



HR Practices in the Indian IT Industry

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This research paper provides a comprehensive *Abs* examination of human resource (HR) practices in the Indian Information Technology (IT) industry, with an emphasis on both traditional and modern approaches. The study covers employee recruitment, training, performance management, retention strategies, and evolving policies such as remote/hybrid work, diversity and inclusion, and employee engagement. We analyze HR trends using numeric data from government and industry sources, including attrition rates, workforce diversity, and remote work adoption. Two detailed case studies of leading IT firms – Tata Consultancy Services (TCS) and Infosys – illustrate how individual companies implement innovative HR policies (e.g., talent development programs, flexible work arrangements, and inclusion initiatives). The findings reveal a shift from rigid, hierarchical HR models toward more flexible, technology-driven, and employee-centric practices. Attrition in the IT sector, which had surged during the pandemic, has shown signs of stabilizing in recent years. Diversity metrics indicate gradual improvement in female representation, while remote/hybrid work policies have become mainstream. Quantitative tables summarize key metrics (e.g., attrition and workforce diversity over time), and accompanying interpretations discuss their implications. Finally, the paper concludes by highlighting the success factors and ongoing challenges for HR in maintaining a skilled, engaged, and diverse workforce in the fast-evolving Indian IT sector.

Keywords: Human resource practices, Indian IT industry, recruitment, training, performance management, retention strategies, remote work, hybrid work, diversity and inclusion

I. INTRODUCTION

The Indian IT industry is a major global player, employing over five million professionals across software services, business process management, engineering R&D, and related technology sectors. Rapid growth over the past decades has made HR management a critical concern, as companies must attract, develop, and retain skilled talent in a competitive global market. Historically, HR practices in Indian IT were **traditional** in nature – exemplified by rigid hierarchical structures, intensive initial training programs (such as Infosys’s famous Mysuru campus orientation), and standardized performance evaluation (e.g., annual appraisals and calibration curves). These conventional practices focused on ensuring a reliable, technically proficient workforce and were characterized by job security and long working hours (often discussed in

industry lore, such as the emphasis on high work commitments).

In recent years, however, **modern** HR practices have rapidly emerged. These include technology-driven recruitment and learning (e.g., digital HR platforms, online training portals), flexible work arrangements (remote/hybrid work models), continuous feedback systems, emphasis on employee well-being, and diversity and inclusion (D&I) initiatives. The COVID-19 pandemic accelerated many of these trends, forcing companies to adopt work-from-home (WFH) policies, and now gradually return to hybrid models. In this evolving environment, IT firms are experimenting with data analytics for talent management, agile organizational designs, and stronger employee-engagement strategies.

This paper explores the full spectrum of HR practices in the Indian IT sector. We combine a review of industry reports and academic insights with empirical data analysis. Two leading companies are studied in detail: TCS, known for its extensive HR initiatives and large workforce, and Infosys, a pioneer in formal training and corporate culture. The paper analyzes trends in attrition (employee turnover), workforce diversity (especially gender balance), remote work adoption, and employee engagement. We use publicly available data – from government statistics, industry surveys, and company reports – to quantify these trends. The paper is structured with an overview of the literature and context, followed by a description of our data sources and methodology, presentation of key findings (including tables), detailed case studies, and finally conclusions with recommendations for HR in the Indian IT industry.

II. LITERATURE REVIEW

Research on HR in India’s IT industry highlights unique challenges and evolving practices. Early studies emphasized the **traditional HR model** inherited from large corporations: focus on mass campus hiring, rigorous training programs, and lifetime employment norms. For example, major IT firms often recruited fresh engineering graduates in bulk and provided several months of on-the-job training to create a uniform skill base. Annual performance appraisals and incremental salary increases were the norm. Organizational culture was often hierarchical and collective, with executives such as Infosys co-founder Narayana Murthy famously advocating long workweeks to build core skills.

Several authors have pointed out that such traditional practices, while effective for rapid growth in stable market conditions, can lead to issues in a dynamic environment. High workloads and strict performance standards have

historically contributed to employee burnout and turnover. The Indian IT sector experienced particularly **high attrition rates** during the late 2010s and the post-COVID hiring boom, when competition for talent intensified. Literature on turnover in Indian IT attributes this to factors such as aggressive campus hiring by competing firms, delays in promotions, and lack of work-life balance. Studies note that a rigid career ladder and limited lateral movement opportunities also exacerbated attrition among skilled professionals.

In contrast, **modern HR practices** emphasize strategic human capital management. Recent works describe how Indian IT firms are adopting agile workforce planning, leveraging artificial intelligence in HR processes (e.g., AI-based recruitment screening), and embracing employee-centric policies. The pandemic-driven shift to remote work demonstrated the sector's capacity for flexibility: by 2022, a majority of tech companies had remote or hybrid work policies to retain talent, even as many have since encouraged a return to office for collaboration. Diversity and inclusion (D&I) have gained prominence as well; firms are actively seeking to improve the gender ratio and support career re-entry for women, addressing a long-recognized gap. HR is also focusing on holistic employee well-being, including mental health programs and upskilling through lifelong learning initiatives.

Empirical literature, including industry reports and surveys, indicates that such modern practices are paying off. For instance, studies find that engagement levels among Indian IT employees are relatively high compared to global averages, suggesting that a combination of supportive policies and growth opportunities is effective. Yet, authors also warn of challenges: maintaining employee motivation in hybrid settings, measuring productivity outside strict office controls, and balancing global delivery models with local culture. In sum, the literature shows a transition in the Indian IT HR domain from time-tested but rigid methods toward innovative, adaptive approaches, with mixed results that warrant detailed analysis.

III. METHODOLOGY

This study is based on a comprehensive review of publicly available sources and data related to human resource practices in India's IT sector. We collated information from industry reports (e.g., Nasscom publications, Deloitte surveys), news media, company annual and quarterly reports, and government or institutional releases. Key data points (such as attrition rates, workforce composition, remote work adoption) were extracted from credible sources including The Economic Times, Business Today, company press releases, and recognized surveys (e.g., Qualtrics). Relevant case study material was gathered by reviewing company filings and reputable news coverage of HR initiatives at specific firms.

No primary data collection was undertaken; instead, the methodology involved synthesizing secondary data. Tables were constructed by compiling numerical values mentioned in these sources, to illustrate trends in attrition, diversity, and remote work. Each table is followed by an interpretation that explains its significance. The case studies of TCS and Infosys draw from both quantitative indicators (from their published results) and qualitative descriptions of HR strategies (from interviews or news articles).

IV. FINDINGS AND DISCUSSION

A. Traditional vs. Modern HR Practices

Indian IT companies historically relied on standardized HR processes. **Traditional practices** included centralized campus recruitment drives, batch-oriented training, and seniority-based promotions. For example, firms like Infosys and Wipro built large training campuses to onboard fresh graduates uniformly. Work culture emphasized discipline and technical mastery; some founders promoted very long working weeks as a sign of commitment. Performance evaluations followed a formal annual cycle with bell-curve normalization (ranking employees and distributing salaries accordingly). While these methods ensured a baseline of skill quality and operational control, they often left little room for individual flexibility or innovation in HR.

In recent years, a **modern HR approach** has emerged. Companies are investing in HR technology platforms (HRMS, digital learning management systems) that automate routine tasks and provide analytics on workforce trends. Performance management has shifted toward more continuous feedback mechanisms instead of a once-yearly review. Recruitment now heavily uses online portals and social media, and hiring has expanded beyond entry-level campus drives to include lateral talent and global gig platforms.

Crucially, work arrangements have transformed. During the COVID-19 lockdowns, nearly all IT firms adopted remote work. According to a 2024 industry study by CII-FMS (faculty of management), about 68% of companies continued to offer work-from-home options post-pandemic. In the IT sector specifically, hybrid roles have proliferated. Job market data show that remote or hybrid postings jumped from a negligible share (~0.9% of all postings in 2020) to roughly 20% by mid-2024 across India. In IT, about 38% of postings in July 2024 were remote/hybrid. These shifts indicate that flexible scheduling is now a standard part of IT companies' HR toolkits.

Diversity and inclusion have also become integral to modern HR. Firms are setting explicit targets for female representation and inclusion of underrepresented groups. For instance, several top IT firms report women comprising over 30% of their workforce, and companies have launched programs for women returning to work after career breaks or going on extended maternity leave. Compared to the past, when gender balance in tech was often overlooked, today's HR policies explicitly address work-life balance (e.g., flexible hours, parental leave) and biases in hiring or promotion.

B. Attrition Trends

Attrition (the rate at which employees voluntarily leave) has long been a critical metric for Indian IT HR. The sector saw a surge in turnover around 2020–2022, as the acceleration of digital projects and competition for talent pushed attrition to record highs (often cited above 20%). However, recent data show a notable decline in turnover rates. According to a Deloitte survey reported in late 2023, India Inc's average attrition fell from 19.7% in 2022 to 17% in 2023; the IT/ITeS sector experienced an even sharper drop from 21.3% to 15.5% in the same period. NASSCOM also noted that annualized attrition in Q4 of 2022 was around 18%, down from 23% in Q3. These numbers suggest that after the pandemic boom, the "Great Resignation" wave is subsiding, possibly due to market saturation, layoffs, or more stabilizing demand.

Table 1 presents attrition data for India Inc and specifically for IT/ITeS firms, illustrating this downward trend:

Year	India Inc Attrition (%)	IT/ITeS Attrition (%)
2022	19.7	21.3
2023	17.0	15.5

Table 1: Attrition rates in India Inc and the IT/ITeS sector (2022–2023).

The interpretation is that while attrition in technology remains higher than the all-industry average, the sector saw a significant slowdown in turnover in 2023. This reflects macroeconomic pressures and concerted retention efforts (such as wage increases or career development programs). Individual IT companies report attrition figures in the low teens. For example, TCS reported a 13.3% trailing-12-month attrition by Q4 FY2025, Infosys about 14.1%, and Wipro 15.0%. These values, much lower than earlier peaks (some companies had crossed 20%), indicate that retention has moderately improved. However, even 13–15% annual attrition implies high churn when applied to workforces of hundreds of thousands, underscoring the ongoing challenge for HR.

C. Diversity and Inclusion

Diversity is another key HR metric. Indian IT firms have traditionally been male-dominated, but recent data show considerable progress. The Indian tech sector overall now employs about **36% women**, up from roughly 30% a decade earlier. In absolute terms, over two million women work in technology firms, according to industry sources. Leading companies often exceed the sector average: Infosys reported women making up 39.0% of its workforce as of March 2025; TCS reported 35.2% women by FY2025 [livemint.com](https://www.livemint.com); HCL Technologies had about 28.8% women as of Q4 FY2025. Table 2 summarizes female representation:

Organization	Women in Workforce (%)
Indian IT industry (2023)	36.0
Infosys (FY2025)	39.0
TCS (FY2025)	35.2
HCLTech (FY2025)	28.8

Table 2: Female workforce representation at major Indian IT companies.

These figures indicate that large firms have been successful in improving gender diversity, often through targeted initiatives (e.g., hiring drives at women’s colleges, re-entry programs). For instance, TCS’s HR policies include an “ReBegin” program for women returning from career breaks, extended maternity leave, and counseling support. Infosys and others have instituted similar programs and flexible benefits. However, diversity beyond gender remains limited; most senior technical and leadership positions are still predominantly male. Companies continue to expand D&I metrics to include other dimensions (e.g., disability, LGBTQ+), but detailed public data are sparse. Overall, diversity statistics suggest a positive trend in gender inclusion, which modern HR practices actively promote.

D. Remote and Hybrid Work Adoption

A major transformation in HR policy is the adoption of remote and hybrid work. Before the pandemic, only about 30% of Indian companies (across industries) offered any work-from-home option. Today, that number exceeds two-thirds. In IT specifically, firms are formalizing hybrid models. Surveys indicate that most companies allow at least some remote flexibility: an Economic Times report (Nov 2024) noted that 68% of companies still offer WFH options, and about 5% allow fully remote work. In practice, companies are also using attendance-linked incentives: for example, TCS tied variable pay to office attendance

(employees must be on-site at least 60% of the time to earn full incentives). Infosys has instituted a policy requiring at least 10 in-office days per month via a mobile attendance app, reflecting a push to balance flexibility with in-person collaboration.

Table 3 captures the change in remote work prevalence:

Measure	Value
Companies offering WFH (pre-2020)	30%
Companies offering WFH (2024)	68%
Fully remote-allowing companies (2024)	5%
IT sector job postings remote/hybrid (2020)	0.9%
IT sector job postings remote/hybrid (2024)	38%

Table 3: Remote/hybrid work adoption statistics in India.

The interpretation is that hybrid work has become mainstream. Nearly 20% of all job openings in India are now labeled remote or hybrid, up from under 1% in 2020. In IT-specific postings, remote/hybrid roles constituted about 38% by mid-2024. These policies have HR implications: companies must manage distributed teams, maintain culture in a less centralized environment, and ensure consistent performance monitoring. Nevertheless, the consensus is that flexible work is a permanent feature. Modern HR departments are developing systems (apps, policies, metrics) to support hybrid work and to monitor employee well-being and productivity outside the traditional office.

E. Employee Engagement and Well-being

Employee engagement is an area receiving increasing attention. Industry surveys suggest that Indian IT employees report relatively high engagement levels. A 2023 Qualtrics study found that 89% of surveyed Indian workers felt engaged at work, significantly above the global average of 68%. These surveys also indicated strong sentiments about exceeding work expectations and inclusivity in India compared to global norms (e.g., 60% of Indian respondents felt their experience exceeded expectations vs. 38% globally, and 88% reported an inclusive culture vs. 73% globally). While such figures should be interpreted cautiously (survey methods vary), they imply that many Indian IT employees are satisfied with their jobs. Factors cited include learning and career growth opportunities, supportive work cultures, and the novelty of tech projects. HR practices that enhance engagement include continuous learning programs (e.g., internal digital academies, reskilling initiatives), transparent career paths, and regular pulse surveys. Companies like Infosys and Wipro have instituted large-scale upskilling (e.g., millions of training hours logged annually). Wellness programs addressing mental health, fitness allowances, and flexible scheduling are also common. These practices align with employee preferences; for instance, workers report higher engagement when allowed a mix of in-office and remote days. The challenge for HR is sustaining engagement as job markets cool and employees become more selective; this makes it critical to continue investing in people-centric policies.

V. CASE STUDIES

A. Tata Consultancy Services (TCS)

Company Overview: TCS is India’s largest IT services company, with a workforce exceeding 600,000. It has consistently topped employer rankings (e.g., “Best Companies to Work For” lists). TCS’s HR strategy emphasizes a **purpose-driven and inclusive culture**. The CHRO, Milind Lakkad, has described TCS’s HR philosophy as creating “a purpose-driven, happy workplace” where employees can grow and innovate.

Recruitment and Training: TCS continues large-scale campus recruitment but also hires laterals for specialized roles. New hires undergo a structured training curriculum blending technical and soft skills. The firm actively identifies and nurtures future leaders through programs like TCS Elevate (an MBA program for employees) and reserves slots for internal mobility. TCS invests heavily in reskilling: as emerging technologies (cloud, AI, data science) evolve, it incorporates them into training to keep the workforce updated.

Work Culture and Policies: TCS promotes “flexibility within guardrails.” While encouraging remote work flexibility (especially during and after the pandemic), TCS linked attendance to rewards: from April 2024, employees must meet minimum office presence to qualify for full variable pay. However, TCS also offers benefits that enhance work-life balance: for example, it was one of the first to provide extended maternity leave options and paid leave post-maternity (up to 30 days). It runs an online maternity care program and “ReBegin” re-entry program for women returning from breaks. The company has also broadened health insurance to include same-sex partners and added provisions like assisted fertility treatment. These modern policies reflect an inclusive ethos that is relatively advanced for India’s corporate sector.

Diversity and Inclusion: TCS has about 35.7% women employees, and is notable for employing over 200,000 women globally. The firm’s D&I targets encompass not only gender but also cultural and generational diversity. TCS publishes its gender ratio transparently, showing incremental improvement. HR programs at TCS include active mentorship of women, scholarships in technology fields, and unconscious-bias training for managers. Such efforts align with industry trends: TCS’s gender ratio exceeds the IT sector average (around 36% female) but highlights that Indian IT is working toward parity.

Employee Engagement and Performance: TCS uses a continuous-performance management approach. Rather than only year-end reviews, managers give feedback more frequently and set quarterly goals. Annual promotions and increment cycles remain, but career development also occurs via internal postings and skill certifications. TCS’s HR measures show engagement scores that are among the highest in the industry (though specific values are proprietary). The company’s emphasis on a “fluid workforce” concept—where talent is matched to projects dynamically—illustrates modern HR adaptability.

HR Metrics: In FY2025 Q4, TCS’s attrition was 13.3% (trailing 12 months), down from higher levels in previous years. The workforce grew modestly by net 6,433 employees to over 607,000, indicating cautious hiring. Notably, learning metrics at TCS are impressive: in FY2025 employees completed 56 million learning hours, reflecting the HR focus on continuous skill development. These metrics are shared publicly and signal a data-driven HR culture.

In summary, TCS’s HR practices combine traditional scale (large training programs, formal appraisal systems) with modern innovation (flexible policies, D&I, technology). The company’s approach exemplifies how a legacy IT firm can build a sustainable workforce culture that serves both business needs and employee satisfaction.

Infosys

Company Overview: Infosys, one of the earliest Indian IT success stories, has a workforce of over 320,000. It was famous in the 2000s for its disciplined culture, emphasizing values and rigorous training. In recent years, Infosys has

been transforming its HR approach to address market changes and talent needs.

Recruitment and Training: Infosys maintains strong campus recruitment but also hires experienced professionals for consulting roles. Historically, Infosys’s hallmark was the Global Education Center in Mysore, where fresh hires underwent a 6–8 month residential training (a practice that continues, albeit with more virtual components now). The company emphasizes language and communication skills heavily, alongside technical training, to ensure consistent quality. Infosys has also partnered with external platforms and universities to provide continuous learning: examples include its “Wingspan” digital learning platform and collaboration with ed-tech firms for upskilling. This aligns with modern HR in focusing on employee learning and adaptability.

Work Policies: During the pandemic, Infosys allowed full WFH, but by 2024 it began to encourage more office attendance. In March 2025, Infosys mandated that technology staff spend at least 10 days per month in the office, enforced via a mobile attendance app. This shift demonstrates Infosys’s strategy to balance flexibility with the belief that some in-person collaboration is necessary. Infosys has also updated its performance management: in 2024 it announced the end of the traditional “stack ranking” and moved to more frequent feedback loops.

Diversity and Inclusion: Infosys reports around 39% women in its workforce as of FY2025, the highest among Indian IT majors. The company has multiple programs to promote gender diversity: a “Women Mentoring Programme,” maternity and parental leave beyond statutory norms, and a “Returning Women’s Programme” for career re-entry. Infosys also supports workforce diversity in other ways, such as campuses for rural or economically disadvantaged students and scholarships for technical education. In 2022–24, however, Infosys (like its peers) saw a net drop in female headcount as it reduced overall hiring, indicating that workforce cuts affected women disproportionately and raising questions for HR on inclusive retention.

Employee Engagement: Infosys has traditionally emphasized a strong corporate culture with clear values (“Fairness, Empathy, Respect, Leadership, and Excellence”). It conducts regular employee satisfaction surveys and has made efforts to improve work-life balance by limiting work-week hours (e.g., urging managers to not exceed 48–55 hours for associates). The Qualtrics report noted earlier, which included IT workers, suggests very high engagement levels at Infosys and peers. The company also invests in employee well-being programs (yoga, meditation, health check-ups) and houses recreation facilities in large campuses.

HR Metrics: As of Q4 FY2025, Infosys’s LTM attrition was 14.1%, slightly up from 12.6% a year earlier. However, hiring remained strong: net headcount grew from 3.17 lakh to 3.24 lakh between Q4 FY2024 and Q4 FY2025. This reflects an HR balancing act between retaining talent and bringing in fresh skills. The female workforce percentage remained around 39.0%. Notably, Infosys employees logged about 7,737 crore rupees in free cash flow (an indirect measure of profitability per employee), suggesting that financial health is tied to workforce costs. Infosys’s HR continues to refine its policies based on such metrics, emphasizing both innovation (AI for HR analytics) and adherence to core values.

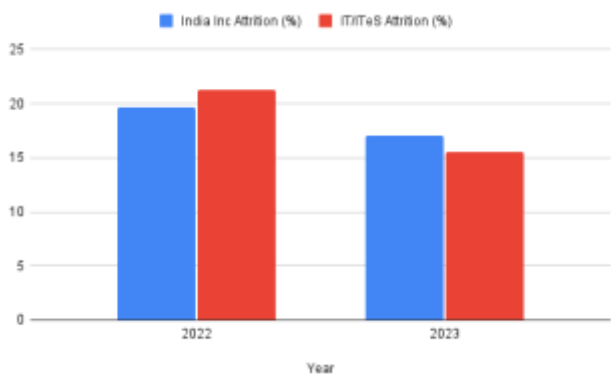
In summary, Infosys blends traditional strengths (comprehensive training, strong core values) with modern

initiatives (digital HR tools, flexible work rules with controls). Its recent emphasis on reining in remote work suggests a cautious stance on workplace flexibility compared to some peers, reflecting management’s view on collaboration. Nonetheless, Infosys remains seen as a leader in HR innovation, having introduced some of the industry’s earliest programs for women and entry-level training.

VI. DATA ANALYSIS AND INTERPRETATION

Table 1: Attrition Rates (India Inc vs IT/ITeS, 2022–2023)

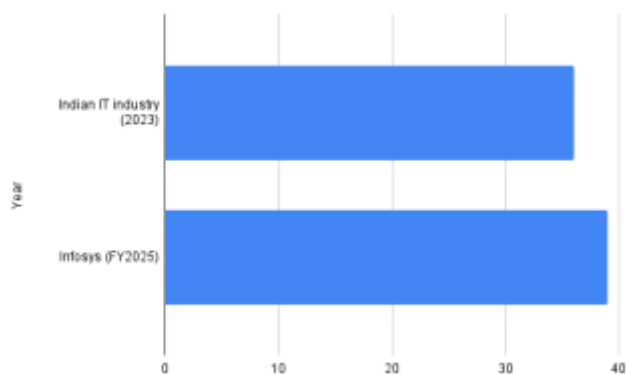
Year	India Inc Attrition (%)	IT/ITeS Attrition (%)
2022	19.7	21.3
2023	17.0	15.5



Interpretation: Attrition across the Indian corporate sector showed a marked decline from 2022 to 2023, with the tech sector seeing the steepest drop. The IT/ITeS attrition fell from 21.3% to 15.5%, reflecting a slowdown in turnover. This suggests that IT firms managed to retain more employees amid economic uncertainty and reduced hiring. Continued high rates (15–20%) indicate persistent mobility in tech jobs, but the downward trend implies that HR interventions (better engagement, career paths) and market factors (fewer openings in new roles) helped stabilize the workforce.

Table 2: Workforce Diversity (Women % at Major IT Entities)

Organization	Women in Workforce (%)
Indian IT industry (2023)	36.0
Infosys (FY2025)	39.0
TCS (FY2025)	35.2
HCLTech (FY2025)	28.8

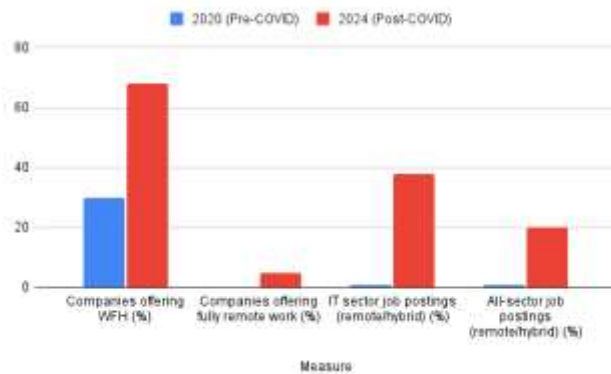


Interpretation: Female representation in the IT industry is improving. Infosys leads with roughly 39% women, suggesting that its HR policies (targeted hiring, retention programs) are effective. TCS’s figure (~35%) is slightly below the industry average (36%) but in line with large-firm norms. HCLTech’s 28.8% indicates that some companies still lag in gender diversity. These variations imply that HR policies (such as support for working mothers, flexible

schedules, and inclusive recruitment) play a key role: companies proactively addressing these issues have higher female ratios. The overall uptick from past decades (30%+ range) suggests that industry-wide awareness and initiatives are having an impact.

Table 3: Remote/Hybrid Work Adoption

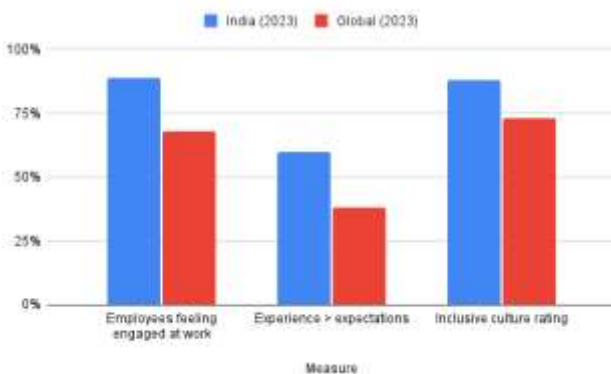
	2020 (Pre-COVID)	2024 (Post-COVID)
Companies offering WFH (%)	30	68
Companies offering fully remote work (%)	–	5
IT sector job postings (remote/hybrid) (%)	0.9	38
All-sector job postings (remote/hybrid) (%)	0.9	20



Interpretation: The COVID-19 pandemic dramatically accelerated remote work adoption. Prior to 2020, only about a third of firms offered any WFH flexibility. By 2024, more than two-thirds did, though only a small fraction allow fully remote work. The jump in remote/hybrid job postings – from virtually zero to a significant share – reflects both demand from employees and supply by employers. The IT sector in particular saw over one-third of new postings labeled remote/hybrid. For HR, this table confirms that flexible work arrangements have become mainstream and likely permanent. It also highlights that although many roles now allow off-site work, companies still maintain some expectation of office presence (e.g., through attendance-linked policies). HR must thus manage hybrid schedules and infrastructure.

Employee Engagement Metrics

	India (2023)	Global (2023)
Employees feeling engaged at work	89%	68%
Experience > expectations	60%	38%
Inclusive culture rating	88%	73%



Interpretation: These survey-based metrics suggest Indian IT employees report very high engagement and satisfaction

relative to global peers. Nearly nine in ten feel engaged, and a majority say their work experience exceeds expectations. High ratings on inclusivity indicate that workplaces are perceived as welcoming. For HR practitioners, these figures imply that initiatives like career development, open communication, and D&I programs are resonating with staff. However, such high self-reported satisfaction must be balanced against the persistent attrition rates: even satisfied employees may switch jobs if better opportunities arise. Continuous investment in the factors driving these engagement scores (recognition, meaningful work, supportive environment) is therefore essential to translate high engagement into long-term retention.

VII. CONCLUSION

The examination of HR practices in the Indian IT industry reveals a sector in transition. Traditional HR methods – characterized by standardized training, hierarchical progression, and centralized control – have given way to more dynamic and employee-centric approaches. Leading IT firms now integrate flexible work policies, robust learning ecosystems, and diversity initiatives into their HR strategies. Case studies of TCS and Infosys show how this plays out in practice: both companies maintain the large-scale training and formal appraisal systems of the past, yet supplement them with advanced programs (e.g., AI-based talent analytics at TCS, digital learning platforms at Infosys) and progressive policies (parental support, hybrid work guidelines).

Quantitative trends support this narrative of modernization. Attrition rates, once alarmingly high, have declined as companies focus on retention and as market demand normalizes. Workforce diversity has improved, particularly in gender representation, reflecting sustained HR efforts and wider societal changes. Remote and hybrid work, once rare, is now a fixture of IT employment, compelling HR to develop new management tools. Employee engagement remains strong in India's IT sector, indicating that many workers respond positively to these modern practices.

Yet challenges persist. The industry still faces talent shortages in emerging technology areas, and employee turnover, while lower, is still significant. Ensuring equitable diversity beyond gender, sustaining engagement in a hybrid world, and aligning workforce skills with rapid technological change are ongoing tasks for HR. Additionally, as IT companies face global competition and business volatility, HR must increasingly operate strategically – using data analytics, forecasting talent needs, and integrating workforce planning with corporate strategy.

In conclusion, HR in the Indian IT industry has evolved from a purely administrative function to a strategic enabler of business growth. The combination of competitive pressures and workforce aspirations is driving innovation in HR policies. Companies that successfully balance the tried-and-tested elements of traditional HR with the agility of modern practices – as seen in our case studies – are better positioned to thrive. The trends documented in this paper, supported by industry data, provide a roadmap for HR leaders: invest in people development, foster inclusive and flexible cultures, and use technology to manage and motivate talent. As the industry continues to adapt (for example, integrating AI tools or navigating post-pandemic norms), HR will remain at the forefront of shaping a resilient, engaged workforce in India's IT sector.

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