

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

Sanchi Singla

Dubai International Academy, Emirates Hills

ABSTRACT: This paper investigates if companies in India's information technology (IT) services sector and global capability centres that have adopted artificial intelligence (AI) grow at a faster pace when compared to those that have not adopted such technologies and explores the implications of this transformation for labour demand. The analysis uses the data collected through the financial reports of firms, labor market information, and public reports and it adopts graphical and comparative analysis to study the dynamics of AI adoption, revenue expansion, job creation, and recruitment. The results reveal that companies characterized by a greater degree of AI adoption have much better revenue indicators than those characterized by a lower degree of AI adoption, thus confirming the assumption that AI makes companies more productive and efficient and improves their competitive position. At the industry level, however, there is a situation where revenue expansion is much faster than job creation, which indicates weakening relationship between output growth and labor demand. Though net hiring slows down, total job roles in the industry still grow which suggests that AI does not eliminate jobs, but restructures labor demand since the trend now indicates that routine tasks are becoming less and less common. The study concludes that AI is shifting India's technology sector from labour-cost driven growth to innovation and productivity driven expansion, making reskilling and workforce adaptability essential for inclusive and sustainable growth.

INTRODUCTION

Artificial intelligence (AI) is revolutionizing how we produce, organize businesses, and how labor functions in prominent emerging markets like India. Previous waves of automation replaced physical workers, as we move into AI-enabled automation there are machines that can now perform cognitive, analytical, and decision-making functions adding a new dimension to service-based economies. For India, this transformation presents particular implications because India's growth in the last 30 years is attributed to the expansion of Information Technology (IT) services, Business Process Management (BPM), and Global Capability Centers (GCCs). These three sectors contribute 22%-25% to India's total export revenue (PIB Dehli, 2026), generate high-skilled employment opportunities, and bring Foreign Direct Investment (FDI) into the country. Thus, technological changes in these sectors have the potential to impact other sectors (NASSCOM, 2024; IBEF, 2023) including directly affected industries like the labor market, real estate, financial service and BFSI, manufacturing and engineering.

Historically, India enjoyed a comparative advantage in global services because of its access to a large quantity of low-cost, skilled labor that could perform standardized back-office and technical services for multinational corporations expanding into India's markets. With the growing adoption of AI-enabled automation, machine learning (ML) solutions, and generative AI softwares, this labor-intensive growth model is under threat. More organizations are adopting AI to help develop software, enhance customer service, generate analytics reports, and manage financial operations, reportedly around 40% of all software development happening using AI across India's technology sector (Tripathi, 2026).

These developments call for sustained analysis of how AI will transform business operations. Technological development is generally understood to be an essential factor for enhancing productivity, increasing cost effectiveness, and creating innovative products. The advent of automation also encourages discussion on how this type of technology may create dislocated jobs within the labor force, wage disparities and structural changes to the workplace. Tech change is typically skill-biased meaning that there is greater demand for highly skilled Collective Bargaining labor and less demand for more routine cognitive skills and administrative jobs [Autor, Levy and Murnane (2003); Acemoglu and Restrepo (2020)]. The issue of how the interactions between technology purchases and labor demands will play out will become a significant policy and economic concern in Indian as services account for the majority of both the output and the employment.

The current research provides a broad body of literature analyzing automation and employment at the overall aggregate or occupation level but little attention has been directed to analyzing and understanding the competitive dynamics within the Indian IT and GCC context specifically. Additionally, there is a strong potential that adopting tech will result in dissimilar economic benefits experienced by the adopting firms. Firms that adopt technology will experience lower marginal costs creating greater service

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

offerings and faster market penetration than those that do not, thereby building a competitive advantage of slow-adopting competitors.

The Indian IT and GCC ecosystem serve as an appropriate empirical framework to understand the aforementioned issues. India has the largest share (50%+) of international GCCs and continues to be the largest producer of IT-enabled services (based on IBEF's estimates for FY21) in the world employing 6 million workers directly and indirectly (NASSCOM, 2026). Therefore, the oscillating hiring patterns, productivity changes, and increasing investment into AI capabilities amongst leading firms lead to a critical research question: Do AI-adopting IT firms and GCCs gain market share and expand faster than non-adopters, and what does that imply for sector-wide labor demand?

This paper does not aim to establish a casual answer to this question. It takes prior descriptive step: documenting how revenue growth, hiring intensity, and workforce composition have evolved across firms with differing levels of AI integration during the period of rapid AI diffusion. This paper examines trends at both the industry level and firm level using graphical representation of data sourced from publicly-traded companies' annual corporate reports and all employment indexes, and reports on technology adoption.

We do not use econometric methodology for this research but instead rely on visual and comparative analyses for exploring the relationships between the intensity of AI adoption and revenue expansion, hiring trends, and workforce growth. The use of graphical methodologies provides the opportunity to identify long-term trends concerning structural change overtime especially when there are ongoing technological transitions and rapid firm-level adjustments. By linking observable industry outcomes to patterns of technological adoption, we hope to provide empirical evidence that supports our assertion that there are differences in revenue generation and/or escalated rates of firm-level growth based solely on the adoption of technology.

INDUSTRY AND BACKGROUND

AI presents an evolutionary step comparable to earlier general-purpose technologies such as electrification and digital computers. How AI is fundamentally different from conventional automation systems is because of its capabilities to analyze unstructured data, learn patterns, and provide decision support for humans, who have historically done many of the work manually. Intelligent systems use AI as a general-purpose technology (GPT) and as such has a substantial impact on overall productivity by directly automating the completion of tasks and improving productivity via organizational redesign, process improvements, and scalable delivery of services across markets (Brynjolfsson et al., 2021). As a result, AI's characteristics make the future very uncertain for countries, including India (mostly a knowledge-based economy), where the main driver for economic growth is intellectual value rather than manual.

Economic theory suggests that when firms adopt new technology, they lower marginal costs to differentiation themselves from competitors and increasing total factor productivity with higher output against less labor input through intelligent automation. Thus, generating efficiency improvements that enable effective competitiveness in domestic and global markets. Examples include the use of AI applications (i.e. intelligent automation robotics) to create forecasts, automating repetitive processes, and real-time data analytics capabilities improve firms' speed in responding to market demands and lower cost of operation. As a result, technological ability will continue to be a significant source of productive capital, differentiating top-performing organizations from their competitors (BCG, 2025).

The significance of these shifting trends can be understood better when placed within the scope of India's Global Capability Center (GCC) environment. A GCC is an offshore unit of a multinational corporation that provides critical business functions (such as Information Technology (IT) services), financial operations, analytics, research and development (R&D), cybersecurity, and enterprise support functions. Previously, multinationals predominantly used outsourcing opportunities for administrative works to optimize operational costs. However, the introduction of GCCs have shifted corporations to using outsourcing services as innovation and strategic decision-making opportunities, connected to their global corporate value chain. Given India's large supply of highly skilled technology professionals (with India's top IT firms employing over 250,000 AI skilled employees [Das, 2025]), well-established digital infrastructure, and proven experience providing contract services to many businesses, it is now the world's leading location for GCCs (NASSCOM, 2024). There has been a transition from GCCs that are transactional back-office providers to knowledge-driven centers as services provided transitioned from data processing, back-office functions and administrative helpdesk tasks to AI augmented solutions, offering smarter operations to businesses.

AI has accelerated the transformation of GCC operations by broadening their functional scope. Machine learning (ML) is now being used in more areas of GCC operations than ever before including risk analytics, software testing, fraud detection, supply-chain and inventory optimization, and customer interaction. Generative AI tools allow for automated code generation, generation of documentation, and provision of conversational tools, reducing the need for large teams to for standardized tasks. Moreover, with increased emphasis on efficiency and innovation over mere cutting of costs, multinationals now seek GCCs that can integrate AI to optimize operations.

The adoption of AI can shape the market in two related ways. First, improvements in productivity allow those who adopt first to lower their costs of business and increase service levels, making them more able to compete for international contracts. Second, once AI-related technology is established, firms are able to grow their level of production with the scaling capacity of modern AI programs. As these firms become more technologically augmented, they can obtain larger portions of industry revenue, resulting in cumulative growth effects over time, widening technological divergence. Models of technological diffusion convey that

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

businesses who adopt a new technology first enjoy lasting competitive advantages, network externalities and data accumulation (Aghion et al., 2019). In service-based businesses where data analytics and software platforms are driving factors of success, these advantages can help create favorable market concentration dynamics for adoptive firms.

Technological divergence among companies impacts the labor market beyond just competitive advantage; traditional employment growth in India's IT services involved continual hiring for new positions due to increasing global demand. However, in relation to AI-based production methods, companies will be better positioned to expand production using automation and augmentation rather than adding people to accomplish objectives. Therefore, companies are required to hire individuals skilled in data science, governance of Artificial Intelligence, cybersecurity and advanced analytics and they will get premium wages (Autor, 2015). Individuals specialized in programming, testing or providing support receive reduced levels of employment with the introduction of machine learning models in such GCCs.

AI adoption and labor demand interact in ways that have a dramatic impact in India, given its significant demographic and economic characteristics. India's labor force has been growing rapidly (according to estimates, India added 170 million jobs during a six-year stretch till 2023-2024 in India [PIB Delhi, Oct. 2025]) and there continues to be an urgent need to create new jobs outside of agriculture to sustain economic growth. Since the IT-BPM and GCC sectors have historically employed many qualified urban workers, changes in hiring practices within these industries will have broader implications for the distribution of income and the nature of employment opportunities. As shown in industry reports, technology sector employment continues to grow, but the rate of hiring increases has slowed with revenue maintain a steady upward trajectory. Thus, sectoral growth is increasingly driven by productivity gains rather than by employment expansion (NASSCOM, 2024). This disconnect raises questions about whether employment will continue to be created at the same rate in the future as it has been created in the past-in the technology services sector.

Another dimension influencing AI adoption is the impact of global competition. As multinational companies operate in environments marked by cost and supply chain uncertainty and rising protectionism, these companies must adopt technology that helps them stay competitive. The adoption of AI-enabled automation allows a company to deal with market volatility by optimally allocating resources and minimizing the risks of operation. As such, decisions about AI adoption have become strategic responses to changing conditions rather than simply being technical decisions.

Moreover, due to the spread of AI technologies, impacts have been seen on both the spatial and organizational dimensions of the Indian technology ecosystem. In India, major metropolitan areas (Delhi, Mumbai, Bengaluru, Hyderabad, Kolkata and Chennai [Dyvik, 2025]) have both strong digital infrastructure and large pools of skilled labor, making them more attractive to high-value AI-driven jobs, strengthening the agglomeration effect existing in the largest technology cities. Similarly, firms may also choose to expand into smaller urban centers and develop diversification strategies that help find new employees for future roles associated with digital advancements. Consequently, this changing geography associated with how technology is adopted will ultimately have an impact on the evolution of company-specific employment patterns and economic development of regions as a whole.

In addition, the use of AI across both the GCC and IT sectors in India marks the movement from labour-cost driven globalization to a place of competitive advantage achieved through technology. AI serves as a tool for increasing productivity as well as providing new avenues for differentiation at the company level by creating new categories of job roles that were once considered traditional occupations in the labour market; as a result, AI not only serves as a catalyst for restructuring labour markets but also should play a role in determining if companies adopting AI will outpace their competitors who do not adopt AI and how this will affect employment demand in the sector. The following sections expand on this initial conceptual framework by reviewing existing research literature on AI and providing an empirical assessment of industry trends using graphical analysis techniques.

LITERATURE REVIEW

The association amongst technical developments, firm production, and labor market results has historically remained a major concern. New advances in artificial intelligence (AI) have added to this discussion as they now represent a number of different technological capabilities which have the potential to complete not only manual and routine tasks, but also analytical and cognitive tasks associated with skilled jobs. Current literature has largely focused on three interdependent areas when investigating AI: productivity/firm competitiveness; the effect of technological change on employment dynamics; and how service-oriented economies are being transformed structurally by these changes. Clarifying these three distinctive areas will be important in helping locate the current research within established academic knowledge.

Previous research has identified that technological innovations are the primary factor driving productivity improvements and the growth of firms. Early theoretical works focused on how new technology can improve production efficiency - through reducing the costs associated with producing goods and improving the quality of goods. More recent works have extended this reasoning to digital technologies and the use of AI systems, supporting the view that by adopting advanced analytics and automated processes (through AI), firms will experience measurable improvements in performance. For instance, Brynjolfsson & McAfee (2014) suggest that, since digital technologies enable firms to rapidly scale their production facilities, future growth in production output will be increasingly attributable to investments made in intangible capital as opposed to proportional investments made in labor. Likewise, Brynjolfsson, Rock & Syverson (2021) point to AI as another example of a general-purpose technology that can produce significant, long-lasting increases in productivity through the ability to integrate multiple forms of capital across large numbers of users.

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

Alongside productivity-driven studies, another line of scholars examines the labor market impact of automation and artificial intelligence. Autor, Levy & Murnane (2003) introduced the task-based framework of technological change, arguing that routine tasks being replaced by automation, while non-routine are complemented by it. An expanded framework has developed from research on machine-learning and artificial-intelligence systems. Autor (2015) points to the fact that technological advances do not eliminate jobs. Instead, they change the structure of job-market demand with increasing attention to analytical, interpersonal and creative skills. This pattern creates a polarized labor market as high-skilled job demands increase but middle-skilled routine jobs remain stagnant and/or decline.

More recently, there have been contributions that look at AI's job-related impacts. Acemoglu & Restrepo (2020) assessed AI's impact through displacement effects—where automation substitutes for human labor—and productivity effects—when technological advances create new jobs and industries that require workers. Their analysis showed that net job impact is determined by the relative magnitude of each of the two effects. Even though there may be decreased labor demand from automation in some occupations, the productivity-related growth in new occupations should offset the loss of jobs via complementary occupations. Given these theoretical implications, the impact of adopting new technologies, including AI, on the labor force in service-based economies such as India is relevant.

The technological adoption within the global services and outsourcing industry creates new competitive dynamics. Research exploring global value chains shows that digital technologies will determine which companies can participate in and upgrade within the international service markets. Baldwin (2016) contended that digital globalization allows any company using technology to provide services across borders with lower costs of coordination. Consequently, companies that use higher-order technologies will have access to more expensive parts of global production networks than those using lower grade technology. Research done on offshore service centers demonstrates a move away from an emphasis on low-cost outsourcer service centers and towards innovations-driven capability centers (GCCs), which will closely further integrate strategic decision making (Gereffi and Fernandez-Stark, 2016). Therefore, these changes serve to provide context for evaluating India's Global Capability Centers (GCC) ecosystem as it relates to the increasingly critical role of technological competency in remaining competitive within the global economy, an important factor for the emerging market's fastest growing sector.

Studies that focus on India have found evidence corroborating the importance of the information technology-business process management (IT-BPM) sector in relation to its role in employment generation and export growth. Industry studies demonstrate that the previous growth in this sector was largely labor-based, with an emphasis on large-scale recruitment of personnel to support revenue growth (NASSCOM, 2024). However, more recent studies have suggested that the employment growth is becoming decoupled from the revenue growth of companies with greater levels of automation and AI-driven delivery models coming into the picture. This decoupled nature of employment and revenue growth brings sustainability of employment-based growth in the technology service sector under speculation. Although several reports document rising productivity and investment in AI capabilities, systematic evaluation linking firm expansion to labor outcomes remains limited.

The existing literature encompasses numerous studies on automation and unemployment, but considerable gaps regarding firm-level differences in AI use still exist. A large portion of the literature further evaluates technological changes across all firms and groups of workers, but do not distinguish between companies that adopt AI models and those that don't. Economists predict that the number of workers firms keep will depend on market shares moving from the set of companies with updated AI models to the set without. If AI-adopting firms gain market share from non-adopters, sectoral employment effects will depend on whether labor is reabsorbed by these expanding adopters or lost.

This research study aims to add to existing literature by examining the impact of AI adoption on both the demand for workers and impacts on firm competitiveness within India's IT and GCC sectors. This research bridges the macro-level literature on automation and expansion, with firm-level understanding of the impact of these technologies on the hiring and revenue growth for adoptive firms.

THEORETICAL FRAMEWORK

The Acemoglu-Restrepo task-based framework (Acemoglu, Restrepo 2019) provides a summary statistic following a net of labor displacement, productivity and reinstatement to measure how AI-adoption within India's IT & GCC sector will impact future sector-wide labor demands. It is important to note this theoretical framework does not casual attribution based on the data used in this study. Instead, the framework is used to form predictions against the descriptive patterns outlined below.

The framework models production as a continuum of tasks allocated to capital (identifiable as AI algorithms in the context of this paper's analysis) and labor. Tasks below a set threshold, I , are performed by capital (AI), while those above are performed by labor. The technological frontier, where no tasks appear, is identified as N . If AI-adoption increases the threshold, I , then the number of tasks getting automated increase. This creates three effects, pulling 'labor demand' in opposite directions:

Effect	Direction	Mechanism
Displacement ($-D$)	—	Labor demand declines as AI takes over tasks previously performed by workers.
Productivity ($+P$)	+	AI automation reduced production costs for firms, allowing firm's output capability to rise and increases labor demand for different tasks in production.
Reinstatement ($+R$)	+	Frontier N moves out, creating new labor intensive task categories

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

To visualize the theoretical framework and find net of all three effects to proximate the impact of AI on the change in demand for labor (ΔL) within India's IT and GCC sector, the following formula is used:

$$\Delta L = -D + P + R$$

This paper will focus on verifying four predictions cognizant with the theoretical framework:

Prediction 1: If displacement ($-D$) primarily dominated the equation, total employment to fall and make ΔL negative.

Prediction 2: If the rise in productivity ($+P$) and reinstatement ($+R$) offset increased displacement ($-D$), total employment still grows, ΔL is positive, but the IT/GCC industry generates fewer new jobs.

Prediction 3: Reinstatement occurs in new job categories as labor demand changes with rise in AI adoption, keeping total employment (ΔL) positive.

Prediction 4: Displacement ($-D$) increases, but becomes concentrated in routine tasks, keeping net total employment (ΔL) positive as labor demand shifts.

METHODOLOGY

The analysis primarily contains three significant elements. The data used in this study includes both firm-level and industry-level data obtained from (publicly available) databases (including annual reports) across industries. Using graphical analysis allows identification of structural trends and growth patterns over time, and the changing relationship between employment outcomes and firm performance. This data is used to quantify the relationship between India's IT and GCC service sector growth and its employment trends by calculating the employment elasticity of output provided as graphical evidence. Finally, the observed patterns are mapped against the four predictions generated using the Acemoglu-Restrepo task-based framework set out in "Theoretical Framework".

For this research, both firm-level and industry-level (aggregated across multiple firms) data was compiled from the annual reports of major Indian technology companies, and from industry publications published by the National Association of Software and Service Companies (NASSCOM) for analysis. The data also consist of information from corporate financial disclosures of firms and form the basis for the for the analysis performance of firms and employment impact. The annual reports from major technology firms will provide a good basis for comparison of revenues, number of employees, and hiring patterns between firms with different levels of technological adoption. In addition, the industry reports from the NASSCOM and IBEF will provide additional information to supplement the data provided in the corporate annual reports for a complete data analysis.

In order to put into action the use of artificial intelligence for analysis, companies are divided into groups according to visible signs of the use of technology that include how much the company spends on AI-based goods use of automation to deliver those AI-based goods, having more product and service areas that use analytic-based business intelligence or digital solutions, and companies that are consistently using generative AI-based and machine-learning methods to perform business functions. Although direct measures of AI intensity are difficult to create, the indicators mentioned above are adequate substitute and commonly used in research studies of AI-adopting (Brynjolfsson, Rock, and Syverson, 2021). Distinguishing between higher and lower adopters of AI allows for comparison of the expansion of companies and their revenue-generating ability based on the differences between their levels of AI adoption, illustrated graphically.

This report generalizes the average firm growth of India's top high-AI adopting tech service companies, including JP Morgan, Target, Microsoft, Goldman Sachs and AstraZeneca India (Life Sciences GCC) to central low-AI adopting firms including TCS, Infosys, Wipro, Cognizant India and Standard Chartered Global Business Services (AERIES).

The analytical framework includes three interconnected dimensions; expanding company size, market competitiveness, and labor demand adjustment. The expansion of a company will be determined by trends in revenue-based growth from company financial reports and from the company's overall growth performance against rival firms' performance. Correspondingly, the competitiveness of these companies is determined by evaluating trends of revenue growth for companies that have different levels of AI integration; and the effect of changing labor demands on the market is determined by evaluating the trends in employment growth, notation of labor hired, and the growth in the number of workers employed in the Indian technology industry, for with the purpose of finding out whether the growth of output continues to be at a level that is uncorrelated with the growth of total employment.

Time-series data can be plotted as graphical representations to capture and illustrate the changes that take place between the pre- and post-acceleration stages of AI adoption in the industry. Graphical analysis enables visual comparison of differences between the revenue and employment growth rates of the two groups, hiring intensity rates, and ways in which occupations within these groups have been restructured. The graphical interpretations of the data can be particularly valuable in the analysis of technological transitions, where adjustment effects are occurring on a gradual basis and in some cases, may not yet be captured by formal econometric relationships. Previous works have illustrated that the use of descriptive and graphical analytics can provide useful insights to understand the transformation of productivity during technological diffusion periods, when characterized by institutional and behavioral changes (World Economic Forum, 2025).

By linking financial performance at the firm level to employment indicators within a sector, this methodology allows for an assessment of how AI adoption is changing the traditional relationship between labor and output in India's technology-driven service sector (GCC and IT industries). The methodology further supports the primary objective of the research, which is to

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

determine whether firms with advanced AI models will experience rapid growth, face contraction upon adoption, stability or restructured labor demands and demographics at the industrial level. In the next section, this methodology is applied to the graphical representations of the compiled data for evaluation.

RESULTS AND ANALYSIS

This part of the study seeks to analyze the impact of AI on the growth of "IT" firms and "GCC" firms within the IT service sector in India. This was accomplished by examining the available information on each IT firm's financial and operational results, including gross revenues, employment, and workforce restructuring behavior. In addition to providing evidence of structural relationships among the variables (i.e., AI adoption, revenue growth, hiring behavior and/or workforce restructuring), the data was used to support conclusions regarding AI adoptions impact on labor demand in India's IT sector.

The use of initial data related to AI capability will be evaluated chronologically in order to assess the expansion of AI across the Indian economy. The available data on the size of the AI market from 2020-2024 demonstrate exponential growth from USD 2.97 billion in 2020 to USD 7.63 billion by 2024, projected to exceed USD 131 billion by 2032 (Fig.1.0). While this rapid growth is evidence of the accelerated rate of diffusion of AI technologies throughout enterprise functions, it also indicates a shift from AI as an experimental technology to industry-wide application and deep operational integration. Moreover, this expansion reflects an increase in business investment (i.e., business-customer demand) as efficiency increases and a competitive advantage rises in the global service marketplace. Research has previously identified AI as a general-purpose technology capable of generating productivity spillovers across industries, particularly where digital infrastructure and skilled labor coexist (Brynjolfsson, Rock and Syverson, 2021). Within the Indian IT sector, this technological expansion establishes the structural foundation through which firm-level performance differences begin to emerge.

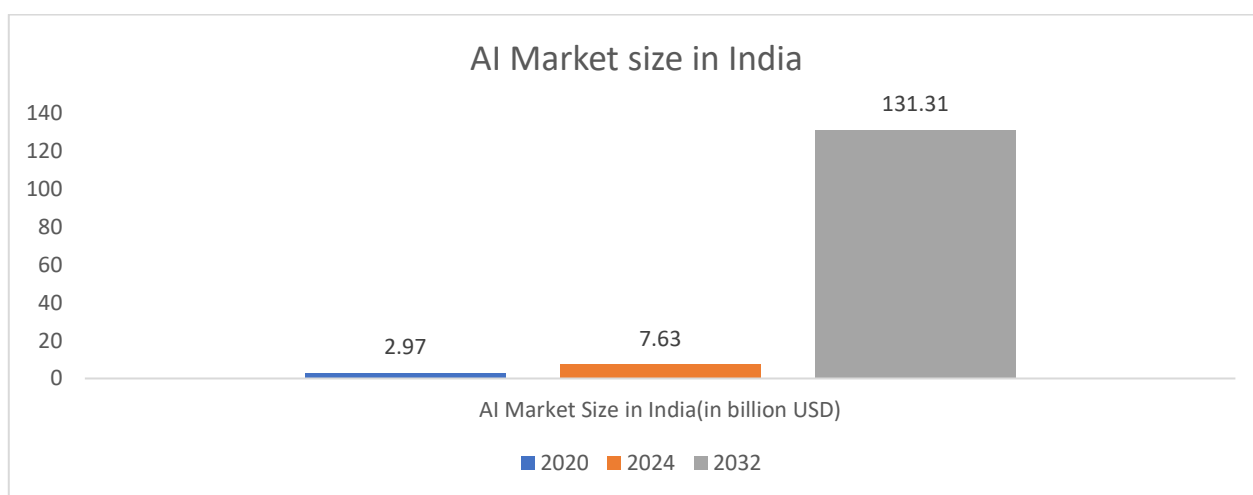


Fig 1.0: Growth of Artificial Intelligence Market Size in India (2020–2032)

Source: Competition Commission of India

AI's transformation has shaped the way work continues to be substantiated as per evidence of job structures changes, occurring with mass AI adoption. When comparing the level of job exposure associated with occupations in 2018 versus 2025, using the graphical illustration provided, notable increases in augmented employment categories can be identified (Fig.2.0). In particular, both men and women are expected to experience increases in the number of augmented jobs as a result of AI adoption; conversely, there occurs a noticeable decrease in the number of insulated positions. Augmented jobs are those in which AI works cooperatively with human labor to enhance output through increased analytical ability and productivity; whereas, insulated jobs refer to those not susceptible to automation and therefore remain relatively stable amidst AI integration. The shifts occurring in job structures indicate that automation is reorganizing how work is performed, not entirely dismissing labor demand. According to theories investigating technology's effects on jobs, repetitive cognitive tasks be likely to become automated, as the need for people who can perform skilled tasks (including problem-solving, controlling systems, and interpreting data) grows (Autor, 2015). This expansion of job categories with changing labor demands is consistent with **Predict 3**, though the magnitude cannot be quantified. The disruption of these job classifications reflects adjustment pressures on the labor market resulting from the transitional phase of the workforce – particularly with respect to workers that deliver frequently used standardized services, typically been provided through outsourcing.

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India’s Sector-Wide Labor Demand?

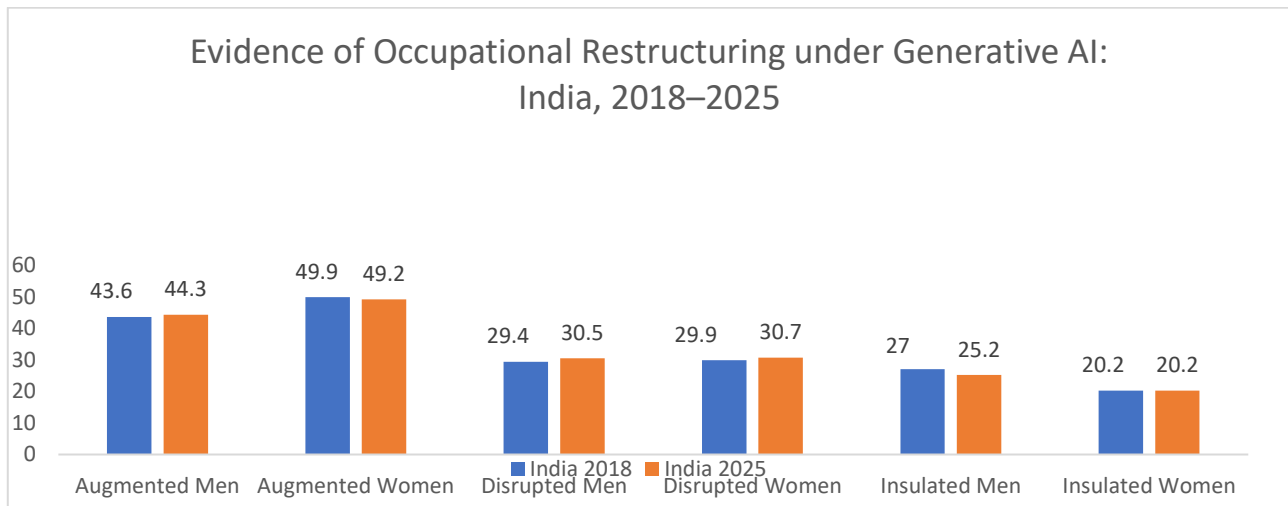


Fig 2.0: Occupational Restructuring under Generative Artificial Intelligence in India (2018–2025)

Source: LinkedIn

The trends in revenue and employment growth in the Indian IT industry demonstrate the connection between business growth and job creation more clearly (Fig. 3.0). There is strong visual representation of the growing gap between revenue and employment growth from FY2024 through FY2026. While revenue growth will increase from 4% in FY2024 to 6.10% in FY2026; the employment growth rate will decrease dramatically from approximately 5% to 2.30%.

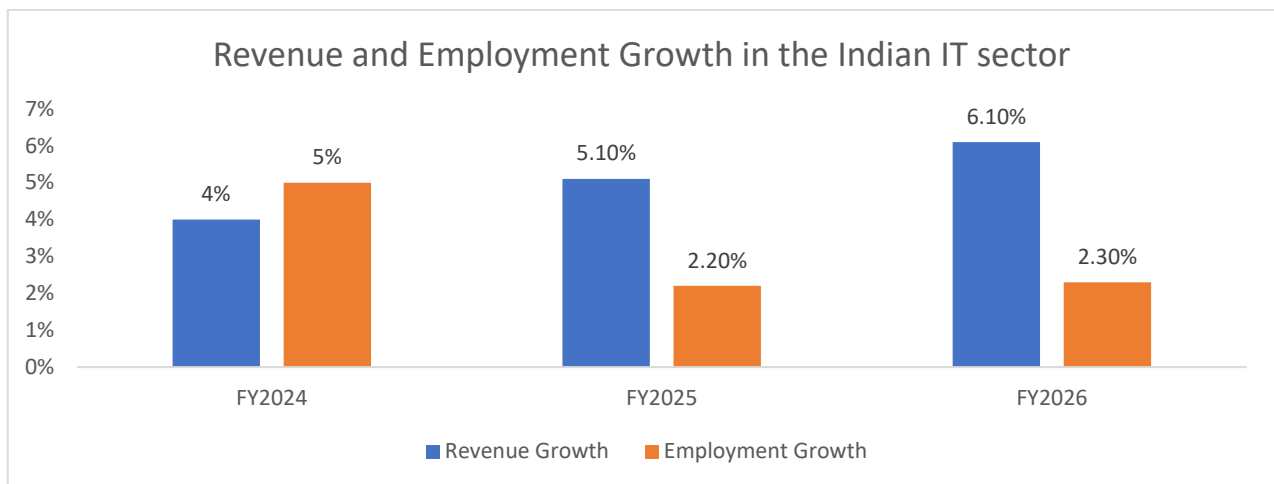


Fig.3.0: Divergence between Revenue Growth and Employment Growth in the Indian IT Sector (FY2024–FY2026)

Source: NASSCOM Reports

The difference between these two trends represents a major finding. Ultimately, the way IT services businesses in India achieve their historic level of growth require a constant increase in the size of the workforce, reflecting the labor-intensive delivery model. This observation shows that companies are achieving increased revenues without hiring more employees. The companies are using new AI models (including ML, NLP, and RPA [Srivastav, Thadani]) development tools, and analytics which enable greater output production without expanding existing employee resources, aiming at pure efficiency optimization. The above data aligns with evidence cited in Acemoglu and Restrepo (2020) which indicates that digital technology reduces the historical relationship between labor input and output growth rates, allowing rapid firm expansion within India’s IT sector.

Employment elasticity of output (ε) is the percentage change in employment associated with a 1% change in output, measures change in job numbers as an economy’s GDP fluctuates (Kapsos, 2005).

$$\varepsilon = \frac{\% \Delta \text{Employment}}{\% \Delta \text{Output}}$$

Value	Interpretation
$\varepsilon = 1$	Growth is employment intensive (output and employment jointly rise)
$0 < \varepsilon < 1$	Growth is productivity-led
$\varepsilon \approx 0$	Jobless growth
$\varepsilon < 0$	Output rises, employment falls

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

By applying the data available in Fig.3.0, India's IT & GCC employment elasticity of output in FY2024 approximated 1.25 ($\varepsilon = \frac{5.00}{4.00}$) and 0.377 in FY2026 ($\varepsilon = \frac{2.30}{6.10}$). Independently, India experienced employment-intensive growth (1.25 near unity, 1) within its IT sector in FY24, while FY26 primarily portrayed productivity-led growth ($0 < 0.33 < 1$). Between FY24 and FY26, India's IT sector faced a 73.6% decline in employment elasticity of output, indicating a rise in labor productivity coinciding with higher AI-adoption rates, signaling reduced jobs creation for every percentage point increase in GDP. This trend is consistent with **Prediction 2**, where productivity and reinstatement gains offset displacement and cause an increase in employment elasticity.

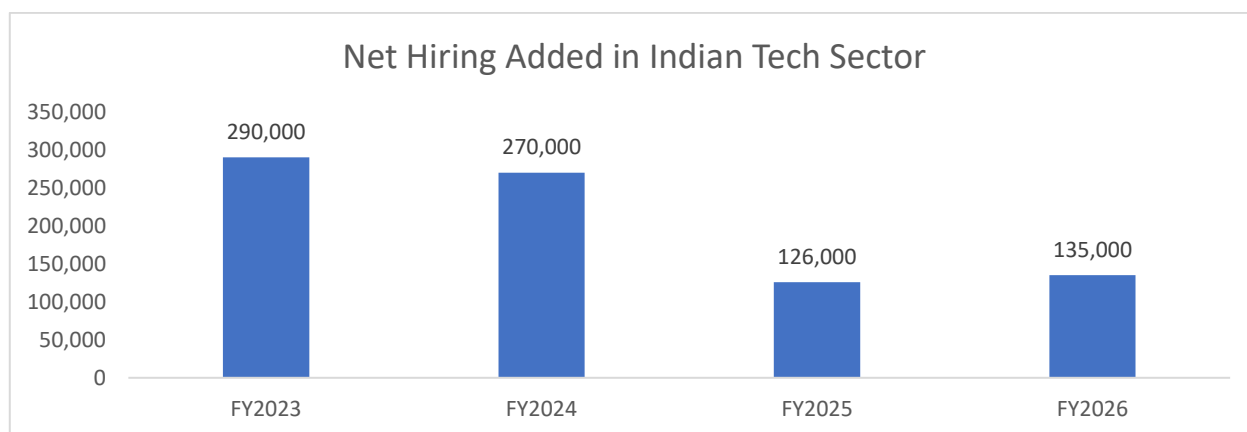


Fig.4.0: Net Hiring Trends in the Indian Technology Sector (FY2023–FY2026)

Source: NASSCOM Reports

The trends in net hiring additions across the Indian technology sector provide complementary insight into the current state of employment levels. Fig.4.0 illustrates that net hiring fell from a peak of approximately 290,000 additions in FY2023 to just 126,000 in FY2025, then partially recovering to 135,000 in FY2026. The continued absolute growth in India's tech sector is inconsistent with **Prediction 1**, where displacement rates dominate and pull ΔL towards negative. The decline in net hiring is not indicative of stagnation but rather represents an adjustment process associated with rapidly changing technology. Companies are often forced to rationalize workforces during times of rapid technological advancement. Majority of job losses occur during this time and are due to routine work becoming automated, with new jobs being created via a reallocation of employees to higher-value work. Additionally, falling net additions to the tech industry stay consistent with strengthening labor displacement. However, it's important to note that FY2023 coincides with the correction of pandemic-era over-hiring and cannot be separated from India's IT results here. Documented evidence has shown similar patterns of adjustment during previous technological transitions. This trend has been documented by several authors and will continue to develop as more organizations transition to AI-based production systems.

The total tech workforce, using the total workforce data to evaluate the industry, has is seeing continuous growth, with total tech employment growing steadily from about 5.4 million employees in FY2023 to close to 5.95 million employees in FY2026 (Fig.5.0). This data signals higher rates of hiring may slow down in the short term, but total employment across all types of employers and industries will continue expanding. And so, the high rates of AI adoption will not cause widespread job losses at the sectoral level. Rather, employment growth in the future will slow down and firms will demand increased complexity of work performed by new employees. The simultaneous increase in the total workforce while the rate of new hires decline signals a move towards lower turnover rates, higher employee loyalty, increased labor productivity, and growing demand for specialized computational skills. This result aligns with the augmentation hypothesis (Autor, 2015), whereby the use of AI will lead to an increase in employee productivity, and help create new areas of employment that complement new AI algorithms.

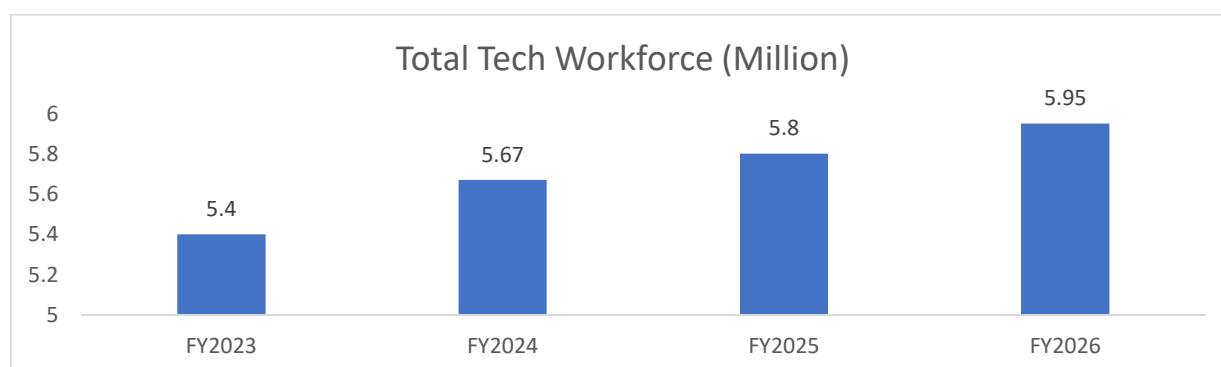


Fig. 5.0: Growth of Total Employment in the Indian Technology Sector (FY2023–FY2026)

Source: NASSCOM Reports

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

In examining average revenue between firms with high AI intensity versus those with low AI intensity, evidence about firm competitiveness is substantiated by average revenue comparison between the two groups. Fig.6.0 shows both groups having maintained substantial revenue gaps from 2021 to 2025, with the high AI intensive firms averaging approximately ₹113,000 crore in 2021 to just under ₹178,000 crore in 2025, while low AI adoption firms having averaged about ₹21,000 crore in 2021 to about ₹30,000 crore in 2025. The size and extensiveness of the difference suggests AI adoption is associated with accelerated firm expansion and strengthened position in the market. Higher average revenues also hint firms being able to capture more global contracts, expand their services, and gain operational scale. Economic Theory supports the proposition that firms who adopt new technologies designed to enhance productivity sooner than their competitors gain cumulative advantages, as a result of learning curves and accumulating data (Aghion et al. 2019). Thus, the evidence in the graph is consistent with the possibility that AI adopting firms achieve higher rates of expansion relative to non-adopting, technologically lagging competitors, thus having larger portions of the demand in the marketplace.

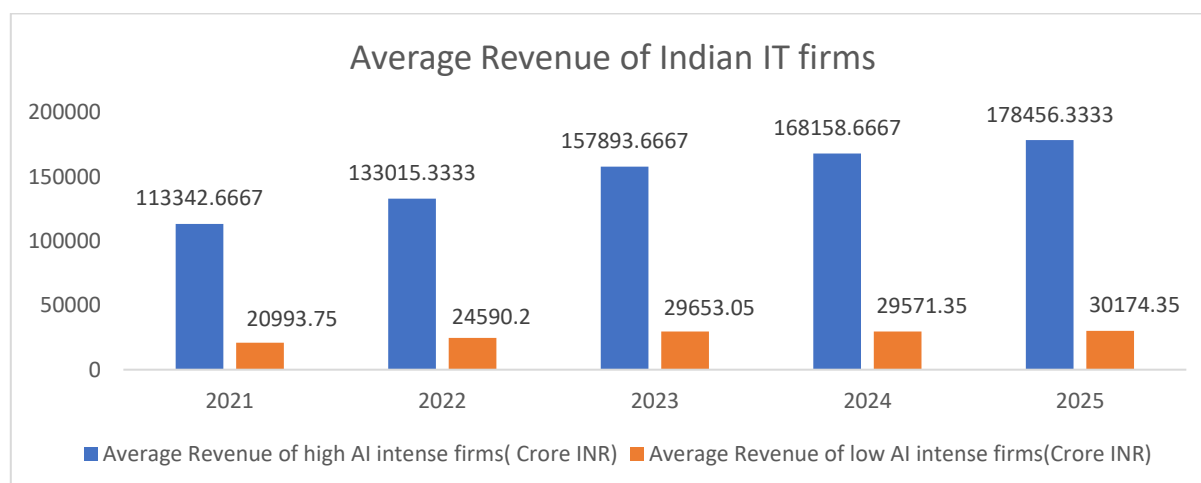


Fig.6.0: Comparative Revenue Growth between High AI-Intensive and Low AI-Intensive Indian IT Firms (2021–2025)

Source: NASSCOM Reports

Combining these conclusions shows that significant structural change is occurring within the IT and GCC sectors of India. AI-based adoption by businesses coincides with improvements in productivity; changes in competitive behavior among firms; and changes in how people interact when they are employed. Technology integration among businesses will not produce uniform labor displacement but instead will produce varying labor disruptions among businesses in the same industry. Firms utilizing higher levels of AI will benefit from rapid revenue expansion and appear to more dominant as their growth in employment will have little to no correlation with their output levels. Within their employment footprint, firms will shift their labor toward technology-complementary employment in which reliance on large scale routine-based employment models (that have historically characterized the outsourcing sector) will be diminished.

The relationship between labor restructuring as a result of firm expansion will also have broader ramifications on the development of their sectors. As AI-focused firms continue to gain market share; the development of those sectors will increasingly depend on ability to innovate versus size of the workforce. This transition toward AI-centric organizations may result in the employment elasticity of future growth being modest (i.e., economic growth continues, yet growth in hiring will be limited). Notwithstanding the rapid growth of the overall workforce; technological advancement will create new job opportunities, even if a significant number of traditional jobs have already been eliminated. Therefore, as the new labor equilibrium is developed, interfirm demand for labor within the IT and GCC sectors will be reallocated, rather than decreased from businesses.

POLICY IMPLICATIONS

This study revealed increasing usage of AI in India's GCC and IT sectors is helping firms expand revenue though productive gains, while total headcount continues to grow slowly and net hiring additions decline. While AI-adopting firms are showing more rapid revenue growth and dominant presence in the marketplace, a structural transformation is occurring across the sector with respect to how firms generate new jobs. All of these findings affect the manufacturing and service policies that govern the economies of India in the long-term.

With the increase in productivity associated with AI, both total revenue and growth are possible without increasing workforce. As this transition continues, it is anticipated that future job growth in the IT and BC sectors will be at a lower level than the current job growth rate. Therefore, the government needs to shift policy focus from number of jobs created to the workforce in areas specific to firms' computational demands. The government must recognize the adoption of advanced AI models will change the traditional link between productivity and employment within the IT and BC sectors.

The most important policy issue to address is the development of skills. The change in occupation requires increasing need for "AI complementary" occupations, e.g., data analytics, cyber security, machine learning operations and digital governance functions.

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

In contrast, the demand for routine service occupations will decrease relatively due to automation of coding support, customer contact and back-office processing. Therefore, large amounts of investment and resources will be required to reskill workers and to provide opportunities for continuous learning, enabling workers to more easily transfer between occupations. Current initiatives (including SOAR and IndiaAI FuturSkills programme [Gulf Today, 2026]) that aim to develop digital skills in India should move away from teaching basic technology skills and move toward advanced analytical and interdisciplinary skills that include technology management, problem solving and human-AI collaboration. Economies that can rapidly upgrade the skills of their workforces experience less disruption when technology changes are implemented and that these economies can sustain growth through productivity gains for long periods of time without suffering from prolonged unemployment (World Economic Forum, 2025). For India, whose primary economic reliance rests on its emerging GCC and IT sector, these trends signal important information.

The second implication relates to innovation and industry competitiveness. The widening gap in revenue between firms with large investments in AI and those without, means that technological advancement will play a large role in determining which companies lead the marketplace for international trade. If all firms are not making similar investments in the capabilities of AI, then the future of India's industries could be concentrated in the success of a few leading-edge firms and, market concentration could lead to reduced competitive dynamism. Governments can take an active role in promoting the adoption of AI through public policy that facilitates technological innovation.

The transformation of GCC operations also has strategic implications for India's role within global value chains. As multinational companies increasingly focus on innovation capability rather than the low cost of labor, India's long-term competitiveness will depend on its ability to shift from being a cost arbitrage location to a global hub for technological innovation. By promoting policies that support R&D, the creation of Intellectual Property, and advanced analytics capabilities in GCCs, India can enhance its role in the higher-value segments of the global services production system. In addition, the expansion of AI-driven operations into smaller urban centers will create a balanced regional development by alleviating concentration pressures on the large tech-centers. Therefore, existing investment in infrastructure to support digital connectivity and urban skills ecosystems will be critical to supporting continued geographically inclusive economic growth.

Labor market institutions must also evolve in order to keep pace with the changing employment structures created by AI-powered production models. The slowdown in hiring observed in the analysis indicates a move towards project-based, specialist, and platform-style employment, which will further underscore the need for adequate social protection systems to support workers transitioning to new positions. Examples of the types of policy options that will be important for ensuring the stability of labor markets during this period of significant change include portable social security entitlements, targeted wage transition assistance and unemployment benefits for persons while they are undergoing re-skilling.

The macroeconomic perspective indicates that the productivity improvements achieved through AI adoption have the potential to improve India's global competitiveness, export performance, and long-term growth. Enhanced efficiency of firms provides India with an improved ability to attract foreign investment and continue to have a high demand for technology companies in light of increasing competition globally. However, if productivity driven by productivity increases occurs simultaneously with a slower rate of employment growth, this may work to change the dynamics of income distribution if wage premiums are concentrated at the higher-skilled levels. Therefore, policymakers need to balance incentives to innovate with inclusive growth strategies that provide access to digital education and employment opportunities to individuals across a wide socioeconomic spectrum.

The findings also provide evidence that evidence-based governance is essential for managing the impact of technological change. Policymakers must continually monitor trends related to AI adoption, employment outcomes, and productivity indicators by sector to develop policy responses that allow for adaptability to changing circumstances. Collaborative efforts between government, industry associations, and educational institutions can enhance access to data and facilitate timely interventions when risks for workforce displacement are identified. Establishing standards for measuring AI (artificial intelligence) adoption at the level of the firm will significantly enhance the capacity of future evaluations and research related to policy development.

From a broader developmental standpoint, the shift towards AI-enabled service delivery and production is both an opportunity and a challenge on India's long-term growth trajectory. The benefits to India include increased productivity and increased international demand for digital services. However, in order to achieve inclusive growth, India must ensure that the use of technology results in widespread job opportunities and not just in a concentration of benefits among technologically advanced firms and skilled workers. Evidence in this study indicates that AI adoption does not necessarily decrease job demand but does change the fundamental nature of job demand. Therefore, effective policy responses must facilitate workforce adaptation; foster technological diffusion; and strengthen institutional frameworks to create supportive environments for a more knowledge-based growth model.

The policy challenge in India is not about avoiding technological change, but about how to influence its distributional effects. By bringing skill development, innovation policy and labor market institutions into alignment with the reality of AI-driven production, India can use technology to create an ongoing source of competitiveness, while still safeguarding employment growth in a rapidly changing technology sector.

LIMITATIONS

This research paper established a revenue-employment and firm growth to AI-adoption level relationship using annual data reports and NASSCOM reports. However, a casual link was unestablished as the use of panel fixed effects, event study around AI investment

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

closure and diff-in-diff on adoption timing were incomplete. Additionally, as mentioned during analysis and inference regarding net additions falling from 290k (FY23) to 126k (FY25) could not separate and control the distinction between AI-adoption impact on employment and the pandemic-era over-hiring era. The displacement and reinstatement aspects of the evaluation were unable to quantify the total number of new job segments.

CONCLUSION

This study investigates whether Indian IT companies and Global Capability Centers (GCCs) that adopt artificial intelligence (AI) experience a faster expansion rate than firms that do not adopt AI and evaluates the implications of such expansion on labor demand across the sector. The study employs graphical analysis using financial disclosures at the firm-level and datasets from within the industry. The findings provide are consistent with a changing the competitive dynamic of India's technology services sector by producing growth based on productivity and reallocating labor as opposed to large-scale reductions in employment. The empirical evidence shows that there is an increasing overlap between India's rapidly expanding AI ecosystem and drastic changes in the performance patterns of firms. AI-intensive companies have substantially higher revenue growth than companies with lower levels of technology integration, indicating that AI adoption improves operational efficiency, scalability and the ability to compete globally. The income gap observed across firms has increased, which suggests that a firm's level of technological capability has become an increasingly important factor in the acquisition of market share. Early adopters realize a reduction of marginal costs of production, an improvement in their service delivery and an increase in their analytical capabilities, which allows them to expand their output more quickly in the global outsourcing marketplace.

Also, this analysis demonstrates a significant transformation in the previously established relationship between economic growth and job creation. Even though the revenues generated by different sectors continue to grow steadily over time, the rate of job creation and net job additions has become far less significant than in years past. This discrepancy demonstrates how AI-fueled companies are able to rapidly grow their production while not having to proportionately increase their employees, leading to an overall increase in productivity (output produced per employee).

However, this finding is contrary to the widespread concern regarding the potential of AI to result in mass unemployment, as total employee numbers will continue gradually growing within the entire Indian technology sector. The data would therefore suggest that the introduction of AI into the workplace will lead to changes in the ways in which workers are employed; rather than fully eliminating employment, companies will reorganize their employee's roles away from lower-skilled positions and to higher-skilled (technology) complementary roles.

When interpreted through the Acemoglu-Restrepo task-based framework, the evidence is inconsistent with a displacement dominant trend. Instead, India's IT & GCC sector is consistent with increasing displacement effect as labor demands shift but offset strongly by rising levels of productivity and reinstatement that sustain aggregate employment growth in the industry. While the relative magnitudes of the net of these industries cannot be estimated, the total employment (ΔL) had stayed positive with AI-adoption.

This report supports the emergence of a completely new growth pattern within India's IT and GCC ecosystem based upon innovation-driven competitive advantage as opposed to labor-cost based competitive advantages. The impact upon employment is less likely to come from directly replacing workers and instead will result from resource allocation changes and skills upgrades. As companies that use Artificial Intelligence continue to become the leaders within their industries, as it relates to their overall revenue and profits, the future expansion of the sector is expected to continue to be significantly robust economically, but less so than in past phases of offshoring-driven expansion.

In conclusion, the research suggests that the use of AI can be an engine for business expansion and also lead to changes in the labor market. The long-term impact of AI on jobs will depend on the ability of firms, institutions and employees to adjust to new skills needed due to new technologies that will be created as a result of the introduction of intelligent machines. If organizations implement programs to reskill their workforce, assist in the process of implementing this technology, and develop labor policy that is adaptable, AI-enabled growth may help increase India's competitiveness in relation to the rest of the world, and sustain the resilience of its workforce. The challenge for those in positions of authority (policymakers and industry stakeholders) is to find ways to ensure that productivity gains generated by intelligent machines are converted into inclusive and sustainable forms of economic development in an increasingly technology dependent global economy.

Separating displacement, productivity and reinstatement as per the Theory Framework would require task-level or occupation-level employment data matched to firm-level AI investment. The framework within this study this decomposition as the next step to deepen analysis and chart future IT/GCC employment trajectory.

REFERENCES

- 1) Acemoglu, D. and Restrepo, P. (2020) *Robots and jobs: Evidence from US labor markets*. Journal of Political Economy, 128(6), pp. 2188–2244.
- 2) Autor, D. (2015) *Why are there still so many jobs? The history and future of workplace automation*. Journal of Economic Perspectives, 29(3), pp. 3–30.
- 3) Brynjolfsson, E., Rock, D. and Syverson, C. (2021) *The productivity J-curve: How intangibles complement general purpose technologies*. American Economic Journal: Macroeconomics, 13(1), pp. 333–372.

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

- 4) Cyient Ltd. (2025) *Annual Report 2024–25*. Hyderabad: Cyient Limited.
- 5) Dhanya, M. (2025) *Facets of IT sector in Indian economy*. IOSR Journal of Economics and Finance, 16(3), pp. 59–62.
- 6) IT Services
- 7) HCLTech (2025) *Annual Report 2024–25*. Noida: HCL Technologies Limited.
- 8) IBEF (2023) *Indian IT and BPM Industry Report*. New Delhi: India Brand Equity Foundation.
- 9) Infosys Ltd. (2025) *Annual Report 2024–25*. Bengaluru: Infosys Limited.
- 10) McKinsey Global Institute (2023) *The economic potential of generative AI: The next productivity frontier*. New York: McKinsey & Company.
- 11) NASSCOM (2023) *Technology Sector in India: Strategic Review 2023*. New Delhi: National Association of Software and Service Companies.
- 12) NASSCOM (2024) *Technology Sector in India: Strategic Review 2024*. New Delhi: National Association of Software and Service Companies.
- 13) NASSCOM (2025) *Technology Sector in India: Strategic Review 2025*. New Delhi: National Association of Software and Service Companies.
- 14) NASSCOM (2026) *Technology Sector in India: Strategic Review 2026*. New Delhi: National Association of Software and Service Companies.
- 15) NITI Aayog (2025) *India's Services Sector: Insights from Employment Trends and State-Level Dynamics*. New Delhi: Government of India.
- 16) Indias_Services_Sector_Insights...
- 17) PwC (2025) *The Fearless Future: 2025 Global AI Jobs Barometer*. London: PricewaterhouseCoopers.
- 18) PWC Report
- 19) Tata Consultancy Services (TCS) (2025) *Annual Report 2024–25*. Mumbai: Tata Consultancy Services Limited.
- 20) Tech Mahindra Ltd. (2025) *Annual Report 2024–25*. Pune: Tech Mahindra Limited.
- 21) LinkedIn Economic Graph Research Institute (2025) *Generative AI and Gender: Global Employment Trends*.
- 22) generative-ai-and-gender
- 23) Access Partnership (2025) *Harnessing AI: Transforming Southeast Asia's Workforce*. Singapore.
- 24) Harnessing-AI
- 25) World Economic Forum (2025) *Future of Jobs Report 2025*. Geneva: World Economic Forum.
- 26) Acemoglu, D., & Restrepo, P. (2019). Automation and new tasks: How technology displaces and reinstates labor. *Journal of Economic Perspectives*, 33(2), 3–30. <https://doi.org/10.1257/jep.33.2.3>
- 27) AERIES. (2026, June 15). *Aeries technology*. Aeries Technology. <https://aeriestechnology.com/scaling-india-gcc-best-practices/>
- 28) AGARWAL, A. (2026, July 16). *India's services exports growth highlights limits of manufacturing push*. Nikkei Asia. <https://asia.nikkei.com/economy/india-s-services-exports-growth-highlights-limits-of-manufacturing-push>
- 29) Das, A. (2025, July 21). *India's top IT firms have more than 250,000 highly skilled AI employees*. Business Standard. Bsindia. https://www.business-standard.com/industry/news/india-s-top-it-firms-have-more-than-250-000-high-skilled-ai-employees-125072101511_1.html
- 30) Dyvik, E. H. (2020). *Topic: Megacities in India*. Statista. <https://www.statista.com/topics/11198/megacities-in-india/>
- 31) ET Online. (2025, February 24). *India's GCC sector surges: 24 Centres cross \$1 bn revenue, on path for further growth*. Economic Times. The Economic Times. <https://economictimes.indiatimes.com/news/india/indias-gcc-sector-surges-24-centres-cross-1-bn-revenue-on-path-for-further-growth/articleshow/118529182.cms?from=mdr>
- 32) Gokhale, S. (2026, March 17). *Redefining retail in the age of AI: Seven strategic shifts*. The Crossmentors. <https://www.thecrossmentors.com/post/redefining-retail-in-the-age-of-ai-seven-strategic-shifts>
- 33) gulfoday. (2026, August 15). *India to train 10m youth in AI skills over 2027: Modi*. Gulf Today. Gulfoday. <https://www.gulfoday.ae/news/2026/08/15/modi-highlights-indias-transformation-on-80th-independence-day>
- 34) John, S. (2024, March 2). *India GCC export revenue: \$46 Billion or \$120 billion?* The Times Of India. The Times of India. <https://timesofindia.indiatimes.com/business/india-business/india-gcc-export-revenue-46-billion-or-120-billion/articleshow/108161297.cms>
- 35) Kapsos, S. (2026). *Research portal*. Ilo.Org. <https://researchrepository.ilo.org/esploro/outputs/report/The-employment-intensity-of-growth-trends/995369866802676>
- 36) NASSCOM. (2025, September 8). *Technology sector in India: Strategic review - 2026*. Nasscom. <https://nasscom.in/knowledge-center/publications/technology-sector-india-strategic-review-2026#>
- 37) Page, M. (2026, June 8). *India's global capability centre (GCC) landscape is undergoing a profound shift. Once viewed primarily as cost-efficient extensions of Global Enterprises, GCCs in India are now redefining the strategic, digital and innovation backbone of multinational corporations*. LinkedInEditors. <https://www.linkedin.com/pulse/indias-gcc-evolution-from-cost-centres-strategic-innovation-xtr6c/>
- 38) PIB Delhi. (2025a). *Building the workforce: India adds~17 crore jobs in 6 years*. Pib.Gov.In. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2174773®=3&lang=2>

Do AI-Adopting IT Firms and GCCs Gain Market Share and Expand Faster than Non-Adopters, and What Does that Imply for India's Sector-Wide Labor Demand?

- 39) PIB Delhi. (2025b). *India strengthens its position as the global epicentre for GCCs*. Deloitte. <https://www.deloitte.com/in/en/Industries/global-gcc/about/india-strengthens-its-position-as-the-global-epicentre-for-gccs.html>
- 40) PIB Delhi. (2026). *Union Budget FY 2026-27: A push for India's services exports*. Pib.Gov.In. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2240065®=48&lang=2>
- 41) PricewaterhouseCoopers. (2024). *India's GCC story: Innovating with AI-powered automation*. PwC. <https://www.pwc.in/services/global-capability-centre-gcc/indias-gcc-story-innovating-with-ai-powered-automation.html>
- 42) Systems Plus. (2025, October 10). *How global capability centers (GCCs) are changing the game for IT careers in India*. Systems Plus - IT Consulting | Managed GIC | Cloud Solutions | DevOps - S+. <https://systems-plus.com/how-gccs-are-changing-the-game-for-it-careers-in-india/>
- 43) TechAdmin GCCX. (2025, August 26). *Beyond cost savings: The strategic advantages of a GCC in India - build a strategic India presence, without*. GCCX Global. <https://gccxglobal.com/blog/trendsinsights/beyond-cost-savings-the-strategic-advantages-of-a-gcc-in-india/>
- 44) Tripathi, V. (2026, January 13). *AI now handles over 40% of software development at Indian tech firms: What jobs are at risk*. Outlook Business. <https://www.outlookbusiness.com/deeptech/artificial-intelligence/ai-now-handles-over-40-of->



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.