

THE INTERSECTION OF FOREIGN LANGUAGE LEARNING AND
EMPLOYMENT IN INDIA'S INFORMATION TECHNOLOGY (IT)
AND BUSINESS PROCESS OUTSOURCING (BPO) SECTORS

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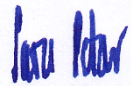
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Dedication

I dedicate this degree and dissertation to my cherished family. To my grandparents, the late Shri Chandrakant Saini and the late Smt Vidyavati Saini, whose blessings have continually inspired me. To my parents, Shri Keshav Kumar Saini and the late Smt Pushpanjali Saini, who are the reason for my existence and have offered their unwavering support, without which I would not be who I am today. To my husband, Amitabh Kumar, who is my source of motivation. To my son, Advay Saini Bhagat, who has consistently given me his unconditional love and support. They have sacrificed their time with family to allow me the freedom to focus on my studies and research. Last but certainly not least, to my four-legged companion, Allen, who showers me with unconditional affection. I love all of you dearly and am grateful for the support, love, and blessings you have provided throughout this project and in all other pursuits I have undertaken in my life.

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ABSTRACT

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The rapid globalization of India's Information Technology (IT) and Business Process Outsourcing (BPO) sectors has significantly amplified the demand for foreign language proficiency, establishing it as an essential skill for enhancing employability, facilitating career progression, and providing a competitive edge in an increasingly interconnected job market. This study explores the role foreign language skills play in enhancing

employability, improving career progression and the specific advantages associated with high-demand languages such as German, French, Japanese, and Spanish. The research also identifies challenges faced by employees in acquiring foreign language skills, including limited access to training programs, institutional support, and time constraints. It also examines the effectiveness of existing language education programs in preparing professionals for the demands of global markets.

Using a robust mixed-methods approach that integrates survey responses and qualitative interviews, the research identifies that foreign language proficiency enhances professional outcomes by improving client relationships, expediting career advancement through faster promotions, and enabling professionals to secure higher salary brackets. These skills are especially valuable in client-facing and managerial roles, where cultural adaptability and effective communication play an instrumental role. However, professionals face notable challenges, including the significant time constraints posed by demanding work schedules, inconsistent access to quality language resources, and the need for industry-specific vocabulary. Despite these barriers, the research highlights the strong motivations driving language learning, including career advancement opportunities, cultural curiosity, and the potential for increased earnings. Professionals often adopt innovative strategies to overcome challenges, including leveraging digital tools such as language apps, engaging in immersive interactions with native speakers, and utilizing flexible learning methods. The findings of this study underscore the strategic importance of multilingualism in reinforcing India's position as a global outsourcing hub, with clear implications for organizations, policymakers, and educational institutions. The

integration of foreign language training into professional development initiatives and technical curricula is essential for addressing workforce skill gaps and preparing professionals to meet the demands of a globalized economy. Additionally, the research emphasizes the need for future studies to explore the evolving interplay between human language skills, automation, and AI-driven translation technologies, offering deeper insights into how multilingualism will continue to shape professional trajectories and economic competitiveness in a rapidly transforming global context.

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CHAPTER I: INTRODUCTION

1.1 Introduction

Information technology (IT) and business process outsourcing (BPO) have been the largest growing industries in India that helped in making India a global service player. Outsourcing from developed nations from the late 1990's led much business to locate in India due to the cheap market in IT services, customer support, and back-end work. First of all, knowledge with English was the key asset in India, given the fact that the major share of international jobs was performed by Anglo-Saxon countries, including the USA and the Great Britain (Azam *et al.*, 2013). Nevertheless, as outsourcing activities started moving to other regions like Europe, East Asia, and Latin America, importance of foreign languages other than English became quite more relevant in India (NASSCOM, 2008; 2023; Gupta *et al.*, 2020; Kumar *et al.*, 2020).

Companies serving clients in non-English-speaking countries increasingly require professionals with proficiency in languages like French, German, Japanese, and Mandarin. This demand is especially significant in sectors such as IT and BPO, where customer interaction, support services, and business process outsourcing play a vital strategic role. Foreign languages competency is no longer desirable, but essential in these sectors of the economy (Del Prado, 2015; Tullao Jr *et al.*, 2015). The present work therefore cites employment on foreign language learning particularly in the IT and business process outsourcing industries in India. This paper discusses existing and

potential trends for the demand of multilingualism, importance of foreign language skills for enhancing the employability of multilingual professionals; and difficulties experienced by the Indian professionals in acquiring these skills(Rivera *et al.*, 2019).

One of the reasons India has had their rise as a global outsourcing hub is that it has a skilled workforce, competitive labor costs, and its high proficiency in English. Over the past two decades, the linguistic landscape of the outsourcing sector has changed greatly(Hayashi, 2023). To respond effectively to the increasing demand for multilingual professionals due to the expansion of outsourcing activities to Europe, East Asia and Latin America, reliance on English has shifted to this. As companies continue to serve non-English speaking clients, employees who can do culturally nuanced and linguistically accurate communication has become more important. Proficiency in languages such as German, French, Japanese or Spanish has now become a key consideration when it comes to making Indian professionals shine in client facing roles, managing global teams, and bridging cultural gaps. The trend here reflects a trend for linguistic diversity as a cornerstone of competitiveness, with outsourcing and for industries such as IT, customer support and corporate operations(Chanu & Elangbam, 2024).

In addition, the strategic utility of foreign language skills pertains also to communication but does enable India to secure foreign clients and stimulate cross border collaborations. But as businesses become more global, so too has the demand for more customized solutions, and localized services(Deka; Malik *et al.*, 2021). This is for instance, in the

case of sectors that need IT consulting, Software development or BPO services and require people capable to communicate in their native language with customers so as to understand their specific needs and preferences. In this case, multilingualism is not an option, it helps achieving such high levels of customer satisfaction and operational efficiency. And foreign language skills, often indicative of cultural intelligence, is a sought after attribute in multinational workplaces these days. Theurgist rates reaffirm this growing emphasis on multilingualism at a time when Indian workforce is equally challenged to contend with an interconnected global economy, and the clamor becomes louder for language training programs and policies to integrate foreign language education into professional and technical curricula(Berg *et al.*, 2021).

1.2 Background

Today, the IT and BPO services are some of the important sectors for the Indian economy generating lot many employment opportunity and foreign exchange. These sectors contribute significantly to India's GDP and have actively positioned the country as a leading outsourcing hub in the global market(Kareem & Yoganandham, 2024). With respect to outsourcing trending, more number of domestic IT and BPO companies are catering their clients from overseas who are always in hunt for cheap and controlled services(Hayashi, 2023). However, where historically India has benefited from low cost and large English speaking manpower pool, the new structural nature of the global economy is forcing these industries to reflect on the use of language and multilingualism in contact synthesis and customer interaction(Kareem & Yoganandham, 2024).

In today's global world, Communication is not just a necessity in modern economy and not just a more substantive competitive asset which can be profitable for the cross-organizational business (Correia *et al.*, 2023). By effective communication, the implementation of the project is facilities; the customers are well satisfied thus enhancing business relationship (Ausat *et al.*, 2023). However, English, which since has been for long the leading international language in global IT and BPO markets is currently facing competition from newly emergent non-English markets. Some of the non-English countries include Japan, Germany and China will only outsource their services from firms that translate or provide their services in the local language hence for the Indian firms to penetrate such markets they have to hire or train their employees to learn a second language(Wirba, 2024). Hence, the knowledge of communicating in several languages is quickly becoming an invaluable skill which would probably put companies in India over many low-cost outsourcing rivals in other parts of the world.

Multilingualism is gradually changing its perception and is already considered as one of the types of human capital that may contribute to the improvement of employment opportunities and, correspondingly, the growth of income. In the context of serviced offerings such as IT and BPO in India, language capability is not only a competitive weapon but a key to unlocking new (and potentially highly valuable) business opportunities in terms of winning contracts(Blackmore *et al.*, 2017). Multinational corporations (MNCs) benefited from dealers who can communicate effectively the languages that their different customers use worldwide thus reducing on the chances of making losses through misunderstandings (Peltokorpi, 2023). As argued by Tolesh

(2022), standpoint of multilingual options, it must be noted that having an opportunity to communicate with a firm in a foreign language not only adds to the firm's attractiveness to international clients but also is a valuable asset that can be paid for in the market. Hence, it makes economic sense to acquire foreign language skills because it is an investment, which yields commensurate returns to the employee and the organization.

The economic value of foreign language skills varies significantly based on the language and the target markets for expansion. For example, fluency in Japanese can offer substantial benefits in India, particularly within the BPO sector, as many Japanese companies frequently outsource technical support and customer service functions to India (Smith, 2022). On the other hand, languages such as Dutch or Italian may be less important to consider because the South outsourcing percentages are not incredibly high. This selective demand highlights a key argument: actually, speaking all the language is not necessary required in terms of outsourcing from India and requirement of the foreign language skills may vary depending on the market (Manero *et al.*, 2022).

Language not only makes it possible to proclaim or share ideas but also a foundation for valuing culture. Especially in a type of work such as IT and BPO services where the type of work is mostly associated with clients, it helps to have a conversation with your clients in their preferred language as it tends to foster trust and sort of a cultural understanding (Kim, 2020). The use of language in learning would help in a change of culture, which would enhance the relation with the client in order to reduce cultural barriers and hence, lead to better customer satisfaction (Berg *et al.*, 2021). This perspective is similar to what

the linguistic relativity hypothesis has posited, according to which the language that a person uses enlists specific kinds of thought and action in social encounters (Kalra & Danis, 2024). Based on this logic, they enable the Indian IT/BPO professionals to better appreciate the cultural realities which in turn offer improved services.

On the other hand, the question rises, what distinction is there for linguistic variety compared to high technical knowledge in Indian firms? Some activists have opinions that reliance on the language or communication competencies will lead to the out-of-sight out-of-mind approach where the development of the other vital skills like technical skills or critical thinking will be ignored (Pereira *et al.*, 2021). From the analysis of the matter, it is clear that communication is very important in increasing the resonance with the clients and the companies; but it cannot be said that the traditional methods are satisfying the clients alone. It is put forth by Holborow (2021) that any fluency in a foreign language is of little value if not complimented by effective skills in the relevant discipline. Therefore, the demand in client-related competitiveness with regard to the further development of the increasing increase in the service shall, in the case of further language efficiency, also be further complemented by the relevant technical expertise.

With the rise of globalization and migration, language plays a pivotal role for firms seeking a competitive advantage in the global market. Specifically, in the context of India's robust IT and BPO sectors, the ability to offer multilingual services presents a significant opportunity. This capability helps differentiate Indian businesses from other low-cost competitors like the Philippines and Vietnam (Youvan, 2024). The extension of

operation in the international market has benefited the Indian firms in capturing the increasing market of customers preferring local support (Bolton, 2020). Also, diverse policies within multicultural environment have proven to boost the creativity and innovation within the multicultural organizational workforce as business challenges are, therefore, solved in various methods(Fuentes *et al.*, 2021).

Leveraging linguistic diversity as a competitive advantage demands substantial investment in language training and the development of appropriate human capital. This brings up a critical question: should Indian firms focus on building such linguistic capabilities in-house using their internal resources, or should they rely on outsourcing these language services from external providers? Supporters of on-site language training say that on-site options lead to internal cohesion and reduce the company's dependency on the external language services (Maunsell, 2021). On the other hand, the outsourcing advocates submitted that it is more favorable to engage the services of the language service companies given that they possess more efficient capacity and skills and that firms are demerged or saved from those activities and can focus on areas we are competent (Theunissen *et al.*, 2023). The decision will entirely depend on strategic positioning of the firm and the firm's consideration and view regarding expansion in global markets.

For a long time, the policy of the Government of India has been to adopt English as the main foreign language due to colonial experience and use of English as main overseas language(Anderson & Lightfoot, 2021). This approach is no longer the most effective in

addressing the growing linguistic demands of the IT and BPO sectors. Instead, there is a noticeable shift toward advocating for the inclusion of more languages within institutional frameworks. Notably, recent efforts have focused on achieving the desired impact, albeit modestly, through language training programs initiated by the National Skill Development Corporation (Mohammad & Hasbi, 2021). However, criticisms originating from the northern regions are listed as follow; the question is these interventions does not fully address the needs in terms of language in Information technology and Business Processing outsourcing (Salomone & Salomone, 2022). For example, general languages for purposes may be developed and implemented regarding programs that do not interconnect with the economic sector that trains for such purposes that professionals appear to be unprepared for that given economic sector(Sah & Li, 2022).

The debate centers around the duties and obligations of private institutions tasked with language training. While many private schools and language training centers offer professional courses tailored to industry needs, access to these opportunities is often limited to those who can afford them. This raises serious concerns about the lack of social justice and equitable access to such resources (Mercer, 2023). Because of the diverse workforce available in India, it is crucial to think through a way of providing language training that is affordable to all so that everyone who wants to take up employment in Information Technology/ Business Process Outsourcing sectors they can do so without being constrained by linguistic capability.

The relationship between foreign languages and employment for workers in India's IT and BPO industries is multilayered and multifaceted. It is quite evident that language skills have economic and competitive benefits; however, there are other disadvantages as well. Each of these different resources raises the problem of the need to allocate foreign language training taking into consideration still other organizational goals, like the goal to keep technical and functional soundness of the business. Besides, to cultivate these oral and written skills requires main involvement of either public or private sectors to deliver these skills in satisfying the requirements of the IT and BPO segment of industries. Since the trend is becoming global, shaping the growth strategies of Indian companies should contemplate over their arrangements for language requirements and develop an acquisition plan that helps accomplish the competing needs of their employees (Kalra & Danis, 2024).

1.3 Significance of Research

The ability to speak several foreign languages shall be one of the competitive communications that are persistently apparent in IT, Business Process Outsourcing, finance and manufacturing organizations where verbal communication with international partners occurs frequently and functionally (Hayashi, 2023). Consequently, as businesses have expanded too many countries, using text to communicate with customers, partners or other employees in other languages have become a must.

Although English remains the dominant business language, surprisingly as a fact perhaps English is spoken by 25% of the global population as estimated by the British Council

(2020). A look at this statistic makes it clear that businesses must communicate in other languages to capture non-English speaking markets. As such, customers seek persons who can speak other languages; it was found that job ads containing a demand for foreign language skills have increased by 20% between 2015 and 2020(Jaiswal *et al.*, 2023). Hiring employees who know a foreign language benefits business not only in communication but in competitiveness, customer satisfaction, operations and coverage. Specifically in Japan where only about 10% are English speaking – companies that do offer Japanese language support are better placed in winning contracts and vice grip the warranted market share in that niche(Roshid & Kankaanranta, 2023). This example demonstrates how language can facilitate business, extend the scope of existing business relations, and gain new markets in countries where English is not spoken as a first language (Whittle *et al.*, 2023).

Thus, mastery of a foreign language is also believed to be an important value in the economic field. The global linguistic needs lead to a spend of roughly \$75 billion that fail to turn their requirements into beneficial returns thanks to misunderstandings and general inefficiencies, a World Bank report(Zhang *et al.*, 2023). When language-related costs cannot be avoided, implementing language training programs becomes a viable solution to improve the workforce's multilingual skills, thereby addressing the challenge effectively. This is probably true for India more than many other countries because the contributions of the IT and BPO industries to the GDP and employment are noteworthy. On a local level, having a multicultural/local multilingual team makes the business more

competitive on the global market, and the foreign customers that translate into more revenue (Fatouros *et al.*, 2023).

Companies gain an advantage by offering higher wages to multilingual employees and spend more in this way as a result of the value such workers have for organizations. New research by the Economist Intelligence Unit, conducted in 2019, has kept showing that demand for personnel, fluent in at least a foreign language, expands 10-15% due to their ability to avoid communication gap, avoid and solve conflict situations of a cultural origin, and effectively coordinate business processes. In addition to the skills having the economic utility, mastery of a foreign language is also credited with the ability to maintain the creative impulse and cultural concern. The existence of such features in teams elevates their ability to cope with the rise in competition due to innovation (Bharathi Mohan *et al.*, 2024). Moreover, often foreign languages are known employees receive more exhaustive and higher quality training in very ‘sub terminal’ structures of languages, appraisal that in turn promotes communication and reduces interaction barriers (Onishchuk *et al.*, 2020). However, because of what appears to be cost related issues and other aspects of organization relations, it is difficult for many organizations to establish ramming measures of language training as they would wish (Hong, 2023).

However, these challenges still persist and do rise with the ever emerging need of foreign languages in trades carried out by firms in the globalized environment. It offers great value in economics, operation, as well as culture making it one of the areas of its growth

as well as its strategy to increase the range of the industry's influence in all markets and thus also train workforce. This trend will have to persist and expand year by year as a company's multinational employees strengthen their language skills over the years, and as global markets get deeper with penetration(Khan *et al.*, 2020).

1.4 Research Gap

Even with India's Information Technology (IT) and Business Process Outsourcing (BPO) industries becoming increasingly competitive and globalized, the effect of learning the foreign language specific to those industries on the employment opportunity has received little useful attention from researchers. Surveys of the literature show that there is considerable empirically informed literature on advantages associated with multilingualism in general with specific emphasis on the workplaces in the West. However, it is affirming to note that such studies do not seem to exist where such abilities plug into the information technology and business process outsourcing sectors in terms of career advancement and income in India. This is all the more striking in consideration of the fact that these industries are in the top, if not the number one most sought after industries in India in terms of economic contribution, being pegged at nearly eight percent of the GDP and millions are employed by them(Banerjee, 2020).

Previous research has primarily focused on communication and cultural skills as key factors for successful outsourcing. However, limited studies have explored how specialized language skills influence employability, career advancement, or wage growth within the context of Indian industries. Furthermore, most existing language studies in

Indian organizations are industry specific and do not take into account the Information Technology (IT) and Business Process Outsourcing (BPO) sectors, in which language requirements are set, mostly by the client's need and market trends(N'Dri & Su, 2023). Such knowledge gaps cannot show the correlation between competency in certain languages like Japanese, German or French and possible employment results in Japan along with the roles that these play in India's role in the global BPO business. Thus, there is a dire need to perform study pertaining to employment and organizational performance in these sectors in relation to foreign language skills which possesses useful lessons for formulation of policy and training pertinent to the indigenously required language needs of Indian Information Technology (IT) and Business Process Outsourcing (BPO) sectors(Sinclair & Jeong, 2022). The literature gap also persists in regard to research about the relationship between foreign language skills and other important employment factors silvers in India based Information Technology (IT) and Business Process Outsourcing (BPO) industry like technical competence, cultural intelligence, and client interface skills. Even though, there is empirical evidence about the importance of multilingualism in international businesses and organizations, there is a scarce knowledge of how this valuable language capital is recognized as compared to other competencies that technically imperative in IT and BPO jobs (Johnson, 2023). For instance, does the fluency in a foreign language like German or Japanese trump technical membership or experience in client side positions. Furthermore, the impact of foreign language competency in as far as perceptions toward professionalism and credibility within the outsourcing industry of India has attracted limited scholarly focus. Companies in these

sectors often emphasize technical skills and language particularly English since it is deemed as an international business language although literature lacks empirical study on how the master of other languages may affect an employee's perceived worth or chances of promotion(Pillai & Paul, 2023).

Although anecdotal evidence indicates the value of foreign language skills tend to have higher salaries and secure positions, there is inadequate scientific, India-based evidence to support the causes. This is a significant omission given that the orientation of the sector involves constantly fostering client relations across different linguistic and cultural territories; this is a strong relation to customer satisfaction and loyalty. This gap also applies to the sectors' further socio-economic impacts of proficiency in foreign languages within these sectors. For instance, is language training equally accessible to employees belonging to different socio-economic groups, or not, and in the latter case, in what manner does the lack of equitable access influence the careers of those employees within IT and BPO firms. This unseen relationship mapping language skills against socio economic parameters, client choice and organizational environment and structure demonstrate the existing lacunae and the urgent need to explore employment opportunities across foreign languages in the Indian IT and BPO industry (Bhattacharjee *et al.*, 2024).

India's Information Technology (IT) and Business Process Outsourcing (BPO) sectors have been quickly globalized, making the acquisition of foreign language skills increasingly important, but underlying knowledge gaps regarding its role in employment

outcomes, organizational performance, and social–economic equity in these sectors remains. Other studies have looked at the role of multilingualism in encouraging cultural competence in global organizations, but nearly all have been conducted in Western settings(Chavan & Breyer, 2020). India’s Information Technology (IT) and Business Process Outsourcing (BPO) industries together employ millions and contribute about 8 percent to the country’s GDP, but they are underexplored as institutions. Influenced by all these industries, outsourcing greatly depends on professionals who understand languages like German, French, Japanese and Mandarin from diverse linguistic regions such as Europe, East Asia, and Latin America. Unfortunately, the current literature does not present a systematic analysis of how these language skills impact on key factors like employability, wage growth and career progression, especially in the context of an outsourcing business model that is culturally diverse and client driven, such as the Indian one(Akbari, 2024; Chakraborty, 2020).

An underappreciated dimension is evolution in the market dynamics that transform language demands in these sectors. With India fast becoming a top outsourcing destination for multinational corporations, then the linguistic expectation is not limited to English as it is now on the high demand languages that cater to regional niches(Candelario *et al.*, 2024). If companies are working with German automotive firms (or Japanese technology giants), then they will have to rely on people who can travel through intricate technical and business messes in these languages. This increasing demand for foreign language fluency is not matched with much exploration of the relationship between language fluency and roles within the project management, business

analysis and client servicing fields. The dearth of empirical research provides organizations and policymakers with scarce data on which to base the design of effective training programs or the evaluation of economic returns to multilingualism. Furthermore, although language proficiency plays a role in the employee–client relationships created during the course of BPO operations, the scholarship on customer satisfaction and loyalty created by them has been neglected(Lahoti, 2023).

A related gap concerns an understanding of the relative value placed on multilingual skills compared with other professional competencies, including technical ability and problem-solving. Given the heavy dominance of English as the business language, Indian IT and BPO firms tend to emphasis technical skill and good English(Sayed & Agndal, 2022). But as outsourcing moves into non English-speaking regions, there's a question whether it's possible for non-English speaking skills to be more valuable to employers than technical skills. For instance, professional German with eager to acquire German clients may be a boon for a project of German clients, but does German proficiency surpass technical mastery in evaluation of employability, scope of promotion, or quantum of salary increment? However, there is currently not enough data available in the current literature to address the nuanced relationship between these two workforces, which leaves a glaring knowledge gap in workforce management strategies in these sectors(Gaikwad, 2024).

What is also under researched is the socio-economic implication of foreign language training in Indian IT and BPO industries. Anecdotal evidence suggests that language

skills can lead to higher paying roles and the opportunity for leadership, but language training programs are not always equally available. Some employees with pasts from marginalized or economically deprived backgrounds may encounter barriers like exorbitant course fees, lack of training centers anywhere near their places in semi urban and outlying areas and absence of a corporate sponsored training program. Furthermore, this inequality of access to language training raises important questions about the incidence of inclusion in language training initiatives and their contribution to, or mitigation of, socio economic disparities that exist in the workforce. In fact, will language skills proportionately favor the already privileged employees in the workforce? But how can organizations and policy makers be sure that language training, too, is available to everyone in the workforce, in other words, even to those in the lower socio-economic classes, in order to level the playing field for career development(Gaikwad, 2024).

The second major gap is the amalgamation of foreign language skills with the technology advancement in the translation and interpretation. The novel AI based real-time language translation software is one of the many ways that could change the human language proficiency requirement. While these tools can cut down on many routine communication tasks, they are not likely to supplant cultural intelligence or sophisticated understanding necessary in working with complex clients or with leadership positions. Yet, how these technologies will play out to account for their complementarities or competition to India's IT and BPO human language skills is unexamined. Given the pace at which global markets are transforming, it becomes imperative for organizations to learn how

they can balance investments in human and technological resources so as not to fall short of meeting competitive demands(Jaiswal *et al.*, 2023).

1.5 Problem Statement

Over the years, the various shifts in global outsourcing industry have put pressure on India's Information Technology (IT) and Business Process Outsourcing (BPO) sectors to address new market needs that are non-English speaking mainly. This has created a high demand for skilled professionals in foreign languages. Nevertheless, there remains a large penetrative armed vacuum in the Indian service market particularly concerning foreign language proficiency. Although Indian professionals have strong technical skills, many lack the language skills needed to serve international clients, especially in European and Asian markets (Gupta & Sekher, 2023). This is a problem due to the limited language education, minimal institutional sponsorship and the dearth of time among working adults. This situation exposes many global organizations to the challenge of identifying competent professionals who can effectively manage both technical responsibilities relating to the firm, and client-related duties where foreign languages might be needed, and hinders India to capture new world market opportunities(Beerepoot & Oprins, 2022).However, as mentioned earlier, the foreign language learning still occupies a much less significant position in the vocational training scenario in India even if there is a growing concern for it. This needs to happen in order to ensure that the country becomes more competitive in the Information Technology and Global Business processes. Therefore, the purpose of this study is to understand the status of Foreign

Language Skills of employed Indian professionals in the above industries and its implications for career mobility and to find ways to fill this gap(Kleibert, 2020).

1.6 Research Objectives

The objective of this research is to unlock the complexities of the role of foreign language knowledge in the Indian Information Technology (IT) and Business Process Outsourcing (BPO) industries. This research tries to fill in some gaps in the literature and provide some useful recommendations to the private, government and other relevant sectors of the economy in addressing the employment of language skills, the progression of a career and competitiveness of an organization.

- To examine how foreign language skills contribute to enhancing employability and career growth in India's IT and BPO industries.
- To identify the most in-demand foreign languages and the rationale behind these preferences.
- To investigate the challenges faced and motivations driving IT and BPO professionals to acquire foreign language skills.

1.7 Research Questions

The research questions for this study are developed such as to determine whether knowledge of one or more foreign language is in anyway related to employment in the Information Technology (IT) and Business Process Outsourcing (BPO) sectors of India for instance. These seek to determine the level at which language influences employment,

career advancement and clientele returns in these areas, not to mention the languages that are gaining ground in these fields.

1. What is the impact of foreign language learning on job opportunities within India's IT and BPO industries?
2. Are there specific languages that offer more significant employment advantages?
3. What challenges do IT and BPO professionals face, and what motivates them to pursue foreign language learning?

CHAPTER II: REVIEW OF LITERATURE

The literature review considers what has been done regarding the foreign language skills in international organizations with special reference to the Information Technology (IT) and Business Process Outsourcing (BPO) sectors. These studies started this review appreciating the significance of multilingualism towards job market access and working relationships in the home and the global operating multinational organizations (Candelario *et al.*, 2024). While several authors from fields such as sociolinguistics, socio-cultural anthropology, international relations, and global language education discuss language skills in general, the specific focus on their relevance to India's Information Technology (IT) and Business Process Outsourcing (BPO) sectors remains limited. However, these industries are profoundly influenced by global market trends and client requirements. This section aims at narrowing those gaps through a narrow focus on literature which discusses on multilingual proficiency on communication on outsourcing and culture, with an intent of laying down foundation on which foreign languages can be associated with career opportunities and productivity in India's emergent outsourcing industry (Presbitero *et al.*, 2023).

2.1 Foreign Language Learning and Global Employment

The learning of a foreign language has been proportional to the available employment chance globally, and it has been a topic for so many comparative studies in various fields. They always claim that being multilingual is beneficial for people and

companies. And in this bipartite world where nearness and color does not matter hands-on communication and language have, however, become reliable means for a better chance and a better post in the market (Bosio, 2023). In 2019, the World Economic Forum declared that nearly every fifth job offer on the Internet calls for foreign language knowledge (Napierała, 2024). Language, within the context of management, in all its forms cannot any longer be considered as an 'accessory' or 'luxury' because as organizations prepare for global operations they are likely to encounter different languages and cultures (Lipatov & Popova, 2024).

In the context of globalization and the widespread use of international organizations, there is an enormous demand for foreign language capabilities in order to ensure adequate staffing by a workforce that can carry out organizational communication processes. (Komiljonova 2024). The possibility of a business venturing to other markets is boosted by about 30% because of high density of employees who are fluent in more than one language. This advantage remains even more conspicuous especially in industries which have close contact with their customers and organizations that deal with services or sales to customers. For instance, European Commission (2018) reported finding out that 56 percent of the consumers are willing to be purchasing products or services when descriptions are in their first language. This is in light of the fact that Language competence is not only limited to enhancing customer satisfaction and therefore enhanced business returns through customers loyalty and sales, but also due to the fact that people are more inclined towards businesses that communicate to them in their own language (Pranawengtias, 2022).

Moreover on the one hand, the wage premium with regard to the foreign language competencies provides the evidence relatively about their market value up to some extent. The Economist Intelligence Unit Report (2019) revealed that employees who possess a second language will likely earn an estimated 10% to 15% on top of their monolingual peers because of their capability to avoid communication barriers, avoid cultural conflicts and coordinate business operations smoothly. This trend is however not specific to one region but is evident irrespective of the geographical location because of the Increasing requirement for workers who can come over barriers such as language (Palacios-Hidalgo *et al.*, 2021). For instance, Bureau of Labor and Statistics conducted a report in the United States in 2020 and established that the pay of bilingual individuals is \$7,000 better than monolinguals annually (Rader, 2023). According to the From the European Commission study (2018) EU employment statistics, language skills boost employment opportunities of graduates by 20% (Sala *et al.*, 2020). This suggests that language skills change the worth of an employee in an organization and they also assist in making a positive financial difference, at even more than just the chance of a job(Şerban *et al.*, 2020).

Besides bringing in concrete economic gains, foreign language skills relate to even more prospects for advancement of one's professional career. Employees who possess more than one language skill have greater chances of being given leadership positions owing to their ability to communicate better as well as manage cultural diversity(Nghia *et al.*, 2024). In a study by Barner-Rasmussen *et al.* (2024), about 35% of the employees in multinational companies were recruiting only those who were fluent in at least two

languages for manager's positions. Being multilingual helps in establishing better business relations with foreign clients and at the same time empowers supervisors in managing different groups of employees. This position is supported by Talukder and Barner-Rasmussen (2024) whose research shows that organizational innovation depends on diversity in language whereby each member of the team presents novel ideas thanks to their own language. In this context, language proficiency goes beyond natural communication: it implies the construction of that reality, which enables productive efforts to be made by various intellectuals (Mahadevan, 2024).

Nevertheless, not all foreign languages skills possess the same worth. While embassies and no-profit organizations helped students to travel abroad, certain languages which are in high demand in the business world tend to portray more of an economic and employable worth. For example, China, Latin America, and Germany, have been mentioned in many studies about languages much important for business Mandarin, Spanish and German respectively (LUEDeke, 2023). A report provided by the British Council in 2020, reported that those who can speak Mandarin in the UK earn on average 10% higher income than non-Mandarin speakers, indicating the surging opportunities for businesses as Chinese companies internationalize (Nasir, 2023). Likewise, according to research done by Saiz and Zoido, in 2019, U.S. students with Spanish-and French-speaking skills have higher employment rates and earn more, approximately 5-10% above non-Spanish or non-French speakers or students. This difference offers an idea that although every foreign language can add an additional assisting factor for employability,

certain languages encourage higher economic returns due to the tendencies of the global economies and markets size (Gazzola, 2023).

Another advantage which can be reported is language capability and cross cultural expertise to build up the relationship with the clients. As pointed by (Allan, 2024), and the very concepts of language and thought and culture and language have a connection, which is referred to as linguistic relativity. The theory can be applied where there are people that are learning different languages as they are most likely to be exposed to different cultures. In this era of globalization where almost every organization has taken a global view of operations, this is a very useful asset to have when in any of those positions that interface with clients. (LAÏCHE, 2024)discovered that 68% of the executives that were interviewed supported the view that workers who speak one or more foreign languages satisfy more clients' needs because workers who speak one or more foreign languages receive more environmental signals and communicate more effectively. This corresponds with the study by Samantray *et al.* (2024)where it has been argued that the issue of culture does have some implications on the aspect of customer retention. This is well evident with the IT & BPO sector because this sector depends more on the clients as the base for its business model.

However, this does not generate the impression that there are still challenges that emanate with implementation of efficient foreign language training systems in entities. Many interests face the challenge of providing language training because of some limitations such as; little time, resource or even centers. According to a survey on (National

Association of Colleges and Employers, 2020), currently, only a third of the employers 35% provide language courses as a component of an employer's continuing professional development. This figure also shows that, as for the language valuation aspects, impairment training resource distribution continues. However, learner Internal drives, experience or surrounding resources also affect the quality of language classes as mentioned earlier (López, 2023). Such differences suggest that there is a need to develop LTP in respect of particular jobs for the peculiar employees and the entire organization.

The gap between the need of access and equity as the demand for language skills is matched with a lack of training resources. While it is true that the massive global corporations can afford to invest in language abilities, there are few international corporations, small businesses, and those individuals who come from less developed backgrounds. This can lead to an aggravation of the inequality in the labor market for people with the opportunity to engage in language training will have a better chance of obtaining better paid jobs (Eden *et al.*, 2024). Esfahani (2023) affirms that social equity issues have to be addressed in order to make it possible to place language skills into occupation without discriminating on certain categories of workforce. In this area, more attention should be paid to the initiatives of policymakers and educational bodies to promote language acquisition, for instance, the launch of the subsidized language courses, co-operation with community organizations.

Perhaps the most popular benefit of learning an acquiring foreign language in the constantly globalizing world is that the opportunity to find a job and achieve success in

one's career. However these advantages are not available at the same level as the language chosen for the training resources and the social economic factors. In simpler terms, everyone who is multilingual should come to the understanding that being so is economically, culturally, and career wise beneficial, any policies and approach to orientation that incorporates incorporation of language learning right has to be on a path towards further development. Since globalization will see to it that all businesses have operations in several countries, and then the world will increasingly develop a need for multilingual workers and hence persons as well as organizations must open their eyes to the fact that language is an issue. However, it can be argued that with the efforts that are directed towards the elimination of the existing challenges that lack of language training is-resulting to, there will be able to be better exploitation of the multilingualism by more people and therefore there will be increased positive impact on the organizations as well as the economy (Rakhmankulovna, 2023).

2.2 The Role of Languages in the IT and BPO Sectors

Take a closer look at the literature concerning the language skills demanded in IT and BPO sectors with reference to India.

The language proficiency of employees in the IT and BPO sectors has been recognized as a critical factor in gaining a competitive edge, particularly in practices involving client communication. In today's globalized world, where effective communication lies at the core of service delivery, this capability plays a pivotal role. This is so because, though as industries, IT and BPO are directed towards the clients, therefore they require a

workforce which can bridging the language and culture divide of different clients across the globe. It constitutes a vast part of the Indian economy generating nearly 8% of the gross national product (GDP) and has the capacity to provide millions of persons with employment (Kalra & Danis, 2024). English has long served as the primary language for business and outsourcing in India. However, as foreign clients' expectations evolve, the demand for diverse language skills has become increasingly important (Singh, 2020). A report by The Ministry of Electronics and Information Technology (2020) highlighted a significant gap in language proficiency within the industry. Languages such as Japanese, German, and Spanish were notably in high demand by IT and BPO companies in India. This aligns with the broader industry trend where firms increasingly focus on expanding into growth markets and enhancing client relationships through multilingual strategies (Busso & Sanchez, 2024).

The evident research gaps indicate that foreign language skills go beyond functional utility, playing a growing role in improving operational efficiency and enhancing customer interactions within India's IT and BPO sectors Arunarani *et al.* (2024) state that companies retain more clients as support in many languages are provided. Vijai *et al.* (2023) help the Indian Call Center industry since this is very important in today's period when customer service as well as help in technical issues for the clients is provided from India. Addressing these concerns, (Efthymiou *et al.*, 2023) highlighted that multilingual firms enjoyed a 29% probability of winning other long term contracts than monolingual firms when targeting international clientele. But then the language skills appear to be indispensable in the picture of "*why does the company need to find out*". For instance,

organizations in Japan which want to attract employees in Japan aim at a Japanese market and endeavor to attract a few employees who are literate in Japanese due to the poor English standard in the country exhorts the reader to think about the benefits of bilingualism where speaking Japanese Language when for instance, in India's BPOs where there is high demand for skill and low supply, it attracts a wage premium of between 15% and 20%(Limna & Kraiwanit, 2023).

Although such studies offer valuable perspectives, there are a very limited number of attempts to identify and describe the language task requirements in specific countries, with particular emphasis on the IT and BPO sectors in India. Actually, current literature appears to focus more on English skills since it is the most used medium of communicating in business environments. Nevertheless, this does not capture the challenges and opportunities of other languages (Govil *et al.*, 2023). Obligar (2024) argues that a 'one size fits all' linguistic strategy does not work as global business more often than not involves interacting with customers where English is not the language of choice. Moreover, while the giants of IT and BPO industry may afford to spend money on language training and on hiring and developing multilingual skilled people, the small-scale firms may indeed get caught in the dilemma of investing on language competence for the market. This leads to inequalities and equity problems since the small organizations are likely to be dwarfed by the large organizations especially in the world markets, where solutions are increasingly being offered in many languages (Kalra & Danis, 2024).

The particular language requirements in geopolitics, economy and social change are also behind the particular language needs within the Indian IT and BPO sectors. For instance, the expanding business interactions of India with the nations of Latin America have led to a demand for call center and BPO services that require ‘Spanish and Portuguese’ languages (Obligar, 2024). The trend of rising Chinese investment in India has also increased the need for Chinese Speaking individuals. However this demand is sometimes frustrated because there are usually insufficient resources to provide quality training in Chinese language in India. A survey among Indians interested in learning languages conducted in the British council in year 2020 showed a paltry 3% take up Chinese language while 12% take up Japanese and 18% German. This also suggests that the propagation of languages and the market demand for them are rather mismatched (Tai & Wang, 2024). This dissonance of supply of talent in relation to the demand creates the challenge that Indian IT-BPO organizations have in their attempt to source qualified employees who are capable to meeting language requirement expected by their global customers (Rose *et al.*, 2020).

In the context of language demands within India’s IT and BPO industries, cultural competence is equally essential alongside language proficiency. Multicultural awareness enables employees to understand clients' cultural practices and values, which are often as crucial to effective communication as fluency in a specific language. According to Ceniza (2024), when a worker has a process language and cultural understanding he/she is handling 25% more clients than just being culturally and linguistically competent. The findings presented here under provide evidence in support of the contention that language

training in the sectors of information technology and business process outsourcing should entail cultural education as well (Huang, 2021). However, very little is known of how such cultural competence is integrated into language training by Indian firms, despite the realization of this value addition to client service and business interaction. As Kobayashi (2022) observe, the Working Model does not make sense if one is to focus on language and literacy and isolate those elements from culture because the two are so connected.

In fact, the need for fluency in foreign languages across IT and BPO sectors in India at various levels is evident, but the issue of scale and language training sustainability in there is actually an added factor. It is considered that many of the companies opt for outsourcing language services from the language service providers that can help various companies require language translation solutions with reasonable prices. This has the advantage of not having to develop own in house language but this places the company in a fix whenever the provider decides to discontinue on such services (Datta, 2024). (Esposito *et al.*, 2021)point out that although it is true that such soft cost savings exist, they offer them at a terrible expense of dispersing the organization and managing for language service supply. This presents a significant challenge for Indian IT and BPO companies: whether to focus on building internal language proficiency or to rely on outsourcing. The choice of strategy depends entirely on each firm's resources, strategic capabilities, and the specific language requirements of their clients.

To sum up, based on literature it can be generalized that both the IT and BPO sectors of India require Foreign language skills almost in practically all aspects and increasing

client satisfaction along with enhancing operational performance and achieving a competitive advantage. There is a significant gap in the existing literature regarding the language activities undertaken by Indian IT and BPO companies, the challenges associated with language usage, and the strategic considerations for these sectors. To address these gaps, companies in these industries may need to tailor their linguistic strategies to align with market transformations. The ongoing globalization of outsourcing from India necessitates continuous improvement in this area. Unlike established practices such as IoT integration, the evolving nature of the market—exemplified by U.S. outsourcing trends—requires unique approaches. Indian outsourcing centers, for instance, play a pivotal role as key components of global trade in the modern economy (J. K. Sinha, 2024).

2.3 India's Language Learning Trends

How are the trends in foreign language education in India presently, including popular languages and demographic data?

The foreign languages taught in schools in India are also responding to both the global demand and the new requirements inside the country. Mukherjee and Bernaisch (2020) have pointed out that in a normalized course, Indians have only studied a foreign language that is, English for business & education because of political and other global link.. For instance, the BCC enlightens how these factors appeal to more individuals in learning other languages such as German, Japanese, or Spanish, which they perhaps had

not considered earlier. In 2020, the Management Information System (Aslam, 2021), reported that there is an increase in the number of learners of languages such as German, Japanese, and Spanish, in the last decade, owing to the growing power of the nations these languages belong and their connectivity to trade. In the Indian scenario, being the second most popular foreign language, after English, in the higher educational institutions more than 18% learners have shown interest in learning German due to investments of German companies in manufacturing industries followed by automobile industries in India British Council (Ara, 2020).

Among the increasingly sought after languages, Japanese has now surfaced within most of the metropolitan cities, especially for employees involved in IT and BPO related work. Increase in personnel Japanese speaking is as a result increase in Japanese firms establish in the country, since many Japanese firms are now deeply investing Cash in Indian infra structure and technology to smoothen the business for their companies. The strong interest of the Indian respondents towards learning Japanese language was stressed by the fact that according to the Japan Foundation in 2021 enrollment in these programs is on the rise at 12% every year, and 70% of those learning Japanese language cited employability encouraged by the programmers as the key motivating factor. This demand was also an outcome of the internationalization move that Japanese authorities underwent to increase the use of Japanese Language and also the base like Japanese Language Proficiency Test (JLPT) which is becoming essential for employers in India(Hori, 2023).

Patterns emerge from the demographic data related to foreign language learning in India as well. According to report made by National Skill Development Corporation (2021) states that 60% of language learners are below the age of 30; a large number of them indulge in pursuit of higher education or vocational training institutes (Khare & Arora, 2023). Such a tendency hints that the proficiency in foreign languages is becoming an important skill for employability among the youth in India, who now perceives the knowledge of foreign languages as a means to better their chances in the job market (Irwin *et al.*, 2022). Such factors are in part responsible for the equilibrium observed in the gender demographic status of language learners with women being more than men in languages like Spanish and French whereas men dominate the language German and Japanese, which signifies the stereotyping of languages as certain professions, especially among women (Antoninis *et al.*, 2023).

In the same way, the Spanish and French languages are two which have kept their position as priorities for learners due to their global spread and because the jobs such occupations provide in the sphere of tourism, catering and diplomacy on the international level (Ramachandran, 2022). From the perspective of, the Indian Council for Cultural Relations (2020) reported that the statistics about students studying the foreign languages in India reveal that around 15 percent of the students chose the Spanish language due to the fact that this language is predominantly used in the Latin America and it is relevant in the business (Ngouo, 2022). Historically, French has been a language associated with prestige and therefore motivated students while pursuing international relations, international education and arts. It is important to point out that the interest in learning

the European languages is not diminishing; the same applies for the Asian languages including Mandarin and Korean. Mandarin though considered as rather ‘unfashionable’ due to the fact it is said to be very ‘difficult’ is nevertheless rapidly gaining popularity among business people particularly in the import and Bus and finance sectors given the fact that China has basically taken over the international market. Hence though it has a remarkably high level of economic importance, only about 3% of the learners in India who learns a language is able to speak Mandarin Chinese. And it demonstrates that there is more economic value in the language but the practicality of not being able to draft it (Onishchuk *et al.*, 2020).

The enthusiasm for learning foreign languages in India is strongly supported by the country's existing educational infrastructure, which includes both physical and online learning platforms. The National Education Policy 2020 has further reinforced this trend by encouraging multilingualism and proposing the integration of foreign language studies into the curriculum, aiming to enhance students' global employability prospects (K. K. Sinha, 2022). The policy also acknowledges the champions of language acquisition and language- performance and general response to culture. In support of (Xia *et al.*, 2022)research which suggests that being bilingual makes one even better endowed and versatile. As for the outer-stakeholder activities, yes, there are evident trends of a number of private foreign language schools and Ed-tech enterprises, like Duolingo, Babbel etc, that have gradually moved into India and shown rapid growth in using the mobile language application and subscription within the last two years (Poulin-Dubois *et al.*, 2022).

In the same way there is a new way to learn language which has been developed due to the introduction of the online language education tools; learning is available to the learners of different earning facility or class (Gacs *et al.*, 2020). However, the question of guaranteeing and ensuring a uniform and efficient delivery, let alone, how to address the absence of adequate access to such learning tools as information technology for the learners in such places as the rural areas remains an open one (Panagiotidis *et al.*, 2023). As indicated by He and Colic-Peisker (2024) urban learners can get enough of language resources but a rural colic is starved of language resources due to poor infrastructure facilities and scarcity of trained language teachers which slows down the quality of language learning. . This shows that there are certain measures that should be taken and some investment made in language education infrastructure especially in the areas that are not urban so that everyone gets the opportunity to learn whichever language they want.

The above observations in respect of trends pointed in the literature in this present paper affirm how the Indian consciousness of both economic modernization and cultural diversification is stirring new educational demands towards foreign language learning. German, Japanese or Spanish languages are among the most wanted now because of competition in the global employment opportunities which also supports language for the employability of a person. On the downside there are still difficulties of accesses, quality and/or socio-economic status on the whole language learning process in the country(N. Gupta, 2023). With the growing integration of the global economy in the future years, the population of India is expected to have call for wider repertory of linguistic benefits

which in turn makes the education foreign language an essential tool for staffing in India. Consequently, to qualify for these it is rather imperative that there be appropriate language policies that foster positive growth and embrace the disparities of geographical inequalities with foreign talent as a collective asset for the major populations in the country (Mohanty, 2022).

2.4 Theoretical Framework

The relationship between language learning and employment in India's IT and BPO sectors can be understood through two key theoretical perspectives: **Human Capital Theory (HCT)** and the **Linguistic Relativity Hypothesis (LRH)**. These frameworks provide valuable insights into the added value of language skills for individuals and highlight the connection between multilingual proficiency, cognitive processes, and the organization of workplace activities (Maner & Tandale, 2020).

Human Capital Theory (HCT), a theory produced by (Abu-Shawish *et al.*, 2021), essentially an economic theory developed by bolstered the assertions fixing on the enhancement in economic value of individuals through enhancement of investment in education and training (Abu-Shawish *et al.*, 2021). From Aristotle's perspective, learning a new language is valuable because it offers higher employability rates as well as higher revenues, promotions included (Mohammed *et al.*, 2020). Language proficiency is considered as one of the elements of human capital as it has impacts on the efficiency of the employees in these kind of integrated industries, and the IT and BPO industries which are involved in the cross-country business communications result (Flores *et al.*, 2020). As

it has been pointed out, language is a crucial element of doing business because most employers are willing to pay more for multicultural people, especially those willing to conquer foreign markets with overreaching jobs (Economist Intelligence Unit, 2019). The relevance of these theories is particularly significant in India, where the growing demands in linguistically oriented IT and BPO roles highlight the importance of acquiring languages such as Japanese or German. Proficiency in these languages allows Indian professionals to enhance their employability and gain a competitive edge over equally skilled counterparts who may lack multilingual capabilities in multicultural organizations (Sima *et al.*, 2020).

The Human Capital Theory (HCT) also supports the realization of the fact that it is important that one considers the cost-benefit analysis of learning another language. For instance it can be useful from an economic perspective to learn Spanish which is commonly used, although learning a language such as Japanese that is not commonly used can be much more profitable because there is high demand for workers able to talk Japanese and few qualified people. Relating to this particular aspect of the theory it is taken that wage differentials exist within the BPO sector in India particularly in that Japanese speaking workers enjoy wage premium of up to 20% (MacKenzie & Chiang, 2023). Kitamura and Brehm (2020) emphasize that the Human Capital Theory (HCT) views language acquisition as a personal investment aimed at enhancing productivity, particularly in markets where cross-cultural interactions play a pivotal role, such as through the learning of foreign languages.

Whereas the Linguistic Relativity Hypothesis (LRH), linked unsuccessfully to the works of (Naranjo Vaca, 2024), indicates that language has the power to influence mind and build worlds. This hypothesis, often referred to as the Sapir-Whorf Hypothesis, implies that depending on their mother tongue, individuals perceive the same situation in various ways since the languages people use influence the thoughts associated with a certain situation. Regarding the IT and BPO sectors, this theory suggests that apart from interactional English, knowledge of any language has other importance for it fosters cultural sensitivity. In light of this, this paper posits that through multilingualism the employees are able to decode the social setting of their international clientele in turnovers which frame their thought because language transaction is compensated by thought transaction (Samantray *et al.*, 2024). For instance, a Japanese employee may understand a relatively more indirect communication style which is being used by some businesses in Japan and therefore ensure that any communication with clients is enhanced and working relations strengthened.

The Linguistic Relativity Hypothesis (LRH) in general has a highly practical significance, namely, it also makes it possible to recognize the undoubtedly difficult ordeal that is acquiring new languages. It is especially crucial given the fact that Indian IT & BPO sector is characterized by its employees' interaction with people of other cultures. The hypothesis argues that proficiency in a second or any foreign language makes it very easy for employees to interact with clients from diverse cultural backgrounds as they learn to act among other things, the culture of the clients. It further argues that language is not only an instrumental tool for reaching some goal or a skill like

other skills to be learned, as it does entail a new mode of thinking or reasoning and a new mode of perceiving and dealing with problems, interpersonal as well as with objects and events and daily life (Qian, 2021).

This integration of the above two theoretical frameworks mitigates the need for additional studies on factors contributing to economic benefits as well as the associated thought processes regarding foreign language skills in the Indian IT and BPO industries. The Human Capital Theory (HCT) provides information on what language skills are worth in monetary terms that enhance employability, productivity, and global competitiveness, while the Language and Cultural features in International Relations (IR) theory and other anthropological disciplines suggests how linguists ought to seek as stakeholders of diverse cultures within particular objects.

2.5 Research Model

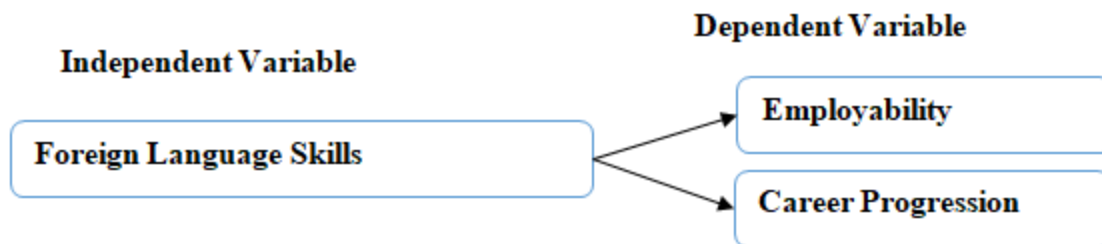


Figure 2.1: Conceptual Framework

Source: Author's work

CHAPTER III:
RESEARCH METHODOLOGY

3.1 Research Methodology

This section outlines the research design, data collection, and analysis methods used to explore the relationship between foreign language proficiency and employment opportunities in India's IT and BPO industries. A mixed-methods approach, combining quantitative and qualitative methods, was employed to examine how knowledge of foreign languages impacts career advancement and client relationships within these sectors. Surveys were used to identify broad trends that might not surface during interviews, while interviews provided deeper insights into these trends. This approach integrates quantitative data with phenomenological perspectives to offer a comprehensive understanding of behaviors in these fields. The methodology is well-suited to addressing the research questions by providing measurable evidence on the importance of foreign language skills while incorporating the nuanced views of professional language users living abroad (Morgan, 2014; Creswell *et al.*, 2018).

3.2 Research Design

This research adopts mixed method; this research aims at providing a closer look at the extent of language skills in employment in India's IT-BPO industries. Morgan (2014) mentioned that there is a middle way to choose a mixed method thereby including both quantitative and qualitative methods in order to facilitate generality and specificity.

This research design integrates both qualitative and quantitative approaches to explore how language skills facilitate or hinder employment mobility, client relations, and business operations. This model is particularly appropriate for the study, as it enables the collection of extensive statistical data while also gathering reliable personal insights into how individuals navigate conditions in a business environment shaped by globalization and the use of multiple languages. The connection of quantitative and qualitative data within the framework of one study makes it possible to enrich an individual single-method study towards further integration of the issues posed by context-related dynamics of language skills in present-day employment (Morgan, 2014; Creswell *et al.*, 2018; Antony *et al.*, 2023).

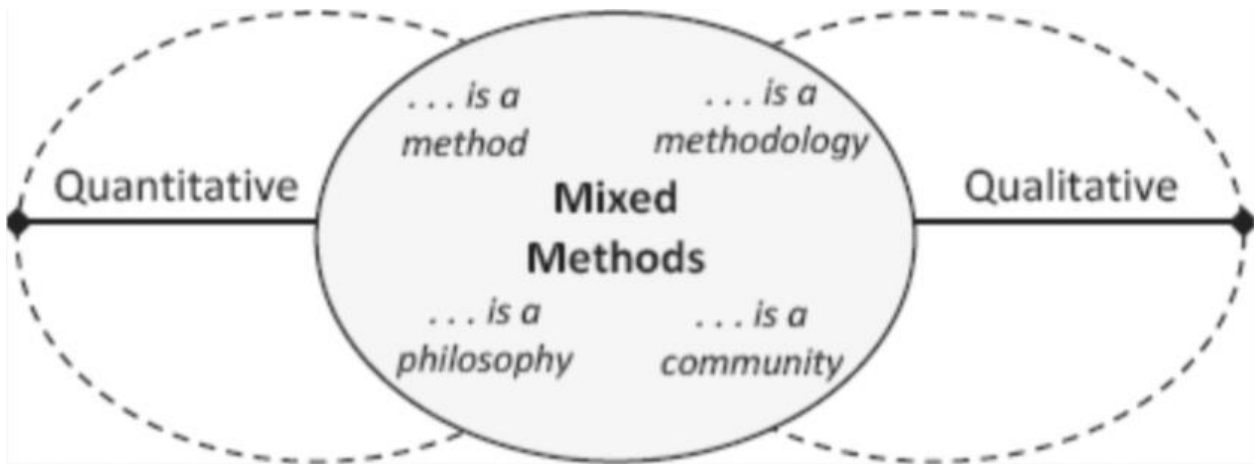


Figure 3.1: Research Design

Source: Antony et al., 2023

The first component of this rationale is based on quantitative surveys, which gives overview on the patterns and relationships between foreign language skills (FLS) and its employment factors. It was hoped the surveys would generate data on languages spoken, work experience, career shifts, salaries and client feedback. Given the large workforce in the IT and BPO sectors, the survey component provides valuable insights into the role and impact of foreign language skills within these industries. Additionally, the use of quantitative surveys enables the analysis and measurement of respondents' perceptions of how language proficiency influences employability and income, offering a clearer understanding of its effect on productivity. Thus, surveying one can ask how many additional wages it is necessary to give for definite languages or how often the people being a part of a guaranteed multilingual staff of a definite company are promoted in opposition to their 'mono-linguistic' colleagues (Van Looy, 2021). These aspects provide empirical support of the steady continuation of the main ideas of the given study on the economics of language with reference to the outsourcing industry in India.

Quantitative data is valuable for tracking broad trends within a population; however, it falls short in capturing the nuanced reasons and personal experiences of individuals acquiring foreign languages for business purposes. This limitation is addressed by incorporating qualitative methods, such as semi-structured interviews with purposively selected participants from the BPO and IT sectors. These narratives provide a deeper understanding of the perceptual variables associated with language acquisition and its connection to employment dynamics. For example, interviewees can offer insights into their approaches to learning new languages, the significance of these languages in

building relationships with foreign clients, and the impact of language skills on their career trajectories. Such forms of meaningful differences are what the qualitative element aims at elucidating the social factors of language achievement which the quantitative part and description cannot offer (Maeda & Yamamoto, 2023).

Employing questionnaires and interviews as a mixed-methods approach enables the convergence of the study findings which improves the study's internal and external coherence. Triangulation is the collection of data from two or more varieties of studies to prove or refine the conclusions or findings of a particular study.

The use of questionnaires and interviews as combined as mixed-methods allows for convergence of the study findings which improves the study's internal and external coherence. Mixed-Method triangulation refers to the use of two or more forms of research tools to establish the facts and findings of a particular study. For example, a survey may show a link between language competence and climbing the company hierarchy. A follow-up interview may bring forth insight on increased cultural integration or better interactions with clients. Such a process does not only enhance the strength of the findings but also broadens the scope on how foreign language skills impact the employability of skill sets within the Indian IT and BPO industry. Integration of quantitative and qualitative approaches simultaneously allows triangulation of evidence so collated thus escaping problems of individual lone methods (Creswell *et al.*, 2018; Amadi, 2023).

Furthermore, mixed method research design is especially suitable for studies of such large concepts as language proficiency in a global employment context where interdependencies of the variables are in doubt. Most foreign languages are not unique entities from the rest of the expertise, including occupation, theory, intercultural communication, and individual assets that assist one with gaining employment and career growth. Such relationships can be easily overlooked if using only the quantitative-only approach, but if conducting only qualitative study, one can obtain only descriptive information, which it is impossible to use in transferring of concepts or models between populations. Both approaches would help in the present paper since language proficiency and various aspects of language proficiency and its relation to employment in different aspects would be described. This is a more holistic understanding as facilitated by the mixed method research approach and it will relies on pragmatism with researchers allowed to employ any method to answer the research questions(Riazi & Farsani, 2024).

Nevertheless, for one, there are pros and cons for which should be attributed to the mixed methods – data integration and resource distribution. The kind of research that compels the use of both quantitative and qualitative research requires adequate planning so that the researcher gets to learn all the aspects of the two approaches to enable proper merging of the two while analyzing such a kind of a three-component research. Further, with many approaches as postulated here the mixed method approach there will be more time and energy expended as compared to when only one method is used. It also, explains why it is necessary to harmonize the two designs so that after executing both methods the benefit exceeds the risk(Morgan, 2014; Creswell *et al.*, 2018).Regarding the said

concerns, in this particular research, sufficient research design is employed where what is published as papers together with evidence based segment of both quantitative and qualitative frameworks and measures have been provided for synthesizing results arrived at from both types (Zong, 2023).

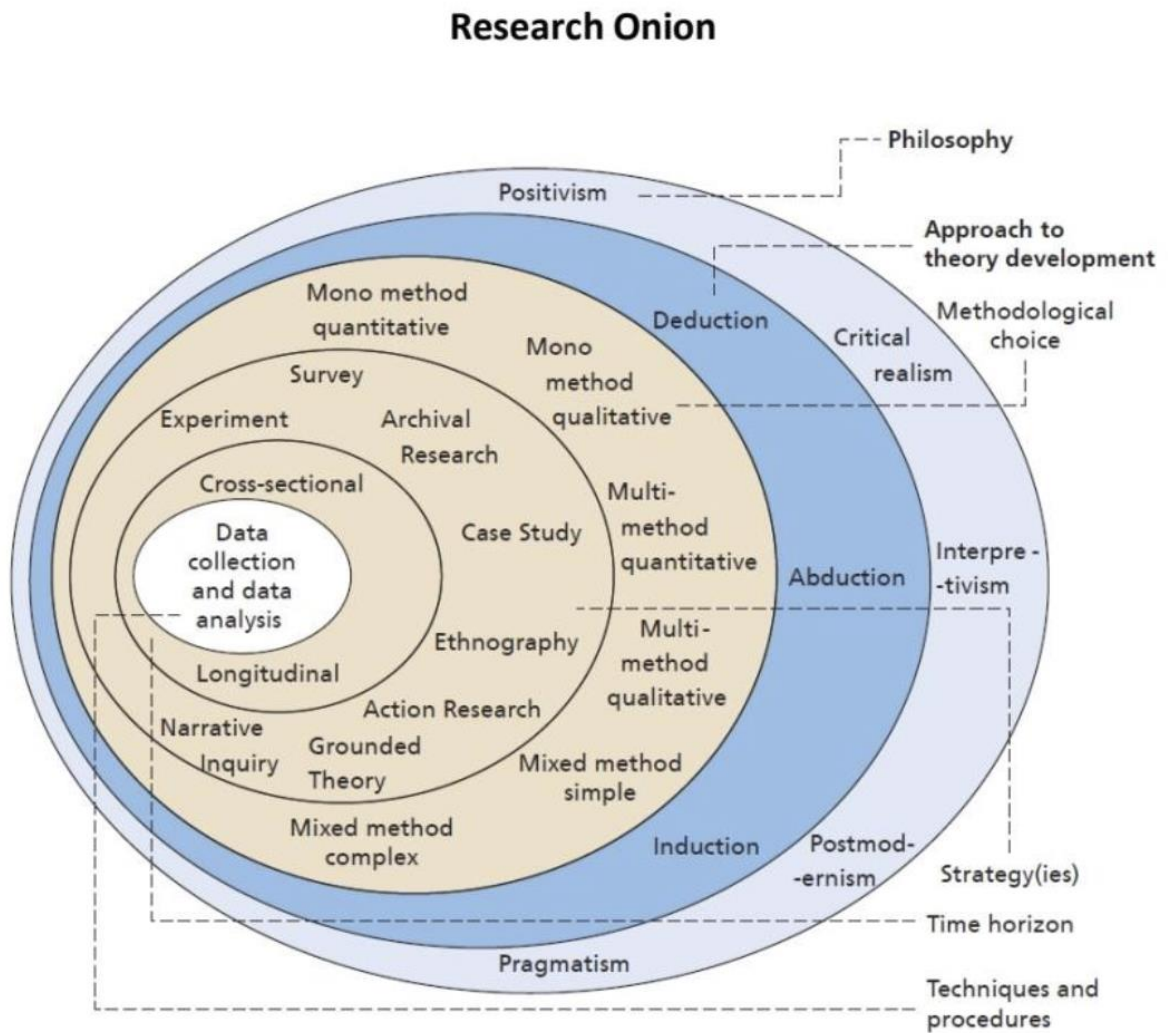


Figure 3.2: Research Onion

Source: Zong, 2023

Lastly, the mixed-methods approach stands out as one that allows the investigation towards the consequences of foreign language skills in the context of employment within the IT and BPO industries of India. This approach seeks to blend quantitative and qualitative methods in an expanding way so that both economic and socio-cultural aspects of language abilities in a contemporary world of work are examined. The problem with the approach presents itself, yet, and given the increased understanding and appreciation of what is and how it works in respect of validity, reliability, and generalization, the approach is most fitting to this study. The findings from such a mixed-methods study are likely to enhance the understanding of the impact of language background on career development and structure of organizations in the outsourcing sector in India.

3.3 Research Strategies

The choice of the research methods for this research is intended to take into account features of Quantitative and or Qualitative data as to respond competently to the research questions on the impact of foreign language proficiency in India's IT and BPO sectors. Due to the research methodology used in this study both the surveys and interview were employed to capture the effects of language skills in employment, employment retention and promotion, and working with clients. These strategies also allow surveying general statistics on the matter and distinct views of personal staking on the issue and, therefore, allow for the deepest understanding of the issue (Presbitero *et al.*, 2023).

To gather more tangible data for the presented subject's penetration and perceived weight within the work organization of IT and BPO professionals. An online survey was used in order to collect responses from a large group in the business professional context. Closed-ended questions were being included according to defining characteristics of the operation like language proficiency, occupation, the amount of income received by the individual, an individual's career advancement, and the satisfaction of clients. Several and multiple choice questions were adopted in assessing the impact that the language skills had on the career progress of the participants.

The questionnaire was shared via LinkedIn groups, WhatsApp Groups, Facebook pages and groups, individual and group messages via various social media messaging, business discussion boards and social sites of and with the IT and BPO professionals. In data collection, the use of different survey instruments available online was used, which is easily accessible to the respondents. Additional quantitative analysis of the collected survey data was conducted using statistical tools in an attempt to compare variables and look for relationships within the data. Descriptive statistics provide an overview of the key bio-demographical features of the sample. For this reason, use was made of inferential statistics, and specifically regression analysis in the purpose of understanding the correlation between language abilities and the kind of employment received (Morgan, 2022).

To comprehend more about what it feels and even looks like to work as IT and BPO professional with regards to language proficiency of foreign language, deeper

interviewing techniques have to be used. Interviews were conducted with survey respondents, employing semi-structured questions to the same purpose sample of survey respondents who are willing to participate in additional interview. Such interviews will concern issues such as difficulties in second language acquisition and appropriation of language at the workplace, culture shock and need for language diversity. Semi structured interviews were conducted either in person or through computer based synchronous communication based on the availability of the interviewer and the interviewee. All the interviews were audio-visually recorded (depending on the specific consent from the participants) and general notes were taken which entailed the process of data analysis. Such initiation is easily made possible by semi-structure interviews because they do not confine the researcher to their set themes, but allow exploration on these themes further. Thematic analysis of results will assist the researcher identifying different themes/elements available within the interviews. Consequently, this method enables the researcher to manage several aspects of participants' experiences and determine the impact of foreign language competence in their careers as well as examine the analysis of IT and BPO sectors (Johnson, 2023).

To enhance the validity of the research the study should adopt a comparative analysis of data collected from the quantitative as well as a qualitative research approach. It allows this type of triangulation whereby survey and interview results can be compared so that the set of them added together will be more accurate than the individual sum. For instance, there should be the expansion of tables constructed from the survey data matched with the interview's narratives corresponding to the pattern. The results obtained

during the quantitative data collection as well as the rest obtained from the qualitative data collection was compiled during the analysis phase of the research to ensure a clear understanding of the research problem (Patton, 2015; Salmons, 2015; Morgan, 2022). Such features add to the clarification of the results and give more comprehensive understanding of the impact of language skills in employment status (Portela Pruaño *et al.*, 2022).

3.4 Sampling

The study employs a purposive sampling technique, targeting professionals in Information Technology (IT) and Business Process Outsourcing (BPO) sectors in India who possess proficiency in multiple foreign languages such as German, Spanish, French, or others alongside English. This demographic is strategically chosen because they frequently engage with international clients and operate in roles where multilingual capabilities directly influence career progression, client acquisition, and practical outcomes. By focusing on this group, the research effectively examines the professional implications of multilingualism, capturing insights that align with the core research objectives. This approach ensures that the study remains relevant to its objectives and highlights the temporal significance of foreign language proficiency in enhancing professional practices (Oribhabor & Anyanwu, 2019).

As for this specific population, the study uses purposive sampling technique where respondents are selected based on a particular Sampling Quota in regard to study goals and objectives. This method is quite useful in qualitative and mixed research being a

cross sectional research strategy where of getting detailed information from people with certain characteristics in this case speaking foreign languages and employed in IT and BPO industries. By employing purposive sampling, participants were carefully selected to ensure they contributed valuable experiences and perspectives to the study. This approach enhanced the quality and relevance of the findings, leading to more meaningful and robust results (Hossan *et al.*, 2023; Oribhabor & Anyanwu, 2019).

Purposive Sampling (Qualitative Phase) – During the qualitative phase, where semi-structured interviews were conducted, purposive sampling was deemed appropriate. This approach enabled the selection of participants possessing rich experiences and insights regarding the use of foreign languages, particularly those who have worked or are currently working in the IT and BPO sectors. A suitable sample size of 15-20 participants was targeted for interviews or open-ended questionnaire surveys. A total of **16** interviews/open-ended questionnaires yielded complete responses, which were then analyzed. This sample size allows for a varied range of viewpoints while still being manageable for thorough analysis (Hossan *et al.*, 2023; Oribhabor & Anyanwu, 2019).

Random Sampling (Quantitative Phase) - In this research, a simple random sampling technique was employed during the quantitative phase. Simple random sampling can occur in two ways: with or without replacement. In sampling with replacement, each member of the population has a renewed chance of being selected because they are returned to the pool after the initial selection. In contrast, when sampling without replacement, the selected individual is removed from the group and cannot be chosen

again. The most frequently utilized method is random sampling without replacement (Hossan *et al.*, 2023; Oribhabor & Anyanwu, 2019).

The target population for this study consisted of foreign language professionals who are either currently employed or have worked in the IT and BPO sectors. This group was chosen due to its heterogeneous nature, as they require foreign language skills for their work. The quantitative aspect of this study received responses from **157** non-student internet-using professionals, providing adequate representation across various demographic segments of foreign language practitioners in the IT and BPO sectors based on experience level, gender, age group, education level, and more.

However, in some cases it may be necessary to use several techniques and in this case snowball sampling can be helpful in expanding the pool of respondents by identifying the participants falling into the inclusion/exclusion criteria that often are hard to reach. Snowball sampling is knitting when first participants locate another group of people that enable them to access other pools of language talents in IT and BPO (Sefcik *et al.*, 2023). Such approach is however very relevant in situations where the normal recruitment methods cannot be used to access the target population as it uses social networks in order to get to potential participants. Thus, in this study selected by purposive and snowball sampling, the purpose of the following question answer combination is to give the information from the different language skills, employed in the IT and BPO sectors of India. This sampling technique enhances the general effectiveness of the study in that in undertaking a qualitative research, relative diversity of the target population is kept alive

because the method, ‘representative diversity sampling,’ entails obtaining data from people who are in a good position to offer their view on performance of language skills in the employment sector more so in the diverse world (Creswell *et al.*, 2018).

3.5 Research Philosophy

Before discussing in detail how this research has been conducted, it is relevant to point out that the researcher employs a pragmatist research paradigm. Since the goal of any study is to apply conclusions in practice, in a single work, the problem is studied from various perspectives using several approaches. This is useful in that one can understand how foreign language competence works out in terms of employment prospects held in IT and BPO in India. Mixed methods, therefore, continue to be of especially great importance in this regard in that rather than entail the research process as a whole and following either the positivist framework or the interpretive framework while randomly selecting certain particular forms of method engage one dominant working paradigm. Many of the content analysis studies belong to this type of study as it aims at quantitatively measuring the effectiveness of language skills but was not devoid of the words and meaning of the people. According to the principles of pragmatism, such subject matter is better explained and experienced when more than one strategy because it is ordered in some degree of complexity. Here also, one gets some clue as to why it is possible and practical to use questionnaires together with interviews where conceptualization is significant. This approach emphasizes numerical data to analyze

trends and structures while also incorporating detailed narratives to explore individuals' motivations, challenges, and understanding (Ormerod, 2024).

This is so particularly as is the case with, it thus relates employability which not only has economic bearing but also cultural and managerial skills included. The research paradigm used in the study is practical that allows the study to numerate various constituents in terms of data thus providing a practical and comprehensive understanding of the ways in which multilingualism impacts the opportunities in the IT & BPO sectors job market, growth with work experience as foreign language experts in a globalized world where businesses are done from India with foreign countries where different foreign languages are spoken apart from English.

3.6 Data Collection Methods

This study aims to collect and consider both quantitative and qualitative data so as to understand better the extent to which foreign language proficiency is an employment outcome in the information technology and business process outsourcing industries in India (Bahir 2014; Salmons, 2015).

Surveys in this section support in gathering general information on a larger sample of the IT and BPO employees in quantifiable terms by administering it. These surveys enquire in so far as the language skills of the participants, their employers' benefits, their promotion schemes, and their remunerations are concerned. Since these topics can be composed of a number of structured response questions in the surveys, one can find

kinships and correlations between those concerns as to offer a suggestion on how the multilingual skills can impact the career advancement and income earning. It becomes easy to collect data which is quantitative in nature; this is because it is possible to generalize the results to be more representative of practitioners in these fields of study. The qualitative part enhances this by undertaking semi structured interviews with some professionals in this industry that speak a foreign language. These interviews concentrate within the areas of people's experience related to their professions and how all these individuals perceive the advantages in being flawless with other than one language. This flexibility was helpful in getting more information from the participants; the participants were provide information and settings while answering survey questions and which may probably cannot be get from survey data. This complementary qualitative attitude allows the recording of professional accounts that would have remained beyond the reach of scholars, in terms of how languages are and are still acquired and deployed to build a career in a globalized epoch. These approaches of data collection enable coverage of the research issue on one hand, and enable qualitative outcomes of quantitative study with individual descriptions as regarding the use and usefulness of foreign language skills and competencies in the growth of Indian IT and BPO industry as inculcating means (Rana & Kaur, 2024).

3.7 Instrumentation

In the quantitative phase of the study, a structured questionnaire was developed as the primary tool for collecting data from **157** foreign language professionals, employed or

formerly employed in the IT and BPO sectors. The questionnaire consisted of **21** questions, incorporating Likert scale, multiple-choice questions, and demographic inquiries to provide a comprehensive overview of the participants' varied backgrounds, experiences, age groups, and genders. The Likert-scale questions allowed respondents to express their levels of agreement or disagreement with several statements regarding their use of social media, with response options ranging from 'Strongly Disagree' to 'Strongly Agree.' Prior to distributing the instrument, a pilot test was conducted with several professionals, and the feedback obtained was utilized to refine certain items for better clarity.

For the qualitative phase, an interview guide was created to facilitate interviews containing **10** open-ended descriptive questions posed to **16** purposively selected participants. Some additional multiple-choice questions related to demographics were also included in this guide to gain diverse insights from various demographic groups. It is important to note that to enhance creativity and effectiveness in capturing the participants' unique perspectives and experiences, the interview questions were designed to be semi-structured while ensuring that all critical aspects pertinent to the research problem were addressed (Wan, 2019; Nilsson, 2020).

3.8 Time Horizon

In order to ensure that the research remains within a feasible timeline and that the observed and presented results are still credible, duration of 4 months will be established

starting from the initial screener survey. The anticipated timeline is from August 2024 to November 2024.

3.9 Data Analysis

Once the surveys were finalized, the information was transferred into Microsoft Excel (XLS) for descriptive analysis. After a personal review, the data obtained from descriptive questions and auto-transcriptions of interviews was inputted into Microsoft Excel spreadsheets for further examination. For the quantitative data derived from the surveys, statistical analysis was applied together with the aspects of foreign language skill and employment characteristics. Such analysis used method for instance; **descriptive statistics, correlation analysis** and **regression analysis**, the study also look at the manner in which language proficiency affect business career, consequential rise in remunerations and other incentives which can be placed on employees. From literature, these statistical methods can give an idea whether multilingual professionals particularly in IT and BPO sectors of India are with or without any real economic value as compared to multilingual professionals having competency in one language and so on. For instance, it will mean that higher levels of foreign language ability possessed is positively and significantly related to salary, an indication that workers in these industries earning higher wages are those who are multilingual. The quantitative study therefore assists in partly supporting the hypothesis that enhanced foreign language skills enhance employment rates and mid-career and quantifies the employment gains of being multilingual (Cooksey, 2020; Dong, 2023).

Thematic analysis has also been used for the qualitative data that were collected through the semi-structured interviews and open ended survey questionnaire that helped authoritative IT and BPO producers to understand the realities and perceptions of the specialists who utilize foreign languages in the workplace. This method encompasses qualitative **descriptive analysis** of the interview transcripts with a view of defining repeatedly emerging patterns such as language skills pay offs, costs of language courses, language barriers and impact and effects of multilingualism on the work environment and the employees (Morgan, 2022). This approach makes it possible to raise questions which could not be answered adequately by quantitative methods only and invoke the change through language competence beyond mere work interaction. For example, such participants' descriptions may contain language use so that they can increase the circle of their customers and interact with them more effectively, develop the culture of communication, and manage the job without much discomfort. This is so because thematic analysis comes in and gives the missing information on how the communicative theme, language proficiency, and employment chance are related complementing on the outcomes of the quantitative research on the impact of language proficiency on employment chance by providing the context information, information which may not be gleaned from the numbers. In this manner, it builds on current knowledge regarding language difference by addressing the components of multiculturalism in India's IT and BPO industry(Mellinger & Hanson, 2020).

The contemporary **word cloud thematic analysis** has served as a valuable tool for mapping thematic analysis, allowing for a visualization of the cognitive framework

within a developing scientific field, pinpointing research frontiers, and encouraging new avenues of research (Tibaná-Herrera *et al.*, 2018; Thelwall, 2022, 2023; Alam *et al.*, 2023).

This mixed-method analysis, which integrates qualitative and quantitative methods, guarantees that the results are both statistically sound and informed by context, enhancing our understanding of issues and aiding empirical research to have a wider impact(Lane *et al.*, 2021; Taherdoost, 2022).

3.10 Ethical Considerations

Several ethical considerations come to play in this given study; these include issue of privacy, participation or rather informed consent of all the respondents. Precaution was however taken to avoid identification of the individual or organization owning the identified personal information from the interviews. All the respondents were given detailed information about the nature of the research, their position in the research and the use that was made of the information that was gathered. Participation in the research was voluntary assistance was received prior to any of the data collection processes where a respondent was required to explain the reasons for the study and what participants are expected to do and their rights such as the right to withdraw from the research process anytime and without any repercussions will affect them. Moreover, unlike the presented surveys, this did not compel and push anyone to take the trip, also acceptance of the presented surveys and offers to take part in interviews which were also offered were in equal measure free and therefore nobody offered or used any form of pressure or

inducements for one to take part in those surveys and interviews. To improve the research culture on human rights of the subject of a research, ethical practices involve respect of the research subject, self-determination and candor in the conduct of the study.

3.11 Expected Outcomes

This study sought to establish aspects or areas in which such foreign languages are beneficial and the areas for getting employment. Further, this study aimed at revealing available career opportunities enhanced by an advantageous language, the existing remunerations, and the degree of satisfaction that is likely to be realized from the employment of such languages. Accordingly, the objectives of the research are to determine in particular for which language such as Japanese, German or Spanish employers experience the greatest demand and brings the maximum economic impact to practice. According to the research in category two, the research was focus on the statistically proven correlation between language skills within the workplace and career progression, while being a multilingual is widely seen as being indicative of leadership ability as well as of higher earning capacity and job satisfaction. This research offers several benefits to readers, including insights into career advancement opportunities through foreign language proficiency and an understanding of the challenges faced by Indian professionals aiming to learn one or more foreign languages. Key issues explored include the nature of language instruction, registration processes, the time required to acquire language skills, and the availability of profession-specific learning materials in the market. Against this backdrop, the study aims to achieve objectives that provide a

framework for authorities, educational institutions, and business leaders to address these challenges. The findings are intended to enhance the recruitment process in IT and BPO sections, implement language training programs, thereby improving the prospects of Indian professionals in the Indian and Global job market.

3.12 Research Limitations

This study has certain limitations that may influence the results and the generalization of the findings. One key limitation is the reliance on survey data, which is based on self-reports. Respondents may have overestimated their language proficiency or exaggerated the benefits they have gained from knowing these languages. Furthermore, social desirability bias can also affect the outcomes of self-reporting method because respondents give answers of what they consider to be better or expected as depicted below. Further, there are some limitations that might not have been captured in the study because of the IT and BPO industries based on some industries or the geographical area of the study in India. To some extent, this limitation could establish the generality impact of the sample since the languages and occupations affect might vary from one region or company that has another type of client retainer to another. Hence, while the study tries to offer some insight into these emerging patterns and trends, the study results will not be expected to present a picture of the IT and BPO workplaces melting pot in India. These challenges should be handled in future research, by using a valid sample, and mean-state of language competence to increase the validity generalization of the findings of this study.

CHAPTER IV:

RESULTS

4.1 Demographic Analysis

In the Figure 4 and Table 1, the data indicates that a substantial majority of respondents (73.9%) have experience working in IT, IT-enabled services (ITes), BPO, shared services, or outsourcing companies in India, with only 26.1% having no such experience.

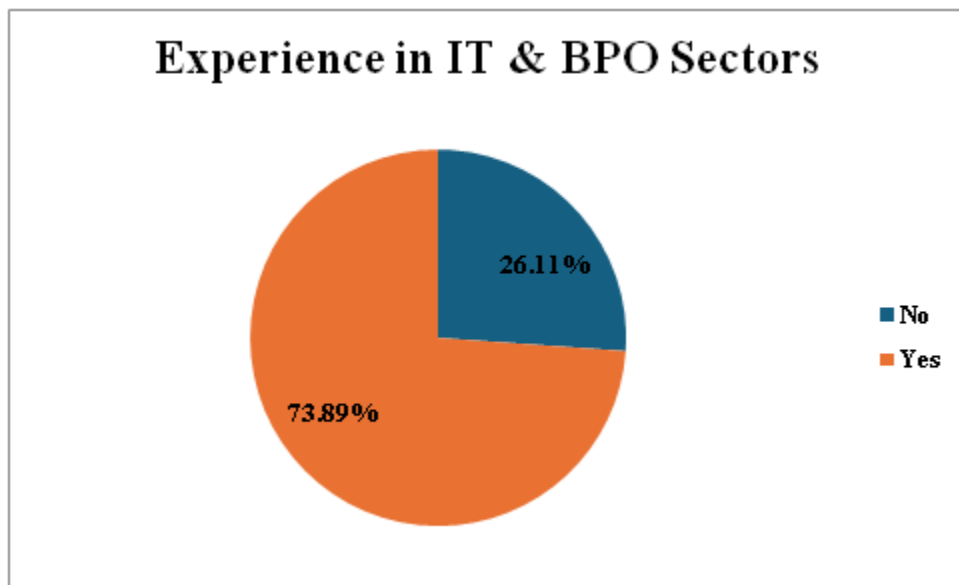


Figure 4.1: Experience Frequency Analysis

Source: Author's work

As shown in Table 1 and the Figure 5, the gender distribution is predominantly male, comprising 74.5% of respondents, while females make up 25.5%. In terms of age group, the Figure 6 and Table 1 shows that, the largest group is between 25-34 years (42.7%),

followed by the 18-24 age groups (29.9%). Respondents aged 35-44 make up 15.9%, while smaller proportions are aged 45-54 (8.9%) and 55 or older (2.5%).

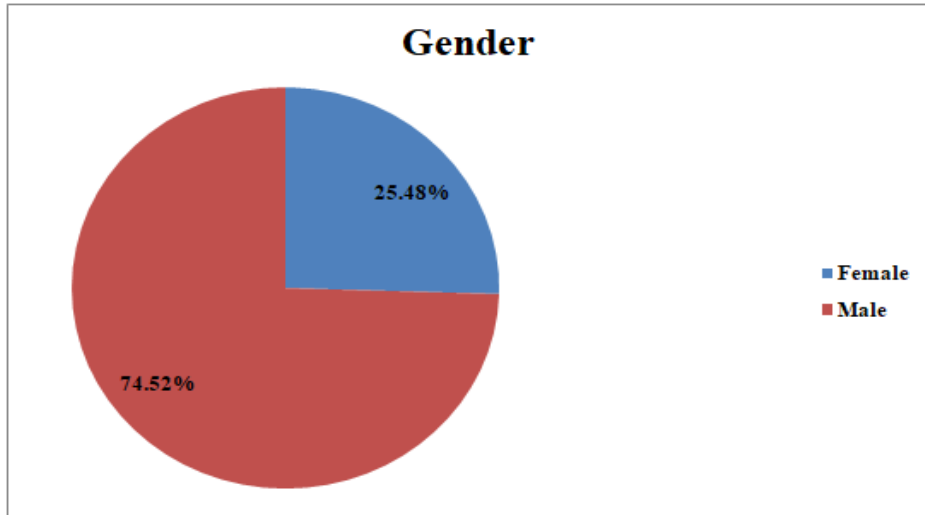


Figure 4.2: Gender Frequency Analysis

Source: Author's work

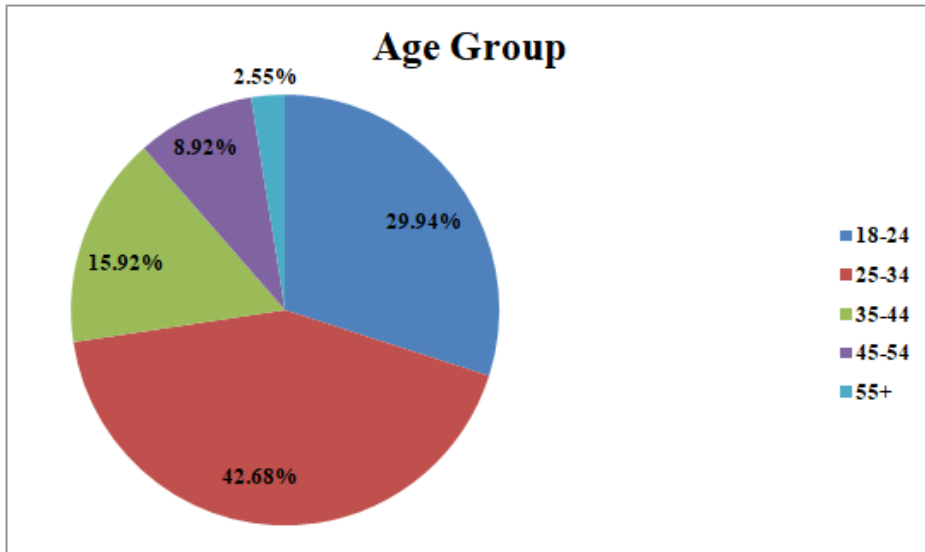


Figure 4.3: Age Group Frequency Analysis

Source: Author's work

Table 1 and Figure 7 indicates the Education levels, that 65% hold a Graduate or Bachelor's degree, and 33.1% have a Post-Graduate or Master's degree, with only 1.3% and 0.6% having high school or other qualifications, respectively. This profile highlights a predominantly young, male, and well-educated workforce working in India's IT and BPO related sectors.

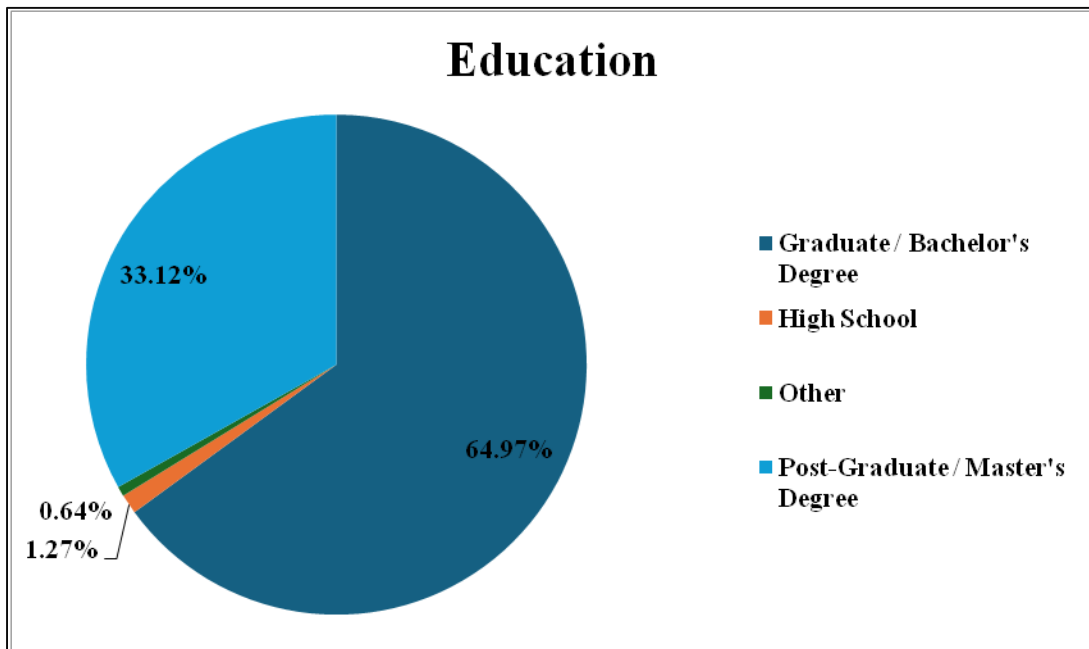


Figure 4.4: Education Frequency Analysis

Source: Author's work

Table 4.1: Demographic Analysis

Demographics		Frequency	Percentage
Are you currently working or have worked in an IT / ITes / BPO / Shared Service / Outsourcing companies in India?	Yes	116	73.9
	No	41	26.1
Gender	Male	117	74.5
	Female	40	25.5
Age Group	25-34	67	42.7
	18-24	47	29.9
	35-44	25	15.9
	45-54	14	8.9
	55	4	2.5
Educational Level	Graduate / Bachelor's Degree	102	65
	Post-Graduate / Master's Degree	52	33.1
	High School	2	1.3
	Other	1	0.6

Source: Author's work

4.2 Objective 1: Role of Foreign Language Skills in Employability and Career Progression in India's IT and BPO Sectors

Descriptive Analysis

Table revealed that Foreign Language Skills, Employability, and Career Progression suggest a strong and positive impact of language proficiency on employment-related factors. For **Foreign Language Skills**, respondents generally report high proficiency and frequent use in their job roles, with a mean score of **4.38** across items. They believe foreign language skills enhance job performance (**mean = 4.39**) and feel confident using these skills at work (**mean = 4.38**), indicating that language proficiency is both valued and actively applied in their professional activities.

Table 4.1: Descriptive Analysis of Foreign Language Skills

Foreign Language Skills						
	Proficiency	Usage in Role	Employment Benefit	Performance Impact	Confidence	Foreign Language Skills
mean	4.44586	4.280255	4.414013	4.394904	4.375796	4.382166
std	0.692403	1.005334	0.961066		0.811883	0.721955
min	2	1	1	1	1	1.2
max	5	5	5	5	5	5

Source: Author's work

Also Table shows that **Employability**, the mean score is **4.24**, reflecting a strong perception that foreign language skills are beneficial for securing employment. Respondents believe that these skills are valued by employers (**mean = 4.35**), improve their employability (**mean = 4.34**), and offer a competitive edge (**mean = 4.26**). Although slightly lower, the item on promotion likelihood scores **3.92**, indicating that while language skills help with employment and marketability, their role in advancement may vary more among respondents.

Table 4.2: Descriptive Analysis of Employability

Employability						
	Employer	Employability	Interview	Competitive	Promotion	
	Value	Boost	Interest	Edge	Chances	Employability
mean	4.350318	4.343949	4.305732	4.261146	3.917197	4.235669
std	0.749925	0.814243	0.781701	0.855948	1.120679	0.737113
min	1	1	1	1	1	1.6
max	5	5	5	5	5	5

Source: Author's work

Also Table demonstrates the **Career Progression** also shows generally positive ratings, with an overall mean of **3.79**. Respondents feel that foreign language skills have positively impacted their career trajectories, opening new career opportunities (**mean = 4.24**) and supporting career progression (**mean = 4.11**). However, the benefit of language skills on promotions and leadership roles appears to be more mixed, with mean scores of **3.36** and **3.46**, suggesting some variability in how foreign language skills influence advancement.

Table 4.3: Descriptive Analysis of Career Progression

Career Progression						
	Career Impact	Promotion Benefit	New Opportunities	Leadership Potential	Progression Without Language	Career Progression
mean	4.11465	3.363057	4.242038	3.458599	3.77707	3.791083
std	0.89849	1.215039	0.857854	1.151868	0.984487	0.821925
min	1	1	1	1	1	1
max	5	5	5	5	5	5

Source: Author's work

Factor and Reliability Analysis

Table 3 Show the **Cronbach's Alpha**, a measure of internal consistency, is notably high for all three constructs, with Foreign Language Skills scoring **0.887**, Employability at **0.898**, and Career Progression at **0.857**. These values exceed the commonly accepted threshold of **0.70**, indicating that the items within each construct reliably measure the same underlying concept. Such high alpha values suggest that the survey questions are consistently capturing the intended dimensions of each construct without significant internal variability. Also table show the **Factor Analysis Loading** further reinforces the validity of these constructs. The loadings are **0.773** for Foreign Language Skills, **0.701** for Employability, and **0.720** for Career Progression. These loadings are well above the minimum acceptable value of **0.70**, demonstrating that the items strongly correlate with their respective factors. This high level of factor loading confirms that each set of survey items effectively represents its intended construct, ensuring that the factors are distinct and accurately measured.

Table 4.4: Factor and Reliability Analysis

Construct	Cronbach's Alpha	Factor Analysis Loading
Foreign Language Skills	0.886643	0.773
Employability	0.898007	0.701
Career Progression	0.856584	0.72

Source: Author's work

Correlation Analysis

The correlation table shows high and significant relationship between the Foreign Language Skills, Employability and the Career Progress. Further, a positive and strong relationship ($r = 0.70$) between Foreign Language Skills and Employability show a strong positive relationship that increased foreign language skills enhances employment opportunity. Employability and Career Progression are more correlated and if more employable one has the capacity to progress his/ her career ($r = 0.73$). Also, there is the correlation between Foreign Language Skills and Career Progression and Career Growth, which is moderate and positive at $r = 0.55$ meaning that career progression also determines language skills. All these correlations are significant at $p < 0.001$ therefore; the results reveal coherent and substantial associations between these factors.

Table 4.5: Correlation Analysis

	Foreign Language Skills	Employability	Career Progression
Foreign Language Skills	1	0.70***	0.55***
Employability	0.70***	1	0.73***
Career Progression	0.55***	0.73***	1

Source: Author's work

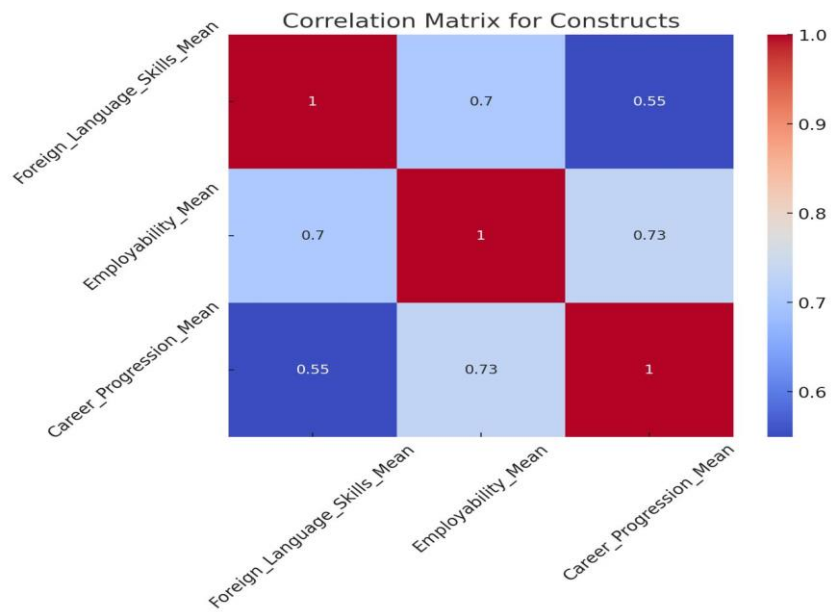


Figure 4.5: Correlation Matrix

Source: Author's work

The correlation matrix reveals a high and positive relationship between Foreign Language Skills, Employability and Career Progression. Monitoring the correlation of skills and employability revealed that Foreign Language skill has a strong and direct correlation with employability skills with a coefficient of determination of **0.7**. Employability and Career Progression mean is highly significant and co-relation at **0.73** which states that employability is very effective tool for career progression. The figure **0.55** reveals that there is moderate positive relationship between the Foreign Language Skills and Career Progression. These values show how language ability is embedded with employment and promotion prospects.

Regression Analysis

The regression analysis shows that both **Employability** and **Career Progression** are significant positive predictors. **Employability** has a coefficient of **0.718** ($p = 0.001$), indicating that each one-unit increase in employability is associated with a 0.718-unit rise in the dependent variable. **Career Progression** has a coefficient of **0.625** ($p = 0.003$), meaning that a one-unit increase in career progression leads to a 0.625-unit increase in the outcome. These findings highlight that improvements in employability and career progression significantly enhance the dependent variable in the model.

Table 4.6: Regression Analysis

Regression Analysis				
Construct	Coef.	Std. Err.	T	P> t
Employability	0.718483	0.058266	12.33106	0.001
Career				
Progression	0.625446	0.076409	8.185522	0.003

Source: Author's work

Regression Lines for Employability and Career Progression vs. Foreign Language Skills

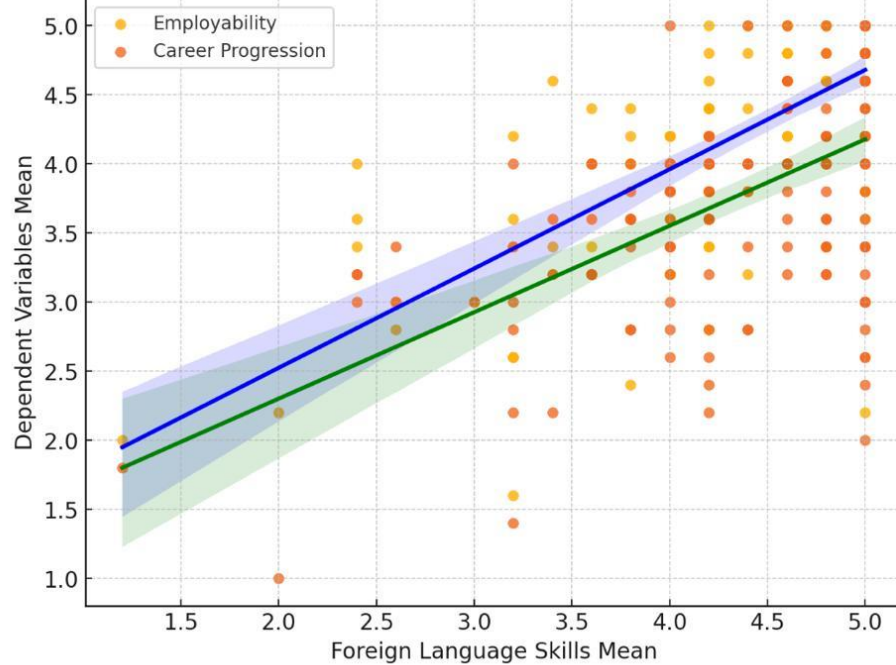


Figure 4.6: Regression lines for Employability and Career Progression vs. Foreign Language Skills

Source: Author's work

The plot shows a positive relationship between Foreign Language Skills and both **Employability** and Career Progression. The **blue line** (employability) has a slightly steeper slope than the **green line** (career progression), indicating that language skills have a stronger impact on employability. The narrow confidence intervals suggest stable relationships, underscoring that higher foreign language proficiency enhances both employability and career progression, with a greater effect on employability.

Qualitative Analysis

As per the below Figure 10 and Table 8, the demographic analysis indicates that the majority of respondents (**93.75%**) is currently working or has worked in IT, ITes, BPO, Shared Service, or Outsourcing sectors in India, highlighting the relevance of the sample to the study's focus on language skills in these industries. Only 1 respondent (6.25%) is a foreign language expert but has not worked or working in IT, ITes or BPO Sector in India.

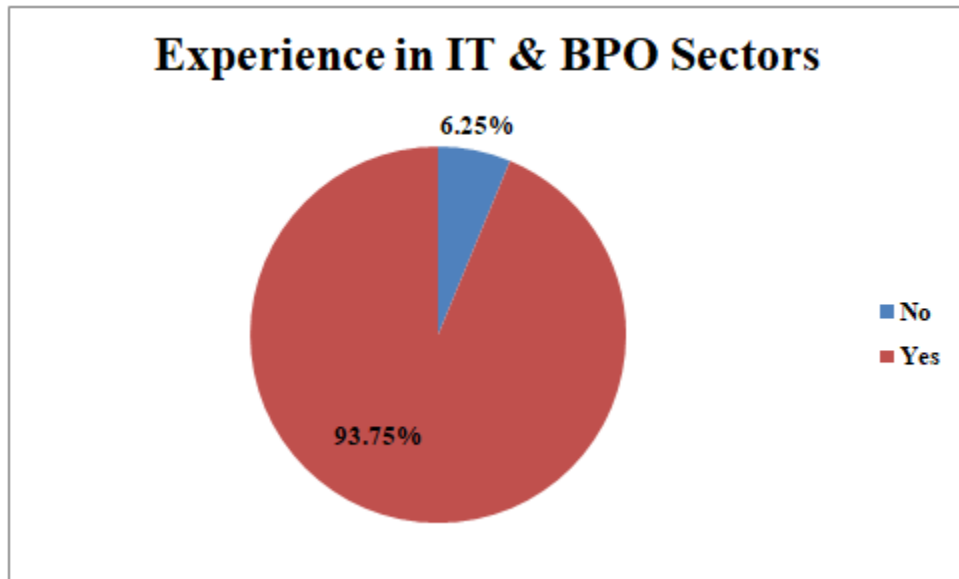


Figure 4.7: Experience Frequency Analysis (Qualitative)

Source: Author's work

The Figure 11 and Table 8 indicates that, in terms of gender, more than two-third of the respondents are male (68.75%), while the remaining third are female (31.25%), reflecting a moderate gender diversity within the sample.

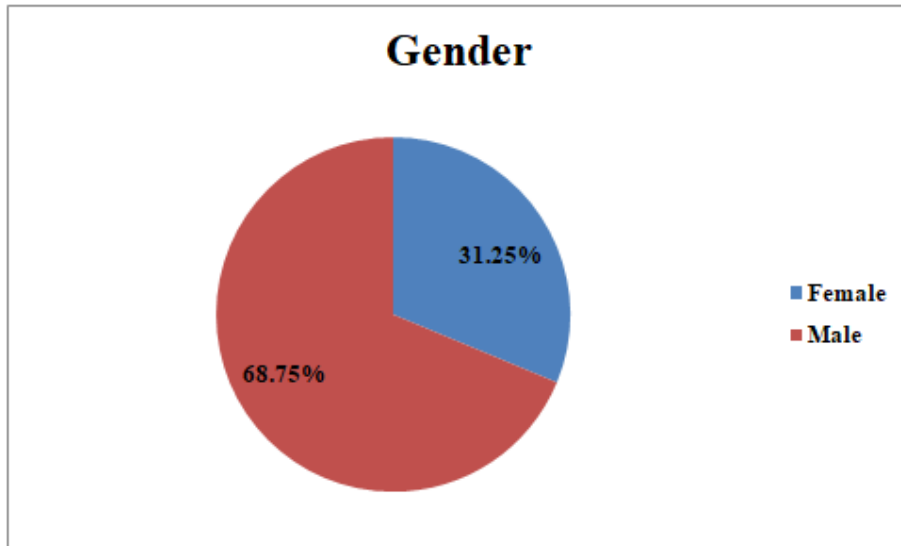


Figure 4.8: Gender Frequency Analysis (Qualitative)

Source: Author's work

The age distribution shown in Figure 12 and Table 8 translates that a substantial portion of participants (**37.50%**) fall within the 25-34 age range, suggesting that younger professionals make up a significant part of the workforce in these sectors. Other age groups are also represented, with **31.25%** in the 45-54 range, **18.75%** in the 35-44 range, and smaller proportions in the 18-24 and 55+ categories, each accounting for **6.25%** of the sample.

As indicated in the Figure 13 & Table 8, regarding educational qualifications, half of the respondents (**50.00%**) hold a Bachelor's degree, while **37.50%** have completed a Master's degree, indicating a highly educated workforce. Also, it emerge that **12.50%** respondents has a Doctorate or PhD degree, which also show that the level of education of the respondents in this study is high. These demographics give a good

characterization of the background of the sample, making them appear as experienced, educated professionals in the relevant sectors.

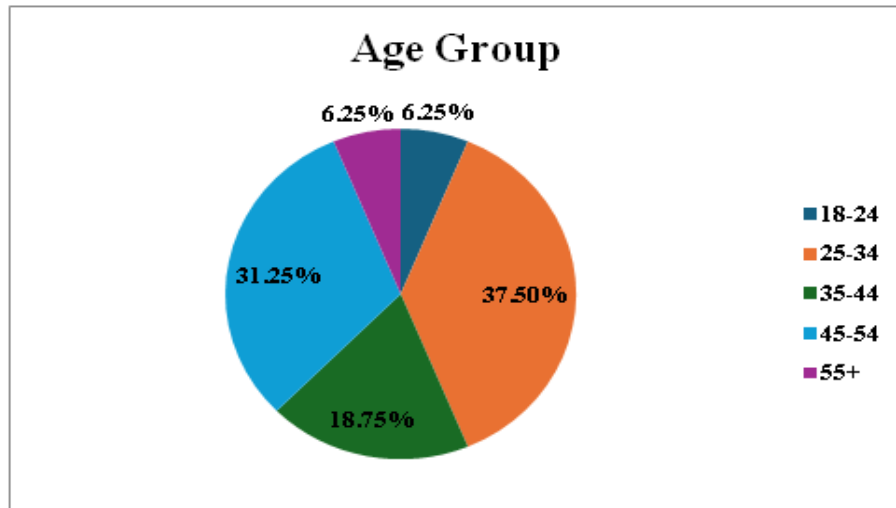


Figure 4.9: Age group Frequency Analysis (Qualitative)

Source: Author's work

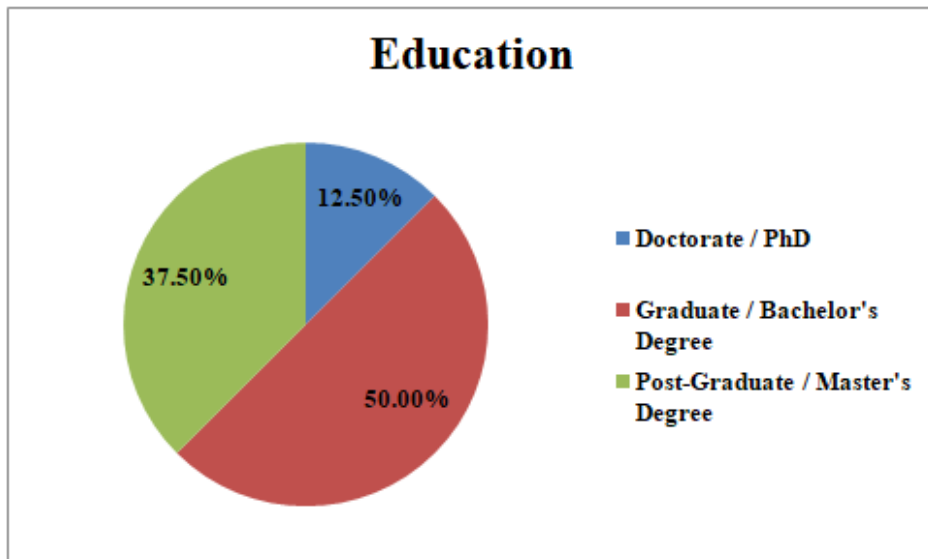


Figure 4.10: Education Frequency Analysis (Qualitative)

Source: Author's work

Table 4.7: Demographic Information of Interviewees

Currently Working at IT / ITes / BPO / Shared Service	Frequency	Percentage
Yes	15	93.75%
No	1	6.25%
Gender		
Male	11	68.75%
Female	5	31.25%
Age Group		
25-34	6	37.50%
35-44	3	18.75%
45-54	5	31.25%
55+	1	6.25%
18-24	1	6.25%
Educational Level		
Graduate / Bachelor's Degree	8	50.00%
Post-Graduate / Master's Degree	6	37.50%
Doctorate / PhD	2	12.50%

Source: Author's work

4.3 Objective 2: Identifying in-demand languages and rationale

The interview analysis is presented to get deeper understanding of the given concepts with respect to the demand of foreign languages in IT and BPO Industry in India and give clear understanding of the overriding requirements that affect the priority of the language to be learned in the industry. When rating languages as highly valuable, respondents cited German, French, Spanish, Japanese and Portuguese most often, with others mentioning Chinese, Korean, Russian, Dutch and Italian as well. These preferences are well founded within the context of the globalized Indian market and capture the business realities of India with particular language corresponding to the countries with which India has vast business and commerce ties.

One major factor for the demand is the presence of multinational corporations from these countries, which often establish operations or outsource services to India and save costs of their operations. According to few respondents:

“Companies from these countries have invested in India and need people skilled in these languages.”

“Companies from these countries have outsourced their back office work to India.”

“Lots of MNCs are working in these particular languages and in India we provide services on much cheaper rates”

The statements also underscore a key trend: the linkup between foreign direct investment (FDI) and language demand. Companies that outsource a lot or invest a lot in India come with language needs that require people who can translate information from English to other languages that Indian clients may not understand or can do business operations in foreign languages hence; business processes that involve non-English speaking clientele. Other participants highlighted the importance of this trend, noting,

“Most multinational companies from non-English speaking countries are from these three countries [Germany, Japan, and France].”

“most of IT companies are German and French based (Non-English)”

“These language have more demand in the Indian BPO and IT industry due the countries these languages are spoken.”

Foreign language skills are also in demand due to customer satisfaction for foreign language speaking clientele. As a major theme, respondents were unanimous in their view that clients are comfortable to transact in their own languages to increase trust in the business. The respondents put their verbatim in this way:

“Language skills are useful in catering for specific countries needs as customers are at ease.”

“Language skills are beneficial in serving the needs of respective countries as customers feel comfortable.”

This accord with the view that the language used in framing client relations is not only utilitarian but also affective in fortifying a company's acceptance of a client-based model. This trend is especially important especially in industries that rely on customer call centers such as Business Process Outsourcing where clients are likely to stay only if they are valued and the company understands their culture and language.

The necessity of foreign languages is additionally provoked by the increase in the number of India's economic and diplomatic ties with countries where English is not spoken. As the world becomes more interconnected the need for people who can communicate with clients from a wide range of backgrounds emerges. When responding to this dynamics, the participants provided the following views:

“The demand has risen because of growth in India economy and interconnectivity to non-English speaking countries”

“As the globalization picked up with Indian growth, demand has certainly increased for foreign language experts.”

This statement points to a larger phenomenon in the Indian economy: the diversification of business relations with more and more types of relationships requiring professionals who can bridge linguistic differences in globalization area such as IT and BPO.

In addition to market expansion, certain languages are valued for the specific advantages they bring to business operations. For example, German and Japanese, which are often associated with technologically advanced economies, are seen as valuable because

“there are huge investment by Japan in India and thus there are lots of Japanese companies are present here and they also need lots of Japanese speakers to serve these companies....”

This highlights the strategic focus of Indian companies to align their language capacities with high-growth industries and markets, enabling them to offer targeted services that meet the technical and cultural expectations of clients from these regions. Similarly, another respondent mentioned,

“The above languages cover a big part of the global landscape both physically and economically”

emphasizing that languages spoken in influential economic regions are prioritized because they open up vast networks of business potential.

Moreover, the ability to speak multiple languages is viewed as a competitive advantage that enhances employability and positions employees for career growth. Respondents noted that companies in the IT and BPO sectors value multilingual employees who can work with clients across various geographies, allowing them to respond to diverse client needs efficiently. The respondents explained:

“Employees with multiple foreign languages can serve clients from multiple countries,”

“...because the single resource can work for requests for multiple countries..”

which aligns with companies' objectives of maintaining flexibility and adaptability in international operations. Another participant echoed this sentiment, stating,

“Yes, because they work globally”

suggesting that multilingual skills are a strategic asset for employees aiming to excel in globalized workplaces.

Interestingly, while the overall demand for language skills is increasing, few respondents pointed out that advances in technology, particularly in automated translation and interpretation, are reducing dependency on language proficiency for routine tasks. However, specialized roles still highly value language skills, especially where cultural nuances and context-specific expertise are vital. Here are respondents noted,

“Only specialized functions will need language skills”

“...in some of the core language fields, the demand has decreased due to the advancements of technologies. Like Translation and Interpretation jobs have reduced”

indicating that while technology may reduce basic language needs, it cannot replace the in-depth understanding and personal touch that skilled language professionals bring to complex or high-stakes interactions.

In summary, the demand for foreign languages in India's IT and BPO industries is driven by a combination of client expectations, economic ties, and India's integration into global

markets. Languages tied to economically powerful regions are particularly in demand, as companies seek to create strong client connections and expand their operational scope. In this analysis, the focus is on the instrumental function of foreign languages in the construction of client relations in line with institutional logics of the IT and BPO industries, and in the management of organizational efficiency and effectiveness with reference to the global business environment.

Table 4.8: Factor Influencing Language Demand

Factor	Description	Languages Impacted
Client Base	Languages prioritized based on client country origins	German, French, Spanish
Market Expansion	Languages aligned with international growth areas	Japanese, Chinese
Economic Investment	Languages tied to countries with high FDI in India	Japanese, German
Skill Scarcity	Demand driven by limited availability of skilled speakers	Portuguese, Dutch

Source: Author's work

The evolution of language demand over time in the IT/BPO sectors reflects broader trends in globalization and technological advancement. As for specific languages, the

demand for such languages like German, Japanese, Spanish and French etc. increased during the same 5-10 years due to the development of business relations and clients' requirements, while the demand on French has somehow declined slightly. Trends emerging from the future suggest that technical advancements such as AI and automation have stake a great deal of drift from human translation in simple routine jobs and the trend towards professional language positions where multicultural competence is a prerequisite in areas of specialization and complex client interactions.

Table 4.9: Evolution of Language Demand over Time

Time Period	Languages with Increased Demand	Languages with Decreased Demand	Emerging Trends
Last 5-10 years	German, Japanese, Spanish	French	Greater use of AI for basic translations
Impact of Globalization	Increased demand for multilingual professionals	-	Specialized language needs for niche roles

Source: Author's work

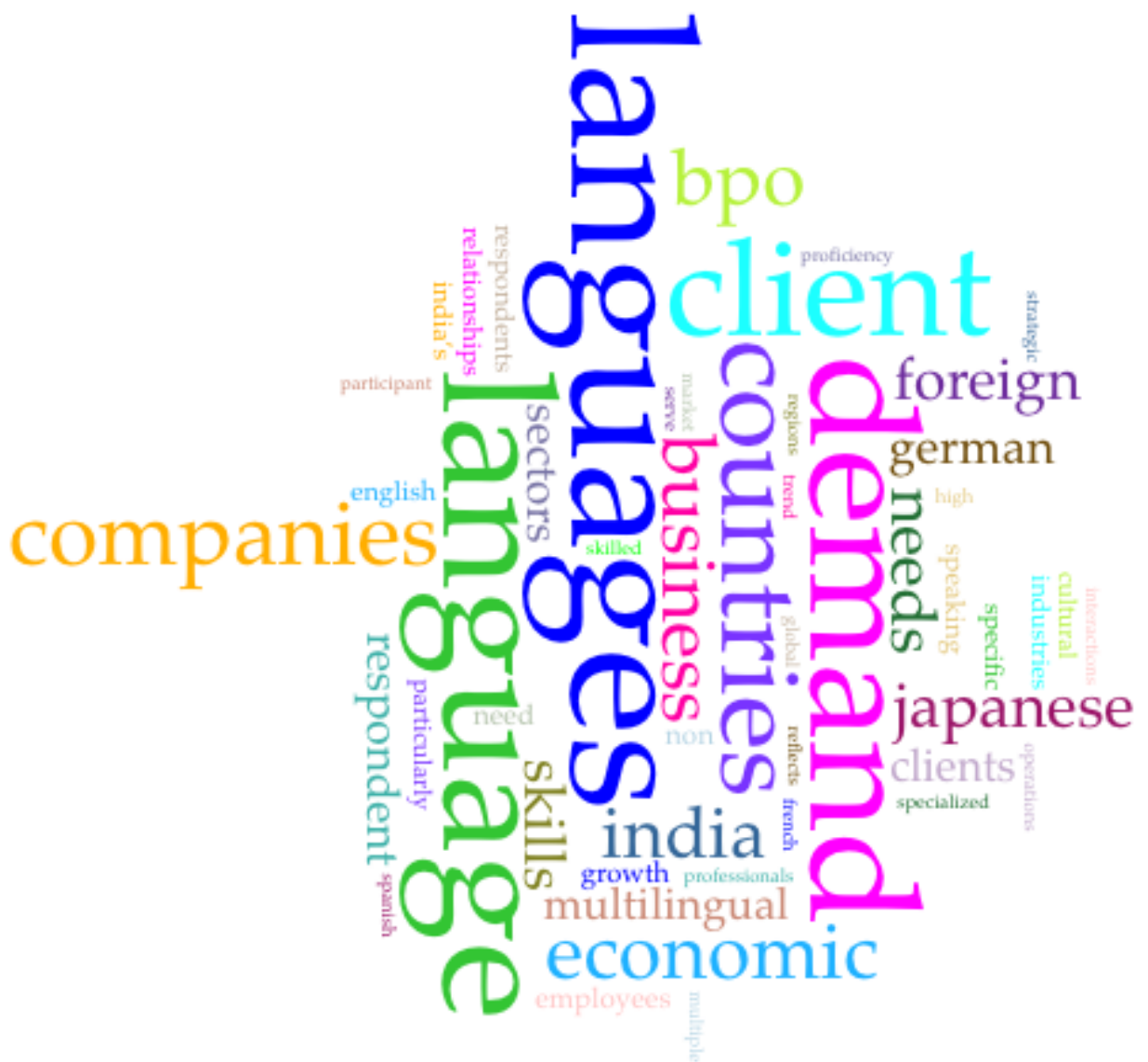


Figure 4.11: Word Map of In-demand Languages (Qualitative)

Source: Author's work

The word cloud visualization for **in-demand languages** provides valuable insights into the languages and their significance within India's IT and BPO sectors. Prominent terms

such as "**languages**", "**demand**", "**countries**", "**companies**" and "**client**" highlight the central role that foreign languages play in driving business outcomes and meeting client needs. This discussion explores the implications of these keywords, emphasizing the economic value of multilingualism and the factors influencing the demand for specific languages.

The emphasis on terms like "**demand**", "**economic**" and "**countries**" underscores the strong correlation between language proficiency and economic activity in India's IT and BPO sectors. Languages such as German, Japanese, French, and Spanish emerge as particularly valuable, reflecting the presence of multinational corporations from these countries within India and their significant contributions to the Indian economy. One respondent noted that "*multinational companies from non-English speaking countries rely heavily on language-proficient employees*", reinforcing the idea that foreign language skills are directly tied to the outsourcing needs of these firms.

Additionally, the term "**economic**" highlights how languages are seen not only as a tool for communication but also as a strategic asset that enhances trade and business collaborations. Germany's strong focus on engineering and Japan's leadership in technology sectors make German and Japanese highly sought after, particularly for client-facing and technical roles. These languages align closely with India's trade priorities, where partnerships with non-English-speaking nations drive significant job creation in the outsourcing industry. This aligns with the observation made by (Kelly & Zetsche, 2012), who describe language as a form of "**linguistic capital**" that plays a pivotal role

in driving economic development and fostering market expansion. The ability to communicate in multiple languages enhances professional opportunities and supports organizations in achieving global competitiveness by bridging cultural and linguistic divides.

The word "**client**" appears prominently, underscoring the centrality of language skills in fostering client relationships and ensuring client satisfaction. In a globalized industry like IT and BPO, clients often prefer to interact with professionals who can communicate in their native languages, as it enhances trust and reduces misunderstandings. For instance, Spanish-speaking professionals are highly valued for handling operations in Latin America, while German speakers are indispensable for dealing with European clients.

Respondents frequently highlighted that *"language proficiency improves client interactions, allowing for smoother communication and stronger business ties"*.

The use of foreign languages also caters to the cultural preferences of international clients, making companies appear more adaptable and client-focused. This aligns with the argument by (Earley & Mosakowski, 2004) that cultural intelligence, encompassing language proficiency, is essential for fostering and maintaining effective cross-border business relationships. They emphasize that the ability to adapt and communicate in diverse cultural contexts significantly contributes to sustainable international business operations. In this context, the demand for specific languages is not merely a functional requirement but a competitive differentiator that enhances a company's ability to meet client expectations.

The word "**companies**" signifies the reliance of multinational firms on language-proficient employees to manage their global operations. Organizations prioritize candidates who can seamlessly interact with their overseas teams or clients, particularly in high-value industries such as technology, automotive, and finance. For instance, professionals fluent in Japanese are frequently hired by companies in India that collaborate with Japanese firms on infrastructure and technological projects. One respondent noted that "*Japanese and German speakers are critical for expanding business opportunities and managing cross-border teams*", a sentiment echoed by previous studies that link language skills to career progression and organizational success.

Additionally, the term "**multilingual**" highlights the growing demand for employees proficient in multiple languages, as it allows companies to deploy them across various markets. This adaptability is particularly valuable in client-facing roles, where language proficiency enhances the company's ability to cater to diverse customer bases.

Multilingualism also positions employees as versatile assets, enabling them to contribute to different projects and markets, which further amplify their career potential.

The term "**countries**" reflects the influence of global economic partnerships and market expansion on the demand for specific languages. For example, German is highly valued due to Germany's strong industrial base and its economic relationship with India, while Japanese is sought after because of Japan's substantial investments in infrastructure and technology. Additionally, languages like Spanish and French are linked to their

widespread use across multiple continents, making them essential for professionals working in global markets. These patterns align with Tinsley and Board's (2014) findings, which identify French and Spanish as globally influential languages due to their economic and geographic reach.

The word "**specialized**" further indicates that certain languages are in demand for niche roles requiring technical or industry-specific expertise. For instance, German and Japanese are frequently associated with roles in manufacturing and technology, while Spanish and French are more prevalent in service-oriented roles. This reflects the broader trend of aligning language skills with specific industry needs, ensuring that professionals can effectively communicate within the technical and cultural contexts of their work.

The word cloud for in-demand languages highlights the strategic importance of multilingualism in India's IT and BPO sectors, particularly in enhancing client relationships, driving economic growth, and meeting the needs of multinational companies. The prominence of languages such as German, Japanese, French, and Spanish reflects their alignment with India's trade partnerships and the operational demands of global markets. By catering to client preferences and addressing the linguistic needs of specialized industries, professionals with foreign language skills position themselves as indispensable assets in an increasingly competitive job market. This underscores the value of integrating language training into corporate and educational initiatives, ensuring that the workforce remains equipped to meet the evolving demands of a globalized economy.

4.4 Objective 3: To explore the challenges and motivations associated with learning foreign languages among IT and BPO professionals.

The analysis of interview responses reveals that learning foreign languages among IT and BPO professionals is driven by a blend of career-related motivations, personal interests, and the practical requirements of their roles. Career advancement appears to be a dominant motivation. Respondents frequently cited language skills to secure jobs, achieve promotions, and gain higher salaries, with one noting, one respondent said,

“Foreign language abilities were beneficial in getting the first employment and then climbing up the career ladder much faster than the resources in English.”

It is appreciated within the industry, and language skills, especially in the hot trends language such as German, French and Japanese represent added value and make the holder a sought-after asset in the labour market.

In addition to career progression, the desire to understand other cultures and connect on a deeper level with clients serves as another powerful motivator. As well as the career advancement needs the quest to know and embrace cultures of the clients also plays a key motivating factor. Several of the participants reported that their motivation for engagement was more than the need to get a job to pay their bills. For instance, one of the respondents said, motivation

“I love for languages”

study of multiple languages. This desire to embrace cultures also goes a long way towards enhancing personal development in addition learning helps in enhancing a professional conduct that in turns way better relation with clients given the reality that professionals with understanding of cultural difference equal better position to understand patterns and ideals held by the clients.

However, the professionals face many difficulties – for instance, the possibility of organizing language learning in combination with other important tasks. Most mentioned undue time management, the responsibilities in rotational shifts and irregular hours as factors that makes it almost impossible to have a proper study timetable. This was corroborated by a participant who said:

“That due to workload and various shifts, time and time table becomes hard to manage.”

This challenge confirms the fact that professional growth of employees in IT/BPO organizations and their personal growth processes cannot but be very intensive and, therefore, they should require serious effort. For some respondents, it is a problem is exacerbated by the fact that their occupations involve use of specific terminology and jargon that cannot be grasped simply by mastering the language. One of the interviewees stressed that *“technical vocabulary”* can be an issue and pointed out that regulation of this or that industry presupposes the ability to understand the clients’ remarks when working on large-scale projects.

To overcome these challenges, the professionals use some of the following resources, and techniques. Most people grab anything on the internet including YouTube, language learning applications, and online classes to improve it on their convenience. Indeed one respondent said that,

“They found language learning apps, online courses, and corporate training programs”

useful as they allowed them to learn outside a classroom setting. Communications with native speakers by means of interpersonal communication platforms or other work placements further assist the learner in getting real life, informal practical experience. One participant said the following practical activities can be seen as applying and hence reinforcing the knowledge:

“talking with natives”

and participation in the forums dedicated to certain languages. Such initiatives and experiences enable the participants to continually learn since their working context continues to change.

Notably, even the results of the importance of language skills for a career sustain motivation on its own. Career realism further meaning for some of the respondents reflects a feedback mechanism for language learning that gives them tangible incentives to achieve mastery. Participant said it like this:

“Language skills positively impacted my job... it also helped put me in a position to market myself as that important asset my organization needs.”

This cycle of investing more energy to language skills, thus attaining career advancement and reinvesting back to language learning shows that language learning is much more than a career achievement project but a lifelong prospect resonating with long-term career development strategies.

Overall, the responses underscore a complex but highly motivating interplay between career growth, personal interest, and practical utility in learning foreign languages. Despite some barriers relating to time, workload, and use of technical terms, the professionals are now looking for ways to learn languages at the workplace because the skills can be of immense importance especially in the IT/BPO industry.

Table 4.10: Motivation with Challenges, Resource/ Strategies and Career Impact

Motivation	Challenge	Resource/Strategy	Career Impact
Career Advancement	Time management due to workload and irregular shifts	Weekend classes, flexible scheduling	"Foreign language skills helped in getting the first job and then growing faster in comparison to English resources."

	Limited time for consistent practice	Setting goals, creating a structured schedule	Enhanced job prospects, promotions, and faster career growth
Cultural Curiosity and Personal Interest	Limited access to native speakers for conversational practice	Online communities, language learning apps	Broadened understanding of different cultures, creating better client connections
	Difficulty with technical vocabulary specific to IT/BPO sector	Specialized language apps, business vocabulary resources	Better client relations, allowing professionals to cater to client needs in culturally appropriate ways
Client Relations and Satisfaction	Balancing job responsibilities with language practice	YouTube, language-specific media (movies, news channels)	Established trust with clients by communicating in their language, enhancing client satisfaction
	Access to language-specific learning centers	Corporate training programs, online courses	Greater value within the organization due to ability to directly serve

			clients
Competitive Edge in Job Market	Time constraints, managing rotational shifts	Online learning platforms, interaction with fellow learners	Higher earning potential and increased employability in the globalized job market
	Requirement for industry-specific terminology and fluency	Industry-specific language training, interaction with native speakers	More opportunities for promotions, as language skills make them valuable resources in specialized roles
Travel and Cultural Immersion	Inconsistent practice due to workload	Setting a routine, using travel experiences for immersion	Opportunity to work in international roles, enhancing career development
	Unavailability of language-specific resources locally	Online dictionaries, digital translators (e.g., Interglot)	Greater ease in switching roles or expanding into new positions requiring foreign language skills

Source: Author's work

The table above highlight relationships between motivation, barriers, resources and career consequences of language learning among the IT and BPO personnel. Career enhancement remains as one of the reasons whereby respondents have perceived language skills as a way of getting jobs, promotions and better remunerations. However, it is timely management they face when conducting their duties especially when most of them work under rotational shifts. In order to overcome this, links rely on weekend classes or online courses and fixed schedule so they can become indispensable in organizations.

Cultural curiosity and client relations also drive language learning, as professionals seek to deepen their understanding of other cultures and improve client satisfaction. This motivation is often hampered by restriction in access to native speakers and development of terminologies specific to a certain industry. In order to overcome these challenges, respondents utilize language applications, business related vocabulary resources, media in targeted languages. All these efforts contribute to improving the client relationships since people working in professional occupations get to be in a position to relate with the client with so much understanding.

Additionally, competitive advantage inherent in language skills encourages the professionals to continue working under challenges. Lack of language preference Respondents argued that being multilingual provides more job prospects earning capacity, and increases asset value in niches. They compensate for challenges by

The word cloud visualization highlights the recurring themes and keywords associated with the challenges and motivations of learning foreign languages among IT and BPO professionals. Prominent terms such as **"language"**, **"business"**, **"job"**, **"opportunity"** and **"conversation"** reflect the significant role of foreign language skills in shaping professional and interpersonal dynamics in these industries. The themes explored in this visualization can be grouped into motivational drivers, challenges, and the resources leveraged by professionals to address these challenges.

The most striking aspect of the visualization is the emphasis on words like **"opportunity"**, **"job"**, **"business"** and **"advantage"** pointing to career advancement as a primary motivator for learning foreign languages. In India's IT and BPO sectors, multilingualism is increasingly seen as a gateway to lucrative job opportunities, promotions, and competitive salary packages. As these industries are deeply embedded in global markets, language proficiency allows professionals to connect with international clients and cater to region-specific needs. For example, professionals fluent in German or Japanese often find themselves in niche, high-paying roles due to the scarcity of such skills in the workforce.

Beyond career-related benefits, the word **"cultural"** suggests an intrinsic motivation among some professionals to immerse themselves in the cultures of the languages they learn. Understanding cultural nuances can enhance client relationships, as highlighted by respondents who noted that speaking a client's native language builds trust and reduces communication barriers. Terms like **"interaction"** and **"conversation"** further

underscore the significance of language in fostering cross-cultural dialogue and enabling smoother collaboration in multinational environments.

While the motivations are compelling, the challenges are equally pronounced, as evident from the word cloud. The word "**time**" emerges as a key concern, reflecting the difficulty professionals face in balancing language learning with demanding work schedules. Rotational shifts and high workloads in IT and BPO roles often leave little room for consistent practice, making it challenging to achieve fluency. Additionally, the prominence of "**practice**" and "**translation**" indicates a gap between theoretical learning and practical application. Many professionals struggle to bridge this gap, particularly when learning industry-specific terminology essential for client-facing or technical roles.

Another challenge highlighted is the availability and accessibility of quality resources. While terms like "**online**", "**programs**" and "**channels**" suggest that professionals are increasingly relying on digital tools, the effectiveness of these resources can vary. For instance, while online language learning platforms provide flexibility, they may lack the tailored focus required for business-specific communication. Words such as "**interaction**" and "**learners**" also indicate a desire for peer-to-peer or native speaker interactions, which are often limited in virtual environments.

Despite these challenges, the visualization points to several strategies that professionals employ to overcome obstacles in language learning. The prominence of "**online**" suggests the increasing reliance on digital platforms such as language learning apps,

YouTube channels, and virtual courses. These resources allow professionals to learn at their own pace and fit their studies around their work schedules. The term "**programs**" highlights the importance of structured corporate training initiatives, which some organizations are adopting to upskill their employees in high-demand languages.

Moreover, terms like "**conversation**" and "**interaction**" suggest that many professionals seek out real-world opportunities to practice their skills, such as engaging with native speakers or participating in exchange programs. This aligns with studies emphasizing the value of immersive learning experiences in achieving fluency and building confidence. The word "travel" further suggests that some professionals view international exposure as an avenue to enhance their language skills while gaining cultural insights.

The interplay between language learning and professional growth is evident from terms like "**business**", "**market**" and "**client**". These words highlight the strategic importance of language skills in driving business outcomes, such as expanding into new markets or improving client satisfaction. In the highly competitive IT and BPO sectors, professionals fluent in multiple languages are often seen as indispensable assets who can bridge cultural divides and deliver personalized services. This is particularly relevant in client-facing roles, where effective communication in a client's native language can significantly enhance trust and collaboration.

Furthermore, the emphasis on "**salary**" and "**potential**" underscores the tangible economic benefits of language learning. Multilingual professionals not only secure

higher-paying roles but also enjoy greater career flexibility, allowing them to transition between different industries or geographical markets.

The word cloud serves as a powerful representation of the dual forces shaping foreign language learning in India's IT and BPO sectors: the strong motivations driving professionals to upskill and the persistent challenges they face along the way. Career advancement, cultural curiosity, and business expansion are key motivators, while time constraints, resource limitations, and the difficulty of practical application remain significant barriers. However, with the increasing availability of digital tools, corporate training programs, and immersive learning opportunities, professionals are finding innovative ways to navigate these challenges and leverage their language skills for personal and professional growth. As global outsourcing demands continue to evolve, the integration of foreign language training into professional and organizational strategies will remain a critical factor in sustaining India's competitive edge in the global economy.

CHAPTER V: DISCUSSION

In an increasingly globalized world, the significance of foreign language skills extends beyond personal enrichment, serving as a powerful asset within professional sectors, particularly in dynamic fields like India's IT and BPO industries. As these sectors progress the need for global clients as well as global operations has increased the requirement for multilingual staff. This chapter reviews the contributions and relevance of Foreign Language Proficiency in the employment contexts of IT and BPO sectors in India; the nature of influence of language skills on career prospects in IT and BPO sectors in India, the specific benefits of possessing certain languages, and the reasons that compel professionals to learn these languages and the challenges that they may experience in the process. Through these dimensions, this chapter shows how language, skill does not only open up employment opportunities, but also gives one an advantage in securing a job in a very competitive field of the Indian economy and influencing the career paths of professionals from one of India's booming industries.

5.1 The Influence of learning foreign languages on job opportunities in India's IT and BPO industries

Learning foreign languages has emerged as a critical skill in India's IT and BPO sectors, significantly impacting employment opportunities. As India continues to be a global outsourcing hub, proficiency in non-English languages provides a competitive edge in a job market saturated with skilled professionals. Foreign language skills can

serve as a differentiator that opens doors to diverse roles, higher salary brackets, and enhanced career progression. This section discusses the employment impact of foreign language learning within the context of the Indian IT and BPO industries, drawing on interview data and comparing findings with previous studies.

Speaking more than one language becomes a usable talent in the business world that requires interaction with the international clientele. Another participant in this study went on to say that getting ‘the first job was easier with foreign language skills followed by faster progression than English tools.’ This is in concordance with (Bücker & Poutsma, 2010) holding that linguistic skills facilitate cross cultural communication, despite the reality that they are a determinant of intercultural corporate communication in globalized areas. When the professionals of India are able to speak for their clients, then not only the trust of clients is earned but communication gap is also minimized which thereby improves overall quality of service and customer satisfaction. In the IT and BPO industry, which are considered high-risk business environments, this becomes a key plus since a breakdown of communication sharply translates into operational disruptions and customer complaints.

In addition, specific language, for example German, French and Japanese are associated with higher demand jobs in these areas. Many business organizations located in non-English speaking nations look for Indian talent who understand their local language because they can then share a culture apart from outsourcing their tasks. This is amplified by the concept of ‘**linguistic economics**’ as postulated by (Kelly & Zetsche, 2012)

indicating that in the global eight, language turns into economic capital over which organizations bargain. The need for such specialists also proves the high economic significance of the turnover in relation to Indian partners and other countries like Germany or Japan. Writing for The Jagran Post, (Kelkar & Kalirajan, 2021) stated that the Japanese and German companies are investing in India and their business has been expanding year after year; especially in automotive and electronics sectors; this has led to human resource demands for efficiency in language particularly in these sectors.

Another essential aspect of language skills' impacts on employment is language skills as a career mobility instrument. Some of the responses to the interviews indicated that fluency in a foreign language improved the likelihood of a promotion and salary grade level. As one of the participants said *“Fluency in languages enabled the employer to offer the higher salary because employed a better resource.”* This is consistent with the results who established that workers in global corporation who are multilingual tends to earn higher and tends to be promoted within a shorter time (Dhir & Gòkè-Paríolá, 2002). Speaking other languages becomes a status of good employee, usually identified as a good team player, flexible and ready for an international assignment, especially when organizations look for multicultural executives to fit their geography, customers, or superregional business.

However, it is worth noting that some research contrasts the direct career benefits of foreign language skills. (Tinsley & Board, 2014), stress on the fact that returns to the skill of foreign language can vary according to the industry and it may be highly valued in the

sectors such as tourism and trade but not hold true for technical vocations. Where ever there is stiff competition for employment in organizations, multilingualism may not necessarily offer a competitive edge for the next higher job and career mobility but ensures the availability of wider range of employment opportunities in organizations for the candidate. This more complex view indicates that whilst language skills are perceived as valuable, they are of added value where aligned with technical competencies, particularly in the modern conditions of digitization of the business world and related to information technologies job positions.

Further, the recent developments in the technology domain for example, translation tools have raised questions on the viability of relying on language skills in employees. While the machine translation makes existence of simple conversation between two people speaking different languages possible, it is still not enough considering the full comprehension of culture-specific situations. In the same manner, respondent observed that, ***“Only specialized functions will require language skills”*** meaning to say that other positions than may not require language skills as much in the future. According to (Kelly & Zetzsche, 2012) while MT is capable of dealing with low-risk general translations, no matter how sophisticated the translation tool might become, it will never be able to substitute human language skills as exemplified in the client-facing role with cultural sensitivity.

In contrast to the view that technological advancements may reduce the need for foreign language proficiency, emerging studies highlight the growing importance of soft skills,

including multilingualism, in enhancing workplace adaptability and cultural intelligence. (Earley & Mosakowski, 2004) talk about cultural intelligence as another important competency for employees working globally which has to be a good match to the situation in Indian IT and BPO industries. These industries today require people who are able to manage cross-cultural situations, making language skills an advantage to cultural sensitivity.

In summary, the impact of foreign language learning on employment opportunities in India's IT and BPO industries is multifaceted. While, the fluency in language is a key factor, especially while dealing with clients, promotion policies and when working on project in a particular language. There are some domains that may observe a reduction in emphasis of foreign language that results from the relevant technological developments, but analyzing certain human activities, it can be seen that there continues the need for the human language skills in definite positions. It will be expected that as the Indian economy continues to liberalize and integrate its markets global language proficiency will continue to be a plus factor that has the potential of improving job prospects and opportunities that are in consonance with the globalization of the Indian economy to suit the increasingly culturally diverse clientele across the world.

5.2 Identification of languages having more significant employment advantages

The analysis of language-specific advantages within India's IT and BPO sectors highlights how proficiency in certain foreign languages provides distinct employment

benefits. Such languages as German, French, Japanese and Spanish are in particular demanded owing mainly to their correspondence to the principal partners in the sphere of foreign trade activity as well as existence of numerous multinational enterprises originating from these countries in India. Based on questionnaire responses, this section discusses the impact of those specific languages in the employment chances and career mobility with reference to the prior literature.

The demand for certain language is mainly due to economic and trade tie up between India and other countries. Three out of the five languages mentioned by respondents as being useful for career advancement are German, French, and Japanese. This is what one of the participant said: *“Within most of the groups of multinational companies, those originating from countries that do not speak English are primarily from these three countries, which are Germany Japan and France”*. This aligns with findings from (Kelkar & Kalirajan, 2021), who observed that trade relations between India and countries like Japan and Germany have intensified over recent years, with these nations investing significantly in India’s infrastructure, automotive, and technology sectors. Consequently, Indian employees proficient in these languages are more attractive to multinational companies seeking to bridge cultural and linguistic gaps with their home offices or clients abroad.

German, in particular, is highly valued within sectors where German-speaking clients and parent companies dominate. As one respondent mentioned, *“More German companies are expanding in India, and proficiency in German provides a competitive edge”*. This

reflects the idea of linguistic capital posited by (Kelly & Zetzsche, 2012), where language skills become a form of professional capital that grants individuals access to niche job markets. German language skills are particularly advantageous in technical roles, given Germany's strength in engineering and manufacturing, and Indian employees fluent in German are often able to access specialized roles and projects that would otherwise be limited to local hires.

Similarly, Japanese language skills have significant value in the Indian job market, given Japan's longstanding investment in India. According to (Tung, 2016), Japan has strategically invested in India's infrastructure and automotive sectors, creating a sustained demand for Japanese-speaking professionals in these industries. One participant observed that *“huge investments by Japan in India...need lots of Japanese speakers to serve these companies”*, highlighting how language skills align with economic opportunities. This demand is not limited to front-end client interaction; it also extends to backend support roles, where Japanese-speaking employees provide linguistic and cultural insight, ensuring seamless communication and fostering strong business relationships.

French and Spanish are also prominent in the IT and BPO sectors, driven largely by the presence of French and Spanish-speaking clients, particularly from regions like Canada, Africa, and Latin America. One respondent noted that *“Spanish covers a large portion of the global landscape both physically and economically”*, highlighting the widespread relevance of Spanish. As documented by (Tinsley & Board, 2014), Spanish is

increasingly essential for companies with global ambitions, given the language's prevalence in multiple continents. Spanish proficiency enables professionals to handle operations in Latin American markets; a growing area of focus for India's outsourcing industry.

Furthermore, proficiency in these languages provides employees with the advantage of occupying higher-value roles, particularly in client-facing and managerial positions. According to (Dhir & Gòkè-Paríolá, 2002) multilingual employees in global companies are often funneled into leadership tracks, as their language skills signify cultural adaptability and readiness for international assignments. One participant echoed this sentiment, stating, *“Language skills are beneficial in serving the needs of respective countries as customers feel comfortable”*. This aligns with the expectations of multinational clients who prefer seamless communication in their native language, perceiving it as a sign of respect and dedication to customer satisfaction.

However, the language-specific advantages are not universally recognized across all roles. In technical fields, language proficiency may be less relevant, as these roles often prioritize technical skill over linguistic ability. This observation aligns with findings by (Tinsley & Board, 2014), who argue that while languages like German and Japanese provide an edge in client-facing roles, their impact is diminished in purely technical or internal support positions. This distinction is significant in understanding the scope of language advantages in India's IT and BPO sectors. While multilingualism provides

notable advantages, its relevance varies according to the functional demands of specific roles.

However, with advance in technology, especially in the AI in the transnational industry, language-specific advantages have begun to attract criticism as to their sustainability. Several of the respondents were worried that the development of the tools of machine translation, which would instantly translate texts from one language into another, threatened to degrade the value of language skills. Thus, some respondents worried that *“language skills become less valued as e-mail messages, short notes, bulletins, etc., can be translated by a machine”*. But as has been pointed out by this author (Kelly & Zetzsche, 2012) automated translation lacks the cultural understanding and interpersonal skills that is needed when engaging with clients. This goes to show that although simple language tasks can be automatable, human language abilities are still imperative in more relational apprentices, tasks.

In summary, language-specific advantages in India are IT and BPO sectors are highly dependent on the economic linkages and industry demands associated with particular languages. German, Japanese, French, and Spanish offer notable benefits due to their alignment with India’s major trade partners and the needs of multinational corporations operating in India. Communication skills help professionals to assume positions that require an understanding of culture thus improving employment chances and creating irreplaceable values particularly in organizations that offer services, products or consultancy to their clients or managers. The relative effects of the AI technologies may

vary on specific positions and the value of ‘human language’ cannot be replicated to the degree that matters for India’s globalized economy.

5.3 Difficulties and driving factors behind learning foreign languages for IT and BPO professionals

The exploration of challenges and motivations behind foreign language learning among IT and BPO professionals in India reveals the complex interplay between personal ambition, career advancement, and structural constraints within these sectors. In Indian context as the economy globalized more and more, the fluency to speak a foreign language has turned into a power tool especially in sales field. Nonetheless, the way of obtaining these skills has its peculiarities, and one of the toughest ones is that many people who want to develop themselves in this field have no constant opportunities and a flexible schedule. The last part of this Article deals with motivational factors that trigger second-language acquisition and the challenges faced by educationists, with reference to the research literature.

According to this study, one of the main reasons for the language learning in this context is career advancement. There is also a certain frequency with which respondents mentioned that foreign language skills are essential and help to increase employment opportunities and wages. According to one of the participants, *“Foreign language skills were useful at the junior level and then in getting promotions relative to resources that are available in English”*. This is in line with (Dhir & Gòkè-Paríolá, 2002) who conclude that those employees who speak more than one language are drilled then deployed on fast

track careers since language is a cultural compass for globalization and cross cultural training. The economic incentive of foreign language acquisition in the Indian IT and particularly BPO industries is a sign of a certain competition inherent in those fields; increased subject specialization can bring concrete financial gains.

Beyond financial rewards, cultural interest and social interest fall within the same caliber motivations. Some of the respondents' comments which were even more revealing included genuine interest in languages and the need to learn more about other cultures. This was expressed by one respondent as: *"It was more like a love for the languages where despite the job requirements; I had to go for more languages"*. It also rallies with (Gardner & Lambert, 1972) integrative motivation, whereby learners are motivated by an aspiration to be identified with the culture linked to the language not for necessity. These might improve job satisfaction and self-Completion of migration drove by integrative motivation: In a country like India, where people are more multicultural awareness, such integrative motivation might develop job satisfaction, and personal growth of the professionals.

However, it is important to identify the fact that the learning of a foreign language alongside working to meet demanding positions has some significant difficulties/additional complications. The problem that respondents highlighted most often was also the problem of time and rhythm regulation since rotations and fluctuations in the amount of work do not allow for constant studying. As one respondent said, *"Since the work pile up and the working shifts vary, time management and a schedule become*

a challenge". This challenge is in support of what (Mensah, 2020) whereby they noted that a number of working professionals find it very hard to achieve their individual growth aspirations given the type of jobs they are doing. As far as Indian IT and BPO professionals are concerned, because of shift working and hepatic schedules also amplify this problem, language learning becomes a major investment which cannot be done without planning.

Among the issues mentioned by the respondents the lack of readily available high quality language resources that can be used by IT and BPO professionals is also evident. Despite using online platforms and language learning applications, some participants expressed their opinions stating that, these applications do not include the industry related terms needed for client facing roles. This was supported by one participant when noting, *"Language is problematic, because many texts do not address the technical business terminology that is useful in the workplace"*.(Andrade, 2015)who postulated that while generic language resources might be helpful, they might not be adequate for learners in specialized industries because they do not factor in the technical language requirements of those specific fields. The lack of targeted funds introduces an extra level of challenge the workers, to whom it is not enough to simply know the language that is used in the specific field for business and technology related disciplines.

In response to these challenges, the IT and BPO workers have employ different methods which can enable you to learn languages in a short time and era. YouTube channels, language learning applications, and on line courses are amongst the sources most often

mentioned. A particular contributor cross-linked, *“Language learning apps, online classes, and business training platforms”* as the best sources that diet flexibility in the learning process. Also, speaking with the native users in the context of online language practice change or in work environment is the utilization of the experience, which is used by the professionals. This means that (Rafiee & Abbasian-Naghneh, 2021) assertion is correct that only communicative practice can give the users a means to develop skills in real-life communication so that they gain the fluency and confidence of actual native interlocutors.

Notably, the motivational value of the career incentives provides a circle that makes the professionals to work harder despite the hurdles. One participant then said, *“I have realized language skills enhanced my career”* which strengthened their bandwidth for learning more languages. This cycle of motivation is not different from the expectancy-value theory as advanced by, people will work hard at doing challenging tasks if they feel the outcomes are valuable (Eccles & Wigfield, 2002). For IT and BPO professionals the link between language and career progression is well defined and becomes a strong driver that helps them to remain committed to learning a new language in spite of challenges they experience.

In contrast, some research points to potential limitations in viewing language learning as a purely career-driven pursuit. According to (Tinsley & Board, 2014) language skills might not be given as much value when one is hired to deal with highly technical positions for which language competence is not a primary requirement. This point of

view implies that general cognitive benefits are seemingly given in workplace, and that language skills are presumably more prominent in clients oriented jobs rather than in specialist ones. In India's IT and BPO sectors, it points out a functional specificity of the value of language learning with concern to the functional requirements of the job that may potentially influence motivation levels of employees in the given organization.

Overall, the motivations and challenges associated with foreign language learning among IT and BPO professionals in India reflect a combination of career-driven incentives, cultural interests, and practical limitations. Certainly time becomes an issue and resources required to learning become scarce but the chances of getting better jobs and the importance of being cultural intelligent are great incentives for learning. Whereas the contemporary demands of global outsourcing pose specific challenges to most of the business organizations as identified above, the capability to manage these challenges using resource management and learning mechanisms is likely to remain valuable in nurturing professional development as well as cultural capital within India's growing workforce.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

This study delved into the role of foreign language proficiency in enhancing employment opportunities in India's IT and BPO sectors, with a focus on the specific advantages offered by languages such as German, French, Japanese, and Spanish. Such languages are highly useful because of the business relations between India and the mentioned countries, as well as increasing numbers of companies with subsidiaries in India from these countries. The study reveals that in organizations operating in the international environment, advanced foreign language skills become an imperious necessity in such positions as in direct contact with the clients or managers as to build up a trustful relationship with the clients or sharpen the efficiency in service delivery and keeping their satisfaction levels high. They stated that language skills not only placed them in a job but also provided better opportunities to progress in their career and draw higher remunerations that made the multilingual talented professionals handy for their organizations.

In addition to career-related advantages, personal motivations such as cultural curiosity and a desire to connect with diverse communities also emerged as key drivers for language learning among professionals. However, these motivations are faced with the following challenges; the first one being that the overwhelming work schedules makes it very hard to allocate time for learning as many of the targets are achieved outside the

classrooms or other learning institutions. In order to avoid such problems, numerous specialists use technologies such as language applications, YouTube, online classes, as well as using the possibilities of communication with native speakers either through the internet or in the workplace. From this perspective, the study provides a message that while fluency in a foreign language needs a lot of time and energy investments, it can bring a lot of utility in today's competitive job market, especially if one has to deal with culturally diverse workplace and clients.

6.2 Implications

The implications of this research underscore the strategic importance of foreign language skills within India's IT and BPO sectors, not only for individual career growth but also as a competitive advantage for organizations. Companies in these sectors, particularly those with international clients, stand to benefit from fostering language training programs tailored to high-demand languages like German, French, and Japanese. Such programs could improve client satisfaction, reduce communication barriers, and enhance the cultural sensitivity of their workforce. For educational institutions, there is a strong case for integrating foreign language education into technical training programs to better prepare graduates for the globalized market. By embedding language skills into curricula, institutions can equip students with a more holistic skill set that includes both technical expertise and cultural adaptability, meeting the needs of employers seeking well-rounded candidates.

From the industry point of view, FL provides employability security and cross-cultural mediation skills for the employees hence more valued in contacts and managerial positions. The same should also be beneficial to policymakers to argue on the benefits of language learning need to be incorporated into workforce development agenda as well as branding India as ideal outsourcing hub. The conclusion from this study is that encouragement of the course can help students to better their language skills while at the same time open doors to improved economic standing for India when it comes to the internationalization of various industries.

6.3 Recommendations for Future Research

In the future, it is recommended that long term investigations be conducted to determine the full career consequences of foreign language competence in different positions within both the IT and BPO industries. Such studies could look at the abovementioned questions regarding whether language skills afford employment premium at different employment levels or to what extent. Moreover, the investigation of more efficient learning techniques such as educational process, online courses, language immersion could shed the light on which methods contribute to language retention and fluency in professionals.

Comparing the multilingualism patterns of individuals in functions requiring interaction with clients and supplying staff with language services might help determine the value of these and related skills in each functional area. Companies that would benefit from this distinction are those which are interested in relevant language specialization to conquest

certain jobs. Moreover, since advances in technology such as AI-driven translation apps are anticipated, subsequent work may explore the extent to which demand for human language skills in daily/low-risk interactions is affected. This way it will be easier to understand how technology and language skills of the workers relate and how IT and BPO sectors may change with the help of automation and shifting of markets.

6.4 Conclusion

This study demonstrates that foreign language skills play a crucial role in shaping employment prospects and career trajectories in India's IT and BPO sectors. Working in high-demand languages – English with addition of German, French, Japanese, and Spanish – is a way of standing out from the competition, as well as an asset to the relation with clients and possible career advancements to leadership positions. There is with multicultural and multilingual talents seen more as assets able to work as cultural and language mediators and thereby being more ‘fit’ to service the needs of an international clientele. As much as appropriate time, workload and access to learning material may be a problem with the language skills learning the benefits are numerous including employability and development of cultural sensitivity as a major asset in the current global economy.

As India’s IT and BPO sectors continue to expand and diversify, the importance of foreign language proficiency is likely to grow. Language skills enable Indian professionals to engage with a global client base more effectively, reinforcing India’s position as a preferred outsourcing destination. The results of this work enrich the

research on the relationship between multilingualism and career advancement in internationalized professions. In this context, the results of this study present usable findings for organizational leaders, academic institutions, and policy makers who are ready to support people for developing the strong technical alongside the fluent multilingual competencies. We can therefore conclude that the focused incorporation of foreign language education in IT and BPO industries in India has potential to serve as the long-term strategy of increasing competitiveness and strengthening the human capital resource base of the country.

APPENDIX A

SURVEY COVER LETTER (QUANTITATIVE ROUND)

Dear Participant,

Greetings, I am **Neha Saini**, a **Doctoral Research Scholar** with **Swiss School of Business Management**, Geneva.

I extend this invitation for you to take part in my research study titled "**THE INTERSECTION OF FOREIGN LANGUAGE LEARNING AND EMPLOYMENT IN INDIA'S INFORMATION TECHNOLOGY (IT) AND BUSINESS PROCESS OUTSOURCING (BPO) SECTORS**". Your participation in completing this survey is pivotal for the advancement of my research. Rest assured, the survey is entirely anonymous.

There are 21 multiple choice questions in 4 sections and will take 5-10 minutes of your time.

All data collected will be used exclusively for research purpose only ensuring strict confidentiality and anonymity. Your participation is completely voluntary, and you have the option to withdraw at any point during the survey. I genuinely appreciate your time and participation.

Thank you for your time and inputs!

Regards,

Neha Saini | neha@ssbm.ch

APPENDIX B
INFORMED CONSENT (QUANTITATIVE ROUND)

Thank you for participating in this survey. Your input is valuable to our research.

Participants' Rights: As a participant in this research, you have the following rights:

1. **Voluntary Participation:** Your participation is entirely voluntary, and you have the right to withdraw from the questionnaire at any time without providing a reason.
2. **Confidentiality:** Your responses will be anonymized, and no personally identifiable information will be associated with your answers.
3. **Privacy:** We will ensure that your data is stored securely and that only authorized research team members have access to the collected information.
4. **Informed Consent:** By proceeding with this questionnaire, you are indicating your informed consent to participate in the research. Your consent signifies that you have read and understood this informed consent statement.

If you have any questions or concerns regarding this research or the informed consent statement, please do not hesitate to contact me at **neha@ssbm.ch** or nehami@gmail.com

My sincere Gratitude for spending your valuable time for this research!

APPENDIX C
INTERVIEW GUIDE (QUALITATIVE ROUND)

Dear Participant,

Greetings, I am **Neha Saini**, a **Doctoral Research Scholar** with **Swiss School of Business Management**, Geneva.

I extend this invitation for you to take part in my research study titled "**THE INTERSECTION OF FOREIGN LANGUAGE LEARNING AND EMPLOYMENT IN INDIA'S INFORMATION TECHNOLOGY (IT) AND BUSINESS PROCESS OUTSOURCING (BPO) SECTORS**". Your participation in completing this survey is pivotal for the advancement of my research. Rest assured, the survey is entirely anonymous.

There are **10** open ended questions for your detailed answers and will take 30-45 minutes of your time.

All data collected will be used exclusively for research purpose only ensuring strict confidentiality and anonymity. Your participation is completely voluntary, and you have the option to withdraw at any point during the survey. I genuinely appreciate your time and participation.

Thank you for your time and inputs!

Regards,

APPENDIX D

INFORMED CONSENT (QUALITATIVE ROUND)

Thank you for participating in this survey. Your input is valuable to our research.

Participants' Rights: As a participant in this research, you have the following rights:

1. **Voluntary Participation:** Your participation is entirely voluntary, and you have the right to withdraw from the questionnaire at any time without providing a reason.
2. **Confidentiality:** Your responses will be anonymized, and no personally identifiable information will be associated with your answers.
3. **Privacy:** We will ensure that your data is stored securely and that only authorized research team members have access to the collected information.
4. **Informed Consent:** By proceeding with this questionnaire, you are indicating your informed consent to participate in the research. Your consent signifies that you have read and understood this informed consent statement.

If you have any questions or concerns regarding this research or the informed consent statement, please do not hesitate to contact me at **neha@ssbm.ch** or nehami@gmail.com

My sincere Gratitude for spending your valuable time for this research!

APPENDIX E
RESEARCH QUESTIONNAIRE (QUANTITATIVE ROUND)

Section 1: Demographic Questions

1. Gender:

- Male
- Female
- Other

2. Age:

- 18-24
- 25-34
- 35-44
- 45-54
- 55+

3. Education Level:

- High School
- Bachelor's Degree
- Master's Degree
- Doctorate

- Other

Section 2: Foreign Language Skills

1. I am proficient in foreign language(s)?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

2. I frequently use foreign languages in my current role.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3. Foreign language skills have helped me secure employment.

- Strongly Disagree
- Disagree
- Neutral

- Agree
- Strongly Agree

4. I believe foreign language skills enhance my job performance.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. I feel confident when using foreign languages at work.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Section 3: Employability

1. Foreign language skills are valued by employers in my industry.

- Strongly Disagree
- Disagree
- Neutral

- Agree
- Strongly Agree

2. I believe foreign language skills increase my employability.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3. Employers have shown interest in my foreign language skills during interviews.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

4. My language skills give me a competitive edge in the job market.

- Strongly Disagree
- Disagree
- Neutral
- Agree

- Strongly Agree

5. Foreign language skills improve my chances of being promoted.

- Strongly Disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Section 4: Career Progression

1. Foreign language skills have positively impacted my career progression.

- Strongly Disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

2. I have received promotions due to my language skills.

- Strongly Disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

3. Language proficiency has opened up new career opportunities for me.

- Strongly Disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

4. I am more likely to take on leadership roles because of my language skills.

- Strongly Disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

5. My career progression would have been slower without language skills.

- Strongly Disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

APPENDIX F

RESEARCH QUESTIONNAIRE (QUALITATIVE INTERVIEW ROUND)

Section 1: Demographic Questions

1. Gender:

- Male
- Female
- Other

2. Age:

- 18-24
- 25-34
- 35-44
- 45-54
- 55+

3. Education Level:

- High School
- Bachelor's Degree
- Master's Degree
- Doctorate
- Other

Section 2: Interview Questions

For the second Objective (Identifying in-demand languages and rationale):

1. What foreign languages do you perceive as the most valuable or in-demand in your industry (IT/BPO)?
2. Can you explain why you believe these specific languages are prioritized in your field?
3. How has the demand for certain foreign languages evolved in your profession over the past few years?
4. Do you think companies in the IT/BPO sector prefer employees who speak multiple foreign languages? If so, why?
5. What factors do you think influence the popularity of certain languages in the IT/BPO industry (e.g., client base, market expansion, etc.)?

For the third Objective (Exploring challenges and motivations):

6. What are the main motivations that drive you or your colleagues to learn foreign languages in your profession?
7. Can you describe any challenges you've faced when learning a foreign language while working in IT or BPO?
8. How do you balance the demands of your job with learning a new language?

9. What resources or support do you find helpful when learning foreign languages in the context of your job?

10. How has learning a foreign language affected your career development or professional opportunities?

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