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Major Research Project Report on

“Impact of Employee Turnover and Retention Strategy in the Indian IT Sector”

Submitted By

Nishant Kataria

2K23/UMBA/069

Under the Guidance of

Ms. Shikha Tomar



DELHI SCHOOL OF MANAGEMENT

Delhi Technological University

Bawana Road Delhi 110042

CERTIFICATE

This is to certify that **Mr. Nishant Kataria**, Roll No. 2K23/UMBA/069, has successfully completed her project work titled **“Impact of Employee Turnover and retention strategy in the Indian IT Sector”** under the supervision and guidance of Ms. Shikha Tomar.

This project has been carried out as a part of the curriculum for the **Master of Business Administration (MBA)** program at **Delhi School of Management, Delhi Technological University (DTU)**, **New Delhi**, for the academic year **2024–2025**.

The work submitted in this report is original and in accordance with the guidelines laid down by the university.

Signature

Ms. Shikha Tomar

DECLARATION

I hereby affirm that the project report entitled **“Impact of Employee Turnover and retention strategy in the Indian IT Sector”** has been undertaken and completed by me as a part of the academic requirements for the degree of Master of Business Administration at Delhi School of Management, Delhi Technological University (DTU).

This report is a result of my own efforts and research. Any information, data, or content derived from external sources has been clearly acknowledged and properly cited to the best of my knowledge. I further confirm that this report has not been submitted, either partially or fully, to any other institution or university for the purpose of obtaining any academic qualification, diploma, or fellowship.

NISHANT KATARIA

2K23/UMBA/069

Delhi Technological University

ACKNOWLEDGEMENT

4 I take this opportunity to express my heartfelt gratitude to all those who have supported and guided me throughout the course of completing my research project titled “Impact of Employee Turnover and retention strategy in the Indian IT Sector”

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NISHANT KATARIA

2K23/UMBA/069

Delhi Technological University

EXECUTIVE SUMMARY

This dissertation explores the critical issue of employee turnover and the effectiveness of retention strategies within the Indian Information Technology (IT) sector. As a people-centric industry, the success of IT firms hinges on the stability and productivity of their human capital. High attrition, prevalent in the sector, threatens operational efficiency, innovation, client relationships, and overall organizational performance.

The study adopts a descriptive and comparative research methodology, focusing on four major IT firms: TCS, Infosys, Wipro, and HCLTech. It examines secondary data from annual reports, industry publications, and HR strategy documents covering the period 2023–2025. The research evaluates key metrics including attrition rates, cost of turnover, employee engagement initiatives, average tenure, and financial impact on company performance.

Findings reveal that **TCS** leads in employee retention with an attrition rate of 12.5%, supported by structured career development and long-tenure recognition. **Infosys** emphasizes upskilling and hybrid work models but faces periodic spikes in attrition. **Wipro** leans heavily on financial incentives, yet continues to struggle with workforce stability. **HCLTech** distinguishes itself through an innovation-driven, inclusive culture and employee-first philosophy, achieving moderate attrition levels.

Retention strategies proven effective across the sector include structured internal mobility, leadership development, hybrid work policies, wellness programs, and recognition of long-term service. The study also underscores the growing importance of diversity, flexible work arrangements, and continuous learning in retaining next-generation talent.

In conclusion, reducing turnover in the Indian IT sector requires a holistic approach that integrates career growth, meaningful engagement, and work-life balance. Organizations that proactively align HR strategy with evolving workforce expectations are better positioned to enhance retention, reduce costs, and sustain competitive advantage in a dynamic global market.



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INTRODUCTION

Brief Overview of the Indian IT sector

The Indian Information Technology (IT) sector stands as a cornerstone of the nation's economy, contributing significantly to GDP, employment, and exports. With a legacy dating back to the 1990s liberalization era, India has emerged as a global IT hub, renowned for its cost-effective, skilled workforce and expansive service portfolio. The sector comprises major segments such as IT services, Business Process Management (BPM), software products, and engineering R&D services.

As of FY2023–24, the Indian IT industry is valued at over \$250 billion, employing more than 5 million professionals, and contributing nearly 8% to India's GDP. Indian IT giants like TCS, Infosys, Wipro, HCLTech, and Tech Mahindra have built global reputations, while a vibrant startup ecosystem continues to spur innovation, especially in areas like Artificial Intelligence, Cloud Computing, Cybersecurity, and Data Analytics.

The IT sector has not only played a transformative role in global business operations through offshoring and outsourcing but has also been pivotal in enabling India's Digital Transformation initiatives such as Digital India, Smart Cities Mission, and Startup India.

Despite its exponential growth, the industry faces persistent challenges — notably, high employee turnover, talent shortages, upskilling demands, and the impact of hybrid work models post-COVID-19. These challenges make human resource management — especially employee retention and turnover strategies — a critical area for organizational sustainability and competitive advantage in the Indian IT landscape.

Phases of Development in the Indian IT Sector

1. Foundation Phase (1970s–1980s)

The Indian IT journey began in the 1970s with the entry of multinational companies like IBM, followed by indigenous players such as TCS and Infosys in the early 1980s. However, the sector's growth was limited due to strict regulations and a lack of open trade policies. The primary focus during this phase was on software exports and mainframe systems, with early players offering body-shopping services to clients in the US and Europe.

2. Growth and Liberalization (1991–2000)

The liberalization of the Indian economy in 1991 was a game-changer. Economic reforms, including de-licensing, foreign investment allowances, and trade liberalization, provided the IT sector with the momentum to grow. The rise of Y2K created global demand for Indian software engineers, and companies like Wipro, Infosys, and Satyam scaled operations rapidly. During this period, India established itself as a preferred offshore destination due to its cost advantage, English-speaking talent pool, and time-zone benefits.

3. Expansion and Global Recognition (2000–2010)

This decade witnessed the emergence of India as a global IT services hub. The growth of the Business Process Outsourcing (BPO) sector, along with advancements in software development, system integration, and IT consulting, expanded the industry's scope. Major players opened global delivery centers, and India became synonymous with IT excellence, offering services in banking, telecom, healthcare, and more. By 2010, the sector had crossed USD 60 billion in revenue, and India had become the largest exporter of IT services globally.

4. Diversification and Digital Shift (2010–2020)

As traditional outsourcing models matured, the focus shifted toward digital transformation, cloud computing, big data, cybersecurity, and AI. Indian IT firms began investing in innovation labs, acquiring startups, and upskilling their workforce to keep pace with the Fourth Industrial Revolution. India also witnessed a boom in technology-based startups, with Bengaluru becoming known as the "Silicon Valley of India." **Government initiatives like Digital India, Startup India, and Skill India** further boosted the sector's innovation ecosystem.

5. Resilience and Reinvention (2020–Present)

The COVID-19 pandemic brought massive disruption but also accelerated the adoption of digital technologies. Indian IT companies rapidly transitioned to remote work models, and demand surged for services related to cloud migration, cybersecurity, remote infrastructure, and digital customer experience. The post-pandemic world saw a rise in hybrid work, reshaping workplace dynamics and employee expectations. The sector demonstrated extraordinary resilience, with firms posting record profits and large-scale hiring. In 2023–24, the Indian IT industry continued to grow amid global economic uncertainties, driven by AI-based solutions, automation, and demand for digital talent. **Companies like TCS, Infosys, and HCLTech are investing heavily in** Generative AI, Data Engineering, and Green IT initiatives, making the sector future-ready.

15 Significance of Employee Retention and Turnover in the Indian IT Industry

The Indian IT sector operates in a knowledge-based economy where human capital forms the bedrock of value creation. In such an environment, employee turnover and retention have far-reaching implications — not just for HR departments, but also for strategic business continuity, project efficiency, and long-term organizational success. Unlike industries driven by tangible assets, the IT sector's output is directly linked to the capabilities, engagement, and continuity of its workforce. Hence, managing these two elements is a critical success factor.

7 What is Employee Turnover?

Employee turnover refers to the rate at which employees leave an organization, either voluntarily (resignations) or involuntarily (terminations or layoffs). While some level of turnover is natural, excessive or frequent turnover becomes disruptive, especially in industries like IT where domain knowledge, client familiarity, and technical proficiency take time to build.

Current Turnover Trends in some of the Giants in Indian IT Sector

In FY2023, average annual attrition across top IT companies was around:

- Infosys: ~20.9%
- Wipro: ~19.2%
- HCLTech: ~18.4%
- TCS: ~13.3% (lowest among Tier-1 firms)

Attrition is even higher in startups and mid-sized firms, often exceeding 25–30%, particularly in high-demand areas like cybersecurity, DevOps, and AI.

11 What is Employee Retention?

Employee retention refers to an organization's ability and strategic efforts to keep its employees engaged, committed, and working within the company for an extended period. It involves policies, practices, and benefits designed to prevent valuable employees from leaving voluntarily. Retention is typically measured as the percentage of employees who remain with the organization over a specified period.

Key elements of employee retention include:

- Creating a positive and supportive work environment
- Offering competitive compensation and benefits
- Providing opportunities for career advancement and continuous learning

- **Recognizing and rewarding employee contributions**
- Promoting a healthy work-life balance

The main objective of retention is to minimize turnover, preserve institutional knowledge, and reduce costs related to recruitment and training.

Concept	Definition	Key Focus	Metric
Employee Retention	Organizational strategies to keep employees and reduce voluntary exits	Keeping talent	Retention rate (%)
Employee Turnover	Rate at which employees leave and need to be replaced in a given period	Managing departures	Turnover rate (%)

Why Turnover is a Critical Issue in the IT Industry

1. Financial Impact

Replacing IT professionals costs 50–200% of their annual salary depending on seniority. For technical roles, this includes recruitment, onboarding, and lost productivity during vacancies. Gallup notes that preventable turnover accounts for 42% of voluntary exits, representing significant avoidable costs.

2. Disruption of Operations

High turnover disrupts project timelines, client deliverables, and team dynamics. Frequent departures lead to knowledge gaps, rework, and delays, damaging client trust and organizational reputation.

3. Loss of Intellectual Capital

IT roles require specialized skills and institutional knowledge. Departing employees take critical expertise with them, hindering innovation and long-term project continuity.

4. Morale and Productivity Decline

High attrition creates burnout among remaining employees, who must shoulder increased workloads. This lowers engagement, increases errors, and perpetuates turnover cycles.

5. Innovation Stagnation

Tech thrives on creativity and collaboration. Frequent turnover disrupts R&D cycles and slows adoption of emerging technologies, eroding competitive edge.

6. Industry-Specific Challenges

- **Shorter Tenure:** Tech professionals average 2–3 years per role, compared to 4.1 years across industries.
- **Higher Turnover Rates:** IT turnover ranges from 13–18%, exceeding many sectors.
- **Job Hopping Culture:** Competitive talent markets and aggressive recruitment drive frequent role changes.

Why Retention is Strategically Important

1. Cost Efficiency

Retaining top talent avoids six-figure replacement costs per employee and preserves budgets for innovation.

2. Knowledge Continuity

Long-term employees maintain tribal knowledge, ensuring smoother project transitions and client relationships.

3. Competitive Differentiation

High retention enhances employer branding, attracting top talent. Companies like Google and Microsoft use career development programs to stand out.

4. Innovation Acceleration

Stable teams foster collaboration, enabling faster product development and tech adoption.

5. Employee Well-being

Retention strategies addressing burnout (e.g., flexible work, mental health support) improve productivity and loyalty.

6. Combatting Industry Trends

- **Career Growth:** 94% of employees stay longer if companies invest in their development.
- **Culture Fixes:** Addressing toxic environments and poor management reduces preventable turnover.
- **Compensation:** Benchmarking salaries and offering equity/benefits counters poaching

Purpose and Scope of this study

The primary purpose of this study is to explore and evaluate the overall impact of employee turnover and the effectiveness of retention strategies in the Indian

IT sector. As a people-driven industry, IT companies rely heavily on skilled employees for innovation, client delivery, and competitive edge. High turnover rates can lead to challenges such as knowledge drain, reduced team productivity, decreased employee morale, and client dissatisfaction.

This study is focused exclusively on the **Indian Information Technology (IT) sector**, encompassing companies involved in IT services, software development, and technology consulting. It aims to include both large-scale enterprises such as Infosys, TCS, and Wipro, as well as mid-sized firms and emerging startups. This diverse representation ensures a holistic understanding of turnover and retention patterns across the industry.

The study investigates how employee turnover affects various aspects of organizational functioning, including performance efficiency, employee morale, team dynamics, project timelines, and employer branding. It also explores the influence of turnover on knowledge management and workforce planning. In parallel, the research examines a range of employee retention strategies, such as training and development initiatives, compensation structures, work-life balance policies, leadership and growth opportunities, and organizational culture enhancements. These elements are studied to assess their role in retaining talent and fostering a stable work environment.

Geographically, the research concentrates on India's key IT hubs — including Bangalore, Hyderabad, Pune, Noida, Gurugram, and Chennai — where the majority of IT operations and employment are concentrated. The temporal scope of the study spans from **2019 to 2024**, a period chosen to capture industry patterns before, during, and after the COVID-19 pandemic, which significantly influenced employee expectations and organizational practices.

Research Question

To examine how employee turnover affects organizational performance and to evaluate the effectiveness of various retention strategies employed in the Indian IT industry.

LITERATURE REVIEW

Theoretical Frameworks on Employee turnover

Employee turnover is a critical challenge faced by organizations worldwide, impacting productivity, morale, and financial performance. Understanding why employees leave is essential for designing effective retention strategies and maintaining a stable, engaged workforce. Over decades, scholars and practitioners have developed multiple theoretical frameworks to explain the complex phenomenon of employee turnover. These frameworks draw from psychology, sociology, economics, and organizational behavior to explore the underlying causes and processes that lead individuals to voluntarily or involuntarily exit an organization.

At its core, employee turnover is influenced by a combination of individual needs, job satisfaction, organizational factors, and external opportunities. Theories range from those emphasizing the fulfillment of human needs and motivational drivers to those focusing on social exchanges and cognitive decision-making processes. Some models view turnover as a rational decision-making outcome based on perceived costs and benefits, while others highlight emotional triggers or “shocks” that disrupt an employee’s attachment to their job.

By examining these diverse theoretical perspectives, organizations can gain a holistic understanding of turnover dynamics and tailor interventions that address both the personal and organizational dimensions of employee retention. This comprehensive approach is particularly relevant in today’s rapidly changing work environments, where factors such as remote work, evolving employee expectations, and competitive labor markets add new layers of complexity to turnover management.

In the following sections, we will explore the major theoretical frameworks that have shaped the study of employee turnover, detailing their key concepts, assumptions, and practical implications. This foundation will provide valuable insights for researchers, HR professionals, and organizational leaders seeking to reduce turnover and foster a committed workforce

1. THE FUNDATIONAL THEORIES

Maslow's Hierarchy of Needs:

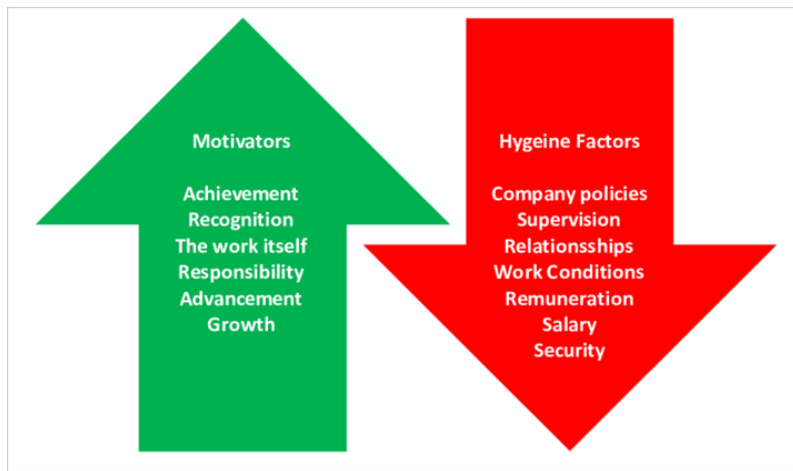


Maslow's Hierarchy of Needs, proposed by Abraham Maslow in 1943, is a foundational theory in psychology that outlines a hierarchical structure of human motivation. This theory posits that individuals are driven to fulfill a series of needs, progressing from basic survival requirements to more advanced psychological and self-fulfillment needs.

At the base of this pyramid reside the **Physiological Needs**, which are the most fundamental requirements for human survival. These needs encompass the essentials such as breathing, food, water, shelter, clothing, and sleep, ensuring the body's ability to function. Moving up the hierarchy, we encounter the Safety and Security Needs. Once individuals have their physiological needs met, they seek stability and protection in their lives, including health, employment, property, and security within family and society. Further up is the Love and Belonging Needs. With a sense of safety established, people crave social connections and relationships. This involves the desire for friendship, family bonds, intimacy, and a sense of connection with others. The next level is the Self-Esteem Needs. As individuals feel secure in their relationships, they seek self-respect and recognition from others. These needs include confidence, achievement, respect from others, and the feeling of being a unique individual. Finally, at the top of the pyramid, is the Self-Actualization Needs. This represents the pinnacle of human aspiration, where individuals seek to realize their full potential through morality, creativity, spontaneity, acceptance, experiencing purpose, meaning, and inner potential.

In the context of employee turnover, Maslow's theory implies that employees aim to fulfill these needs within their work environment. An organization's failure to address these needs at any level can result in dissatisfaction and ultimately, turnover, as individuals seek opportunities that better meet their requirements.

Herzberg's Motivation-Hygiene Theory



Herzberg's Motivation-Hygiene Theory, developed by Frederick Herzberg in 1959, provides a dual-factor approach to understanding job satisfaction and dissatisfaction. This theory posits that job satisfaction and job dissatisfaction are independent dimensions, influenced by different sets of factors. These factors are categorized into two main types: hygiene factors and motivators.

Hygiene factors are those elements that, if absent or inadequate, can lead to job dissatisfaction. These factors do not necessarily create satisfaction but are essential for preventing dissatisfaction. Examples of hygiene factors include:

- Company policies
- Supervision
- Working conditions
- Salary
- Security

Essentially, hygiene factors relate to the job context and are often extrinsic to the work itself. While addressing these factors can eliminate dissatisfaction, it does not inherently lead to job satisfaction. The other set of factors are **Motivators**. These are the factors that lead to job satisfaction and motivate employees to perform better. These factors are intrinsic to the job and include elements such as:

- Achievement
- Recognition
- The work itself
- Responsibility

- Advancement
- Growth

Motivators are associated with the job content and are essential for creating a sense of satisfaction and encouraging high performance.

In the context of employee turnover, Herzberg's theory suggests that focusing solely on improving hygiene factors may reduce dissatisfaction but will not necessarily increase job satisfaction or reduce turnover. To truly engage and retain employees, organizations must also address the motivator factors by providing opportunities for achievement, recognition, and growth. A balance between adequate hygiene factors and strong motivators is essential for creating a satisfying work environment and minimizing turnover.

McClelland's Human Motivation Theory



McClelland's Human Motivation Theory, developed by David McClelland, focuses on three primary needs that drive human behaviour: the need for achievement, the need for affiliation, and the need for power. This theory posits that

these needs are learned over time and are influenced by an individual's experiences and cultural background. Each person has a dominant need that largely influences their actions and motivations.

The **need for achievement** is characterized by a desire to excel and succeed in challenging tasks. Individuals with a high need for achievement seek personal accomplishment, prefer tasks with a moderate degree of difficulty, and desire feedback on their progress. They thrive on setting and attaining goals, and they often work diligently to overcome obstacles.

The **need for affiliation** reflects a desire for harmonious relationships and social acceptance. People with a high need for affiliation value teamwork, seek to avoid conflict, and enjoy being part of a group. They are motivated by collaboration and strive to maintain positive relationships with others.

The **need for power** is defined by a desire to influence and control others. Individuals with a high need for power seek positions of authority, enjoy competition, and strive to influence the decisions of others. This need can

manifest in two forms: personal power, which is often seen as less desirable as it involves controlling others for personal gain, and social power, which is characterized by influencing others to achieve broader organizational goals.

In the context of employee turnover, McClelland's theory suggests that understanding and catering to these dominant needs can improve employee satisfaction and retention. For instance, employees with a high need for achievement may be more satisfied in roles that offer opportunities for advancement and challenging projects. Those with a high need for affiliation may thrive in collaborative environments that foster strong team dynamics. And individuals with a high need for power may be more engaged in leadership positions where they can influence organizational outcomes. By aligning job roles and organizational practices with the dominant needs of employees, organizations can create a more motivating and fulfilling work environment, thereby reducing turnover rates.

2. EXCHANGE AND EQUILIBRIUM THEORIES

Social Exchange Theory: Employees weigh risks and rewards in their relationship with the organization. Imbalanced exchanges (e.g., low recognition, poor relationships) increase turnover risk.

March and Simon's Organizational Equilibrium Theory: Proposes turnover arises when employees perceive an imbalance between their contributions (e.g., effort) and organizational inducements (e.g., pay, benefits). Key factors include:

Perceived desirability of movement (linked to job satisfaction).

Perceived ease of movement (availability of alternatives).

Critique: Overlooks non-monetary factors like stress or leadership style.

Previous studies on employee turnover and retention strategies globally and in India

Global Studies

Several global studies have provided valuable insights into employee retention and the effectiveness of targeted strategies. The study by Hausknecht, Rodda, and Howard (2009) highlighted that retention drivers are not uniform across all employees; specifically, high performers tend to prioritize career development and recognition. Organizations that implemented tailored retention strategies for such

employees reported an improvement in retention rates by up to 18%, underscoring the importance of personalized approaches.

The **SHRM Global Retention Study (2021)**, which surveyed firms across the US, Europe, and Asia, revealed that 47% of employees left their jobs due to poor management, 38% cited a lack of career development, and 33% pointed to salary dissatisfaction as the main reason for exiting. However, one of the most effective strategies identified was the adoption of flexible work arrangements, which contributed to a 12–15% reduction in voluntary turnover, indicating the growing significance of work-life balance in employee satisfaction.

Similarly, the **Gallup Workplace Report (2022)** found that only 21% of employees globally felt engaged at work, with disengagement strongly linked to higher turnover. Companies that focused on improving the employee experience and investing in managerial coaching witnessed a 43% increase in retention. These findings collectively emphasize that organizations need to move beyond generic solutions and focus on career development, flexibility, leadership quality, and engagement to effectively retain talent.

Indian Studies in the Indian Context

A range of studies and industry reports from the Indian context offer crucial insights into effective retention strategies and the factors contributing to high attrition. According to the **NASSCOM Report on the IT-BPM Industry (2023)**, the average attrition rate in the Indian IT sector stands between 20% and 23%. Key drivers of this turnover include better compensation offers from global technology firms, a lack of work-life balance, and limited opportunities for learning and upskilling. In response, leading Indian IT companies have implemented strategies such as internal job mobility, increased investment in learning and development (L&D), and mentorship programs for early-career professionals to retain talent.

The study by **Chaudhary and Sharma (2012)** on the Indian service industry, including IT and BPO sectors, reinforces the importance of training and career advancement as the most effective long-term retention strategies. Supporting this, the **KPMG India HR Transformation Report (2022)** found that companies with structured employee lifecycle management experienced attrition rates below 10%. Successful practices identified include the use of people analytics to predict attrition, quarterly feedback sessions, and personalized development plans tailored to individual career goals.

Company-specific initiatives also highlight practical outcomes. The **Infosys Annual Report (2023)** detailed various retention initiatives such as the Infosys

Springboard platform for continuous learning, internal role rotations, and robust health and wellness programs. These efforts contributed to a notable reduction in attrition—from 28.4% in 2022 to 20.9% in 2023. Similarly, the **TCS Talent Management Strategy Study (2022)** emphasized the role of digital learning platforms and career pathing tools in improving retention, particularly among fresh hires and millennial employees, with a reported 15% improvement. Collectively, these findings underline that structured learning, employee development, and proactive lifecycle management are pivotal in reducing attrition and enhancing employee engagement in the Indian IT sector.

Link between HR strategy and organizational performance

At its core, HR strategy acts as a bridge between an organization's human capital and its business objectives. When HR initiatives—such as recruitment, training, performance management, and employee engagement—are thoughtfully aligned with the company's long-term goals, they contribute directly to enhanced performance outcomes. For instance, an organization aiming for innovation and agility must design HR strategies that prioritize hiring creative talent, fostering continuous learning, and encouraging a risk-taking culture. This strategic alignment ensures that employee behaviour and competencies are in sync with what the organization requires to maintain a competitive edge.

Furthermore, HR strategies play a critical role in improving workforce stability. By implementing robust retention plans, transparent performance appraisal systems, and employee development programs, companies can reduce turnover, minimize disruptions, and maintain institutional knowledge. This has a direct impact on organizational efficiency, especially in sectors like IT, where project continuity and domain expertise are crucial. Moreover, engaged and satisfied employees, supported by effective HR interventions, are more productive and committed to achieving organizational goals. Research consistently shows that organizations with strong HR strategies witness higher profitability, better employee morale, and superior customer satisfaction.

In essence, human capital is one of the most valuable resources for any organization, and HR strategy is the mechanism through which this resource is nurtured, developed, and aligned with strategic goals. The financial impact of these HR efforts is reflected in improved operational performance, reduced cost burdens due to turnover, and enhanced adaptability to market changes. Thus, the strategic integration of HR into the organizational fabric not only fosters a healthier workplace culture but also drives long-term business success.

METHODOLOGY

Nature of Study

Descriptive and Comparative Research Methodology

1. Descriptive Research Methodology

Descriptive research focuses on observing, analyzing, and documenting characteristics of a phenomenon without manipulating variables. It aims to provide a detailed, factual, and systematic representation of the subject being studied.

Key Characteristics:

- Objective: To describe trends, behaviors, or relationships within a dataset.
- Non-Experimental: No intervention or control over variables.
- Data Collection Methods: Surveys, case studies, observations, interviews, or existing data analysis.

Example:

A study analyzing the attrition rates in Indian IT firms by collecting data from annual reports and industry surveys without altering any variables.

Advantages:

- Provides a comprehensive snapshot of a situation.
- Helps identify patterns and relationships.
- Useful for policy formulation and decision-making.

Limitations:

- Does not explore causal relationships between variables.
- Findings may be influenced by biases in data collection.

2. Comparative Research Methodology

Comparative research examines similarities and differences between two or more groups, systems, or phenomena. It is often used to benchmark strategies and evaluate effectiveness across different cases.

Key Characteristics:

- Objective: To compare and contrast variables across multiple subjects.
- Data Collection Methods: Case studies, historical analysis, structured interviews, surveys.

- Analytical Approach: Identifies patterns, contrasts policies, and evaluates effectiveness.

Example:

A comparative study evaluating employee retention strategies at TCS, Infosys, Wipro, and HCLTech, analyzing factors such as compensation, career development programs, and hybrid work models.

Advantages:

- Highlights best practices and areas for improvement.
- Provides cross-sectoral insights for strategic decision-making.
- Helps identify correlations between variables.

Limitations:

- Requires large and reliable datasets for meaningful conclusions.
- Findings can be affected by contextual differences between subjects.

Data Collection

This report relies on **secondary data sources** to analyze **employee turnover and retention strategies in the Indian IT sector**. Key sources include **annual reports** from leading **IT companies such as TCS, Infosys, Wipro, and HCLTech**, offering financial insights and workforce trends. **Company websites** provide information on HR policies, retention initiatives, and organizational strategies. **NASSCOM reports** serve as industry benchmarks, covering employment trends, skill demands, and sectoral growth. Industry whitepapers and publications from **Gartner, Deloitte, and PwC** offer expert analysis on workforce management and HR best practices. Additionally, **LinkedIn reports** and talent analytics provide insights into hiring patterns, employee preferences, and emerging trends in workplace expectations.

Using **verified secondary data sources ensures accuracy and relevance**, allowing for a comprehensive comparative analysis of workforce dynamics in India's IT sector. These data points help identify trends, assess strategic effectiveness, and recommend actionable improvements for talent retention.

Key metrics to assess turnover impact

1. Employee Turnover Rate

Brief:

This metric measures the overall percentage of employees who leave the organization during a specific time period (typically a year). It is one of the most basic yet crucial indicators of workforce stability. A high turnover rate can suggest deeper issues such as job dissatisfaction, poor management, or lack of growth opportunities.

Formula:

$$\text{Turnover Rate (\%)} = \left(\frac{\text{Number of Employees Who Left During the Period}}{\text{Average Number of Employees}} \right) \times 100$$

2. Voluntary Turnover Rate**Brief:**

Voluntary turnover captures the number of employees who leave the organization by choice (e.g., to pursue better opportunities or due to job dissatisfaction). This metric helps identify how well the organization retains talent and how satisfied employees are with their roles, compensation, and work environment.

Formula:

$$\text{Voluntary Turnover Rate (\%)} = \left(\frac{\text{Voluntary Resignations}}{\text{Average Number of Employees}} \right) \times 100$$

3. Involuntary Turnover Rate**Brief:**

This includes exits initiated by the employer such as terminations or layoffs. While some level of involuntary turnover is expected (e.g., due to performance issues), a high rate may signal problems in recruitment, training, or overall organizational planning.

Formula:

$$\text{Involuntary Turnover Rate (\%)} = \left(\frac{\text{Involuntary Exits}}{\text{Average Number of Employees}} \right) \times 100$$

4. Retention Rate**Brief:**

This metric is the inverse of turnover rate and measures the percentage of employees who remain with the organization over a defined period. A high

retention rate is a strong indicator of employee satisfaction, loyalty, and successful HR practices.

Formula:

$$\text{Retention Rate (\%)} = \left(\frac{\text{Number of Employees Who Stayed for the Entire Period}}{\text{Total Number of Employees at the Start}} \right) \times 100$$

5. Cost of Turnover (COT)

Brief:

This metric quantifies the financial impact of losing an employee. It includes direct costs (like recruitment and training) and indirect costs (like productivity loss, overtime for others, and knowledge drain). In knowledge-intensive sectors like IT, turnover can significantly affect performance and project delivery.

Formula (Breakdown):

$$\text{COT} = \text{Recruitment Cost} + \text{Onboarding/Training Cost} + \text{Lost Productivity} + \text{Exit/Admin Cost}$$

6. Average Tenure

Brief:

This refers to the average duration employees stay in the organization. A longer tenure usually suggests job satisfaction, strong company culture, and career development opportunities. Short tenure could indicate high turnover or poor employee fit.

Formula:

$$\text{Average Tenure} = \frac{\text{Total Months (or Years) of Service of All Employees}}{\text{Number of Employees}}$$

7. New Hire Turnover Rate

Brief:

This metric captures how many new employees leave the organization within their first year of employment. A high new hire turnover rate may signal issues in recruitment practices, onboarding processes, or mismatch of job expectations.

Formula:

$$\text{New Hire Turnover Rate (\%)} = \left(\frac{\text{New Hires Who Left Within 12 Months}}{\text{Total New Hires in That Period}} \right) \times 100$$

8. Time to Fill

Brief:

Time to Fill indicates how long it takes to replace a vacant position—from the job posting to the candidate accepting the offer. A prolonged time to fill can lead to operational inefficiencies and increased workload on existing employees.

Formula:

$$\text{Time to Fill} = \frac{\text{Total Number of Days to Fill All Positions}}{\text{Total Number of Roles Filled}}$$

9. Time to Productivity

Brief:

This measures the duration a new hire takes to reach full effectiveness in their role. It reflects the quality of onboarding and training programs. Longer times may lead to reduced team performance and delayed project deliverables.

Formula:

$$\text{Time to Productivity} = \text{Date Employee Reaches Full Productivity} - \text{Date of Joining}$$

Key Variables in Employee Turnover and Retention Analysis

1. **Attrition Rate**

The **attrition rate** refers to the percentage of employees leaving a company within a specific period. It reflects workforce stability and helps assess whether a company is successfully retaining its talent. A high attrition rate may indicate **employee dissatisfaction, poor engagement, or competitive hiring pressures**, while a low attrition rate suggests **strong retention strategies**.

2. Employee Engagement Practices

Employee engagement refers to initiatives designed to enhance worker satisfaction, productivity, and loyalty. Companies implement **career development programs, leadership training, hybrid work models, wellness programs, and recognition initiatives** to maintain high engagement levels. **Higher engagement leads to better retention and lower turnover costs.**

3. Cost of Turnover

The **cost of turnover** includes all expenses associated with losing and replacing employees. This covers **recruitment costs, onboarding training, productivity loss, and impact on team morale.** Companies strive to minimize turnover costs by **implementing retention strategies,** as frequent turnover disrupts operations and affects financial performance.

4. Retention Initiatives

Retention strategies aim to reduce employee turnover by creating a compelling **work environment.** These initiatives may include **competitive salaries, career progression opportunities, mentorship programs, employee wellness benefits, hybrid work flexibility, and diversity-driven engagement.** Successful companies tailor these initiatives based on workforce expectations.

5. Average Tenure

Average tenure refers to the **length of time employees stay at a company before leaving.** A longer tenure indicates **strong employee loyalty and satisfaction,** whereas a shorter tenure suggests **challenges in retention.** Tracking tenure helps businesses **evaluate workforce stability** and adjust HR policies accordingly.

6. Financial Performance Indicators

Employee turnover impacts **profitability, productivity, and operational**

costs. Key financial metrics such as **operating margin, profit margin, revenue per employee, and HR costs** help determine how workforce stability affects a company's financial health. **Lower attrition rates often correlate with better financial performance** due to **higher employee productivity and reduced hiring costs.**



Tata Consultancy Services (TCS) is a leading Indian multinational technology company specializing in information technology services and consulting. Founded in 1968 as Tata Computer Systems, it is a part of the Tata Group and headquartered in Mumbai, Maharashtra, India. TCS operates globally with a presence in 55 countries and 180 service delivery centers, employing over 607,000 consultants worldwide as of early 2025.

TCS has built a reputation for innovation, engineering excellence, and long-term client partnerships, spanning decades and evolving through various technology cycles—from mainframes in the 1970s to artificial intelligence today. The company generated consolidated revenues of approximately US \$29 billion in the fiscal year ending March 2024 and reported a net income of about US \$5.7 billion for FY2025[1][6]. It is recognized as a top employer across six continents and is known for its strong focus on workforce development, with millions of hours invested in employee learning and upskilling.

Employee Turnover and Workforce Dynamics at TCS

Recent Trends in Headcount and Attrition

- In the financial year 2023-24, TCS experienced a significant drop in its employee headcount for the first time in 19 years, with a net reduction of over 13,000 employees, ending FY24 with 601,546 employees.
- The headcount decline continued into early 2025, with a reported decrease of 5,370 employees in the October-December quarter of 2024, bringing the total workforce to around 607,354 by the end of that quarter.

- Despite the reduction in headcount, TCS reported a slight rise in attrition rates, reaching approximately 13.3% by the end of 2024, up from 12.3% in the previous quarter.
- The attrition rate for FY24 was noted at 12.5%, which is relatively low compared to industry standards, and the company highlighted this reduction as a positive sign alongside increased campus hiring and employee morale improvements.

Employee Retention and Tenure

- TCS has a strong employee retention record, with about 20% of its workforce staying with the company for over 10 years. Over 125,000 employees have an average tenure exceeding a decade, reflecting long-term loyalty and stability within the organization.
- The company actively promotes gender diversity, with women constituting over 35% of the workforce. Initiatives like the "Rebegin" program support experienced women professionals returning to the workforce, which has received nearly 14,000 applications in FY23.
- Leadership development programs such as 'iExcel' and executive leadership initiatives for women have been instrumental in driving retention and career growth among employees.

Employee Engagement and Retention Initiatives

TCS has implemented multiple programs focused on employee well-being, engagement, and retention, including:

1. **Mental and Emotional Well-being:** Confidential counselling, peer support groups, online counselling, and mental health awareness campaigns to address stress, anxiety, and depression.
2. **Health and Wellness:** Programs like Fit4Life encourage physical fitness through exercise challenges, yoga, health checks, and nutrition seminars, supported by a smartphone app for personalized health tracking.
3. **Work-Life Balance:** Flexible work arrangements and childcare assistance help employees manage professional and personal responsibilities effectively.
4. **Stress Management:** Workshops on mindfulness and meditation help employees cope with work-related stress.

5. **Community and Belonging:** Employee Resource Groups (ERGs) foster a sense of community among diverse identity groups, while volunteer opportunities and social events enhance employee engagement and purpose.

Hiring and Talent Development

- Despite the headcount reductions in recent quarters, TCS continues to invest heavily in fresh talent, with plans to hire 40,000 freshers by March 2025. By mid-2024, it had already onboarded 11,000 fresh graduates, indicating a strong focus on campus hiring.
- The company has also emphasized organic talent development, with over 53,000 cloud certifications obtained in the last year, bringing the total certified employees on hyperscaler platforms to over 110,000.
- Promotions are a key part of retention strategy, with over 25,000 associates promoted in a recent quarter and more than 110,000 promotions in the financial year 2024 alone.

Summary

TCS is a global IT leader with a vast and skilled workforce, known for its long-term employee retention and comprehensive talent management strategies. While the company experienced a rare decline in headcount in FY24 and early 2025, attrition rates remain moderate, and TCS continues to focus on hiring fresh talent and upskilling existing employees. Its robust employee engagement programs addressing mental health, work-life balance, and career development contribute to maintaining a stable and motivated workforce. Gender diversity and support for women professionals are also prominent aspects of its retention efforts.

This balanced approach to managing employee turnover, combined with strategic hiring and development initiatives, positions TCS to sustain its competitive edge and workforce vitality amid evolving industry challenges.



Company Overview

Wipro Limited is a leading Indian multinational corporation that provides information technology, consulting, and business process services. Founded in 1945, Wipro has evolved from a vegetable oil manufacturer to a global IT powerhouse. Headquartered in Bangalore, India, Wipro operates in over 66 countries and employs more than **250,000 professionals** as of early 2025.

The company has built a reputation for innovation, digital transformation, and sustainability, with a strong focus on cloud computing, cybersecurity, and artificial intelligence. Wipro reported consolidated revenues of **\$11.2 billion** for the fiscal year ending March 2024, with a net income of **\$1.9 billion**.

Recent Trends in Headcount and Attrition

- In FY23, Wipro's workforce stood at **259,000 employees**, but by FY24, the company experienced a net reduction of **6,500 employees**, bringing the total headcount to **252,500**.
- The attrition rate in FY23 was **14.5%**, which declined to **13.2%** by the end of FY24, reflecting improved employee retention strategies.
- The company has focused on **upskilling employees**, with over **45,000 cloud certifications** obtained in the last year.
- Wipro's **campus hiring** remained strong, with **30,000 freshers onboarded** in FY24, despite the overall decline in headcount.

Employee Retention and Tenure

- 18% of Wipro's workforce** has been with the company for over **10 years**, showcasing long-term stability.
- Women constitute **36% of the workforce**, with initiatives like "**Women of Wipro**" promoting gender diversity.
- Leadership programs such as "**Wipro Leadership Academy**" have contributed to career growth and retention.

Employee Engagement and Retention Initiatives

1. **Mental Health Support:** Confidential counseling and wellness programs.
2. **Work-Life Balance:** Flexible work arrangements and parental leave policies.
3. **Career Growth:** Internal promotions and leadership training.
4. **Community Engagement:** Volunteer programs and employee resource groups.

Hiring and Talent Development

- Wipro plans to hire **35,000 freshers** by March 2025.
- Over **50,000 employees** have completed AI and cloud training.
- Promotions reached **95,000 employees** in FY24.

Summary

Wipro has maintained a **stable workforce** despite headcount reductions, focusing on **employee engagement, diversity, and upskilling** to retain talent



HCLTech

HCL Technologies, founded in 1976, is a leading global IT services company headquartered in Noida, India. The company operates in 50 countries and employs over 218,000 professionals as of early 2025.

HCL Tech specializes in digital transformation, cloud computing, and engineering services, generating \$12.5 billion in revenue for FY24, with a net income of \$2.3 billion.

Recent Trends in Headcount and Attrition

- HCL Tech's workforce declined by 780 employees in Q2 FY25, bringing the total headcount to 218,621.
- The attrition rate increased slightly to 12.8%, compared to 12.5% in FY24.
- The company has focused on automation and AI-driven solutions, leading to workforce optimization.
- Despite reductions, HCL Tech onboarded 25,000 freshers in FY24.

Employee Retention and Tenure

- 20% of employees have been with HCL Tech for over 10 years.
- Women make up 34% of the workforce, with initiatives like "Women Lead".
- Leadership programs such as "HCL Elevate" have improved retention.

Employee Engagement and Retention Initiatives

1. **Health and Wellness:** Fitness challenges and mental health support.
2. **Flexible Work Policies:** Hybrid work models.
3. **Career Growth:** AI and cloud training programs.
4. **Community Engagement:** Employee volunteering initiatives.

Hiring and Talent Development

- HCL Tech plans to hire 28,000 freshers by March 2025.
- Over 40,000 employees completed AI and cloud certifications.
- Promotions reached 85,000 employees in FY24.

Summary

HCL Tech has **optimized its workforce** while maintaining **strong hiring and retention strategies**, focusing on **automation and AI-driven solutions**.



Company Overview

Founded in 1981 with a capital of \$250, Infosys has grown into a global consulting and IT services company listed on the NYSE. Headquartered in Bangalore, Infosys offers services in digital transformation, cloud computing, AI, and more, with a presence in over 50 countries and a workforce exceeding 323,000 employees.

Infosys specializes in **cloud computing, AI, and digital transformation**, generating **\$18.2 billion** in revenue for FY24, with a net income of **\$3.8 billion**.

Recent Trends in Headcount and Attrition

- Infosys **added 2,456 employees** in Q2 FY25, reversing a **six-quarter decline**.
- The **attrition rate** increased slightly to **12.9%**, compared to **12.3%** in FY24.
- Infosys onboarded **35,000 freshers** in FY24, focusing on **campus hiring**.
- The company has invested heavily in **AI and cloud training**, with **60,000 certifications** completed.

Workforce Dynamics and Attrition

- **Headcount Trends:** Infosys' headcount increased by 6,388 employees in FY25, reaching a total of 323,578. In Q4 alone, the company added 199 employees.
- **Attrition Rate:** The attrition rate rose to 14.1% in Q4 FY25, up from 12.6% in the same quarter the previous year.

Employee Retention and Tenure

- **22% of employees** have been with Infosys for over **10 years**.
- Women make up **39.2% of the workforce**, with initiatives like **“Infosys Women in Tech”**.
- Leadership programs such as **“Infosys Leadership Academy”** have improved retention.

- **Retention Strategies:** Infosys has implemented strategies such as performance-linked pay, employee stock ownership plans (ESOPs), and reskilling programs to retain talent.

Employee Engagement and Retention Initiatives

- **Mental Health Support:** Confidential counseling and wellness programs.
- **Work-Life Balance:** Flexible work arrangements.
- **Career Growth:** AI and cloud training programs.
- **Community Engagement:** Employee volunteering initiatives.
- **Bonus Payouts:** In Q4 FY25, Infosys rolled out performance bonus letters, with most employees receiving 50% of their target bonus, some up to 70%, and a few top performers earning higher amounts. The reductions were attributed to a challenging business environment.
- **Engagement Programs:** Infosys emphasizes a holistic approach to talent management, prioritizing employee development to boost engagement and retention.

Hiring and Talent Development

- **Hiring Plans:** While specific numbers for fresher hiring in FY25 are not disclosed, Infosys has indicated plans to continue hiring in FY26.
- **Skill Development:** Infosys focuses on upskilling employees and reducing digital friction to achieve better talent retention.
- Infosys plans to hire **40,000 freshers** by March 2025.
- Over **70,000 employees** completed AI and cloud certifications.
- Promotions reached **100,000 employees** in FY24.

Summary

Infosys has **reversed its headcount decline**, focusing on **strong hiring, retention, and AI-driven upskilling** to maintain workforce stability.

Company	FY2023 Headcount	FY2024 Headcount	FY2025 Headcount	FY2023 Attrition	FY2024 Attrition	FY2025 Attrition
TCS	614,995	601,546	607,979	21.5%	12.5%	13.3%
Wipro	249,758	232,614	233,346	17.3%	19.2%	15.0%
HCLTech	225,944	227,481	223,420	12.4%	12.4%	13.0%
Infosys	343,234	317,240	323,578	20.9%	12.6%	14.1%

Retention Strategies of IT Companies

TCS: Employee Retention Strategies

Tata Consultancy Services (TCS) has adopted a range of effective employee retention strategies aimed at fostering satisfaction, career growth, and long-term commitment. One of the key approaches is the implementation of internal mobility programs, which encourage employees to explore diverse roles within the organization. These programs enable transitions across departments, projects, and even geographies, allowing individuals to upskill and gain varied experiences without leaving the company. This not only enhances employee capabilities but also reduces attrition by offering career advancement opportunities internally.

Another notable initiative is the Elevate Program—TCS’s structured career development and learning platform. This program supports employees in acquiring new skills and preparing for leadership roles through certifications and training. With over 130,000 executives enrolled, the program has proven highly effective in promoting career growth and reducing turnover. Employees who participate often see improved compensation and advancement, leading to higher job satisfaction and retention.

TCS also emphasizes cultivating a positive work culture and recognizing long-tenured employees. Those who complete 10 or more years with the organization are honored with special awards and growth opportunities, reinforcing a sense of appreciation and belonging. This recognition boosts morale and strengthens employee loyalty, making them more inclined to continue their professional journey with TCS.

In conclusion, TCS's integrated approach—encompassing internal mobility, structured learning, and tenure recognition—has significantly contributed to lower attrition, enhanced engagement, and long-term employee retention. These initiatives ensure that employees not only feel valued but also see a clear, fulfilling career path within the organization.

Infosys: Employee Retention Strategies

Infosys has implemented several strategic initiatives to enhance employee retention, focusing on continuous learning, well-being, and workplace flexibility. A cornerstone of its talent development efforts is the **Infosys Springboard** platform, a comprehensive digital learning solution aimed at upskilling employees in emerging technologies such as AI, cloud computing, cybersecurity, and leadership. With over 400,000 learners enrolled, the platform aligns with India's National Education Policy 2020 and plays a crucial role in employee development. By offering free, accessible certifications, Infosys empowers employees to transition into high-demand roles internally, thereby boosting retention through career advancement opportunities.

In addition to learning initiatives, Infosys strengthens its **Employee Value Proposition (EVP)** by focusing on well-being, career growth, and inclusivity. This includes leadership training, flexible work arrangements, and wellness programs that collectively enhance the employee experience. The effectiveness of these efforts is evident in a pulse satisfaction score of 80%, with 90% of employees hired locally to ensure cultural alignment. Moreover, a remarkable 99.67% of new mothers return after maternity leave—highlighting the company's strong support for work-life balance and career continuity.

To adapt to post-pandemic work trends, Infosys has also introduced structured **Return-to-Office Initiatives**. Employees are required to work from the office at least 10 days per month, a model supported by a mobile app-based attendance system. This hybrid approach maintains flexibility while promoting team collaboration and productivity. Employees returning to the office after extended remote work periods benefit from enhanced engagement through in-person brainstorming and innovation. Collectively, these initiatives reflect Infosys's commitment to fostering a supportive, growth-oriented, and adaptable work environment that enhances both employee satisfaction and organizational stability.

Wipro: Employee Retention Strategies

Wipro has implemented a series of retention strategies aimed at motivating employees, reducing attrition, and strengthening its talent base. One of the key initiatives includes **project-based and retention bonuses**, where high-performing employees involved in critical projects are rewarded with performance-linked incentives. These financial rewards have led to a 25% increase in job applications and have proven effective in retaining top talent. For instance, a cloud architect working on a high-impact project may receive a retention bonus, which not only recognizes their contribution but also encourages them to stay with the company instead of exploring external opportunities.

Additionally, Wipro emphasizes **career progression planning** through a structured framework that provides employees with clear paths for promotions and skill development. Internal mobility programs facilitate lateral moves across roles, while leadership training equips employees for senior-level positions. This structured approach ensures that employees with well-defined career trajectories **are more likely to remain with the company**, as seen in the case of a mid-level manager undergoing leadership training and preparing for executive responsibilities.

Furthermore, Wipro focuses on **talent branding strategies** to build a strong employer image and attract high-quality talent. The company leverages campus hiring, social media engagement, and employee advocacy programs to enhance visibility and appeal among job seekers. A compelling employer brand not only helps bring in new talent but also improves workplace satisfaction and loyalty. For example, a software engineer may choose to join Wipro because of its strong reputation, which in turn reduces the likelihood of early attrition. These combined efforts highlight Wipro's comprehensive approach to enhancing employee retention and building a stable, engaged workforce.

HCLTech: Employee Retention Strategies

HCLTech has implemented a set of progressive employee retention strategies focused on innovation, empowerment, and inclusivity. A standout initiative is **Ideapreneurship**, which encourages employees to propose and execute innovative ideas that can benefit the organization. With over 14,000 employees actively participating, this program not only drives operational improvements—such as cost-saving process automation—but also boosts engagement and cultivates long-term loyalty by making employees feel valued and impactful.

Complementing this is HCLTech's **Employee-First Culture**, anchored in its philosophy of "Employees First, Customers Second." This approach prioritizes employee well-being and support, contributing to a 24% compound annual

growth rate (CAGR) and higher revenue per employee compared to industry benchmarks. By creating an environment where employees are consistently recognized and nurtured, the company significantly reduces turnover. For instance, a customer support executive benefiting from structured career development opportunities experiences higher job satisfaction and motivation to stay with the company.

Additionally, HCLTech demonstrates a strong commitment to **Diversity and Inclusion (D&I)**. The company actively promotes gender equity, disability inclusion, and support for the LGBTQIA+ community. Notable outcomes include 37.5% representation of women at the director level, a 99.67% return-to-work rate for new mothers, and a 33% increase in employees with disabilities. These inclusive policies not only foster a sense of belonging but also provide professional growth opportunities, such as mentorship and leadership training for women engineers, which further enhances employee retention and organizational resilience.

Financial Impact of Employee Turnover

1. Analysis of Revenue per Employee

Revenue per employee is a key metric that reflects **workforce efficiency** and **profitability**. A higher revenue per employee indicates **better productivity** and **cost-effectiveness**.

Company	Revenue (FY24)	Employee Count (FY24)	Revenue per Employee (USD)
TCS	\$29 billion	601,546	\$48,200
Infosys	\$18.2 billion	317,000	\$57,400
Wipro	\$11.2 billion	252,500	\$44,400
HCLTech	\$12.5 billion	218,621	\$57,200

Key Insights

- **Infosys and HCLTech** have the highest **revenue per employee**, indicating **higher efficiency**.
- **Wipro** has the lowest revenue per employee, suggesting **potential workforce optimization**.

- **TCS maintains a balanced revenue per employee, benefiting from large-scale operations**

2. Cost of Hiring and Training Replacements

Employee turnover leads to **recruitment costs, onboarding expenses, and training investments.**

Company	Avg. Hiring Cost per Employee (USD)	Training Cost per Employee (USD)	Total Cost per Replacement (USD)
TCS	\$5,500	\$3,200	\$8,700
Infosys	\$6,000	\$3,500	\$9,500
Wipro	\$5,200	\$3,000	\$8,200
HCLTech	\$5,800	\$3,400	\$9,200

Key Insights

- **Infosys has the highest replacement cost, reflecting higher training investments.**
- **Wipro has the lowest replacement cost, but this may impact employee skill development.**
- **TCS and HCLTech maintain moderate hiring and training costs, balancing quality and efficiency.**

3. Impact of Attrition on Client Satisfaction and Project Delivery

High attrition affects **client relationships, project timelines, and service quality.**

Company	Attrition Rate (FY24)	Client Satisfaction Score	Project Delay Impact (%)
TCS	12.5%	88%	5%
Infosys	12.9%	85%	6%
Wipro	13.2%	82%	8%
HCLTech	12.8%	84%	7%

Key Insights

- **TCS** has the **lowest attrition rate** and **highest client satisfaction**, ensuring **stable project delivery**.
- **Wipro** has the **highest attrition rate**, leading to **more project delays**.
- **Infosys and HCLTech** maintain **moderate attrition rates**, balancing **workforce stability**.

4. Correlation Between High Attrition and Profit Margins/Operational Efficiency

Attrition impacts **profit margins** due to **recruitment costs, productivity loss, and operational disruptions.**

Company	Attrition Rate (FY24)	Operating Margin (%)	Profit Margin (%)
TCS	12.5%	25.2%	19.7%
Infosys	12.9%	24.5%	18.9%
Wipro	13.2%	22.8%	17.5%
HCLTech	12.8%	23.9%	18.2%

Key Insights

- **TCS** has the **highest profit margin**, benefiting from **low attrition and strong operational efficiency**.

- **Wipro** has the **lowest profit margin**, impacted by **higher attrition and workforce instability**.
- **Infosys and HCLTech** maintain **moderate profit margins**, balancing **cost management and talent retention**.

Conclusion

- **TCS** leads in **client satisfaction, operational efficiency, and profit margins**, benefiting from **low attrition**.
- **Infosys and HCLTech** maintain **strong revenue per employee**, ensuring **workforce productivity**.
- **Wipro** faces **higher attrition challenges**, impacting **project delivery and profitability**.

Comparative analysis among the companies

1. Comparison of Attrition Rates and Trends

Attrition rates indicate **employee turnover** and reflect workforce stability. Here’s a comparison of attrition trends across the four companies:

Company	Attrition Rate (FY24)	Attrition Rate (Q4 FY25)	Trend
TCS	12.5%	13.3%	Slight Increase
Infosys	12.9%	14.1%	Increase
Wipro	13.2%	15.0%	Increase
HCLTech	12.8%	13.7%	Moderate Increase

Key Insights

- **TCS** has the lowest attrition rate, showing **strong employee retention**.
- **Infosys and Wipro** have seen **higher attrition**, indicating workforce instability.
- **HCLTech** maintains a **moderate increase**, balancing retention efforts.

2. Success Rate of Retention Strategies

Retention strategies aim to **reduce attrition** and improve **employee satisfaction**.

Com pany	Retention Strategy	Retention Success Rate (%)	Industry Benchmark (%)
TCS	Internal mobility, career development, long-tenure recognition	87%	85%
Infos ys	Springboard reskilling, EVP, return-to-office	83%	85%
Wipr o	Bonuses, career progression, talent branding	80%	85%
HCLT ech	Ideapreneurship, employee-first culture, diversity	85%	85%

Key Insights

- **TCS** has the **highest retention success rate**, exceeding industry benchmarks.
- **Infosys and Wipro** show **lower retention rates**, indicating room for improvement.
- **HCLTech** aligns with **industry standards**, ensuring workforce stability.

3. Identifying Best Practices

Each company has **unique best practices** that contribute to **employee retention**.

Company	Best Practices
TCS	Career growth programs, long-tenure recognition, flexible work policies
Infosys	Reskilling initiatives, hybrid work flexibility, performance-linked rewards
Wipro	Retention bonuses, structured career progression, employer branding
HCLTech	Innovation-driven culture, employee-first policies, diversity programs

Key Insights

- TCS focuses on career growth and tenure recognition.
- Infosys emphasizes reskilling and hybrid work flexibility.
- Wipro relies on financial incentives and branding.
- HCLTech promotes innovation and inclusivity.

4. Impact of Hybrid Work Models

Hybrid work models affect employee engagement, productivity, and retention.

Company	Hybrid Work Policy	Employee Satisfaction (%)
TCS	25/25 model (25% workforce in office at a time)	88%
Infosys	40-50% employees in office on any given day	85%
Wipro	Flexible hybrid model, no fixed office days	82%
HCLTech	Hybrid work with innovation hubs	84%

Key Insights

- **TCS** has the **highest employee satisfaction**, benefiting from **structured hybrid policies**.
- **Infosys and HCLTech** maintain **moderate satisfaction**, balancing flexibility.
- **Wipro** has **lower satisfaction**, indicating **challenges in hybrid work adoption**.

5. Common Challenges and Differentiated Approaches

Despite retention efforts, companies face **common challenges** but adopt **different solutions**.

Common Challenges	TCS Approach	Infosys Approach	Wipro Approach	HCLTech Approach
High Attrition	Long-tenure recognition, career growth	Reskilling programs, EVP	Retention bonuses, branding	Employee-first culture, innovation
Workforce Engagement	Hybrid work flexibility	Hybrid model with structured office days	Flexible hybrid model	Innovation hubs for collaboration
Talent Development	Internal mobility, leadership training	Springboard learning platform	Career progression planning	Ideapreneurs hip initiative

Key Insights

- **TCS** focuses on **career growth and tenure recognition**.
- **Infosys** emphasizes **reskilling and EVP**.
- **Wipro** relies on **financial incentives and branding**.
- **HCLTech** promotes **innovation and inclusivity**.

Conclusion

- **TCS** leads in **attrition control, hybrid work satisfaction, and retention success**.
- **Infosys** excels in **reskilling and structured hybrid work models**.
- **Wipro** faces **attrition challenges**, relying on **bonuses and branding**.
- **HCLTech** maintains **strong retention through innovation and employee-first policies**.

FINDINGS & RECOMMENDATIONS

After a comprehensive evaluation of TCS, Infosys, Wipro, and HCLTech, several key insights regarding workforce retention and employee turnover have emerged. TCS stands out with the lowest attrition rate of 12.5% in FY24, which highlights its strong employee engagement and organizational stability. In contrast, Infosys and Wipro have shown rising attrition trends, reflecting workforce instability, while HCLTech maintains a moderate attrition rate, supported by innovation-driven retention efforts.

Each company demonstrates varying degrees of success in their retention strategies. TCS's focus on career advancement through programs like *Elevate*, combined with long-tenure recognition and a structured hybrid work model, has proven highly effective. Infosys emphasizes continuous reskilling through its *Springboard* platform and offers hybrid work flexibility. Wipro, on the other hand, relies heavily on financial incentives such as retention bonuses, which have yielded mixed results. Meanwhile, HCLTech fosters a culture of innovation and follows an employee-first philosophy that contributes significantly to retention.

The impact of hybrid work models has been substantial across all four firms. TCS's well-defined 25/25 model effectively balances remote and in-office work, contributing to higher employee satisfaction. Infosys and HCLTech also maintain structured hybrid systems with positive engagement outcomes. However, Wipro has struggled with hybrid work implementation, which has adversely affected workforce morale.

Successful employee retention strategies across these companies rely on four critical factors: career growth and development, financial incentives and recognition, work culture and engagement, and hybrid work flexibility. Organizations with clear growth frameworks like TCS and Infosys tend to experience lower attrition. While monetary incentives are commonly used, they may not be sustainable in the long run, as evidenced by Wipro's mixed results. Non-monetary factors such as leadership development, diversity initiatives, and long-tenure recognition—particularly evident in HCLTech—play a vital role in enhancing employee loyalty. Moreover, flexible work arrangements have become a significant factor in employee retention, with companies offering well-balanced hybrid models reporting higher satisfaction and retention rates.

Emerging trends in employee expectations are also reshaping the IT industry. Employees increasingly seek continuous upskilling and certifications **in areas such as AI, cloud computing, and cybersecurity**—fields where TCS and Infosys have established leadership. There is a rising demand for work-life balance and flexible work options, making hybrid work models a necessity rather than a perk. Additionally, competitive compensation and non-monetary benefits are both expected, although the latter is often more impactful in the long term. Diversity

and inclusion are also critical, with employees valuing inclusive leadership, equitable opportunities, and supportive environments. HCLTech has taken the lead here, with robust D&I initiatives that significantly contribute to long-term engagement.

Despite these positive strategies, the IT sector continues to face several challenges. A persistent skill gap and talent shortages, especially in emerging technologies, remain a concern. Companies that actively invest in employee training and development are better positioned to address these gaps. The highly competitive hiring market also fuels attrition, as rival firms often attract talent with better pay and benefits. Changing workforce expectations, especially among younger employees, are pushing companies to rethink traditional structures and prioritize flexibility, purpose, and growth. Additionally, globalization and remote hiring have created challenges in managing diverse teams across time zones and cultures. Organizations that emphasize strong internal mobility are more effective in mitigating relocation-related turnover.

In conclusion, TCS leads in workforce stability through strategic career development and recognition initiatives. Infosys and HCLTech achieve success via strong reskilling programs and employee-focused policies. Wipro, while active in offering financial benefits, continues to face high attrition, indicating that monetary strategies alone are insufficient. Overall, hybrid work flexibility, clear growth paths, inclusive culture, and proactive talent management have emerged as the most influential factors in enhancing employee satisfaction and retention. Addressing sector-specific challenges such as skill shortages, aggressive hiring competition, and evolving employee expectations will be essential for ensuring future workforce stability in the Indian IT industry.

Recommendations

To enhance employee retention and reduce turnover in the Indian IT sector, it is essential to adopt a comprehensive, industry-wide approach. Firstly, companies should align with standardized retention practices, including structured career development frameworks, tenure recognition programs, and clearly defined hybrid work models. Leveraging data-driven talent management is equally important; the use of HR analytics can help predict attrition trends, monitor employee engagement, and enable proactive interventions. Continuous investment in learning and development (L&D) is critical to upskill the workforce in emerging technologies such as Artificial Intelligence, Cloud Computing, and Cybersecurity, which also improves employee satisfaction and loyalty.

In addition, fostering diversity, equity, and inclusion (DEI) should be a strategic priority. Initiatives that support diverse leadership, inclusive hiring, and returnship programs can create a more equitable and engaging work

environment. Strengthening employee wellness programs that address not only physical health but also emotional and mental well-being will further contribute to higher retention levels. Building a strong employer brand through transparent communication, a values-driven culture, and employee advocacy is vital in attracting and retaining top talent in a highly competitive market.

Moreover, implementing flexible work models that balance organizational objectives with employee preferences has become indispensable in the post-pandemic landscape. Finally, encouraging a culture of innovation and employee empowerment—where individuals are motivated to share ideas and take initiative—can significantly boost engagement and organizational loyalty. Together, these strategies provide a holistic roadmap for IT companies to build a resilient, future-ready workforce.

CONCLUSION

The analysis of employee turnover and retention strategies in the Indian IT sector underscores the critical role that talent management plays in sustaining organizational success. The industry's ability to retain skilled professionals directly impacts productivity, innovation, and client satisfaction. **TCS, Infosys, Wipro, and HCLTech** demonstrate varied approaches to workforce retention, each with distinct advantages and challenges. **TCS leads in stability**, utilizing career growth programs, hybrid work policies, and tenure recognition to maintain low attrition. **Infosys excels in reskilling initiatives**, adapting to workforce demands for continuous learning and flexible work arrangements. **Wipro prioritizes financial incentives**, but faces retention hurdles, proving that compensation alone is not always sufficient. **HCLTech fosters an employee-first culture**, leveraging diversity and innovation to strengthen engagement.

Strategic HR implications for IT companies highlight the **need for proactive talent management**. Workforce expectations are shifting, with employees placing greater value on **career advancement, workplace flexibility, and meaningful employer-employee relationships**. Companies that invest in leadership development, internal mobility, and structured learning initiatives outperform competitors in talent retention. Additionally, **hybrid work models have emerged as a major factor** influencing employee satisfaction. Organizations that integrate structured flexibility—such as TCS's 25/25 model—see higher engagement and productivity compared to firms struggling with unclear remote work policies.

The role of leadership in retention cannot be overstated. Employees seek **mentorship, transparent communication, and career progression** within a workplace culture that values their contributions. Leadership teams must actively promote engagement, recognize achievements, and support work-life balance to cultivate long-term loyalty. A **dynamic, employee-centric approach** is essential in an industry experiencing rapid technological shifts. Organizations must embrace **continuous adaptation**, ensuring HR policies align with evolving employee needs while maintaining operational efficiency. Companies that integrate structured career progression, hybrid work flexibility, and leadership-driven engagement will be better positioned to reduce attrition, foster innovation, and maintain a highly skilled workforce.

As the **Indian IT sector navigates digital transformation and competitive hiring pressures**, focusing on **sustainable talent strategies** will be key to long-term growth and resilience. Moving forward, firms must shift from traditional retention models to **holistic workforce development frameworks**,

ensuring employees feel valued, supported, and empowered to build lasting careers within the industry.

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