I J C R M
International Journal of Contemporary Research In Multidisciplinary

Research Article

AI-Driven Human Resource Management: A Study of Practices at Tata Consultancy Services Limited

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DOI: https://doi.org/10.5281/zenodo.20504223

Abstract

Human Resource Management (HRM) in India has undergone substantial changes due to the increasing adoption of Artificial Intelligence (AI). This study aims to examine how Artificial Intelligence AI is being applied in the HR function at Tata Consultancy Services (TCS), the country's largest IT firm. The whole study is built on secondary data, nothing else. So, I've mostly relied on TCS's own integrated annual reports, a few peer-reviewed journals, some articles from well-known business newspapers and a couple of industry studies. One nice thing about TCS is that, unlike many Indian companies, it talks fairly openly about its digital HR work. names like ELEVATE, Knome and the Digital Profile keep showing up in its public filings. From what I could gather, AI is now part of almost every HR area there hiring, training, internal job moves, performance reviews and even forecasting attrition. The day-to-day gains are real: less manual work, more learning at scale, quicker spotting of issues. But it isn't all rosy. Privacy concerns, the hefty cost of rollout and employee comfort with AI-led calls remain genuine worries. The paper closes with a few thoughts on where future primary research could be useful.

Manuscript Information

- **ISSN No:** 2583-7397
- **Received:** 01-04-2026
- **Accepted:** 31-05-2026
- **Published:** 02-06-2026
- **IJCRM:**5(3); 2026: 517-521

- **Plagiarism Checked:** Yes
- **Peer Review Process:** Yes

How to Cite this Article

Kumari N, Sondhi J, Kapoor H, Rai D, Rana A. AI-Driven Human Resource Management: A Study of Practices at Tata Consultancy Services Limited. Int J Contemp Res Multidiscip. 2026;5(3):517-521.

Access this Article Online

www.multiarticlesjournal.com

KEYWORDS: Artificial Intelligence, Human Resource Management, Automation, Talent Management, Tata Consultancy.

1. INTRODUCTION

1.1 AI in Human Resource Management (HRM)

Honestly, AI is no longer a movie thing. It's already inside our offices quietly running in the background of how people get hired, trained and managed every day (Tambe, Cappelli, & Yakubovich, 2019) [10]. Earlier, almost every HR decision used to flow through human judgement
and a stack of files. Now, an AI system can read thousands of resumes in minutes. It can hint that an employee might quit a few months before they actually do. It can even suggest the next training course suited just for one person.

In simple words, AI in HRM is the use of computer systems that pickup patterns from data and help HR teams move faster, with fewer errors. Things like machine learning, chatbots, NLP and predictive analytics all of these come under that umbrella. Bit by bit, these tools are showing up across every stage of an employee's life cycle, right from the first job application to the day someone retires (Vrontis *et al*., 2021) [15].

1.2 Why AI Matters in HR

Old-style HR, if we're being honest, was slow and not always fair. A hiring manager could lean toward a candidate without even noticing it. Appraisals often felt personal. Training modules were nearly the same for everyone, no matter the role. AI shifts this picture. It puts data right at the center of the call (Strohmeier & Piazza, 2015) [9].

The benefits are easy to list. Time saved on routine work. A bit more fairness in hiring and reviews. HR people freed from paperwork so they can focus on bigger questions. And of course, planning gets sharper because AI can read patterns and forecast workforce needs ahead of time (Pandey & Sharma, 2023).

1.3 A Quick Look at Tata Consultancy Services

It is the largest IT services company in India and a flagship of the Tata Group. The company started in 1968 and today works in more than 50 countries. Going by its most recent integrated annual report, TCS had close to 6.07 lakh associates worldwide as of 31 March 2024 (Tata Consultancy Services, 2024) [13]. That's a massive number easily one of the biggest private-sector workforces in the country, and a huge name on every engineering campus.

Now think about it. With a workforce that big, spread across so many time zones, doing HR by hand is just not workable. That's where AI in HR steps in. TCS has actually been one of the more open Indian companies on this topic. Platforms like ELEVATE for internal mobility, Knome for collaboration and the Digital Profile for skill mapping — all of these are mentioned in its public disclosures over the years (Tata Consultancy Services, 2023).

2. LITERATURE REVIEW

Upadhyay and Khandelwal (2018) [14] looked closer to home. In their study of Indian firms, they noticed that AI-based tools were beginning to gain traction, mostly on the hiring side. Chatbots and AI screening were slowly being picked up to deal with the huge volumes of applications coming in. That's clearly relevant for a company the size of TCS.

Tambe, Cappelli and Yakubovich (2019) [10], writing in California Management Review, argued that AI carries real promise for HR but the actual rollout isn't easy. They flagged things like limited data, privacy worries and bias hidden inside algorithms. Their work, in many ways, set the base for thinking about both sides the bright and the dull of AI in HR.

Nawaz (2019) [6] looked at AI use in recruitment across different industries. The paper found that AI-led video interviews, psychometric tests and resume parsing were slowly turning into the norm in forward-looking firms. It also concluded that AI in hiring shortens cycles and widens the candidate net.

Black and van Esch (2020) [2] zoomed into recruitment. Their conclusion was simple AI cuts down shortlisting time and brings more uniformity. But they gave a clear warning too. If the data feeding the model is biased, the AI will quietly carry the same bias forward.

Vrontis *et al*. (2021) [15] carried out a systematic review on AI in HRM in the International Journal of Human Resource Management. Their finding AI does add positive value to HR efficiency, employee engagement and decision quality. But they were quick to add, human oversight is still very much needed if fairness is to be kept intact.

Raisch and Krakowski (2021) [8], writing in the Academy of Management Review, brought in a useful term augmented intelligence. The basic idea is that AI shouldn't replace humans but rather support them. Applied to HR, this means AI helping HR people decide better, not deciding for them.

Pandey and Sharma (2023) [7] focused on big Indian companies. They noticed that performance management and engagement analytics were two areas where AI gave the most visible results. They also pointed out that companies with very large workforces and TCS clearly fits that gain more, simply because the scale makes the cost worthwhile.

Chowdhury *et al*. (2023) [3] took up AI ethics in HR. The authors warned that companies must be open about how AI shows up in calls that affect employees, especially in promotions and ratings. They pushed for clearer policies on HR–AI governance.

Madanchian (2024) [16] examines the growing role of Artificial Intelligence (AI) in transforming Human Resource Management (HRM), particularly in areas such as recruitment, employee experience, and strategic HR practices. The study highlights that AI technologies improve recruitment efficiency by automating resume screening and enhancing candidate selection accuracy. It also explains that AI supports employee experience through personalized learning, engagement tools, and predictive analytics for retention.

Tiwari (2025) [17] examines how Artificial Intelligence (AI) is reshaping Human Resource Management (HRM) in India by improving efficiency and enabling data-driven decision-making across key HR functions such as recruitment, training, and performance management. The study highlights that cultural factors like hierarchical structures and relationship-oriented workplaces influence the acceptance and implementation of AI in Indian organizations. It also points out challenges related to

ethical issues, algorithmic bias, and data privacy in AI-driven HR systems. Furthermore, the author observes a shift in the role of HR professionals from administrative tasks to more strategic, technology-oriented responsibilities. The study concludes that successful adoption of AI in HRM requires balancing technological advancement with human values and cultural understanding.

PROBLEM STATEMENT

There is no shortage of buzz around AI in HR. But not much of the existing research sits in the Indian context. Most of the studies tend to lean on Western examples (Chowdhury, Budhwar, Dey, Joel-Edgar, & Bhakoo, 2023) [3]. This paper is a small effort to fill that gap. It picks TCS as a case and uses publicly available secondary data to understand how AI is being used in its HR work, and what the visible results have been so far.

3. OBJECTIVES OF THE STUDY

1. To study the role AI plays in core HR areas hiring, training, internal mobility and performance management.
2. To weigh the benefits AI brings to HR work in big Indian IT firms.
3. To point out the challenges and limits that come along with AI in HRM.
4. To get a sense of where AI in HR is likely to head in the next few years.

4. RESEARCH METHODOLOGY

This paper is based completely on secondary data. Data was collected from a number of reliable and official sources to keep the study accurate and relevant.

This study is based on secondary data, collected from:

Research journals

Online Articles

Company Reports

Books related to HRM and AI

The method used is descriptive and analytical, focusing on understanding the impact of Artificial Intelligence an HR Practices at Tata Consultancy Services.

4.3 SOURCES OF DATA

The main sources tapped for this study include:

- Integrated Annual Reports of Tata Consultancy Services (2021–2022, 2022–2023 and 2023– 2024) [11,].
- Peer-reviewed journal papers from sources like the International Journal of Human Resource Management, Academy of Management Review, California Management Review and Business Horizons.
- Official press releases and communications from TCS.
- News articles from publications like The Economic Times, Business Standard, Mint and Forbes India.
- Industry reports from Deloitte, McKinsey & Company, NASSCOM and IT sector.

4.4 METHOD OF ANALYSIS

The information collected was sorted, read carefully and then grouped under common themes. Wherever it seemed useful, simple tables and side-by-side comparisons have been used to make the discussion easier to follow. The tables in this paper are illustrative and rest on a mix of company disclosures and broader industry observations.

5. DATA ANALYSIS AND INTERPRETATION

5.1 AI Tools and Platforms Used by TCS

Going through TCS's annual reports and other public communications, one thing is clear. The company has built a fairly mature digital HR ecosystem over the years. Table 1 lays out the major AI-enabled platforms and tools that TCS has either openly discussed or that are widely associated with its HR work.

Table 1: AI-Enabled HR Tools and Platforms Associated With TCS

HR Function	AI Tool / Platform	Purpose
Recruitment	AI-based applicant tracking and assessment systems	Automated shortlisting and skill-based ranking of candidates
Learning & Development	I Evolve and the wider Digital Learning ecosystem	Personalized learning paths matched to role and skill gaps
Internal Mobility	ELEVATE platform	AI-supported matching of associates to internal roles and projects
Skills Management	Digital Profile	Mapping each associate's skills, certifications and learning history
Collaboration	Knome	Internal knowledge sharing, collaboration and engagement
Performance Management	Digital performance dashboards	Continuous performance tracking and goal alignment

5.2 AI in Recruitment

TCS, as everyone knows, is one of the largest hirers of fresh engineering talent in India. Every single year, the company runs hiring drives that touch tens of thousands of candidates across hundreds of campuses. Doing this manually? Not a chance. The company runs online aptitude assessments the well-known TCS National Qualifier Test, for instance along with AI supported screening tools that can filter candidates at scale. Industry studies have noted that such tools allow firms of TCS's size to evaluate candidates more consistently than purely manual methods (Nawaz, 2019; Black & van Esch, 2020) [6, 2].

AI-driven assessments and adaptive testing also help in keeping the candidate experience fairly standard, especially when hiring is happening across hundreds of campuses around the same time. Some interviewer judgement, of course, still comes in later. But the early stages of screening have largely shifted to digital, AI-supported channels.

5.3 AI in Learning and Development

Learning and development are probably the area where AI's footprint at TCS shows up the most clearly. The company has, year after year, talked about the role of continuous learning in its annual reports, and platforms like I Evolve sit at the heart of this push. Through them, associates can pick up curated content, track their own progress and earn certifications across a wide range of digital and functional skills (Tata Consultancy Services, 2023) [12].

There has also been heavy investment in reskilling. As mentioned in TCS's annual disclosures, large numbers of associates have been trained in cloud, AI, data analytics, cyber security and agile practices. Personalisation, driven by AI, plays its part too. The system can suggest the next best course or learning path for an individual based on existing skills, current role and career interest. Honestly, when the workforce crosses six lakhs, this kind of personalisation isn't a nice-to-have. It's a must-have.

5.4 AI in Internal Mobility – The ELEVATE Platform

One of the more distinctive parts of TCS's HR practice is its push on internal mobility. ELEVATE, which TCS has talked about in its public communications, is essentially an internal talent marketplace. It draws on data about skills, performance and learning to match associates with new roles, projects and growth opportunities all within the company itself (Aggarwal & Kapoor, 2022; Tata Consultancy Services, 2023) [1, 12].

Internal mobility supported by AI helps in two clear ways. First, associates get a chance to take on roles that match their interests and skills, which has a positive effect on engagement and retention. Second, TCS can move talent more efficiently across its many service lines and client engagements, which cuts the need to hire externally for every new requirement.

5.5 AI in Performance Management

Performance management at large IT firms has changed quite a bit in recent years. It's gone from being a once-a-year ritual to a more ongoing, data-supported process. TCS, like most of its peers, has shifted towards digital performance dashboards. These let managers track goals, feedback and outcomes through the year. The continuous approach helps both employees and managers stay on the same page. It also takes away some of the surprises that the old annual appraisal model used to throw up.

Predictive analytics is another piece of the puzzle. It's used to spot high-performing associates who may be at risk of leaving. By looking at patterns in performance, learning activity, internal mobility requests and engagement signals, AI systems can flag such cases early. HR can then step in through a new role offer, a focused learning plan or simply a conversation (Pandey & Sharma, 2023) [7]. At a scale like TCS, even a small dip in attrition translates into real savings and better project continuity.

5.6 Employee Engagement and HR Chatbots

With associates spread across more than 50 countries, in-person HR access for every query is just not realistic. TCS, like other large IT firms, has rolled out internal HR self-service portals and AI-enabled chatbots that can answer routine questions leave policies, payroll, benefits and the like at any hour of the day (Vrontis *et al*., 2021) [15]. These tools improve the day-to-day experience for associates and also pull a lot of routine loads off the HR team.

Table 2: HR Practices before and After AI Adoption in Large Indian IT Firms

Area	Traditional HR Practices	Outcome with AI adoption at a large IT Firm
Recruitment	Largely manual screening	Online assessments and AI-supported shortlisting at scale
Learning& Development	Generic, classroom- led training	Personalised, on-demand digital learning path.
Internal Mobility	Limited visibility of internal opportunities	AI- driven internal talent marketplace (e.g. ELEVATE)
Performance Management	Annual appraisals	Continuous tracking through digital performance dashboards
Attrition visibility	Mostly noticed after the person quits	Early signals through predictive analytics.

6. FINDING

1. Integration of AI across HR Activities
   Artificial Intelligence has become a core part of HR operations at Tata Consultancy Services, supporting functions such as hiring, training, performance evaluation, and employee services.
2. Faster and More Efficient Recruitment
   The use of AI tools has reduced the time and effort required in recruitment by automating resume screening and initial assessments, especially during large-scale hiring.
3. Customized Employee Learning
   AI-based learning platforms provide personalized training recommendations, helping employees develop skills according to their job roles and career progression.
4. Better Internal Career Opportunities
   AI systems help in identifying suitable internal job roles for employees, which improves job satisfaction and reduces dependency on external hiring.
5. Continuous and Insightful Performance Management
   With the help of AI, performance tracking has become more regular and data-driven, allowing organizations to identify high performers and potential attrition risks early.

7. LIMITATIONS OF THE STUDY

The whole study leans on secondary data. The actual internal workings at TCS have not been observed first-hand, nor checked through interviews or surveys.

While TCS shares more about its HR digital initiatives than many of its peers, certain operational details and outcome figures aren't in the public domain. So, some of the discussion is based on a mix of company disclosures and broader industry practice.

The numbers and comparisons in the tables are illustrative. They are not official figures released by TCS and should be read as broad, industry-level pointers.

AI in HR is changing very fast. New tools and methods come up almost every other month, so this paper may not have caught the very latest developments.

The study looks at only one company in the IT services sector. The findings may not directly apply to firms of a different size or in completely different sectors.

8. CONCLUSION

This paper set out to understand how AI is being put to use in the HR function at Tata Consultancy Services. The picture that comes through is, by and large, a positive one — though with some honest caveats. Given the sheer scale of TCS, with more than six lakh associates across the world, AI in HR isn't a

luxury anymore. It has become an operational need. Online assessments in hiring, personalized learning through platforms like I Evolve, internal mobility through ELEVATE and continuous performance tracking via digital dashboards together form the spine of how the company runs its HR today.

Having said that, AI is still only a support system. It isn't a replacement for human thinking or empathy in HR. Calls that touch a person's career and livelihood still need a human mind behind them. AI can throw up the patterns and the data. But in the end, it is the HR professional who has to look at it all and act with care.

Looking ahead, the road for AI in HRM seems wide open. As these tools get cheaper and more accessible, even mid-sized Indian companies are likely to start picking them up. Areas like emotional intelligence analytics, diversity analytics and AI-led career coaching are already being tried out in many parts of the world. It would not be a surprise to see TCS and other large Indian IT firms continue to lead these trends in the next five to ten years.

Future research could usefully build on this study by collecting primary data through interviews with HR leaders at TCS and other comparable firms to test and enrich the findings reported here. Comparative work across IT firms, or between IT and other sectors, would further strengthen the evidence on AI-driven HRM in the Indian context.

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