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Human Capital to National Competitiveness: Talent Management in India's IT Sector by 2047

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Abstract

India's aspiration to emerge as a developed nation by 2047 hinges critically on the evolution of its digital economy, with the Information Technology (IT) sector at its core. India's rapidly growing digital economy and IT industry have greatly increased the need for skilled employees. Therefore, talent management has become very important for the growth of both organisations and the country. This study focuses on the main processes of talent management such as recruitment, employee growth, employee engagement, employee retention, leadership development, and workforce diversity. The research is based on secondary data collected from government reports, industrial reports, different research papers, and policy documents. The study analyses the main factors that affect talent management, such as new government policies, technological changes, workforce diversity, employee well-being, educational reforms, and the continuous need to learn new skills. Along with this, the study also examines the role of government initiatives like Skill India, Digital India, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), and the National Education Policy, which help in reducing skill gaps and increasing employment opportunities. The conclusion states that effective and inclusive talent management is not only important for the growth of the IT sector but also necessary for India's social, economic, and technological development. A future-ready, skilled, and continuously learning workforce will help India achieve its Vision 2047 goals and make the country a leading nation in the global digital economy.

***Keywords**: Talent Management, IT Sector, India 2047, Digital Transformation, Employee Engagement.*

Introduction

The country India is going through a major socio-economic transformation. The greatest strength of this country is its Demographic dividend / young population. **(Majumder, 2023**). It is believed that India has the largest youth population of the world.

The economy of this country is rapidly digitalising. Earlier it was an agrarian economy but now the focus is shifted from agriculture to service sector and technology. This country is completing its 100 years of independence in 2047 and on this special occasion India has set an aim to be known as a "Developed Nation"by 2047**(Mohapatra, S., &Pohit, S. ,2024).** Growth, technological upgradation, infrastructure development, social empowerment, and sustainability are the main focus area towards attaining this aim.

Transformation of India from an agriculture based economy to a rapidly digitalizing economy , the IT sector of India has been played a very important role in it.**(Kareem , M. A. A., &Yoganandham, G. 2024)**. In year 2023 ,Information and Technology sector contributed approximately 7.5% of the total GDP

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of India. In the upcoming years , the chances of increasing this contribution is even higher. **(Zysman, J., Feldman, S., Kushida, K. E., Murray, J., & Nielsen, N. C. 2013), (Kumar, D. P. 2017).**

As the technology is continuously evolving, there is always a need to keep learning and adapting new technology by the people working in Information and Technology sector. This is why and where Talent Management becomes of great importance. (**Yadav, S., Kapoor, S., & Gupta, S. K., 2024).**

Talent management can simply be defined as the process of identification, recruitment and nurturing of people into an organization with a view of enhancing organizational effectiveness in order to deliver on current and future business strategies. This would entail activities such as staffing, employee training, their performance appraisal, promotion and replacement planning.**(Sindhura, K. ,2022).**

Talent management is the process of maintaining an optimised human resource system, in which the company has the right staff in the right place at the right time with the necessary competency and experience to deliver efficient performance and accomplish organisational objectives. The identification, cultivation and organization talent is not only a necessary means for organization to increase efficiency and competitiveness, but also a correct way to use and develop talents.

In addition to traditional Human Resource tasks such as recruiting and training, talent management also includes corporate culture, leadership development, employee engagement, diversity and inclusion initiatives. Talent management focuses on building and providing such an environment where there is a chance of everyones growth. Employee learn new things, he/she is happy while working with the organisation as their organisation is giving them a chance of growth, all of which ultimately lead to individual and company success.

In simple words Talent Management means that Human Resource manager need to hire and onboard skilled and capable employees, after which proper training should begiven to hired employees and the focus should be on their retention for a longer period of time for the growth of organisation as well as the employee. As we all know that organisation spend huge amount in staffing process. It spend money on advertisement, then recruitment and training too. Trained employee should stay in that organisation otherwise all money spend on this becomes a waste. Talented, upskilled, proper trained, hardworking employees are assets for the company or organisation. Focus should be on retaining them so that all employee, organisation and country's economy can grow side by side.

This approach will help India to become a Knowledge based economy and will definitely help the country in becoming a developed economy till 2047.

Objective of the Study

- To study the crucial role that talent management is going to plays in influencing India's social and human development
- To study and understand the main factors that will affect talent management strategies, including as government regulations, workforce diversity, cultural differences among employees, employee well-being, leadership development, and educational reforms.
- To examine that how different inclusive policies and trained skilled and upskilled workforce can help India to achieve its goal by 2047.
- To understand the importance of strategic talent management in achieving India's goal of being a global leader by 2047.

Literature Review

Sr. No.	Author(s) & Year	Data & Methodology	Key Variables Studied	Major Findings	Relevance to Indian IT Sector
1	Bahuguna, Bangwal, & Kumar (2023)	Empirical study in India's hospitality sector; survey-based analysis	Talent Management Practices, Employee Satisfaction, Organizational Commitment	Effective TM enhances satisfaction, engagement, and long-term commitment.	Demonstrates TM's role in improving commitment, which can be studied in IT sector context.

2	Rana, Goel, & Rastogi (2013)	Case study on BHEL; qualitative approach with competency mapping and succession planning analysis	Strategic Talent Management, Competency Mapping, Knowledge Transfer, Human Capital Development	Strategic TM fosters satisfaction and builds future-ready human capital.	Shows how strategic TM can build talent pipelines; applicable to IT talent strategy.
3	Pinisetti, Katkar, & Sharma (2023)	Conceptual study analyzing socio-economic and technological factors influencing HR practices	Middle Class Growth, IT Democratization, Labor Reforms, Automation, ESG, Employee Well-being	Macro factors reshape HR diversity, inclusion, and training strategies in India.	Provides a macro view of IT democratization and labor trends impacting IT HR policies.
4	Panicker (2020)	Qualitative research in higher education institutions; interviews and cultural analysis	Cultural Barriers, Educational Technology Adoption, Talent Development	Faculty open to technology if culturally aligned; importance of contextualized TM.	Highlights cultural considerations in talent development; relevant for tech adoption in IT training.
5	Khan & Khan (2023)	Theoretical and policy review on DEI principles in organizations	Diversity, Equity, Inclusion (DEI), Workforce Demographics, Leadership Accountability	DEI integration is essential for TM transformation and HR modernization.	DEI principles crucial for IT firms to manage diverse workforce and leadership pipelines.
6	Shaikh & Ganesh (2024)	Policy analysis of National Skill Development initiatives; secondary data from Skill India, PMKVY	Skill Development, Employability, Inclusive Growth, Industry 4.0 Skills	Strategic upskilling vital for competitiveness; scalability and quality gaps remain.	IT sector relies heavily on upskilling; policy insights directly support IT workforce planning.
7	Pandey & Vishwakarma (2024)	Mixed-methods; case studies of reskilling initiatives and government programs	Reskilling, Technological Adaptation, Digital Transformation, Career Progression	Reskilling improves career progression; barriers include awareness and gender disparity.	Directly relevant to IT where continuous digital reskilling is crucial for employee engagement.
8	Miah, Erdei-Gally, Dancs, & Fekete-Farkas (2024)	Systematic review of Industry 4.0 and workforce skills in South Asia	Technical, Digital, Social, Analytical, Cybersecurity Skills; Employability	Identifies skill gaps; proposes SEI framework to prepare future workforce.	Industry 4.0 skills highly relevant for sustaining IT employability and performance.
9	Sathyanarayana, Harsha, & Lekha (2019)	Empirical survey of HR professionals in manufacturing sector	Recruitment, Training, Performance Appraisal, Career Planning, Employee Engagement	TM strategies enhance commitment and productivity; strategic alignment is key.	Findings on recruitment and engagement can be adapted to IT talent retention challenges.
10	Chawla, Gahlawat, Kumar, Kundu, & Kundu (2023)	Survey of 624 employees in 252 firms; serial mediation analysis	SHRM Practices, Knowledge Management, Innovation, Firm Performance	SHRM improves performance via knowledge management and innovation pathways.	IT firms can benefit from SHRM practices to drive innovation and performance.
11	Sharma & Bhatnagar (2009)	Case study in pharmaceutical firm using competency profiling	Talent Segmentation, Targeted Recruitment, Succession Planning, Leadership Development	Strategic TM attracts high performers, reduces attrition, fills leadership roles.	Succession planning and segmentation strategies can strengthen IT leadership pipelines.

12	Aro-Gordon & Al-Raeesi (2021)	Theoretical study with global corporate examples; five-step empowerment model	Employee Empowerment (Autonomy, Decision-Making, Competence, Impact), Retention, Innovation	Empowerment boosts motivation, retention, and competitive advantage.	Empowerment strategies applicable to IT firms to enhance engagement and innovation.

Bahuguna, Bangwal, & Kumar (2023): In the research paper researchers investigates about how **talent management (TM)** practices influence **organizational commitment** among employees in India's hospitality industry, which is a key component of the country's **human development** strategy. Findings of the paper shows that effective Talent Management Practices increases employee satisfaction. Engagement and long term commitment towards the organisation.

Rana, Goel, and Rastogi (2013): In the mentioned research paper, researcher demonstrated that how public sector enterprises such as BHEL can leverage strategic talent management—through competency mapping, knowledge transfer, learning pathways, and succession planning—to foster employee satisfaction and build future-ready human capital that contributes significantly to India's social and human development goals.

Naresh Kumar Pinisetti, Jayshree Katkar& Ashutosh Sharma (2023): The research paper mainlyfocused on how the Indian middle class, IT democratization, new labour reforms, automation in industry , ESG, and dynamics post-COVID shape Human Resource practices, diversity & inclusion, employee well-being, and their training strategies

Parvathy Panicker (2020):

In the paper researcher explores the cultural barriers affecting the adoption of educational technology in Indian higher education institutions. The findings shows that Indian faculty exhibit high perseverance and are open to technology, provided it complements traditional classroom dynamics. The study underscores the need to culturally contextualize talent development strategies, especially in education, to ensure alignment with national development goals. These insights are critical for designing inclusive, effective talent management frameworks that consider cultural diversity, employee well-being, and the impact of policy reform.

Khan & Khan (2023): The research paper outlines how evolving workforce demographics, increasing social awareness, and regulatory pressures have made it essential for organizations to include -Diversity, Equity, Inclusion principles into every stage of HR; from recruitment to leadership development. The findings strongly support the need to consider cultural differences, workforce diversity, and leadership accountability as major factors influencing effective talent management—core themes of India's HR transformation toward 2047.

Shaikh, S., & Ganesh, M. P. (2024): The research paper examines India's National Policy on Skill Development and Entrepreneurship, highlighting its objectives to bridge skill gaps, boost employability, and promote inclusive economic growth. It analyses policy implementation under schemes like Skill India and PMKVY, emphasizing industry-aligned training, public-private partnerships, and digital platforms. The authors underscore the challenges in scalability, quality assurance, rural outreach, and alignment with future-ready jobs. Recommendations include integrating vocational training in education, focusing on underrepresented groups, and updating curricula for Industry 4.0. The paper argues that strategic upskilling is critical for India to meet its 2047 development goals and remain globally competitive.

SK Pandey, SS Vishwakarma (2024): The study examines how India's industrial workforce is adapting to rapid technological shifts, globalization, and evolving market demands. Through case studies of government-led programs industry–academia partnerships, and company-led training, it identifies critical skills required across sectors and highlights the growing influence of digital transformation. The research uncovers participation barriers—such as lack of awareness, time constraints, resistance to change—and underscores persistent gender disparities. It finds a positive link between reskilling and career progression, though longitudinal evidence remains limited. The rise of online learning platforms is noted for expanding access, albeit amid concerns about quality and the digital divide. The authors offer policy recommendations to strengthen India's reskilling ecosystem to better align workforce capabilities with industrial needs.

MT Miah, S Erdei-Gally, A Dancs, M Fekete-Farkas (2024): This systematic review evaluates how Industry 4.0 technologies influence workforce employability and skills in South Asia. It also categorizes six challenges, including training deficiencies, financial limitations, regulatory issues, and resistance to change. Additionally, the study outlines five essential skill types—technical, digital, social, analytical, and cybersecurity competencies—to prepare workers for the evolving labour market. Finally, it introduces the Industry 4.0 SEI Framework to guide policymakers and industry leaders.

S. Sathyanarayana, Hema Harsha & Lekha V. (2019): This research investigates the effectiveness of talent management strategies in the Indian manufacturing sector, focusing on their impact on organizational performance and employee retention. Through empirical analysis of survey data collected from HR professionals, the study identifies key talent management components such as recruitment, training, performance appraisal, career planning, and employee engagement. The findings reveal that effective implementation of these strategies significantly enhances organizational commitment and productivity. The paper emphasizes that aligning talent strategies with business goals is critical for maintaining a competitive edge, especially in a rapidly evolving industrial landscape. It concludes that a strategic and integrated approach to talent management is essential for sustaining long-term growth and addressing skill gaps within India's manufacturing industry.

Chawla, A. S., Gahlawat, N., Kumar, S., Kundu, S. C., & Kundu, H. (2023): This study analyzes data from 624 employees across 252 Indian firms to examine how strategic HRM (SHRM) practices—such as selection, training, appraisal, rewards, and empowerment—affect firm performance. Using a serial mediation model, it finds SHRM improves knowledge management capability, which boosts innovation performance and, in turn, strengthens overall firm performance. The sequential mediation confirms that knowledge management and innovation are key pathways through which SHRM drives superior organizational outcomes.

Rakesh Sharma & Jyotsna Bhatnagar (2009): This case study examines how an emerging Indian pharmaceutical firm builds a strategic talent management system using competency profiling. Through talent segmentation, targeted recruitment, and succession planning, the company successfully attracts high performers, reduces executive attrition, and fills critical leadership roles. The study underscores the choice between developing internal talent versus external hiring and offers HR practitioners practical guidance on communication and segmentation strategies in constrained talent markets. It adds empirical insights to strategic HRM literature on fostering global leadership.

Aro-Gordon, S., & Al-Raeesi, F. Y. M. (2021): This paper explores employee empowerment as a strategic HR tool, defining it through dimensions like autonomy, decision-making, competence, and impact. It outlines three empowerment types—verbal (voice), behavioral (action), and outcome-based—and emphasizes that empowerment hinges on factors like clear roles, social support, information access, and participative environments sdmimd.ac.in. The study presents a five-step implementation process: involving employees in decisions, selecting willing and capable individuals, sharing organizational information, encouraging initiative, and providing ongoing training and support. Corporate examples—including Volvo, HCL, Nestlé, Chrysler, and Tata—illustrate how empowerment boosts motivation, retention, innovation, and sustains competitive advantage.

Research Gap and Contribution

After going through the available literature researcher found out that extensive research work is available on talent management in India, but still several **critical gaps** exists, particularly in the context of the IT sector and India's Vision for 2047 to become developed economy. Most of the studies examine talent management in field of hospitality, manufacturing, public sector but limited emphasis is on India's IT sector which is the primary driver of digital transformation and economic growth. Existing available literature rarely tries to connect talent management practices with India's long-term developmental goal of becoming a developed economy by the year 2047.

Contribution

This research paper addresses the mentioned gaps by including **recent secondary data** available from government, industry, and academic sources to examine talent management strategically within the IT sector.Paper incorporate **India Skills Report 2025data** to quantify skill gaps and suggest pathways for digital-age capability building, contributing to both scholarly discourse and practical policymaking.

Research Methodology

This research paper uses secondary data to analyze talent management in Indian IT sector. The data sources include Government Reports and Publications, Industry Reports , Academic Articles and Research Papers.

Analysis of Study

This study is based on a descriptive and analytical approach using secondary data collected from government reports, industry publications, and academic literature. The analysis has been organised according to the research objectives to ensure clarity and systematic interpretation.

- **Role of Talent Management in India's Social and Human Development**

The study also shows that when companies manage talent properly such as by providing skill development, continuous learning opportunities, and employee engagement; it helps in creating a more productive and future-ready workforce.

In addition, talent management improves employability and reduces the skill gap, which is very important for properly using India's young population (demographic dividend).

Government initiatives like Skill India and Digital India also support this change because they help in improving people's digital literacy and overall working capacity

- **Factors Influencing Talent Management Strategies**

This analysis shows that talent management strategies are interconnected and influenced by continuously changing factors. All these factors have a direct impact on employees' skill development, engagement, retention, and overall organizational performance.

  - **Government Policies:** initiatives such as Skill India, Pradhan Mantri Kaushal Vikas Yojana (PMKVY) , and the National Education Policy provide a strong foundation for the country's skill development system. These programs help young people become employable, develop industry relevant skills, and prepare themselves according to the needs of the digital era. In addition, these policies also guide organizations on how to design training and development programs for their employees. This provides national-level support to the talent management system and strengthens it further.
  - **Workforce Diversity:** Today, the workforce has become highly diverse, including employees of different ages, educational backgrounds, levels of experience, cultural backgrounds, and career expectations. Due to this diversity, a single HR strategy does not work effectively for all employees. Therefore, organizations need to adopt flexible and inclusive policies that consider the needs and expectations of every individual employee. This helps in creating a work environment where every person receives equal opportunities and respect, which ultimately leads to higher engagement and improved productivity.
  - **Technological Change:** Rapid technological change and digital transformation are taking place at a very fast pace. The increasing use of artificial intelligence, automation, and cloud technology is completely changing the way work is done. Because of these changes, continuous learning has become a necessity for employees. Organizations also need to regularly conduct upskilling and reskilling programs so that employees can stay updated with new technologies and perform effectively. This change is making talent management more dynamic and technology-driven.
  - **Employee Well-being: mployee Well-being:** In today's time, employees do not only prefer salary as their priority; instead, their mental health, work-life balance, and workplace environment have also become very important. If employees are provided with a secure, supportive, and stress-free environment, their job satisfaction increases. As a result, they stay connected with the organization for a longer period and their performance also improves. Therefore, employee well-being has now become an important part of talent management.
  - **Leadership Development:** Leadership quality in an organization has a strong impact on employees' thinking, behavior, and performance. Good leaders do not only give instructions but also motivate employees and provide them opportunities for career growth. Strong leadership helps in building a positive organizational culture where employees feel valued

and supported. This increases employees' trust, engagement, and commitment towards the organization. In this way, leadership development becomes an essential part of effective talent management.

- **Educational Reforms:** When there is a gap between the education system and industry requirements, it creates skill mismatches in the workforce. Therefore, it is important that academic institutions regularly update their curriculum according to real industry needs. This helps students gain practical and job-ready skills during their studies. Such reforms improve future talent availability and help organizations get a more skilled and prepared workforce.

Overall, all these factors show that talent management is no longer just an HR process. It has become a continuously evolving strategy and an adaptive system. It plays an important role in both organizational success and the overall growth of the country.

- **Role of Inclusive Policies and Skilled Workforce in Achieving Vision 2047**

The findings of the study clearly show that if India wants to become a developed nation by 2047, it is very important to have inclusive talent management policies. Inclusive practices such as diversity, equity, and inclusion, along with skill development programs available to everyone, help in properly utilizing the full potential of the country's workforce.

In addition, a skilled and continuously learning workforce is very important for the country's economic growth, innovation, and global competitiveness. Research also shows that upskilling and reskilling provide better job opportunities, especially in emerging areas like AI, cloud computing, and cybersecurity.

Therefore, it can be said that inclusive policies and skill development programs together create a strong foundation for the country's long-term development.

- **Importance of Strategic Talent Management for Global Leadership**

The analysis confirms that strategic talent management is critical for positioning India as a global leader by 2047. The IT sector plays a central role in this transformation due to its contribution to exports, innovation, and digital infrastructure.

Strategic talent management practices such as competency mapping, succession planning, employee engagement, and performance-based systems ensure that organizations can build a strong and future-ready talent pipeline.

Additionally, organizations that integrate technology-driven HR systems (AI, analytics, digital learning platforms) are better able to retain talent and enhance productivity. This directly contributes to India's global competitiveness in knowledge-based industries.

Findings

An in-depth analysis of secondary data highlights several critical issues currently shaping talent management in India's Information Technology (IT) sector. These insights underscore the growing urgency for systemic reforms in education, policy implementation, corporate strategy, and workforce engagement.

- **Talent Supply and Demand Mismatch**

Despite India's reputation as a global IT hub, the sector continues to experience a **serious talent supply-demand mismatch**, particularly in high-skill and emerging technology roles. The **NASSCOM 2021 report** indicates that while the country produces a substantial number of IT graduates annually, a large proportion of these candidates lack the **practical, job-ready skills r**equired by employers. Skills in cutting-edge domains such as **artificial intelligence (AI), blockchain, cloud computing, and cybersecurity** are in high demand, yet most graduates are trained with outdated curricula or limited exposure to real-world applications. This mismatch poses a risk to India's global competitiveness and calls **for greater academia-industry collaboration** to modernize technical education and enhance experiential learning.

- **Government Initiatives and Skill Development Programs**

Government-led programs such as **Skill India** and the initiatives under the **National Skill Development Corporation (NSDC)** have shown promise in narrowing the skill gap. As per NSDC data, over **1.5 million individuals were trained in 2020** alone. However, a major concern remains: the **lack**

of alignment between training content and industry expectations. Although these programs emphasize large-scale skill delivery, the effectiveness of training in terms of employability and job readiness remains questionable. To bridge this gap, there is a pressing need to **revamp curriculum design,** increase industry participation in training modules, and scale programs with **specialized tracks for emerging technology fields.**

- **Workforce Diversity and Inclusion**

Workforce diversity, particularly gender diversity, is another critical issue in India's IT talent landscape. According to **NASSCOM (2020), women make up only 30%** of the workforce in IT firms, and their representation at leadership levels remains even lower. While many organizations have launched diversity initiatives and inclusive hiring policies, deeper structural barriers—such as lack of mentorship, rigid work hours, and unconscious biases—continue to hinder equitable participation. To fully leverage India's talent potential, the IT sector must **institutionalize inclusive practices,** support **career progression for underrepresented groups**, and promote **flexible work cultures** that enable broader participation.

- **Employee Retention and Well-being**

High attrition continues to be a **major concern in India's IT sector, with a 17% turnover rate reported in 2019**(Deloitte, 2020). This trend has been exacerbated by high stress levels, long working hours, and a lack of work-life balance. The cost of frequent talent turnover is significant, affecting both productivity and organizational knowledge continuity. Companies are increasingly recognizing that **employee well-being and satisfaction** are central to retention. Firms such as Infosys and Wipro have introduced **employee wellness programs,** mental health support, **career development frameworks**, and **hybrid work models.** However, broader adoption of such practices across the industry is required to address this systemic challenge effectively.

- **Technological Advancements and the Upskilling Imperative**

Rapid advancements in AI, machine learning, automation, and data science are **reshaping job roles across the IT sector.** As technology evolves, so must the skills of the workforce. Leading firms such as **TCS, Infosys, and HCL** have launched extensive **upskilling and reskilling programs t**o prepare employees for future roles. Yet, these initiatives, while commendable, remain isolated and company-specific. There is a need for an **industry-wide, coordinated approach** that integrates digital education platforms, government support, and academic reform to scale up the digital capabilities of India's workforce. Without continuous investment in future-ready skills, the Indian IT sector risks falling behind global competitors.

Conclusion

The findings of the study show that there is a strong need to consider talent management as an important strategy in India's IT sector. Challenges such as lack of skills, workforce diversity issues, high employee turnover, and rapidly changing technology show that major and effective improvements are needed in this sector. In 2023, the IT sector contributed around 7.5% to India's GDP and is playing a very important role in the country's digital transformation and Vision 2047 goals.

At the same time, the employee attrition rate of 17–19% between 2019 and 2023, according to NASSCOM and Deloitte reports, shows serious problems like low employee engagement and work pressure. These conditions highlight the need for long-term, people-centered, and innovation-driven strategic planning, where talent management will play a very important role.

Recommendations

- **Curriculum–Industry Linkage-**Colleges and universities should offer courses according to industry needs. More focus should be given to new technologies like AI, Data Science, and Cloud Computing. Students should get opportunities for live projects, virtual labs, and internships so that the skill gap can be reduced. It is often seen that students have degrees, but they do not have the real-world skills required by industries. Therefore, it is important to connect curriculum and industry with each other.
- **National Upskilling System-**A system should be developed across the country where people can continuously learn new skills. The government and IT companies should work together to establish AI and Cybersecurity training centers so that India can continuously build an upskilled workforce.

- **Inclusive Workplace Policies-**Companies should adopt policies where everyone gets equal opportunities. Women should get better career opportunities, flexible working hours, fair promotion systems, mentorship, and childcare support so that they are not forced to leave their jobs. Women's participation in the workforce should increase because they make up almost 50% of India's population.
- **Focus on Employee Well-being-**Companies should pay attention to employees' mental health, work-life balance, and provide a better working environment. Hybrid work options and continuous career growth opportunities should be provided so that employees remain connected with the organization for a longer time.
- **Better Leadership Development-**Future leaders should not only have technical knowledge, but they should also learn decision-making skills, positive thinking, and the ability to work with everyone together. This will help them become effective leaders in the future.
- **Employee Retention-**Companies should recognize employees' hard work, provide promotion and career growth opportunities, and listen to their problems so that employee retention can improve.
- **Collaboration Between Government, Colleges, and Industry-The government, colleges, universities, and IT companies should work together so that students can become industry-ready in a faster and better way.**

If all these policies are implemented properly, India's IT sector can overcome current challenges and become a strong global leader in digital innovation. It can also help India achieve its goal of becoming a developed nation by 2047.

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