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Notice for the PhD Viva Voce Examination

Ms Evangelina Rekha Joseph, Registration Number: 2370006, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University), will defend her PhD thesis at the public viva-voce examination on Tuesday, 27 October 2026, at 11.00 am in Room No. 044, Ground Floor, R & D Block, CHRIST (Deemed to be University), Bengaluru - 560029, Karnataka, India.

Title of the Thesis	:	**Generational Perspective on Human Resource Practices Translating Psychological Needs into Employee Engagement**
Discipline	:	**Management**
External Examiner - I	:	**Dr V Padhmanabhan** Associate Professor Department of Organizational Behavior and Human Resources Management Goa Institute of Management Goa – 403505
External Examiner - II	:	**Dr Devi Soumyaja** Associate Professor School of Management Studies Cochin University of Science and Technology Kochi - 682022 Keralam
Supervisor	:	**Dr Vinita Seshadri** Associate Professor School of Business and Management CHRIST (Deemed to be University) Bengaluru - 560029 Karnataka

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 October 2026

ABSTRACT

Employee engagement has become a very important strategic issue in India's Information Technology sector wherein the issue of employee disengagement persists despite the increasing investments made by organisations in their Human Resource functions. This study builds upon the theoretical framework of Self-Determination Theory and analyses the influence of four HRM practices-namely job crafting, career lattice, psychological safety, and purpose-driven culture on the link between employees' psychological needs and engagement amongst Generation Z and Millennials working in the IT sector in Bengaluru. The study aims to build upon the framework provided by Self-Determination Theory by introducing purpose as a fourth psychological need. Following a quantitative cross-sectional design, the empirical study was performed via collecting primary data from 749 Information Technology professionals working in the IT sector within Special Economic Zones in Bengaluru. Structural equation modelling approach was used to analyse the mediation process, while multi-group analysis was used to test if there are any significant generational differences in the mediation process. The study concludes that each HR strategy serves as a psychologically-based translation mechanism, which translates the satisfaction of particular needs into deep psychological engagement through cognitive, emotional, and behavioral components. Generation-related differences were found in how the mediation process takes place between Gen Z and Millennial employees. In terms of theoretical contributions, this study makes significant contributions to the field of HRM and organizational behavior, providing an empirically-based framework of engagement focused on individual needs.

Keywords: Employee engagement, Self-Determination Theory, psychological needs, HR practices, Gen Z, Millennial employees

Publications:

1. **Joseph, E. R.**, & Seshadri, V. (2025). Twenty-Five Years of Self-Determination Theory Research: A Bibliometric Perspective. International Journal of Psychology, 60(6), e70122.
2. **Joseph, E. R.**, & Seshadri, V. (2025). Is connection the key? The mediating role of psychological safety in the relationship between relatedness to employee engagement. Acta Psychologica, 260, 105607
3. **Joseph, E. R.**, & Seshadri, V. (2025). Book Review. The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory, by M. Gagné. South Asian Journal of Management. 32 (2), 231-234.
4. **Joseph, E. R** (2025). Book Review: Human Resource Management. South Asian Journal of Management. 32 (3)
5. **Joseph, E. R.**, & Seshadri, V. (2026). Organizational Characteristics of "Happy Organizations". In Impact of Neuroplasticity on Organizational Effectiveness and Labor Productivity. IGI Global.
6. **Joseph, E. R** (2026). Navigating the Rapid: Organizational Change and Adaptation in the 21st Century. In Impact of Neuroplasticity on Organizational Effectiveness and Labor Productivity. IGI Global
7. **Joseph, E. R** (2026). Mapping the landscape of work engagement research. IIM Ranchi Journal of Management Studies.
8. **Joseph, E. R.** Seshadri, V. Kumar, A.A & Thankachan, J. (2026). Reimagining Career Growth for Gen Z and Millennials: Role of Career Lattices in Enhancing Employee Engagement. Advances in Developing Human Resources.
9. **Joseph, E. R.** (2026). Generational Workforce Dynamics: A Literature Review of Characteristics, Expectations, and Motivators Across Gen Z, Millennials, Gen X, and Boomers. Managing Cultural Disruption in Business: Hybrid Work, Generational Shifts, and Inclusive Practice, IGI Global. 163-200.