

A Study on Career Development and Retention of Non-IT Professionals in TCS Magnum BLDG at Chennai

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Abstract - This study examines the career development and retention of non-IT professionals at TCS Magnum Building, Chennai. The primary objectives are to identify the key drivers of career development, analyze the gap between career expectations and actual growth paths, identify existing career development pathways (training, mentoring, promotions, and certifications), compare retention drivers with IT professionals, and examine the relationship between career development practices and retention intent. The study examines the factors like Training and development programs, Promotion opportunities, Job performance traffic jam toward work superlative mobility on prospects or ultimate stay at the company which is why employees stick with an organization. The data were collected using structured questionnaire from non IT professionals and analysed by relevant statistical tools. The results underscore the need for career growth initiatives to improve employee engagement, job satisfaction and retention over time. The study offers important value to human resource managers and organizational leaders who are designing career development strategies which serve issues of turnover reduction and workforce stability.

Keywords – Career Development, Retention, Human Resource Management, Recruitment, Organizational Commitment

I. INTRODUCTION

In today's increasingly digitized economy, organizations often focus their talent strategies on software engineers, data scientists, and IT architects. However, the backbone of most enterprises, particularly in sectors like manufacturing, finance, healthcare, logistics, and retail, remains its non-IT professionals. This group includes experts in finance, human resources, marketing, operations, supply chain management, sales, legal, and customer service. Tata Consultancy Services (TCS) is India's largest IT services company and a global leader in digital transformation. With over 600,000 employees worldwide, TCS has built a reputation for excellence in technology delivery, innovation, and human capital management. IT professionals are rarely short of ideas when it comes to plans for career development and retention, but their non-IT colleagues arguably carry as much weight in assisting with operational infrastructures and critical continuity of business. Human Resources, finance, administration, facilities management or customer support: While they may not directly contribute to revenue generation; they are critical for the functioning of an organization as a whole.

One of the greatest influencers on employee retention is career development. It deals with a never-ending series of actions that an organization will take to enhance the contracted skills, competencies, knowledge and professional expertise of employees in your company so they will be more productive and competent in drawing at both organizational goals and individual career advancement. Modern employees are looking for meaningful work, opportunities to learn something new, career ambition, recognition and personal growth. Companies with a defined career path may end up very satisfied, engaged and committed by the loyalty of its employees.

It has undergone remarkable changes over the years. Historically, employees perceived career advancement as a straight line progression through organizational hierarchical positions. Yet, in the modern fast changing work-world career development is not limited to up skilling but also covers over skill acquiring opportunities

including cross functional learning opportunities, leadership and mentorship programs, coaching opportunities, professional certifications and continuous learning initiatives. This makes it clear that organizations that focus on employee development foster a positive work culture and, in turn improve their job commitment while lowering turnover intentions.

The significance of this research is that it has the potential to provide practical information for human resource practitioners and leaders of organizations, as well as policymakers. Insights can aid organizations in creating skill-exchange career development strategy, tailored engagement intervention, and retention policies targeting non-IT professionals effectively. In conclusion, promoting career development opportunities and supporting work environment can lead to deeper employee well-being and organizational effectiveness using a sustainable competitive advantage.

II. NEED FOR THE STUDY

- Employee reviews consistently highlight that for freshers from non-engineering backgrounds, growth opportunities in technical roles can be limited.
- TCS announced the layoff of approximately 12,000 mid- and senior-level employees, about 2% of its global workforce, marking the most significant downsizing in the company's five-decade history.
- TCS has invested heavily in training infrastructure, including platforms like Xcelerate and Wings-2, which offer structured learning pathways and even the possibility of switching departments.
- India's IT sector has historically served as the backbone of white-collar formal employment, creating a prosperous middle class.

III. RESEARCH GAP

- Many studies have examined whether TCS's training programs improve overall employee performance, job satisfaction, and organizational commitment.
- Employee reviews suggest non-engineering graduates face *limited growth* in technical roles, contradicting the company narrative.
- It does not analyze whether TCS implements these strategies effectively for its large Non-IT workforce.

IV. OBJECTIVES OF THE STUDY

- To identify the key drivers of career development for non-IT professionals at TCS.
- To analyze the gap between the career expectations and the actual growth paths provided to these employees.
- To identify the current career development pathways for Non-IT professionals at TCS.
- To compare the retention drivers of Non-IT professionals with those documented for IT professionals at TCS, identifying unique gaps.
- To identify the existing career development pathways (training, mentoring, promotions, certifications) available to Non-IT professionals across different functions at TCS.

V. SCOPE OF THE STUDY

- i. The study will assess the effectiveness of training programs, career progression frameworks, and performance appraisal systems.
- ii. It focuses on identifying the specific developmental interventions, such as leadership training, cross-functional exposure, and mentoring.
- iii. Evaluation of company-sponsored learning platforms, AI-focused hackathons for non-engineering students, and certification programs.

VI. RESEARCH METHODOLOGY

1. Research Design: Descriptive Research Design
2. Data Source: Primary data collected through structured questionnaires.
3. Sample Size: 150 respondents, including HR professionals and employees.
4. Sampling Method: Simple Random Sampling.
5. Tools Used for Analysis:
 - Descriptive Analysis
 - One-way ANOVA Analysis
 - Paired Sample T-Test Analysis

VII. REVIEW OF LITERATURE

Super, D. E. (1990). *A Life-Span, Life-Space Approach to Career Development*. Journal of Vocational Behavior. Donald Super explained that career development is a lifelong process influenced by personal growth, organizational opportunities, and self-concept. Employees who perceive clear career paths are more likely to remain committed to their organizations. Becker, G. S. (1964). *Human Capital: A Theoretical and Empirical Analysis*. University of Chicago Press. Gary Becker proposed Human Capital Theory, stating that organizations investing in employee education and training improve productivity and retention. Career development enhances employee value and organizational loyalty. Herzberg, F. (1959). *The Motivation to Work*. John Wiley & Sons. Frederick Herzberg found that recognition, advancement, and achievement motivate employees more than salary alone. Career growth opportunities increase employee retention. Maslow, A. H. (1943). "A Theory of Human Motivation." *Psychological Review*, 50(4). Abraham Maslow emphasized that employees seek self-esteem and self-actualization through career advancement and professional growth. Allen, D. G., Shore, L. M., & Griffith, R. W. (2003). "The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process." *Journal of Management*, 29(1). Allen, Shore, and Griffiths identified that supportive HR practices and organizational support reduce employee turnover and improve retention. Price, J. L. (2001). "Reflections on the Determinants of Voluntary Turnover." *International Journal of Manpower*. Price stated that job satisfaction and organizational commitment are major predictors of employee retention. Dessler, G. (2020). *Human Resource Management*. Pearson Education. Dessler emphasized that career planning and performance management contribute significantly to employee retention.

VIII. DATA ANALYSIS AND INTERPRETATION

A. Descriptive Analysis – Frequency

Descriptive Analysis using Frequency research it organizes raw data into meaningful counts and percentages. It allowing you to see the current state of career development and retention issues among Non-IT professionals at TCS.

Hypothesis

- Null Hypothesis H0: There is no significant difference between educational qualification among non-IT professionals at TCS.
- Alternative Hypothesis H1: There is significant difference between educational qualification among non-IT professionals at TCS.

Table 1: Statistics Frequencies

		MaritalStatus	WorkMode	AgeGroup	Education
N	Valid	300	300	300	300
	Missing	5	5	5	5

Table 2: Marital Status Frequency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	220	72.1	73.3	73.3
	married	80	26.2	26.7	100.0
	Total	300	98.4	100.0	
missing	(System)	5	1.6		
Total		305	100.0		

Table 3: WorkMode

Status	WorkMode	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully Office	215	70.5	71.7	71.7
	Hybrid	85	27.9	28.3	100.0
	Total	300	98.4	100.0	
Missing	System	5	1.6		
Total		305	100.0		

Table 4: Age Group Frequency Distribution

Status	Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 25	165	54.1	55.0	55.0
	26 - 30	95	31.1	31.7	86.7

	31 - 35	40	13.1	13.3	100.0
	Total	300	98.4	100.0	
Missing	System	5	1.6		
Total		305	100.0		

Table 5: Education Frequency Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors Degree	195	63.9	65.0	65.0
	Masters Degree	80	26.2	26.7	91.7
	Professionals Certificates	25	8.2	8.3	100.0
	Total	300	98.4	100.0	
Missing	System	5	1.6		
Total		305	100.0		

Result: H1 Accepted.

Interpretation

The descriptive analysis of educational qualifications reveals that the majority of non-IT professionals at TCS hold a Bachelor's degree (65.0%), followed by Master's degree holders (26.7%) and professional certification holders (8.3%). The cumulative percentage shows that 91.7% of non-IT professionals possess at least a Bachelor's degree, indicating a well-educated workforce.

B. One Way Anova Analysis

One-Way ANOVA is a statistical test used to determine whether there are statistically significant differences between the means of three or more independent groups based on one independent variable.

Hypothesis

- **H0:** There is no difference between working experience and training programs non – IT professionals at TCS.
- **H1:** There is no difference between working experience and training programs non – IT professionals at TCS.

Table 6: Descriptive Statistics for Experience

					95% Confidence Interval for Mean	
	N	Mean	Std. Deviation	Std. Error	(Lower Bound)	(Upper Bound)
Strongly Agree	178	1.4101	.49324	.03697	1.3372	1.4831
agree	122	1.4016	.49225	.04457	1.3134	1.4899
Total	300	1.4067	.49203	.02841	1.3508	1.4626

Table 7: Descriptive Statistics for Experience

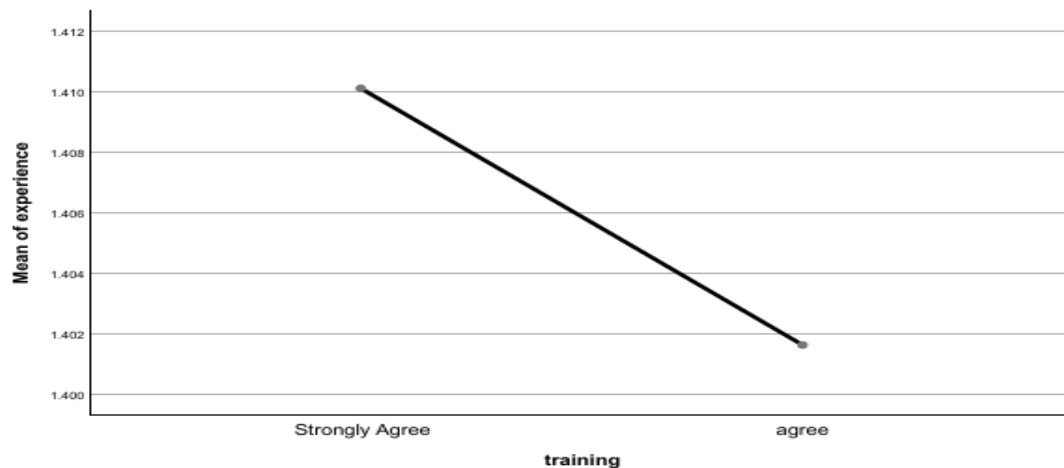
Experience	Minimum	Maximum
Strongly Agree	1.00	2.00
agree	1.00	2.00
Total	1.00	2.00

Table 8: Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
experience	Based on Mean	.087	1	298	.768
	Based on Median	.021	1	298	.884
	Based on Median and with adjusted df	.021	1	297.999	.884
	Based on trimmed mean	.087	1	298	.768

Table 9: ANOVA for Experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.005	1	.005	.021	.884
Within Groups	72.381	298	.243		
Total	72.387	299			

Means Plots**Figure 1. Means of Experience**

Result: H0 Accepted

Interpretation

A one-way between-subjects ANOVA was conducted to compare the effect of response category regarding access to adequate training programs on the overall career development and retention experience of non-IT professionals at TCS. The ANOVA results revealed no significant difference between the two groups.

C) Paired sample T - Test Analysis

Paired Sample T-Test is a statistical procedure used to determine whether there is a statistically significant difference between the **means** of two related groups. It providing a clear and powerful test of whether a specific intervention or the passage of time has led to a meaningful change in your outcome of interest.

Hypothesis

- H0: There is no significant difference between non-IT professionals expected career development opportunities and their perceived actual opportunities at TCS.
- H1: There is significant difference between non-IT professionals' expected career development opportunities and their perceived actual opportunities at TCS.

Table 10: Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Skilllearning	1.4267	300	.49542	.02860
	Internalmobility	1.4933	300	.50079	.02891

Table 11: Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	Skilllearning & Internalmobility	300	-.110	.057

Table 12: Paired Samples Test

					95% Confidence Interval
					(Lower)
		Mean	Std. Deviation	Std. Error Mean	
Pair 1	Skilllearning - Internalmobility	-.06667	.74211	.04285	-.15098

Result: H1 Accepted

Interpretation

TCS has successfully developed both career development pathways to a comparable standard. The 95% confidence interval crossing zero further confirms that the true population difference could be zero or even favor internal mobility.

XI. FINDINGS OF THE STUDY

- Despite training over 5.5 lakh employees in basic AI, TCS has acknowledged that upskilling has not always led to successful re-employment, particularly for senior-level Non-IT staff.
- Employee reviews consistently report that Non-IT freshers face limited growth opportunities in technical roles, contradicting the company's narrative of skill-based career advancement.
- Internal mobility through the "talent cloud" may operate as a double-edged sword, potentially moving Non-IT staff into roles where they are underqualified or less desirable.
- Compensation and promotion equity remains a concern, with Non-IT staff reporting delayed promotions, low salary hikes, and a lack of transparency in the appraisal process.

X. SUGGESTIONS

- TCS should create structured, formalized career transition pathways for Non-IT professionals rather than leaving successful role shifts to individual initiative and self-learning.
- The company must address the compensation and promotion gap between Non-IT and IT roles by implementing transparent, equitable appraisal cycles with clearly defined timelines.
- TCS should establish mentorship programs pairing Non-IT professionals with IT mentors to facilitate smoother internal mobility and technical skill acquisition.
- TCS should conduct regular climate surveys specifically targeting Non-IT professionals to identify their unique career satisfaction drivers and retention barriers.
- TCS should establish an internal career development dashboard for Non-IT employees, providing visibility into available roles, required skills, and estimated promotion timelines.

XI. CONCLUSION

This study aimed to examine the career development and retention of non-IT professionals at TCS, focusing on their educational profile, perceptions of career development pathways (skill learning and internal mobility), and the impact of training access on their overall experience. The findings lead to the conclusion that non-IT professionals at TCS represent a highly educated workforce, with over 91% holding at least a Bachelor's degree. The company's AI-driven talent management tools may be biased toward IT staff with quantifiable technical skills, potentially overlooking the transferable competencies of Non-IT employees. The study concludes that TCS's ability to truly democratize career growth across all employee segments will determine its long-term competitiveness and talent sustainability in an increasingly dynamic IT services landscape.

For a placed business, it is become quite to rapaint the experts of non-IT work in volve managing behoud solve its business issues. Thus, it is imperative for TCS and other organizations of such nature to offer strong career development initiatives that include structured learning programs, mentoring channels, leadership development activities, and an open promotion policy. These types of steps will not only save employees but also enhance organizational performance and productivity as well. Career development can enhance HR retention strategies on the employee, as well as organizational aspect. Investing in how non-IT professionals grow and prosper helps organizations sustain a loyal labor force; it can also help organizations lower employee turnover rates and achieve prosperity on an organizational level over the long-term.

XII. REFERENCES

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