

# The Impact of Human Resource Planning on Organisational Performance: A Case Study of Tata Consultancy Services (TCS)

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**Abstract:** *This study explores how effective human resource planning (HRP) improves organisational performance at Tata Consultancy Services (TCS), a global IT leader. By examining HR practices like workforce forecasting, training programs, and employee retention strategies, the research demonstrates their role in driving TCS's success. A mixed-methods approach was used, combining surveys of 170 employees and interviews with 8 HR managers. Results revealed that structured HR planning boosts employee satisfaction (average score: 4.12/5) and reduces turnover to 15%, outperforming the IT industry average. Key strategies include continuous skill development, leadership training, and AI-powered recruitment, balancing global standards with local adaptability. Challenges like managing 600,000 employees across 50+ countries and adapting to rapid technological changes were addressed through flexible policies and annual investments of \$100M in training. The study found that 67.4% of TCS's performance is linked to HR planning, with career development and retention initiatives being critical. Employees highlighted workload balance as an area for improvement, suggesting better task distribution tools. Practical lessons for other companies include prioritising employee feedback, investing in technology for workforce analytics, and building leadership pipelines through succession planning. This research confirms that strategic HR planning enhances innovation, adaptability, and long-term growth, offering valuable insights for large organisations navigating global and technological challenges.*

**Keywords:** Human resource planning, organisational performance, TCS, employee retention, workforce forecasting, training programs, global workforce management, leadership development

