis.

3. Confirmatory Factor Analysis (CFA)

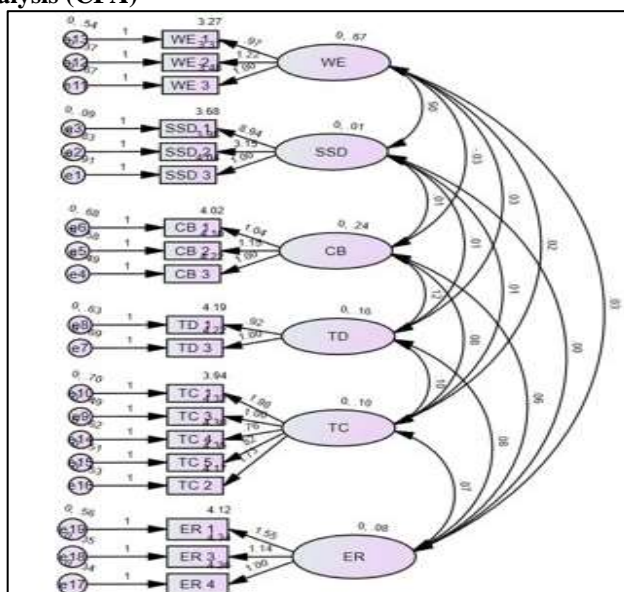


Figure 3.1: CFA Model

Model Fit:

Confirmatory Factor Analysis (CFA) is done to validate the factor structure of a set of observed variables, testing whether the data fits a hypothesized measurement model (Brown, 2015). It helps confirm whether the variables are measuring the intended constructs and assesses the reliability and validity of the measurement model.

Table 3.4: Overall Model Fit Summary (CFA)

Parameter	Estimated Model	Suggested Values
Chi-Square	317.636	Lower values indicate a better fit
Degrees of Freedom (df)	137	
RMSEA	0.03	Values close to 0 indicate a better model fit.
RMR	0.02	Indicates a good model fit
CFI,GFI,AGFI	0.8	Indicates a moderate-to good fit

The table 3.5 depicting the CFA fit indices state that the results support the model's suitability for this study.

4. Structural Equation Modelling (SEM)

Structural Equation Modeling (SEM) is used to analyze complex relationships among variables by testing and estimating the structural (causal) paths between latent (unobserved) and observed variables. It is done to Test Theoretical Models and Understand Causal Relationships. By incorporating both factor analysis and multiple regression, SEM is a comprehensive tool for modeling and analyzing multivariate data with complex interdependencies (Kline, 2015)

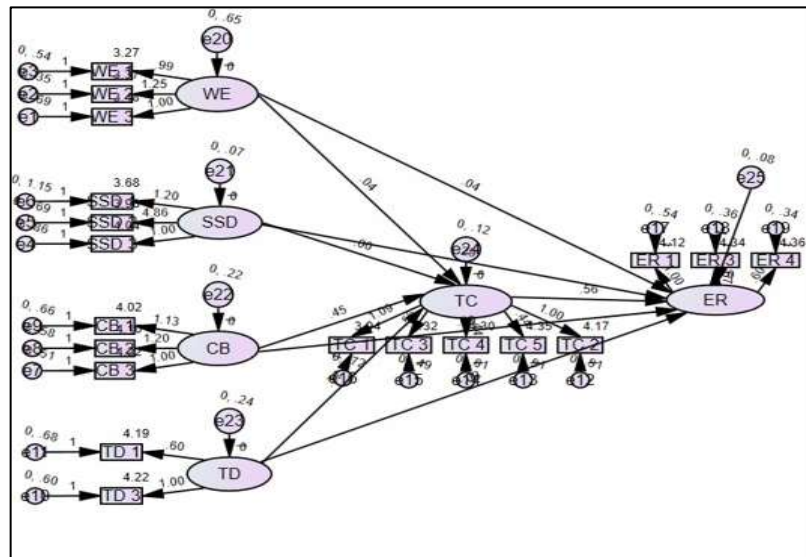


Figure 3.2: SEM Model Fit:

Table 3.5: Overall Model Fit Summary (SEM)

Parameter	Estimated Model	Suggested Values
Chi-Square	369.952	Lower values indicate a better fit
Degrees of Freedom (df)	143	
RMSEA	0.04	Values close to 0 indicate a better model fit.
RMR	0.02	Indicates a good model fit
CFI, NFI	0.92	Indicates a moderate-to good fit
GFI, AGFI	0.91	Indicates a good model fit

The results indicate that the model demonstrates an acceptable fit according to various fit indices. The Chi-Square value, while higher, is balanced by other indices. The RMSEA value of 0.04 suggests a close-to-ideal fit, indicating minimal error of approximation. The RMR value of 0.02 further supports the adequacy of the model fit, with a value closer to zero being desirable. The CFI and NFI values of 0.92 point to a moderate-to-good fit, suggesting that the model explains a good proportion of the variance in the data. Finally, the GFI and AGFI values of 0.91 demonstrate that the model captures a substantial amount of the variance and fits well to the data. These results collectively suggest that the model is a good representation of the underlying data structure.

5. Heterotrait-Monotrait (HTMT) Analysis:

The Heterotrait-Monotrait Ratio (HTMT) is used to assess discriminant validity in structural equation modeling (SEM). It helps ensure that different constructs are distinct from each other by comparing the correlations of items measuring different constructs (heterotrait) to those measuring the same construct (monotrait). A value below a threshold (typically 0.85 or 0.90) indicates good discriminant validity (Ringle *et al*, 2015).

Table 3.6: Heterotrait-Monotrait ratio (HTMT) Ratio of correlations Analysis

Correlation Matrix							
	Constructs	Work Experience Variety (WE)	Skill Set Diversity (SSD)	Cultural Background (CB)	Training and Development (TD)	Team Composition (TC)	Employee Retention (ER)
Correlations	WE	1.000	0.22	0.056	0.49	0.091	0.072
	SSD	0.22	1.000	0.17	0.23	0.221	0.10
	CB	0.056	0.17	1.000	0.24	0.309	0.23
	TD	0.049	0.23	0.24	1.000	0.330	0.269
	TC	0.091	0.221	0.309	0.330	1.000	0.415
	ER	0.072	0.10	0.23	0.269	0.415	1.000

Cronbach's alpha was used to assess the reliability of the 22 items, yielding a coefficient of 0.77, which is considered excellent. To evaluate the validity of the data for the study, both the Heterotrait-Monotrait Ratio (HTMT) and Kaiser-

Meyer-Olkin (KMO) tests were conducted. HTMT values should ideally be below 0.5 (with some recommending a threshold of 0.90) to confirm discriminant validity. In this study, all HTMT values (0.22, 0.22, 0.309, 0.330, 0.415, and 0.415) are below the 0.5 threshold, indicating strong discriminant validity between the variables, including Traditional On-Site, Fully Remote, Hybrid Mode, Individual Performance, Employee Engagement, and Job Satisfaction. The KMO value was 0.829, with a significance of <0.001, indicating high quality and a good fit for the data.

6. Regression Weightage of Model

Table 3.7: Regression Weightage of Model

Regression Weights:		Estimate	S.E	C.R	P Label
Team Composition	□ Work Experience	0.03	0.052	0.729	0.030
Team Composition	□ Skill Set Diversity	0.004	0.107	0.039	0.969
Team Composition	□ Cultural Background	0.449	0.126	3.572	0.031
Team Composition	□ Training and Development	0.769	0.290	2.650	0.00
Employee Retention	□ Team Composition	0.563	0.262	2.149	0.032
Employee Retention	□ Work Experience	0.039	0.050	0.07	0.020
Employee Retention	□ Skill Set Diversity	0.26	0.114	2.507	0.012
Employee Retention	□ Cultural Background	0.06	0.159	0.542	0.57
Employee Retention	□ Training and Development	0.027	0.276	0.09	0.045

The regression weightage values for the model show the strength and significance of the relationships between variables. Team Composition is positively influenced by Cultural Background (0.449) and Training and Development (0.769), with both relationships being significant (C.R. values of 3.572 and 2.650, respectively, and p-values < 0.05). Work Experience and Skill Set Diversity have minimal influence on Team Composition, with estimates of 0.03 and 0.004, respectively, and both non-significant relationships (p-values of 0.030 and 0.969, respectively).

Employee Retention is significantly influenced by Team Composition (0.563, C.R. = 2.149, p = 0.032), Work Experience (0.039, C.R. = 0.07, p = 0.020), and Skill Set Diversity (0.26, C.R. = 2.507, p = 0.012), all of which show positive impacts. However, Cultural Background (0.06) and Training and Development (0.027) have minimal effects on Employee Retention, with Cultural Background being non-significant (p = 0.57), and Training and Development showing a weak but significant impact (p = 0.045). In summary, Cultural Background, Training and Development, and Team Composition have the strongest and most significant effects on the model, while other variables like Work Experience and Skill Set Diversity also play a role but with weaker associations.

This study aimed to explore the relationship between various experiential diversity factors and their impact on team composition and employee retention within the Indian IT sector. Through an analysis of key variables such as work experience variety, skill set diversity, cultural background, and training and development, the study sought to determine their respective roles in shaping team dynamics and influencing the retention of employees. The findings of the study provide valuable insights into the significant factors that contribute to enhancing team composition and improving employee retention, which are critical in a competitive and fast-evolving industry like IT.

4. FINDINGS

The research findings highlight the intricate relationships between various factors and their influence on team composition and employee retention. It was observed that **work experience variety** plays a pivotal role in shaping team composition, demonstrating a significant positive impact. This suggests that diversity in work experiences **enriches team dynamics and fosters better collaboration**. Similarly, **skill set diversity emerged as a critical factor** influencing both team composition and employee retention. Teams with diverse skill sets benefit from a broader range of expertise, enhancing their functionality and **long-term cohesion**.

Another key factor, **cultural background**, significantly affects team composition, underscoring the importance of cultural diversity in forming well-rounded and effective teams. However, the study found that cultural background does not have a notable influence on employee retention, indicating that while it contributes to team-building, its role in **retaining employees may be limited**.

The research also highlights the vital contribution of **training and development to team composition**. Programs aimed at enhancing employee skills and capabilities were shown to have a significant positive impact on team dynamics. Conversely, training and development were not found to have a substantial effect on employee retention, suggesting that other factors may play a more dominant role in retaining talent.

Finally, work experience variety positively impacts **employee retention**, emphasizing its importance in maintaining a stable and experienced workforce. Meanwhile, skill set diversity continues to play a significant role in retaining employees, indicating that fostering a diverse skill set within teams is crucial for organizational sustainability.

These findings suggest that work experience variety, skill set diversity, cultural background, and training and development all play critical roles in shaping team composition, while skill set diversity and work experience variety also significantly influence employee retention.

5. RESULTS AND DISCUSSIONS

The study aimed to explore the influence of various organizational and individual factors on team composition and employee retention, focusing on elements such as work experience variety, skill set diversity, cultural background, and training and development. A hypothesis-driven approach was adopted to assess the significance of these factors, providing insights into their direct impact on organizational dynamics.

The results of hypothesis testing revealed valuable findings that help establish a comprehensive understanding of how these factors interact with key organizational outcomes. The rejection of null hypotheses and acceptance of alternative hypotheses across most factors signify their significant contributions to shaping team composition and employee retention. These results offer actionable insights for designing strategic initiatives to enhance team effectiveness and retention, further emphasizing the importance of fostering diversity and development within organizational structures.

Table 3.8: Results of the Hypothesis

Hypothesis	Hypothesis Statement	Test of Significance	Result
Ho1	There is no significant impact of Work Experience Variety on Team Composition	Significant	Rejected
Ha1	There is significant impact of Work Experience Variety on Team Composition	Significant	Accepted
Ho2	There is no significant impact of Skill Set Diversity on Team Composition	Significant	Rejected
Ha2	There is a significant impact of Skill Set Diversity on Team Composition	Significant	Accepted
Ho3	There is no significant impact of Cultural Background on Team Composition	Significant	Rejected
Ha3	There is a significant impact of Cultural Background on Team Composition	Significant	Accepted
Ho4	There is no significant impact of Training and Development on Team Composition	Significant	Rejected
Ha4	There is a significant impact of Training and Development on Team Composition	Significant	Accepted
Ho5	There is no significant impact of Work Experience Variety on Team Composition	Significant	Rejected
Ha5	There is a significant impact of Work Experience Variety on Team Composition	Significant	Accepted
H06	There is a significant impact of Skill Set Diversity on Team Composition	Significant	Rejected
Ha6	There is no significant impact of Skill Set Diversity on Team Composition	Significant	Accepted
Ho7	There is no significant impact of Skill Set Diversity on Employee Retention	Significant	Rejected
Ha7	There is a significant impact of Skill Set Diversity on Employee Retention	Significant	Accepted

The results and discussion from this table can be summarized from Table 3.8 as follows:

1. Work Experience Variety has a significant impact on **Team Composition** (Ho1: rejected, Ha1: accepted).

2. **Skill Set Diversity** significantly impacts **Team Composition** (Ho2: rejected, Ha2: accepted) and **Employee Retention** (Ho7: rejected, Ha7: accepted).

3. **Cultural Background** also significantly impacts **Team Composition** (Ho3: rejected, Ha3: accepted).

4. **Training and Development** significantly influences **Team Composition** (Ho4: rejected, Ha4: accepted).

In conclusion, all hypotheses indicating significant impacts (Ha1, Ha2, Ha3, Ha4, Ha7) are accepted, while the null hypotheses (Ho1, Ho2, Ho3, Ho4, Ho5, Ho6) are rejected, indicating the importance of these variables on team composition and employee retention.

6. CONCLUSION

The conclusions drawn from this study encapsulate the critical insights gained regarding the role of experiential diversity in shaping team dynamics and enhancing employee retention within the Indian IT sector. These findings not only contribute to the existing literature but also provide actionable recommendations for organizations to optimize workforce management.

1. **Work Experience Variety:** Demonstrated a significant positive impact on team composition, highlighting its importance in creating well-rounded and adaptable teams. Also showed a positive influence on employee retention, suggesting that diverse work experiences contribute to job satisfaction and loyalty.
2. **Skill Set Diversity:** Positively influenced both team composition and employee retention, emphasizing the need for diverse technical and soft skills to drive collaboration and innovation.
3. **Cultural Background:** Played a critical role in team composition, underscoring the importance of inclusivity in building cohesive and high-performing teams. However, its direct impact on employee retention was not significant, indicating that cultural diversity alone might not be sufficient to retain employees.
4. **Training and Development:** Proven to have a significant effect on team composition, showcasing the value of continuous learning in strengthening team capabilities. Its influence on employee retention further highlights that investment in employee growth fosters long-term organizational commitment.
5. **Team Composition:** Served as a significant mediating factor, bridging the relationship between experiential diversity variables and employee retention, reinforcing its critical role in organizational success.

7. FUTURE DIRECTIONS

The findings of this study provide a strong foundation for further exploration into the impact of experiential diversity on organizational outcomes. Future research can expand and refine these insights to develop a deeper understanding of how diversity management influences employee behavior and organizational performance.

1. **Broader Geographic Scope:** Extend the research to include IT organizations in different regions of India or globally to compare cultural and contextual differences in diversity's impact.
2. **Industry-Specific Analysis:** Investigate the role of experiential diversity in other industries, such as healthcare, manufacturing, or education, to identify sector-specific trends and strategies.
3. **Longitudinal Studies:** Conduct longitudinal research to observe the long-term effects of experiential diversity on team performance and employee retention over time.
4. **Exploration of Additional Diversity Factors:** Examine other dimensions of diversity, such as gender, age, and personality traits, to gain a more comprehensive understanding of their impact on team dynamics.
5. **Technology Integration:** Explore the role of emerging technologies, like artificial intelligence and machine learning, in facilitating the management of experiential diversity in teams.
6. **Impact of Hybrid Work Models:** Analyze how hybrid or remote work setups influence the dynamics of experiential diversity and its outcomes on retention and collaboration.
7. **Inclusion of Employee Perspectives:** Focus on qualitative studies capturing in-depth employee perspectives to complement quantitative data and uncover nuanced insights.
8. **Policy Implications:** Develop actionable policy recommendations for HR practices and organizational leadership based on the findings to enhance diversity management strategies.

By pursuing these directions, future research can enrich the understanding of diversity's role in modern workplaces and help organizations harness its potential for sustainable growth.

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