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Notice for the PhD Viva Voce Examination

Mr Arvind Kumar Gupta, Registration Number: 2070101, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University), will defend his PhD thesis at the public viva-voce examination on Friday, 28 August 2026 at 03.00 pm in Room No. 044, Ground Floor, R&D Block, CHRIST (Deemed to be University), Bengaluru - 560029, Karnataka, India.

Title of the Thesis : **ROLE OF JOB EMBEDDEDNESS, PERCEIVED SUPERVISOR SUPPORT AND HR PRACTICES ON ORGANISATIONAL COMMITMENT**

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The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva-voce examination.

Registrar (Academics)

Place: Bengaluru
Date: 12 August 2026

ABSTRACT

Retaining frontline employees and maintaining their commitment to the organisation is a significant challenge in the financial services sector. This research aims to examine the various links between human resource practices, job embeddedness, the level of supervisor support received, and the commitment of frontline employees. Using a cross-sectional, quantitative explanatory design, it explores how human resource practices impact organisational commitment when mediated by job embeddedness, considering high or low levels of supervisor support perceived by employees. The study employs purposive sampling to collect data from 468 frontline employees across FDCs in Bengaluru in various roles. It uses statistical tools such as Structural Equation Modelling (SEM) to analyse the complex relationships between variables. The research focuses on how HR practices- like recruitment and selection, training and development, remuneration and benefits, job security, career growth, and the work environment- influence affective organisational commitment, especially in the context of job embeddedness and supervisor support. Findings reveal that most HR practices- excluding job security- strongly affect affective organisational commitment when combined with job embeddedness. Additionally, practices such as recruitment and selection, training and development, remuneration and benefits, and the work environment- except for career growth- significantly influence organisational commitment when moderated by high supervisor support. The study offers practical guidance for developing targeted HRD and retention strategies to address attrition among frontline employees. Theoretically, it enriches organisational behaviour theories by suggesting that person-job fit, person-organisation fit, and enhanced supervisor support can foster employee attachment and commitment.

Keywords: Job Embeddedness, Organisational Commitment, HR Practices, Financial Distribution Companies, Employee Retention, Perceived Supervisor Support

Publications:

1. **Gupta, A. K.,** Murugesu, U., & Seshadri, V. (2024). Ensuring organisation sustainability through HR practices: Moderating role of leadership in the banking industry in the context of SDGs. *Journal of Applied Business*, 11(S1), 1–?. <https://doi.org/10.53555/jab.v11si1.414>
2. **Arvind Kumar Gupta,** Umasankar Murugesan, & Vinita Seshadri. (2026). Sustainable HR Practices, Leadership, and Organizational Sustainability: An Employee Perspective. *International Journal of Computer Information Systems and Industrial Management Applications*, 18(2), 1101–1111 <https://doi.org/10.70917/ijcisim-2026-3142>