

Notice for the PhD Viva Voce Examination

Ms Asha Sara Mammen (Registration Number: 1920095), PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University), Bangalore Bannerghatta Road Campus will defend her PhD thesis at the public viva-voce examination on Saturday, 10 May 2025 at 11.00 am in Room No. 507, Auditorium Block, Bannerghatta Road Campus, CHRIST (Deemed to be University), Bengaluru - 560076, Karnataka, India.

Title of the Thesis : **Self-Determination and Thriving at Work:
The Influence of Heedful Interrelating and
Goal Orientation among Private University
Educational Professionals in India**

Discipline : **Management**

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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.

Place: Bengaluru
Date: 29 April 2025



Registrar

ABSTRACT

Educational professionals are increasingly required to engage in autonomous learning, professional development, and personal growth while thriving in their work environments. Past research identifies self-determined autonomous motivation to be a central indicator of thriving at work. However, self-determination theory posits a dialectic gap that impedes this forward momentum. This empirical study examines what can be done by individuals to bridge this dialectic gap and whether variations in individual dispositions cause deviance in the organismic growth tendency. The literature points to a knowledge lack in agentic capabilities and behaviours necessary for performance in knowledge-intensive work stating them to be underrated. By integrating self-determination theory with the theories of heedful interrelating and goal achievement, the study examines the mediation effect of heedful interrelating and the moderating role of goal orientation dispositions on the direct effect of self-determination and thriving at work. The mediation moderation model was validated using data collected through stratified random sampling from educational professionals working in private universities in India. Partial least square structural equation modelling showed that variations in goal orientation disposition adopted in an achievement setting did not hinder autonomous motivation while heedful interrelating functions as a mediator between self-determined autonomous motivation and thriving at work. Partial causal mediation adds heed as a novel indicator to self-determination theory's relatedness dimension and validates the role of heedful interrelating in bridging the dialectic gap. Practical suggestions are recommended to educational professionals and authorities for incrementing self-determined autonomous motivation through satisfaction of the need for autonomy, competence, and relatedness, for enacting heedful agentic work behaviours and implementing heedful interrelating.

Keywords: *Self-determination, Goal orientation, Heedful interrelating, Thriving at work, educational professionals, Private university.*

Publications:

1. Mammen, A. S., & Avanes, N. M. (2024). The Mediating Effect of Heedful Interrelating on Self Determination and Thriving at Work Among University Faculty Members. *Revista De Gestão Social E Ambiental*, 18(5), e06809. <https://doi.org/10.24857/rgsa.v18n5-150>
2. Mammen, A. S., & Avanes, N. M. (2024). Balancing the Dialectic Gap in the Social Context of Work: Integrating Self-Determination Theory with Theory of Heedful Interrelating. *Journal of Business and Management Studies*, 6(3), 286–295. <https://doi.org/10.32996/jbms.2024.6.3.25>
3. Mammen, A. S., & Avanes, N. M. (2025). Can Heedful Interrelating Be a Self-empowering Approach to Thwart Maladaptive Workplace Functioning? An Integrative Literature Review. *South Asian Journal of Human Resources Management*, accepted.
4. Mammen, A. S., & Avanes, N. M. (2024). *The development of core human values-based model for enacting heedful behaviour leveraging thriving at work mediation framework* (Indian Patent No. 202441062475). Office of the Controller General of Patents, Designs & Trademarks.