

From Recruitment to Retention: A Lifecycle Perspective from Voice-Based BPOs

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Abstract: Employee turnover remains a persistent challenge in voice-based call centres and Business Process Outsourcing (BPO) operations, particularly in high-pressure service roles. While prior research has largely focused on post-employment factors such as stress, compensation, and career constraints, limited attention has been given to recruitment-stage decisions, governance quality, and early engagement processes. This study examines employee turnover as a lifecycle-driven organizational process within captive voice-process operations of an Indian insurance firm. Ten attrition-related cases were analysed in this study. Interpreted through Herzberg's Two-Factor Theory and Expectancy Theory, the findings show that attrition often originates during recruitment and onboarding due to governance, role-fit, and expectancy misalignments.

Keywords: Voice-Process Job, Employee Attrition, HR Governance, Employee Lifecycle Approach, Process-driven Retention

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