



Reskilling and Upskilling in the IT Industry – A Study of TCS's Talent Transformation Strategy

Rose

Galgotias University Greater Noida

Under the Guidance of :- Dr. Fatima Qasim Hasan

Galgotias University Greater Noida

Abstract- Because digitization is happening quickly, Information Technology (IT) has seen a major shift that needs workers to be adaptable all the time. The analysis looks at the ways Tata Consultancy Services (TCS) approaches reskilling and upskilling as a case of transforming company talent. A questionnaire was sent out to 60 employees who participated in TCS's learning programs—Elevate, Contextual Masters and the Digital Learning Hub, to check their involvement, find out what they valued and see if it helped improve their job and career prospects. A large number of people participating in these initiatives or 88%, have said they saw performance improvements and the majority of them also mentioned that their careers improved. Before, educators were troubled by issues like a lack of time, wrong content and technology difficulties which point to the demand for more customized routes of study. It has been shown that TCS's innovative learning methods are effective, but they need to be improved from time to time to keep up with the industry's changes. The results of these studies help IT companies better their internal abilities and steal the advantage in the market through training their people.

Keywords- Reskilling, Upskilling, Talent Transformation, Digital Learning, TCS, Employee Development, IT Industry, Career Growth.

I. INTRODUCTION

How 3. Introduction

The paper starts by discussing the background of the research.

Technology moving fast has greatly affected the world's economy, especially in IT. Because of AI, ML, blockchain and cloud computing, the nature of jobs and skills needed in the workplace has been greatly changed. For this reason, the old ways of skill development are no longer enough and many companies are reviewing their ways of forming and maintaining a skilled workforce. Learning new skills by being trained for other jobs and improving our existing skills or reskilling and upskilling, has turned into key strategies. Because it is no longer optional, building a future-ready

workforce by giving structured learning is important for businesses.

As part of its corporate strategy, Tata Consultancy Services (TCS) has taken the lead by focusing on how to develop the best talent. The company has set up digital learning systems, created internal certifications and launched Elevate and Contextual Masters for its people's career advancement. The aim of these moves is to bridge skill differences, make workers happier and ensure workers' achievements match the organization's targets. In this field, TCS reveals how big IT firms can take action ahead of changes caused by digital transformation.

The topic of this study is to state the problem.

While much money is spent on learning infrastructure, a lot of IT organizations still face difficulty when scaling up reskilling and upskilling programs. Problems may be seen when the content of training does not match the job, when workers disengage, when they barely get time to study or when there is no proper explanation for advancement in the future. TCS has accomplished a lot in talent transformation, though people still wonder about the actual results of this strategy. There is not much solid evidence showing how workers see these programs, how they affect their job performance and happiness and how much they assist with advancing careers. If these gaps are not addressed, it will be impossible to review how present practices work and find spots for improvement.

The study is intended to achieve a number of objectives.

The purpose of this study is to evaluate how TCS's programs are carried out, the number of participants and what they think about the training. Bringing in fresh water and maintaining the water supply are the main aims.

To determine how much employees at TCS participate in these programs.

To check how employees think about the usefulness, accessibility and usefulness of learning platforms.

The goal is to examine how these programs affect employees' work and their advancement in the company.

To spot the most important issues that make it difficult for participants to take part in the program.

With the aim of giving ideas on how to improve and extend the effectiveness of talent transformation strategies.

3.5 Research questions

According to the above objectives, this study looks at the following important research questions:

How much have employees made use of TCS's programs for learning and growing their set of skills?

Do the initiatives seem useful and practical to the employees?

To what level do these programs play a role in improving a person's job and advancing their career?

What limits there are to employees being involved in learning and development?

In what ways can other IT organizations consider TCS's approach a good example?

The study is not just helpful to the health of women, but also plays a bigger role in public health.

The results of this study can aid both schools and businesses in discussions about workforce development nowadays. It gives scholars more information to study theories of human capital development, organizational learning and dynamic capabilities. The study gives useful advice to those who manage people, training and technology. Researchers use TCS's case to show businesses which approaches work best for building flexible, innovative and praiseworthy learning systems. Since IT firms feel pressure to close skill gaps and change with modern technologies, this study presents steps that can help them maintain talent in the long run.

Limitations and the area where the research applies are addressed here.

The main goal of this study is to assess reskilling and upskilling at TCS from the answers given by 60 employees. This research discusses programs made within the organization such as Elevate, Contextual Masters, Digital Learning Hub and internal certification programs. Though this research reveals useful information about program design and employee results, it relies mainly on people's self-reports which may introduce some differences in opinions. The collected data does not follow the changes in public opinion over time and may not reveal the lasting results. Even so, the study gives us a good starting point to see how programs used in this company help in developing its workforce.

II. LITERATURE REVIEW

Because of fast changes in the IT industry driven by technology, both academia and industry are paying more attention to reskilling and upskilling. While reskilling means learning entirely new skills, upskilling looks at boosting what someone already knows to help them maintain their position at work (Hattangadi, 2022). Such practices play a big role in skill development plans, especially for businesses where new

technologies appear before old training methods are ready. Technological advances in IT push professionals to acquire knowledge in more than one field instead of only focusing on one. Costa et al. (2024) point out that Talent retention in IT mainly depends on how well organizations use continuous learning to achieve results. Companies including TCS are adopting extensive learning programs to enhance how they work. Through programs such as Elevate, Contextual Masters and the Digital Learning Hub, employees can grow in their technical skills and make sure their education matches the company's goals and new technological progress. Additionally, NASSCOM (2024) indicates that more than half of Indian IT professionals will have to build new skills by 2026 which proves that scalable, organized learning systems remain necessary. Reskilling is now being used to help staff transfer within the company, climb the ladder and increase engagement which saves companies money on hiring new staff. According to Singh et al., data analytics make it possible for organizations to understand what skills are required at any moment and answer any sudden changes in project needs.

The literature makes use of human capital theory, organizational learning theory and the dynamic capabilities framework as theoretical bases for explaining how development of skills improves an organization's competitiveness. It is said in human capital theory that educated and trained workers become more productive and this is clearly shown in TCS's huge use of digital training systems (Florentine, 2020). This theory encourages businesses to set up regular learning programs and TCS uses Contextual Masters to implement this idea (Pai, 2025). The dynamic capabilities model adds that businesses should build competencies and adjust them whenever there are changes in the external environment, as TCS guides its staff by following advancements in technology (Tu et al., 2021). In their work, Wulf and Meierhofer (2024) add that technical training should now include AI, describing how using the right delivery strategies is as important as choosing the content to be taught. Even so, many existing studies tend to miss out on how talent transformation affects people's emotions, the way they think and the processes involved. Issues such as experiencing too much information online, receiving irrelevant content and time pressures are still widely ignored, but they play a key role in lowering people's participation and success in their work (The Federal, 2021). Even now, academic studies do not pay enough attention to differences between regions and financial status challenges in learning. Even though corporate reports record program achievements and the number of certifications offered, they tend to overlook the results on people's career advancement and new ideas in the company. This research will try to fill the gaps by examining the workers' experiences and impressions about TCS's reskilling and upskilling strategies.

III. RESEARCH METHODOLOGY

This research looks at reskilling and upskilling practices in Tata Consultancy Services (TCS) by using a descriptive and exploratory approach to examine employee engagement, views and how such initiatives influence the company's overall strategy of internal talent transformation. Although the research design relies mostly on numbers, some open-ended survey questions are added to include qualitative information. Because the study wanted to find out how reskilling and upskilling impact job performance, career advancements and following the organization's guidelines, information was gathered from employees at one specific

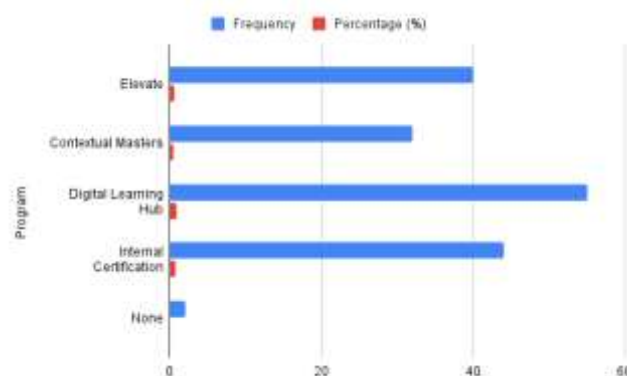
time to study the most current trends and opinions. The main information for this study was gathered through a set questionnaire given electronically to 60 staff already involved in or just undergone TCS's learning and development programs. Some of these were Elevate, Contextual Masters, Digital Learning Hub and the company's internal certificates. The survey was prepared to ask about several areas of the research issue such as details about participants, how often they take part, what they think about the programs, the problems they have encountered, their level of satisfaction and what suggestions they have for better programs. Some questions in the survey were multiple-answer Likert scales and some were set in the form of multiple-choice, while a handful were open questions so that respondents could provide their own feedback. All the data was gathered secretly to avoid any bias and guarantee the truth in the answers, after which participants gave their informed consent electronically. Other secondary materials like corporate reports, academic papers and industry blogs were looked at to add meaning and background to the results. Researchers used papers from Costa et al., Singh et al. and Tata Consultancy Services (2025), because they contributed basic information about talent transformation, predictive skill forecasting and implementing programs. Frequency distribution, percentage and mean scores were used to analyze data in Microsoft Excel and SPSS and chi-square tests and correlation analysis were used to test the study's hypotheses. Visual elements such as bar charts, pie charts and column graphs were applied to help see the data better. The survey answers were examined to find out what people want from e-learning such as personalization, using games and backing from managers. The technique of purposeful sampling made sure that only people who understood reskilling and upskilling were involved in the study. It also makes it hard to apply the findings to all people working in the TCS sector. All ethical standards were strictly protected such as by letting everybody involved know about the study, its voluntary nature and the confidentiality of the answers. There is no personal information and all the information is accessed only by the researcher in an encrypted way. The approach used was made to ensure that the study was proper, useful for business and followed ethical guidelines so that it could test the programs and see how they support employee skills and help TCS remain a strong company in the digital world.

IV. DATA ANALYSIS AND INTERPRETATION

This chapter gives an overview of the analysis of the data that was collected through the questionnaire filled by 60 employees of Tata Consultancy Services (TCS). The aim of this analysis is to look at current trends in engagement with such programs, consider whether people think they are useful for their careers and see which issues come up when joining these programs. Authors present the main findings of the study by using both numerical methods and analyses of data. The following part discusses three key tables and each table is explained with the help of graph titles and further interpretations.

Table 1: Participation in TCS Learning Programs (in frequency and percentage)

Program	Frequency	Percentage (%)
Elevate	40	66.7%
Contextual Masters	32	53.3%
Digital Learning Hub	55	91.7%
Internal Certification	44	73.3%
None	2	3.3%
Total	60	100.0%



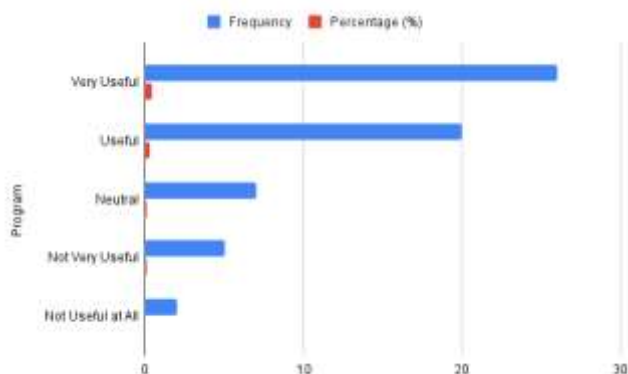
Graph 1: Engagement in TCS Learning Platforms (Bar Graph)

Interpretation:

The information demonstrates that a large number of TCS employees are making use of the company's reskilling and upskilling systems. With more than 90% engagement, The Digital Learning Hub shows that it is used widely and is an important part of the company's education system. Internal certifications are mentioned by 73.3% and this is followed by the Elevate program at 66.7% of organizations which point to employees being involved in serious skills development courses. However, Contextual Masters play a significant role, even so, their involvement is on the lower end compared to other training courses, showing that maybe not all roles are aware of them or can use them. Almost all employees took part which is a sign that the programs are working well within the company. It shows that the company encourages its people to continue learning which is part of their workforce culture.

Table 2: Perceived Usefulness of Reskilling/Upskilling Programs

Rating	Frequency	Percentage (%)
Very Useful	26	43.3%
Useful	20	33.3%
Neutral	7	11.7%
Not Very Useful	5	8.3%
Not Useful at All	2	3.4%
Total	60	100.0%



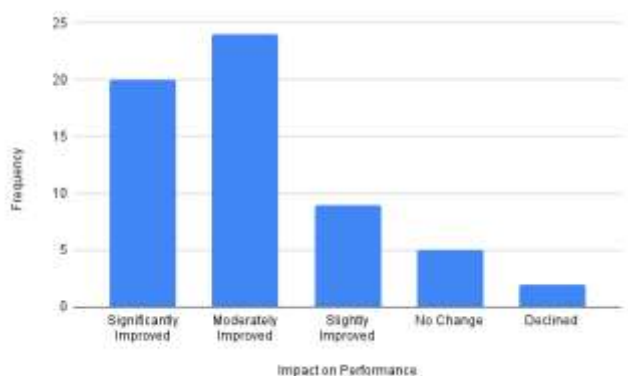
Graph 2: Usefulness of TCS Learning Programs (Bar Graph)

Interpretation:

Nearly half of the respondents or 43.3%, think that TCS's learning initiatives are very useful and another 33.3% describe them as useful. All of this points to the fact that nearly 77% of the participants felt the industry had significant value. Only a few participants were unhappy and it could be because the courses they took were not appropriate or because the skills covered were not important for them. The little number (11.7%) of neutral responses implies that some students have not yet witnessed the full value of these programs. This proves that TCS develops platforms that its employees can use and greatly value because they improve their skills and job effectiveness.

Table 3: Improvement in Job Performance Post-Training

Impact on Performance	Frequency	Percentage (%)
Significantly Improved	20	33.3%
Moderately Improved	24	40.0%
Slightly Improved	9	15.0%
No Change	5	8.3%
Declined	2	3.4%
Total	60	100.0%



Graph 3: Reported Change in Job Performance Post-Training (Column Graph)

Interpretation:

One can notice that reskilling and upskilling programs help significantly improve performance. Out of the respondents, 88.3% believed that their job performance improved, while one-third of them said it greatly improved. It proves that being involved in these programs helps people become efficient in their jobs. This group (40%) includes most of the employees and shows that swaying towards education or work depends on the project's needs. The relatively low number of people reporting an issue highlights possible occasions when the program was not well implemented or did not fit the goals. On the whole, this proves that organized workforce training can result in better job performance.

V. DISCUSSION

The collected data analysis shows that TCS makes reskilling and upskilling programs accessible to many people and these programs are also highly useful for boosting staff abilities and improvements at work. Most of the participants have used one of the company's main learning systems, indicating that the company is dedicated to helping everyone improve their skills. Since many people appreciate their usefulness, it is clear that these programs fit what employees require, want from technology and plan for their careers. The research evidence indicates that being involved in these initiatives adds much to a person's job skills and supports the assumption that investing in humans can boost a firm's productivity. The findings correspond to ideas stated in the latest papers, for example, by Costa et al. (2024) about the role of digital skills in talent retention and by Pai (2025) who points out how knowledge about the context is important for meeting clients' needs. Even so, despite how much the research has improved, it shows that there are still several challenges. Many respondents pointed out that their lack of time because of their workload, material that did not match their expectations and little technical issues showed that everything should be delivered in a more optimized way. In addition, employees seem to want more personal and motivating ways to learn as our work environment shifts toward being digital. Even though TCS has created a valuable talent transformation system, the main focus for further improvement should be the small issues influencing how motivated people are, how different content matches each other and how accurately the platform functions. These results support the idea that digital strategies should be made part of the learning process at big IT companies and endorse that a company's talent development process needs to be dynamic, suited to the situation and centered on the needs of each employee to work in today's fast-paced environment.

VI. CONCLUSION AND RECOMMENDATIONS

The purpose of this research was to check how initiatives to help employees reskill and upskill helped Tata Consultancy Services (TCS) with its overall talent plan in an ever-changing IT industry. With information gathered from about 60 employees at TCS, the research proved that a learning culture has developed at the company and is supported by strong digital technology. The research reveals that most employees support and believe in these initiatives since they are available, easy to use, good for both work and career outcomes and improve their performance. The majority of people taking part in the study said their work performance improved and they were happy with the learning materials supplied, ascertaining that these efforts are reaching their goals. They confirm that the company's main strategy for workforce agility is to encourage learning at all times. At the same time, several other matters that should be taken into

account are emphasized in the study. There are several such challenges, like students not having enough time for work and learning, meeting odd requirements at work and preferring learning methods that are easier to adapt to. Besides, several respondents point out that involvement from managers and proper connections between learning achievements and promotions are necessary. Solving these issues goes a long way in improving how welcoming and successful the learning ecosystem becomes. For this purpose, TCS should ensure that proper time for learning is part of all projects, upgrade AI-based personalization features on its websites and applications and implement gamification as well as rewards connected to performance to increase students' determination. Having more communication between workers and people managing their training can ensure that the learning material is recent, suitable for each individual's needs and in sync with current and upcoming developments in the field. According to this research, TCS's success can be replicated by other IT firms that include learning in their daily routines, use technology to offer personalized education and see talent development as a main concern for the company. On the whole, TCS's focus on training has transformed the organization and now it must continue to innovate, closely join learning with work duties and make employees a priority. They will help employees be flexible, increase their satisfaction and make the company strong enough to deal with constant tech changes and international competition.

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