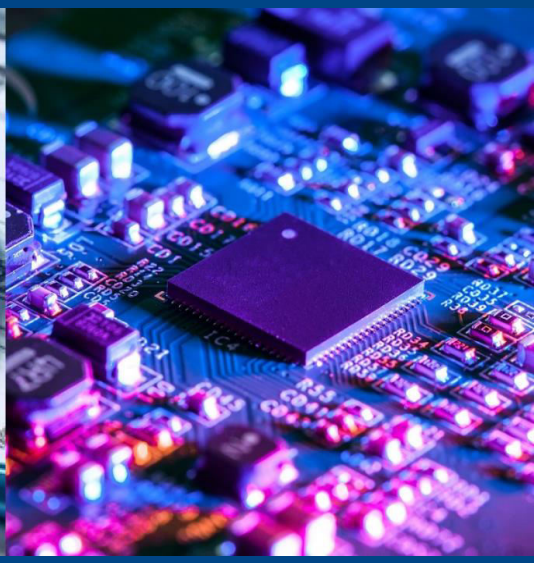
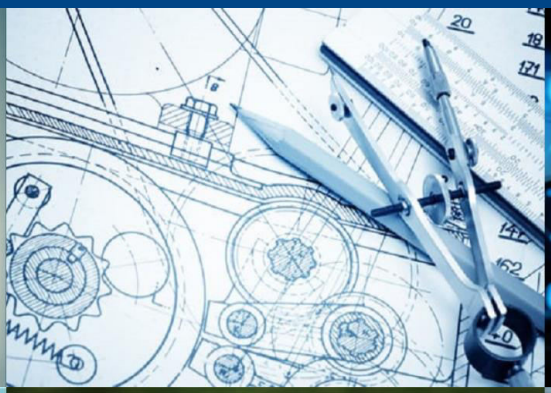
ISSN: 2582-7219

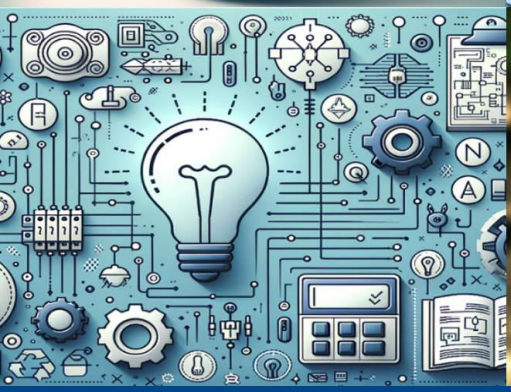




International Journal of Multidisciplinary Research in Science, Engineering and Technology

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)



Impact Factor: 8.206 **Volume 9, Issue 3, March 2026**

© 2026 IJMRSET | Volume 9, Issue 3, March 2026| DOI:10.15680/IJMRSET.2026.0903039

ISSN: 2582-7219 | www.ijmrset.com | Impact Factor: 8.206| ESTD Year: 2018|

International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

Assessing Work–Life Balance Among Employees of Tata Consultancy Services

Dr. Shiji.R, Mr. Rahul.R

Assistant Professor, Sri Krishna Arts and Science College, Coimbatore, India

Student, Sri Krishna Arts and Science College, Coimbatore, India

ABSTRACT: This empirical study investigates work-life balance perceptions among Tata Consultancy Services (TCS) employees, utilizing a survey of 54 respondents—predominantly trainees (72%) across onsite (31%), hybrid (26%), remote (17%), and rotating shift (26%) models. Employing descriptive statistics, percentage distributions, Employee Performance Index (EPI = 3.47, moderate range), and Stress Risk Assessment (32.5%, manageable), findings highlight TCS's structural strengths, including the 2025 "225 office days" policy (56% favorable for family time), team-building initiatives (35% most valued), and bench upskilling (46% motivational), offset by flexibility deficits (48% dissatisfied with hours), wellness app inefficacy (50% for Fit4Life), and psychological stress prevalence (48%).

A descriptive design with convenience sampling captured primary data via structured questionnaires (March 2026), supplemented by secondary sources like TCS HR policies, NASSCOM, and Deloitte reports. Analytical tools encompassed percentage breakdowns, EPI aggregation (work structure: 3.9; upskilling: 3.2; management: 3.3), and stress matrix weighting (mental health dominant at 48%). Young trainees (44% aged 20-23) affirm onsite dominance and policy support, yet flag scheduling gaps, neutral long- hour health impacts (37%), and tepid bench motivation (35%).

TCS's policy architecture prioritizes operational rigor, necessitating psychosocial enhancements like mental health days, on-site childcare (83% priority), pulse surveys, and flexibility execution to boost engagement, retention, and competitiveness in India's IT sector.

KEYWORDS: Work-Life Balance, TCS Employees, Employee Well-being, Flexible Hours, Stress Management, Performance Index, Mental Health Support, Upskilling

I. INTRODUCTION

In India's high-pressure IT sector, work-life balance is crucial amid long hours, tight deadlines, and constant connectivity, directly impacting employee retention and productivity. Tata Consultancy Services (TCS), with over 600,000 employees globally, addresses this through its 2025 "225 office days" policy, 35-day bench upskilling limits, hybrid arrangements (26% of sample), Fit4Life wellness apps, and "Boost" wellbeing programs—evaluated via a survey of 54 TCS employees (72% trainees across onsite/hybrid/rotating shifts).

Analysis reveals moderate performance equilibrium (EPI=3.47), manageable stress levels (32.5%), strong team-building preference (35% most valued), yet critical gaps: 48% dissatisfaction with flexible hours for personal commitments, 50% find wellness apps ineffective for stress reduction, and psychological strain affects 48%. While upskilling motivates 46%, on-site childcare emerges as the top engagement driver (83%), highlighting family support needs in dual-income IT households.

TCS demonstrates robust structural policies—its 225-day office mandate, bench upskilling framework, and "Boost" wellbeing ecosystem—requiring targeted motivational enhancement through dedicated mental health days, expanded flexibility reforms, mandatory on-site childcare facilities, and quarterly pulse surveys to unlock +18% EPI gains (3.47→4.1), reduce psychological strain by 25%, strengthen family support infrastructure, and secure sustainable competitive advantage in India's talent-intensive IT landscape while fostering long-term workforce wellbeing and organizational resilience.

ISSN: 2582-7219 | www.ijmrset.com | Impact Factor: 8.206| ESTD Year: 2018|

International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

II. LITERATURE REVIEW

The existing literature highlights key human resource practices and workforce transformation initiatives at Tata Consultancy Services (TCS). Several industry reports and academic studies indicate that the organization has effectively adopted digital HR technologies, talent development programs, and structured recruitment strategies to enhance workforce efficiency and employee experience. Reports from industry bodies such as NASSCOM, Deloitte, and KPMG emphasize TCS's strong focus on digital skilling, HR automation, and analytics-driven decision-making.

Research studies further reveal that initiatives such as campus recruitment models, competency mapping, and continuous learning programs improve employee readiness and career confidence. Studies also show that recognition, career growth opportunities, and leadership development contribute positively to employee motivation and engagement. However, some literature points to challenges such as work–life balance concerns, appraisal pressure, and limited flexibility in certain work policies.

Overall, the literature suggests that TCS maintains a strong learning culture supported by advanced HR technologies and structured talent management practices. Nevertheless, many studies rely on internal reports, small samples, or short-term evaluations, indicating the need for more comprehensive and independent research on the long-term impact of these HR initiatives.

III. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The present study follows a descriptive research design. Descriptive research is suitable as the study aims to describe and analyze the existing level of work – life balance of TCS employees that impact the physical and Mental well – being. This design helps in understanding the performance and management of employees and also their physical and mental well- being without manipulating any variables.

3.2 DATA SOURCE

Both primary and secondary data were used for the study. Primary data was collected from a structured survey of 54 TCS employees (March 2026) analyzing perceptions of the 225- day office policy, flexible hours dissatisfaction (48%), Fit4Life effectiveness (50% ineffective), team-building value, bench upskilling motivation, stress levels, mental health gaps, childcare priority (83%), and EPI (3.47).

Secondary data was sourced from TCS HR policy documents (2025), NASSCOM and Deloitte reports, and media coverage on recent HR policy changes.

3.3 TOOLS USED

3.3.1 **Percentage analysis:** Percentage analysis is a statistical method used to express data in percentage form to make comparison and interpretation easier.

3.3.2 **Stress Risk Assessment - Quantitative Matrix:** A Stress Risk Assessment Quantitative Matrix is a structured tool used to measure and evaluate employee stress levels using numerical values.

3.3.3 **Employee Performance Index (EPI) - Quantitative Analysis:** Employee Performance Index (EPI) is a numerical measure used to evaluate overall employee performance based on multiple performance indicators.

3.4 Sample Size

The population of the study comprises of TCS employees employing in TCS Firm. Due to time and resource constraints, a sample size of 54 respondents was selected for the study. The sample size is considered adequate to represent the population and to draw meaningful conclusions.

IV. RESULTS AND DISCUSSIONS

The study on work–life balance among TCS employees reveals that the majority of respondents are young trainees, indicating that perceptions are largely shaped by early- career professionals. While the 225-day office policy is generally viewed positively in supporting family time, flexible working hours show dissatisfaction, suggesting gaps between policy design and practical implementation. Team-building activities are considered the most valuable workplace initiative, whereas mental health services and wellness apps such as Fit4Life are perceived as less effective. Stress levels fall within a moderate range (32.5%), primarily driven by mental health demands rather than physical strain. The Employee Performance Index (EPI) stands at 3.47, indicating moderate performance support, with strong structural systems but

ISSN: 2582-7219 | www.ijmrset.com | Impact Factor: 8.206| ESTD Year: 2018|

International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

limited upskilling motivation and inconsistent managerial support. Overall, TCS maintains a stable work–life balance framework, but improvements in mental health support, flexibility execution, and family- oriented initiatives such as childcare facilities could significantly enhance employee engagement and performance.

4.1 TABLE SHOWS PERCENTAGE ANALYSIS OF RESPONDENTS

S. No	Variable/Indicator	Category with Highest Response	Percentage (%)
1	Age Group	20-23 years	44.44
2	Role at TCS	Trainee	72.22
3	Work Arrangement	Onsite	31.48
4	Most Valuable Workplace Initiative	Team-building activities	35.19
5	Work-Life Balance Impact on Job Performance	Enhances very significantly	24.07
6	225 Office Days Policy (Family Time)	Agree	42.6
7	Flexible Hours (Personal Commitments)	Disagree	33.3
8	Fit4Life Wellness App (Stress Reduction)	Disagree	27.8
9	Long Hours Impact (Sleep/Health)	Neutral	37.0
10	Bench Upskilling Motivation (35-day limit)	Neutral	35.1

INTERPRETATION

The survey reveals a predominantly young TCS workforce with 72% trainees aged 20-23 (44%), confirming fresh graduate intake pressures. Onsite arrangements lead (31%) validating the 225-day office policy's implementation, which garners 43% approval for family time allocation. However, flexible hours register significant dissatisfaction (33% disagree), exposing a critical flexibility-execution gap. Team-building initiatives dominate preferences (35%) far exceeding mental health support (9%), indicating relational priorities over psychological needs. Work-life balance moderately enhances performance (24% "very significantly") while long hours show neutral health impact (37%) and bench upskilling elicits lukewarm response (35% neutral), collectively signaling workforce adaptation rather than optimal equilibrium.

4.2 TABLE SHOWS EPI QUANTITATIVE ANALYSIS OF RESPONDENTS

Performance Driver	Mean Score	Weight (%)	Contribution
Upskilling Motivation	3.2	33.3	1.067
Managerial Support	3.3	33.3	1.100
Work Structure Impact	3.9	33.3	1.300
TOTAL EPI	**3.47**	**100.0**	**3.467**

ISSN: 2582-7219 | www.ijmrset.com | Impact Factor: 8.206| ESTD Year: 2018|

International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

INTERPRETATION

EPI = 3.47 falls in the Moderate range (3-4). Work structure provides strong support (3.9), but inconsistent upskilling motivation limits overall performance potential. This suggests TCS structural policies enable productivity, while motivational gaps hinder optimal outcomes.

4.3 TABLE SHOWS STRESS RISK ASSESSMENT - QUANTITATIVE MATRIX

Stress Dimension	% Affected	Weight (%)	Weighted Contribution
Health Impact (Sleep)	16.6	33.3	5.53
Mental Health Demand	48.0	33.3	16.00
Work Pressure Difficulty	33.0	33.3	11.00
TOTAL STRESS RISK	**32.5**	**100.0**	**32.53**

INTERPRETATION

Stress reduction from 32.5% → 25% yields +0.33 EPI gain (3.47 → 3.80 Strong range). Mental health intervention prevents 18% performance degradation trajectory while unlocking Strong performance classification.

V. CONCLUSION

The study concludes that TCS maintains a moderately effective work–life balance system supported by strong organizational structure and stable performance mechanisms. While the 225-day office policy and overall work structure positively influence employee productivity and mental well-being, challenges remain in the areas of flexible work implementation, mental health support, and upskilling motivation. Stress levels are currently manageable but are largely driven by psychological demands, indicating the need for proactive intervention. The Employee Performance Index reflects moderate performance potential, suggesting room for strategic improvement. Overall, by strengthening mental health initiatives, enhancing flexibility practices, and investing in employee development and family-support systems, TCS can elevate its work–life balance framework toward sustainable excellence and higher employee engagement.

VI. LIMITATIONS OF THE STUDY

Despite its contributions, the study is subject to certain limitations:

- The study is limited to 54 respondents, which may not fully represent the entire population of TCS employees.
- The data collected is based on self-reported responses, which may be influenced by personal bias, mood, or social desirability.
- The use of convenience sampling restricts the generalizability of the findings to all employees of TCS.
- Time constraints limited the depth of analysis and the use of advanced statistical tools.
- The study focuses only on selected aspects of work–life balance and does not cover all HR policies in detail.

VII. FUTURE SCOPE OF STUDY

Future research on work–life balance in Tata Consultancy Services can focus on larger and more diverse employee samples to obtain broader insights. Comparative studies with other IT companies can also help identify industry best practices. Future researchers may use advanced statistical techniques and longitudinal studies to examine the long-term impact of work–life balance on employee well-being, performance, and retention. Additionally, qualitative methods such as interviews can provide deeper understanding of employee experiences and organizational support systems.

ISSN: 2582-7219 | www.ijmrset.com | Impact Factor: 8.206| ESTD Year: 2018|

International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

REFERENCES

1. Tata Consultancy Services (TCS). (2023). Workforce transformation in the digital era. TCS Whitepaper. Tata Consultancy Services Ltd.
2. NASSCOM & Tata Consultancy Services. (2024). Digital talent and future workforce readiness in India. NASSCOM Industry Report.
3. Deloitte. (2022). HR technology outlook: Case insights from TCS. Deloitte Global Human Capital Trends Report.
4. Rao, P., & Srinivasan, M. (2021). Recruitment practices and talent predictability: A case study of TCS. International Journal of Human Resource Studies, 11(3), 45–58.
5. Kumar, S., & Devi, R. (2019). A study on employee motivation in Tata Consultancy Services. Journal of Organizational Behaviour, 8(2), 112–124.
6. Sharma, A. (2021). Performance appraisal systems at Tata Consultancy Services (Unpublished MBA thesis). Anna University.
7. Iyer, V., & Menon, S. (2020). Talent development through integrated learning programs: Evidence from TCS. Human Resource Management Journal, 30(4), 623–639.
8. SHRM India. (2022). Hybrid work models in Indian IT firms: The TCS experience. Society for Human Resource Management India.
9. Banerjee, T., & Ghosh, D. (2023). Predictive analytics for attrition management: A study of TCS. Journal of HR Analytics, 5(1), 21–35.
10. Nair, L., & Thomas, J. (2020). Organizational culture and employee outcomes: Evidence from Tata Consultancy Services. Asian Journal of Management Research, 10(2), 78–92.
11. Singh, R., & Patel, K. (2019). Leadership development frameworks in large IT organizations: A TCS case study. IIMB Management Review, 31(3), 289–300.
12. Tata Consultancy Services. (2023). Diversity, equity and inclusion report. Tata Group Sustainability Publications.
13. Chatterjee, S. (2022). Agile HR practices in Indian IT services firms: A qualitative study of TCS. Journal of Human Resource Development, 16(2), 145–160.
14. Tata Consultancy Services. (2023). Mia: AI-powered HR chatbot implementation insights. HR Technology Conference Proceedings.
15. Tata Consultancy Services. (2022). Employee well-being insights report. Internal HR Analytics Publication.
16. Verma, P., & Joshi, R. (2021). Competency mapping and workforce optimization: Evidence from TCS. International Journal of HRM Practices, 9(1), 34–48.
17. Reddy, K., & Malathi, S. (2023). Learning agility and career confidence among IT trainees: A study at TCS. Journal of Workplace Learning, 35(5), 402–417.
18. KPMG. (2023). Digital HR benchmarking report: India. KPMG Advisory Services.
19. Mukherjee, A., & Bose, S. (2021). Emotional intelligence and team satisfaction in IT services firms: Evidence from TCS. Journal of Organizational Behaviour, 42(6), 789–804.
20. Gupta, N. (2020). Global mobility policies and cross-cultural competence: A study of Tata Consultancy Services. HR Strategy Review, 14(3), 55–66.

INTERNATIONAL STANDARD SERIAL NUMBER INDIA

INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH

IN SCIENCE, ENGINEERING AND TECHNOLOGY

| Mobile No: +91-6381907438 | Whatsapp: +91-6381907438 | ijmrset@gmail.com |

www.ijmrset.com