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**EMPLOYEES SUPPORT AS A DETERMINANT OF MERGER
SUCCESS: EXPLORING THE ORGANIZATIONAL CONTEXT AND
ITS INTERVENTIONS DURING POST-MERGER INTEGRATION**

Abdulla Humaid Saif AlJarwan AlShamsi

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EMPLOYEES SUPPORT AS A DETERMINANT OF MERGER
SUCCESS: EXPLORING THE ORGANIZATIONAL CONTEXT AND
ITS INTERVENTIONS DURING POST-MERGER INTEGRATION

Abdulla Humaid Saif AlJarwan AlShamsi

This dissertation is submitted in partial fulfilment of the requirements for the degree
of Doctorate of Business Administration

Under the Supervision of Dr. Muhammad Omer Farooq

December 2020

Declaration of Original Work

I, Abdulla Humaid Saif AlJarwan AlShamsi, the undersigned, a graduate student at the United Arab Emirates University (UAEU), and the author of this dissertation entitled “*Employees Support as a Determinant of Merger Success: Exploring the Organizational Context and its Interventions During Post-Merger Integration*”, hereby, solemnly declare that this dissertation is my own original research work that has been done and prepared by me under the supervision of Dr. Muhammad Omer Farooq, in the College of Business and Economics at UAEU. This work has not previously been presented or published, or formed the basis for the award of any academic degree, diploma or a similar title at this or any other university. Any materials borrowed from other sources (whether published or unpublished) and relied upon or included in my dissertation have been properly cited and acknowledged in accordance with appropriate academic conventions. I further declare that there is no potential conflict of interest with respect to the research, data collection, authorship, presentation and/or publication of this dissertation.

Student's Signature: abdulla Date: 25-12-2020

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Abstract

Mergers is an extreme form of organizational change, which usually has an adverse impact on the merging organizations employees' wellbeing. In literature it was argued that organizational integration after merger, which is referred to as Post-Merger Integration (PMI) is usually resisted by employees, which is considered as a major contributor to the high failure rates of mergers. It was further argued that employees' resistance toward integration is attributed to stress, uncertainty, ambiguity and lack of clarity on the changes that merger and integration initiate. Therefore, PMI activities were assumed to psychologically traumatize employees and jeopardize their sense of belonging, attachment, commitment and identification to the new organization, which affects the performance of the new organization by driving negative employees' workplace attitudes and behaviors. Therefore, the new organization should demonstrate its supportiveness and appreciation toward the employees to promote constructive behaviors and attitudes, by demonstrating the organizational support toward the employees which is investigated in this study under the notion of perceived organizational support, employees' involvement in decision making.

This study will build into the body of knowledge by answering the following research questions: What is the role of positive employees' perception of change during post-merger integration in determining merger success? What is the role of corporate interventions in supporting constructive employees' behavior during post-merger integration? What are the underpinning mechanisms that explain how organizational context and mindful interventions enhance the employees support for merger which in turn ensure the merger success? In the attempt to answer the latter research questions this study hypothesizes that employees perceived organizational support and involvement in decision making during post-merger integration contribute positively to the overall merger success by creating stronger identification and organizational trust to encourage favorable attitudes and behaviors in the workplace which support the new organization in reaching the intended objectives of merger.

The hypothesized model was statistically a good fit for the collected data from the merger of the two biggest offshore oil companies in the emirate of Abu Dhabi during post-merger integration phase. Therefore, this research provided evident that

the success of merger during integration is largely impacted by human management factors, rather than market and financial factors alone, as largely conceptualized in literature.

Results from this study will be of a significant importance to companies embarking on major organizational changes and merger in particular in the Arabian Gulf region and the Middle East region in general. Similar studies to the context of this research are scarce in literature and to the best of the researcher knowledge this is the first study which have looked at the success of merger during post-merger integration from human management perspective in the oil and gas industry in the Arab World.

Keywords: Perceived organizational support, Employees participation in decision making, Organizational identification, Organizational trust, Employees support for merger, Merger success.

Title and Abstract (in Arabic)

دعم الموظفين كمحدد لنجاح الاندماج التنظيمي: استكشاف سياق المنظمة وتدخلاتها أثناء التكامل بعد الاندماج

المخلص

عمليات الاندماج هي شكل متطرف من أشكال التغيير التنظيمي، والتي عادة ما يكون لها تأثير سلبي على حالة موظفي المنظمات المندمجة. ناقشت العديد من الدراسات مفهوم التكامل التنظيمي بعد الاندماج، وخلصت العديد منها بأنه عادة ما يقابل بالرفض و النفور، مما يتسبب بفشل العديد من مبادرات الاندماج التنظيمي. و ناقشت دراسات أخرى بأن هذا النفور من قبل موظفي الشركات المندمجة ناتج عن ضغط بيئة العمل، التخوف من المجهول، عدم وضوح الرؤية و التخطيط في مرحلة الاندماج. و لذلك، فإن التكامل التنظيمي بعد الدمج قد يسبب صدمه نفسيه للموظفين و يهدد احساسهم بالانتماء و الالتزام و هويتهم المؤسسية الجديدة، مما يؤثر سلبا على أدائهم الوظيفي و الأداء العام للمنظمة بسبب السلوك السلبي في بيئة العمل الناتج من الصدمة النفسية.

لذلك يجب على المؤسسة الجديدة أن تثبت دعمها وتقديرها تجاه الموظف لتعزيز السلوكيات والمواقف البناءة، من خلال إظهار الدعم التنظيمي تجاه الموظفين الذي يتم التحقيق فيه في هذه الدراسة تحت مفهوم الدعم التنظيمي المتصور، ومشاركة الموظفين في صنع القرار. وسوف تضيف هذه الدراسة لمفهوم الاندماج التنظيمي من خلال الإجابة على الأسئلة البحثية التالية: ما هو دور تصور الموظفين الإيجابي للتغيير في تحديد نجاح الاندماج؟ ما هو دور التدخلات اليقظة للمؤسسات في دعم سلوك الموظفين البناء أثناء عملية الاندماج بعد في مرحله التكامل؟ ما هي الآليات التي تشرح كيف أن السياق التنظيمي والتدخلات اليقظة تعزز دعم الموظفين للاندماج والتي بدورها تضمن نجاح الاندماج؟ في محاولة للإجابة على الأسئلة البحثية، تقترض هذه الدراسة أن إدراك الموظفين للدعم التنظيمي والمشاركة في صنع القرار خلال مرحلة ما بعد التكامل تسهم بشكل إيجابي في نجاح الاندماج الشامل من خلال خلق تقوية الثقة التنظيمية لتشجيع المواقف والسلوكيات المواتية في مكان العمل والتي تدعم المنظمة الجديدة في الوصول إلى الأهداف المرجوة من الاندماج.

كان النموذج المفترض مناسباً إحصائياً للبيانات التي تم جمعها من اندماج أكبر شركتين نفطيتين بحريتين في إمارة أبوظبي خلال مرحلة التكامل بعد الاندماج. ولذلك، فقد لخصت هذه الدراسة أن نجاح الاندماج أثناء الاندماج يتأثر إلى حد كبير بعوامل الإدارة البشرية، وليس بالعوامل السوقية والمالية وحدها، كما هو المفهوم السائد في العديد من الدراسات البحثية في هذا المجال.

و ستكون نتائج هذه الدراسة ذات أهمية كبيرة للشركات التي تشرع في إجراء تغييرات تنظيمية كبيرة والاندماج بشكل خاص في منطقة الخليج العربي ومنطقة الشرق الأوسط بشكل عام. و الدراسات مماثلة لسياق هذا البحث يمكن وصفها بالنادرة ان وجدت وعلى حد علم الباحث هذه هي الدراسة الأولى التي بحثت في نجاح الاندماج خلال مرحلة التكامل ما بعد الاندماج من منظور الإدارة البشرية في الشركات العاملة في نشاط صناعة النفط والغاز في العالم العربي.

مفاهيم البحث الرئيسية: الدعم التنظيمي، مشاركة الموظفين في صنع القرار، تحديد الهوية التنظيمية، الثقة التنظيمية، دعم الموظفين للاندماج، نجاح الاندماج.

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Having my name alone on this research, does not give fairness to all who have supported me over the course of four years to get this work delivered.

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Dedication

To My Father

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List of Abbreviations

ECSB	Employees Change Supportive Behavior
EPDM	Employees Participation in Decision Making
MCI	Mindful Corporate Interventions
MS	Merger Success
M&A	Merger and Acquisition
OID	Organizational Identification
OT	Organizational Trust
PMI	Post-Merger Integration
POS	Perceived Organizational Support

Chapter 1: Introduction

1.1 Overview

Merger and Acquisition (M&A) are an aggressive form of organizational change which attempt to increase shareholder value and increase organizational competitiveness by means of improving operating efficiency, achieving economies of scale and scope, consolidating markets, reducing costs and synergizing resources (Paula et al., 2020; Bianchi & Chiarella, 2019; Ombaka & Jagongo, 2018; Sung et al., 2017; Osarenkhoe & Hyder, 2015; Sinha et al., 2015; Vieru & Rivard, 2014; Manuela et al., 2013).

The current business landscape evolved the topic of organizational change as one of, if not the, most predominant aspect of business survival and progressiveness in the recent years (Buchanan & Badham, 2020). Organizational changes require corporations to be dynamic, resilient and adaptive (Nagaishi, 2020; Teece, 2018; Williams et al., 2017; Cordelia et al., 2017).

In the context of organizational change and organizational behavior, the latter mentioned organizational characters and virtues are gained, facilitated and developed through the corporations' policies, governance models, organizational structures, business cultures and employees to the intended changes positively and thrive to achieve the desirable outputs (Danson et al., 2018; Jacoby, 2018; Petrick, 2017; Sindere, 2017; Heyden et al., 2017). Therefore, organizational change success will depend on the organizational readiness and willingness to socialize and stabilize the organization after change. Moreover, an organization will depend on the strategic articulations and financial metrics, which have historically gained more at tension by

seasoned practitioners and researchers in different fields of business research (Barbosa et al., 2018; Zald, 2017; Doppelt, 2017; Yousef, 2017; Benn et al., 2014).

Statistics from literature show that 50-80% of all mergers are destined to fail, depending on the industry at which they take place and integration measures used during the M&A process (Bryson, 2003). Less than a decade later, Dorling (2017) argued an even higher rate of failure (between 60-90%) as corporate M&A practices have only marginally improved and market conditions have become more adverse and competitive. Despite such high failure rates, appetites for M&As keeps growing, especially after the 2008 economic crisis (Weber & Tabra, 2017; Ismail & Baki, 2017) and continue to give mixed results (Thelisson, 2020; Sung et al., 2017; Agrawal & Jaffe, 2003). Those mixed results and the unfavorable failure rates are not attributed to financial and market factors alone, but rather can be extended to other factors such as the human factors management in addition to the policies and procedures implemented during a merger transaction (Markopoulos et al., 2020; Schuler & Jackson, 2001). Therefore, in researching merger performance and success, both financial and non-financial performance indices should be studied.

In literature, the anatomy of a merger process was divided into three phases: (i) pre-merger; (ii) merger announcement; and, (iii) post-merger (Gomes et al., 2013; Appelbaum et al., 2000). Post-merger is the phase of merger at which the two previously separated heritage entities are integrated to become a single combined [entity/corporation/organization] with a new consolidated identity. Post-merger integration activities have crucial effects on organizational performance and is a major determinant of success for mergers (Karamustafa & Schneider, 2020; Vieru, 2020; Smeets et al., 2016; Osarenkhoe & Hyder, 2015; Bauer & Matzler, 2014; Weber et al.,

2012). Moreover, it was argued in literature that there is a scarcity in evidences on how PMI is accomplished and the underlying mechanisms which drive its success are under studied (Meglio, 2020; Osarenkhoe & Hyder, 2015; Smeets et al., 2016).

Noteworthy, the terms M&A and merger were used interchangeably in literature to refer to either one of the named processes considering their relevance and interconnection (Cartwright & Schoenberg, 2006; Holmstrom & Kaplan, 2001), although they are different in their business nature and applicability. The scope of this study is concerned only with mergers and hence any future reference in this study or citation from literature that uses the term “M&A,” is meant to address mergers and not acquisitions.

This research studies the role of employees’ support as a determinate of merger success during post-merger integration, by exploring notion of mindfulness, perceived employees support and involvement in decision making to drive positive employees’ behaviors during change. Moreover, this research uses the social identity theory to investigate the role of the new organizational identity on the employees’ behavior and takes the theory to a wider domain of application in the context of merger and acquisition. Although, this study investigates mergers in the United Arab Emirates oil and gas companies, but its findings can be generalized to any planned organizational change in the oil and gas companies in the UAE or other companies of similar structure, setup, corporate policies and culture elsewhere in the world.

1.2 Research Background

It is established in literature that financial variables have previously received more attention at the expense on non-financial variables when studying post-merger integration (Weber & Tabra, 2017; King et al., 2004). In addition to that, employees' management issues and integration in post-merger integration remain scarce in literature and their contribution to merger success in is not fully understood (Osarenkhoe & Hyder, 2015; Weber et al., 2012). Therefore, it can be argued that PMI accomplishment mechanisms and non-financial variables contributions to merger success are understudied and there is gap in literature.

The importance of employees' management comes from its criticality to retain key talents, creating a sense of justice, imposing equality and achieving human integration of two companies' individuals into one organizational identity.

Building a new organizational identity requires a homogenous blend of organizational cultures, structures, processes and visions (Vasilaki et al., 2016), which is central for merger success. Moreover, mergers demand employees to put their best efforts and increase productivity to achieve the mergers intended strategic objectives. The latter is challenging as employees will be faced with cultural differences between the two organizations and such a clash, in addition to the expected alterations in organizational routines, will drive employees' negative attitudes such as insecurity, anger, sadness, depressions, disbelief and haplessness (Coff, 2002). Consequently, employees will suffer from organizational identification issues and attachment losses with the new organization. This drives low organizational performance and a down dip in productivity, which jeopardizes mergers success (Birkinshaw et al., 2000).

Therefore, efforts to maintain employees' positive behavioral attributes and reduce merger induced confusion and ambiguity should be prioritized. It is critical that organizations actively manage the 'human factor' during such a critical phase of an organizational change.

Several recent studies have investigated the role of perceived organizational support and employees' participation in decision making in managing the human factor during organizational change, yet only few have addressed mergers in particular. In the context of organizational change, the literature argues that perceived organizational support and employees' involvement in the decision making process drive identification and trust toward the new organization and enhances favorable and change supportive employees' attitudes, which contribute positively to change success.

In delivering this study the researchers have taken a methodological approach and an informed process adhering to the methods of social science. The researcher starts by choosing a topic from his workplace, then, reviewing the literature to provide theoretical context, conceptualize and problematize the topic and identify gaps in literature, which this study is contributing to. The research questions are then formulated, followed by designing the research to answer the intended questions by gathering, analyzing and discussing the results obtained and finally communicate the findings, while acknowledging the limitations of the research and proposing areas for future works to advance the knowledge.

1.3 Research Context

This research studies the merger of the two biggest offshore oil producing companies in the UAE to create the biggest offshore oil producing company in the Middle East.

The merger between those two companies was announced in 2017. The subject merger was planned in two phases. The first phase included the merger of all shared services of the heritage companies, namely human resources, commercial, finance, health safety and environment, logistics, general services, public relations, corporate planning, corporate governance, internal audit, business support, medical services and information technology divisions. The merger of shared services was completed in September 2017 and achieved cost savings, mainly from payroll reduction due to downsizing, but was not significant enough to ensure the merger success or contribute significantly to increase the shareholders' value.

The second phase of the merger is still in progress and expected to continue until the end of 2021. The intention of this phase was to unify the core functions of both companies such as offshore production operations, maintenance, drilling, field development and engineering. The outcomes from this phase is expected to be the major contributor of cost savings and value creation by means of operational synergies, horizontal integration, standardization of operations and benchmarking cost-effective exercise between the heritage operational entities.

To give more context to the merger case at hand, it worth to mention that the organization in question had developed its own process during the integration phase. The methodology adapted was very similar to the way oil and gas companies manage major projects. For example, after defining and assessing synergies and opportunities

of unification prior integration, the merger team would assess the latter mentioned technically and financially first through a well drafted approval process that has established gates of endorsement and approval. This has assured the availability of a strategic management tool through the availability of robust business processes that have standardized the evaluation of each opportunity prior the embarking on the integration phase.

It is noteworthy, that communicating the change in the organization during the integration phase and engaging the employees in discussion and clarification sessions were kept until just before the integration phase and the majority of it was done during the execution phase itself. This can be explain by acknowledging the fact that the company in question had more than eight shareholding international oil and gas companies in four different concession areas and hence four completely independent boards of directors called concession board of directors.

Those boards were delegated to take decisions that are related to merger change in their own concessions and once endorsed, the recommendations will be issued to the main board of directors of the new company to approve as per the corporate governance system in place. Therefore, it can be argued that the governance system that was approved for the company in question although robust, yet lengthy and time consuming. But since decisions could not be announced until approved and since the integration was due to start at the earliest and on a tight timeline, communicating changes and merger decision to the majority of employees was usually done when the change was just about to happen.

In studying the merger of the previously mentioned company this research investigates the contribution of sophisticated levels of human factor management and

extensive employees' contributions to merger success during post-merger integration. This study will focus on the role of perceived organizational support and decision making involvement in establishing a stronger identification and trust towards the new organization. Moreover, this research studies the role of organizational identification and trust in promoting positive and supportive employees' behavior toward change, which in turn contributes positively to merger success.

The theory of this study is tested using quantitative data from the above mentioned two companies involved in the named merger to either support or reject the proposed hypotheses in the following parts of this study. Although this study considers a single case study, it is enriched with extensive data and details of all required post-merger integration information and for all categories and groups of employees who were subject to and exposed to the merger experience. In literature, many researchers have drawn attention to the differentiation within a single case of M&A and point the importance of considering key identity and organizational groups during merger, because such a major organizational change will have different effects on different groups and employees with the merging companies. Therefore, a single case study can offer many internal insights if studied in depth (Kroon & Noorderhaven, 2018).

1.4 Research Aim

This study aims to examine the employees' role during post-merger integration as a determinant of merger success by investigating the impact of perceived organizational support and employees' participation in decision making on employees' organizational identification and trust during a merger to promote employees'

supportive behaviors toward a merger and its contribution to the notion of merger success.

1.5 Research Objectives

The objective of this research is investigating the positive contribution of perceived organizational support, employees' participation in decision making and mindful corporate interventions to develop employees' psychological capital in reducing the employees' resistance during such a major organizational change. The associated aim of the research is to demonstrate enhance the employees' commitment to the new organization through strong organizational identification, organizational trust and change supportive behaviors.

This study focuses on the mechanisms at which organizations should show their commitment to their employees' during merger, focusing on the phase of post-merger integration, which is critical to a mergers success and hosts the majority of organizational changes required to achieve the merger objectives.

Literature shows that employees will be most vulnerable during post-merger integration because of the continuous changes in their working environment and organizations should be vigilant during such a phase to support their employees'. This study will investigate this support from the prospective of social identity theory, with the objective of linking the organizational support to merger success.

As argued in the earlier Sections on this study, the relationships leading to merger success is complicated and scholars do in fact have different approaches in linking organizational behavior and employees' behavior to success. In addition to that, this study takes interest in post-merger integration phase of merger, which was

argued to be the most complex and dynamic amongst all merger phases, but the most representative of its overall success.

To achieve the objective of this study, organizational support is viewed using the notions of perceived organizational support and employees' participation in decision making. The latter notions emphasize to the employees' during post-merger integration that their organization is committed to their wellbeing, respect their contributions and values their input. Employees' will then reciprocate trust and identify stronger to the new organization, which is another hypothesized relationship that this study takes an interest in.

The role of corporate interventions through mindful practices is also investigated in the context of this study. In literature it is argued that mindful corporate interventions such as communication and training for employees' development has a vital role to support the relationship between the employees' and their organization. Moreover, those practices are assumed in literature to mitigate the psychological impact on employees' during times of change by reducing their uncertainty about the change and build their confidence on coping up with the change during PMI, which reduces the employees' resistance, improves their willingness to absorb the change positively and promotes supportive behaviors

Finally, to test the impact of the previously hypothesized relationships during post-merger integration on merger success, five performance elements of the company in question balanced scorecard will be used, namely: (i) HSE; (ii) efficiency; (iii) profitability; (iv) performance; and (v) people. Studying the latter performance elements as measures of merger success, will enable this research to link employees' support for mergers during post-merger integration to merger success from the

employees perspective. This can be supported by arguing that succeeding in post-merger integration, which is the most critical phase of merger, is a strong determinate of the overall merger success.

1.6 Research Questions

To achieve the research objectives stated above, this study aims to answer the following research questions:

- What is the role of positive employees' perception of change during post-merger integration in determining merger success?
- What is the role of corporate interventions in supporting constructive employees' behavior during post-merger integration?
- What are the underpinning mechanisms that explain how organizational context and mindful interventions enhance the employees support for merger which in turn ensure the merger success?

To answer this research question and achieve the intended objective of this study, a theoretical framework will be produced based on the social identity theory as discussed in the following Section.

Chapter 2: Literature Review

2.1 Introduction

This Section aims to develop a synthesized framework of researchers and practitioner's work that were published and developed over the last forty years, with a focus on empirical studies of the last ten years to deliver an updated but yet systematic and holistic distinctive outputs of the seminal research works that was conducted over this period.

With no exceptions, all the literature that was reviewed for this study have strengthened the notion of post-merger integration as a major contributor to merger success. This observed notion is supported by the finding of many researchers who were reviewing the literature for an overarching theme for post-merger integration (Steigenberger, 2017; Heimeriks et al., 2012; Graebner, 2004; Larsson & Finkelstien, 1999). The convergent themes in the literature on the crucial contributions of integration (on either the success or failure of a merger) was also complemented with an argument which states that despite the wide and rich body of knowledge, this phenomenon of mergers success or failure remains widely unexplained and to some extend vague to explain and justify determinants of either success or failure (Steigenberger, 2017; Gomes et al., 2013).

This study argues that the success of post-merger integration is a major determinate of merger success. To ensure success of this critical phase of merger, human integration is central and should be prioritized. Therefore, employees should perceive the support of the new organization, participate in the decision-making process, identify strongly with the organization, trust the organization and be

supportive of change so that they can contribute positively to their organization during merger integration.

The positive contribution of employees during such an organizational change can be viewed from the prospective of acting in the best interest of the new organization through promoting positive behaviors and attitudes in the work place. This then supports the success of a merger by acting in the best interest of the new organization. Therefore, this study will capitalize on six main constructs which are perceived as providing organizational support: (i) employees' participation in decision making, (ii) organizational identification, (iii) organizational trust, (iv) mindful corporate interventions during change, (v) supportive employees' behavior and (vi) corporate performance during PMI as a measure for merger success.

2.2 Merger as an Organizational Change

Literature characterizes organizational change as a risky endeavor and associates it with failure in most cases (Thelisson, 2020; Jacob et al., 2018). Furthermore, existing literature views mergers as a severe form of organizational change which usually fails in the post-integration stage. It was further argued that more than 70% of mergers fail before consummation (Ang et al., 2019; Brakman et al., 2013; Muehlfeld et al., 2012; Dikova et al., 2010). It is noteworthy that other organizational changes endeavor deal with less impactful issues than mergers, as the negative effects of organizational change may be expected to be less threatening to organizational survival. Having said that, it must be noted that organizational change projects with smaller scope might also be exposed to poor planning, disappointing results and unintended consequences that divert resources from operational tasks, disrupt

established routines, and shatter the trust of employees toward their organization (Jacob et al., 2018)

Pettigrew et al. (2001) argue that Organizational change theories need to negotiate two hurdles: scholarly quality and practical relevance. The two key questions in research on organizational change are: (i) why do so many organizational change initiatives fail to deliver?; and (ii) how can organizational change processes be implemented in a way that assures success? In their seminal work on organizational change theoretical framework Jacob et al. (2018) argued that organizational change is a notoriously complex phenomenon; therefore, it is only natural that research on organizational change addresses this complexity from different but equally legitimate perspectives. The result is a debilitating fragmentation of theories of organizational change, with widely different perspectives, which are complementary, but yet contradictory. An example of this state of fragmentation is that of the level of aggregation: micro (individuals) and, meso (groups and organizations) and macro (organizational environment and populations of organizations).

The micro perspective of organizational change research analyses the psychological aspects of organizational change, focusing on what organizational change does to human beings, in other words, to change recipients, such as involve attitudes to change in general, perceptions of change (Weber & Weber, 2001), strategies coping with uncertainty (DiFonzo & Bordia, 1998), and organizational change induced stress.

On the other hand, the meso perspective addresses issues relating to the organizational context of organizational change, as well as how organizational change affects and is affected by organizational identification and institutionalization

processes. Examples of such a prospective are research on group processes, social identities and Selznick's seminal book titled: "Leadership in Administration".

The macro perspective adopts the sociology's organizational ecology lens to study structural reproducibility and organizational inertia, the effects of organizational change on the organization's fitness and competitiveness, and ultimately on the mortality hazard of organizations. This prospective will investigate the latter mentioned fields of interest on organizational change across a considerable population of organizations as attempted by Hannan et al. (2004), Baron and Hannan (2002), Hannan and Freeman (1984). On the other hand, organizational change research that are oriented to micro or meso levels will deal with a smaller sample size or even single case study as they are more concerned with individual prospective.

Another evidence of fragmentation in organizational change research is discipline. The academic disciplines that are typically usually used in this research context are social psychology, sociology and economics, with a focus on organizational behavior (Oreg et al., 2011) and strategic perspectives on organizational change (Schwarz & Huber, 2008). Those disciplines focus on workplace and individual aspects of organizations (Jacob et al., 2018; Herscovitch & Meyer, 2002) and the performance-survival aspects of organizations.

Moreover, the previously mentioned disciplines are subdivided themselves into many different schools of thought; therefore, it is expected that the theories of organizational change offered in these disciplines are extremely fragmented to the extreme (Jacob et al., 2018).

Even though the field organizational change research has developed clear and useful distinction between different prospects there is lack of consensus on how to evaluate organizational change processes. Some researchers will direct their work to focus mainly on perceptions of change recipients, like psychological research does (Oreg et al., 2011). Others would investigate the overall wellbeing, fitness or more precisely mortality hazard of the organization (Hannan & Freeman, 1984).

Those studies in addition to many novels work in the field of organizational change literature have yield valuable insights and theories that can be used in future researches in the named field. However, researchers who attempt to contribute to the field of organizational change to clearly demark their focus to evaluate the micro, meso or macro levels and use the proper tool in their investigation in accordance to the acknowledged academic disciplines that are typically usually used in their research interest. In this context it worth mentioning that meso prospective was used by many scholars and researchers to provide inputs and bridge organizational change theories that are used at the micro or macro levels. For example, research works that are concerned with micro level prospective of individuals will be coupled with meso level prospective of groups or organizations to evaluate the impact that an individual will have on his social defining group or organization. The latter is facilitated through establishing a theoretical link between the disciplines of psychology to sociology and hence relating the change recipient prospective at the micro level to meso level related organizational change issues such as organizational identification and leadership (Jacob et al., 2018).

2.3 Post-Merger Integration

Post-Merger integration was defined extensively and comprehensively in literature by many researchers and practitioners. Its definition had evolved over the last three decades from being purely focused on the procedural and systematic aspects of business to be more socially oriented towards the employees and their organizational cultures. For example, post-merger integration was defined by Shrivastava (1986) as the process of achieving inter-firm coordination, system control and other combining elements that will enable the two companies to function as one, which includes any procedural, physical, managerial and socio-cultural integration activities resulting from merger integration.

Two decades later, Alaranta (2005) defined post-merger integration as a gradual and interactive process, in which the individuals from two or more organizations learn to co-operate in the transfer of strategic capabilities. In 2010, Lauser defined post-merger integration as “fundamental forms of organizational change which employees in an organization can experience, which involve major changes in the employees’ routines, business objectives, operational processes and organizational culture of the merged organization”. It is noteworthy, that many researchers in the field have argued that recent studies have found that none of the financial and strategic variables studies in researches that doesn’t focus on the human side during post-merger integration explain the variance or the mix results of mergers success (Weber et al., 2012).

In response to the latter argument many researchers have recently attempted to defined the post-merger integration with more emphasis on the human side and argued that the previous systematic and procedural definitions leaves the underlying process

of post-merger integration unexplored, and they have empirically proven that PMI is mainly concerned with human side integration from the previously separated entities into once new organization (Brueller et al., 2018; Kroon & Noorderhaven, 2018; Vuori et al., 2018; Ismail & Baki, 2017; Sung et al., 2017; Sinha et al., 2015).

The significance of post-merger integration stage comes from the fact that it hosts the actual integration and covers a wide spectrum of activities that are of a significant importance to facilitate the integration of two previously separated entities after the announcement of merger. This integration process is critical for any merger success, because it is the key enabler for synergies on the day-to-day activities and corporate business processes which eventually drive business value by improving efficiency. Literature shows that poor integration processes might have negative consequences such as 50% drop in employees' productivity, 14% drop in employees' satisfaction, and 80% of employees' will start feeling that management will care more about the financials rather than people and their wellbeing in the work place (Schuler & Jackson, 2001).

Furthermore, in literature it was argued that PMI is meant to integrate the strengths of two organizations into one new entity that has a stronger business stance than the previous separated entities (Charoensukmongkol, 2016; Marks & Mirvis, 2011). Therefore, the significance of PMI stage comes from the fact that it hosts the actual integration and covers a wide spectrum of activities that are of a significant importance to facilitate the integration. Therefore, it can be argued that the integration process is critical for any merger success, because it is the key enabler of, operations and financial synergies of resources and skills to achieve economy of scale and spread best practices across the board (Sengupta, 2020; Tsyplakov, 2019; Kumar & Sharma,

2019; Sherman, 2018; Brueller et al., 2018; Giudice & Buti, 2017; Birkinshaw et al., 2000), alignment of shared services such as HR, finance and procurement and standardization of policies and practices (Smeets et al., 2016; Osarenkhoe & Hyder, 2015).

In this context it is noteworthy that post-merger integration typology segregates it into four different integration approaches based on the seminal work, which are preservation, symbiosis, holding and absorption. This categorization was based on two criteria which are the need for strategic independence and need for autonomy.

Considering the previously mentioned criteria elements, it was proposed what is widely accepted as “integration matrix” which outline the four categorical integration approached based on the optimum needed levels of interdependent and autonomy during integration to create value. Based on the models integration approaches which required for high autonomy are preservation and symbiosis and the ones required for low autonomy are holding and absorption. Moreover, symbiosis and absorption will be required for high interdependence during integration to create value and the remaining two approaches will be categorized with low interdependence to create integration value.

In 2012, Weber et al. (2012) used the terminology of three integration approaches, namely: preservation, symbiosis and absorption. They have further clarified that the level of integration, previously explained as interdependent in work, will depend on the required level of autonomy as well to achieve synergy and hence create value through integration. Weber and Tabra (2017) argued that this categorical classification is dependent on the employees and organizational culture. This

humanization of the topic can offer interesting insight for the study in hand. For example, absorption will be the recommended integration approach when the differences between the merging organizations are low. Therefore, this implies a high level of integration and low autonomy to achieve high levels of synergy.

On the other hand, symbiosis achieves moderate level of integration is selective fields during integration and is suitable for organizations with moderate difference. Preservation will be the selected approach if the integration aims at low level of synergy during integration and amongst organizations with minimum similarities.

In this Section post-merger integration was defined to highlight the wide range and intensity of merger activities that are grouped under this notion. The scope of this merger phase is motivated by value creation, drives merger decisions and a major determinant of overall merger success (Sinha et al., 2015).

Literature is rich with examples of mergers which pursued integrative benefits through leveraging resources, creating efficiencies, increasing market shares and improving competitiveness. However, realizing those benefits has proven to be challenging and unsuccessful for many companies regardless of their market maturity, experience and capital (Epstein, 2004).

Many researches have argued that unsuccessful mergers are often attributed to failures in the integration process, which is usually related to inadequate integration of the human capital and neglecting the human factor PMI (Brueller et al., 2018; Homburg & Bucerius, 2005; Shrivastava, 1986).

The integration of the human factor in post-merger integration can be argued to be significantly challenging due to the many variables during such an integration and the dynamism of the process itself (Sinha et al., 2015).

Moreover, there is no “one size fit all” integration approach, as established earlier there are three different types of post-merger integration approaches that would achieve the required level of intended synergies based on the required level of autonomy for value creation and the organizational cultural differences.

2.4 Perceived Organizational Support

Considering the fact that this study focuses on employees’ individual perception toward merger related organizational changes, in other words, the change recipient perspective of organizational changes during post-merger integration. Therefore, it is central to use a well-developed and validated construct from literature that captures the required psychological process of the social actors in an organization during post-merger integration (Jacob et al., 2018). In this study Perceived Organizational Support (POS) will be used to measure the extent at which employees perceive their organization’s appreciation and support during post-merger integration (Eisenberger et al., 1990).

In Eisenberger’s seminal work on the perception of employees of their organizational support, he argued that the development of perceived organizational support is encouraged by employees’ tendency to assign the organization humanlike characteristics (Eisenberger et al., 1990). Later in 2002, he further stated that actions taken by agents of the organization are viewed as indications of the organization’s

intent rather than attributed solely to the agents' personal motives (Eisenberger et al., 1990).

This personification of the organizational action through its agents in the perception of the employees was suggested earlier by Eisenberger et al. (1990) amongst other scholars have drawn on this notion and expanded its applicability. The personification was argued by Eisenberger to be abetted by "the organization's legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization's agents exert over individual employees" (Eisenberger et al., 1990). On the basis of the organization's personification, employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them.

It is noteworthy, that favorable job conditions and organizational rewards such as pay, promotions, job enrichment, and influence over organizational policies contribute more to the employees' perceived organizational support if the employees believe that they are in fact the results of the organization's voluntary actions, as opposed to external constraints such as governmental roles or safety regulations (Shore & Shore, 1995). The depth of this belief will affect the degree at which employees' perceived their organization support (Sarala et al., 2019). Therefore, the outcomes may vary based on this belief, with more favorable and positive outcomes in the workplace as a result of a stronger and deeper belief of perceived organizational support.

The notion of perceived organizational support can be best explain by the organizational support theory, which addresses the psychological processes underlying consequences of perceived organizational support. Eisenberger et al. (1990), argued

that based on the reciprocity norm, perceived organizational support should produce an obligatory feeling to care about the welfare of the organization and to support the organization reach its objectives.

It was also argued by the same scholars that the socioemotional needs of the employees will be fulfilled by the perceived organizational support through the perceived caring, approval, and respect, which will lead employees to incorporate organizational membership and role status into their social identity.

Moreover, perceived organizational support will in fact strengthen employees' believes in the organization recognition and reward their increased performance and commitment. As discussed earlier, these processes should have favorable outcomes both for employees such as increased job satisfaction and heightened positive mood, and for the organization such as increased affective commitment, increased performance and reduced turnover.

In this context, it is worth mentioning that organizational support theory as argued by Eisenberger among other scholar provides clear, readily, testable predictions regarding antecedents and outcomes of perceived organizational support along with specificity of assumed processes and ease of empirical testing. In 2002, Rhoads and Eisenberger examined multiple studies that have consider perceived organizational support hypothesized antecedents and consequences.

Moreover, they have considered elaborated studies of the mechanisms presumed to underlie these relationships. In their assessment of 70 different studies pertaining to perceived organizational support, they have concluded that employees personify the organization, infer the extent to which the organization values their

contributions and cares about their well-being, and reciprocate such perceived support with increased commitment, loyalty, and performance (Eisenberger et al., 1990).

Perceived organizational support as a construct was used in many recent studies pertaining to organizational change, more importantly in empirical studies that are concerned with behavioral assessment of employees during times change such as post-merger integration (Mottola et al., 1997).

As mentioned earlier, it was argued in literature that perceptions of organizational support increase feelings of organizational unity, because employees will feel that they are cared for, acknowledged and respected by their organization. Consequently, a perception of belonging to the new organization and perceptions of unity will be promoted, which increases the identification with the new organization (Mottola et al., 1997). It was further argued that higher perceived organizational support will reduce the threatening feeling of employees toward change and will develop more favorable attitudes in the work place (Handoko & Tanjung, 2019; Rush et al., 1995).

The previously mentioned arguments are critical for this study and it will be attempted to investigate how do employees perceived organizational support affects the organizational well-being during merger integration and how would perceive organizational support from the prospective of employees be supported and enhanced.

In this study perceived organizational support will be measured with the five items adopted by Eisenberger et al. (1990) Survey of Perceived Organizational Support (SPOS). The items are: “The merged organization would consider my goals and values,” “The merged organization would value my contribution to its well-being,” “I

believe upper management of the merged organization would take my interests into consideration when making decisions,” “The merged organization would care about my well-being,” and “I am confident that upper management of the merged organization would treat me fairly”. Those items were chosen based on their relevance to the study in question and based on previous studies in the field of merger, which was found relevant to the scope of interest of this study by studying the notion of perceived organizational support during merger integration (Mottola et al., 1997). Moreover, the chosen items are argued to cover three of the employees’ perceptual judgments on organizational attributes during integration, which are employees’ goals and values (item-1), employees’ performance (item-2), employees’ well-being (item-3, 4 & 5).

It is noteworthy, that the considered items will cover the main measures that are required to understand the perception of employees on perceived organizational support and the same was proven by Mottola et al. (1997) in their seminal work on merger integration effect on merged organization. In assessing the survey of perceived organizational support, it was argued by Eisenberger himself in 1990 that employees have in fact showed a consistent pattern of agreement and hence a distinct central tenancy with statements concerning whether the organization appreciated their contributions and would treat them favorably or not in differing circumstances. Therefore, exploratory and confirmatory factor analyses on a sample of employees from different occupations and organizations provide a proof for the high internal reliability and unidimensionality of Eisenberger et al.’s scale (Survey of Perceived Organizational Support; SPOS), in both its original 36 items version or shorter version. Therefore, it can be concluded that measuring perceived organizational support is a distinctive construct that the SPOS measures with high reliability. In addition to that,

the majority of perceived organizational support studies used a short form developed from the 17 highest loading items in the SPOS (Eisenberger et al., 1990), yet, for practical reasons, many other studies use fewer items. The latter did not appear to be problematic since the original scale is unidimensional and has high internal reliability. The latter supports the utilization of a shorter version of Eisenberger's SPOS for this study.

2.5 Employees Participation in Decision Making

Another central notion in the literature of organizational change behavior is employees' participation in decision making (EPDM). It is noteworthy, that there are many descriptive terms in literature that are used interchangeably to refer to employees participation in decision making such as employee involvement, employee participation, job engagement and employees empowerment, but its meaning refers to the concept of employees PDM.

Wagner (1994) defined employees' participation in decision making as the process of involvement among employees in sharing information processing, decision making and problem solving in an organization. Strauss (1998) defined employees' participation in decision making as the process which allows employees to exert some influence over their work and the conditions under which they work. Scott-Ladd et al. (2006) further argued that employees' participation in decision making is the process of sharing important information between managers and employees to generate new ideas and possible alternatives, plan processes and evaluate results to achieve common organizational objectives. Moreover, Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct. Therefore, it can be argued that employees'

participation in decision making encourages the involvement of manpower at all levels of an organization to analyze problems, develop new strategies, and implements solutions (Helms, 2006). In its generic form employees participation in decision making can be defined as sharing the decision making process in an organization with employees (Busck et al., 2010). This employees' involvement creates a participative management style which permit the employees' to directly and actively participate in organizational decision making process, which is argued to have a positive impact on organizational performance and productivity (Farooq et al., 2019; Ding & Shen, 2017; Park, 2000). Furthermore, Rana and Pathak (2020) argued that Employees' participation has an exceptional motivation and positive psychological value at the work place. They have supported their argument by stating that EPDM develops a sense of commitment and responsibility by the employees towards their job tasks and organization in general. Da'as (2019) further argued that employees' participation in decision making develops employees' citizenship behavior, which in turns supports the employees' performance.

Literature offers different conceptualization and theorization of the notion of employees' participation in decision making (Han et al., 2010) and it is evident that the conceptualization of employees' participation in decision making as a theoretical construct has evolved over the years and gain more maturity (Tannenbaum et al., 2013).

It was further discussed in literature that employees' participation in decision making is a complicated concept, which is derives from management, psychology and sociology (Han et al., 2010). Some researches argue that employees' participation in decision making is not limited only to sole participation in the decision making process

as argued by Tannenbaum et al. (2013), but rather it is best manifested as the degree to which employees can affect decisions related to their jobs (Tannenbaum et al., 2013). It is argued that that employees' participation in decision making cannot be considered as a specific institution, instead it is a collective management system, which involved processes of leading, motivation and interaction with employees to provide them with opportunities to participate in organizational decision making.

It was suggested that employees' participation in decision making is an effective tool in motivating employees to perform desirable behavior. This argument was supported later that employees' who participate in decision making do share organizational rights. In 1995, it has also conceptualized that EPDM is attempted in organizations to achieve corporate objectives by both sharing and influencing the decision making by employees, who are the best judge on how decision will impact their jobs and hence work outcomes.

The same argument was supported by Spreitzer and Mishar (1999), who arguing that employees' participation in decision making increases job performance, because employees have a better idea on how their job can be best delivered, since they know how their jobs can be best delivered. Han et al. (2010) suggested that employees' participation in decision making through the emphasis of sharing of power with employees, satisfies employees' humanistic needs and gives them a fundamental right to extend a psychological ownership toward the organization.

This perceived ownership of the organization promotes a stronger identification with the organization. This positive relation between employees' participation in decision making and organizational identification was also supported

by many scholar and practitioners in the field (Farooq et al., 2019; Da'as, 2019; Piccoli et al., 2017).

Another critical outcome of EPDM is organizational trust (Da'as, 2019; Yue et al., 2019; Biswas & Kapil, 2017; McCauley & Kuhnert, 1992). In their study, they argued that EPDM and organizational trust are theoretically and empirically associated.

From the reviewed literature in this study, many researchers have discussed corporate interventions that must be utilized to enhance the impact of employees' participation in decision making on organizational performance. It was argued that for employees to participate in an organization discussion making process the latter must have active communication channels with its employees' to support sharing and active participation in the decision making process. Scott-Ladd et al. (2006) have further added that communication must be clear, open, transparent and continuous to reduce uncertainty, ambiguity and role conflict reduce and teamwork is promoted.

In addition to communication, literature proposed training and competency development as another required factor which enhances the positive outcomes of EPDM such as organizational commitment, organizational identification and organizational trust (Appelbaum et al., 2013). This argument can be supported by considering training and competency development as a prerequisite for employees' empowerment to take decisions on what might affect their organization, access information and resources required for decision making, be assertive in collective decision making, manage working in complex teams, function properly under stress (Blanchard et al., 2001; Cannon & Salas, 1998). Furthermore, it was argued in literature that creating such an interactive working environment in the work place,

supported by continuous communication and development promotes favorable employees attitudes and behaviors such as organizational trust and strong identification (Smidts et al., 2001).

As discussed earlier, in literature it was highlighted that employees' participation in decision making is a favorable management style, which enhances performance and productivity, but some researchers have also explained that organizations should give this control to the employees without losing control as well, because employees might get opportunistic and the organization might suffer from agency cost.

Moreover, some employees might not have the required competency to take critical corporate decisions which might affect the organization performance and objectives. The organizations that involve employees in the decision making process might bear more cost by sharing information with employees and the decision making process might be slowed which affects their performance and agility, because of the bigger number of participant in the decision making process. Therefore, it can be argued that organization should maintain a balance in involving employees in the decision making process, not to loss control over process, but yet deliver value through EPDM.

2.6 The Role of Organization Identification in Post-Merger Integration

It is established in literature and as argued in the earlier Section of this study, post-merger integration phase of merger is substantially critical for Merger and its success will contribute positively to the overall success of merger (Dao & Bauer, 2020; Kroon & Noorderhaven, 2018).

Employees in organizations that go through mergers perceive and experience post-merger integration as an extreme case of organizational changes, to the extent that it in fact significantly affects their lives and wellbeing (Bansal, 2016; Van Vuuren et al., 2010). Along the same line of thoughts, many researchers have referred to the employees' disturbed state of mind during such a major organizational change with the term "Merger Syndrome", which is characterized by employees negative attitude, resistance and rejection of change, this will be discussed in more details in the next Section of this study (Sarala et al., 2019; Robbins, 2018; Hassett & Nummela, 2018).

Therefore, to further investigate this phenomena and in attempt to explain the underlying mechanism of the observed rejection and resistance to change through many empirical study of post-merger integration, researchers have increasingly started to focus on the psychological, cultural and social elements of the integration process, to emphasize the importance and criticality of the human integration during post-merger integration (Kroon & Noorderhaven, 2018).

However, some researchers have counter argued that employees will sometimes develop a positive interpretation of change, which yield positive outcomes during the organizational change in the merger process, but this argument cannot be generalized across the board and requires further investigation to relate to organizational context and employees' personal characteristics (Sonenshein & Dholakia, 2010). In this Section of the study, an attempt will be made to investigate this phenomena further and investigate its contribution on merger success.

As discussed earlier, merger is an extreme form of organizational change and it was established in literature that mergers will probably fail because of the inadequate handling and management of change especially the human side of it (Schönreiter,

2018; Kroon & Noorderhaven, 2018; Kansal & Chandani, 2014). Merger changes organizations routines and setups, which causes cultural shocks, cross cultural conflicts, anger, depression, confusion, ambiguity, insecurity and haplessness amongst the employees of the merged organizations (Vasilaki et al., 2016).

In literature, the previously mentioned attitudes and feelings were explained by the negative reaction of employees to change, mainly because the of the turbulence and change in the organizations that go through merger, which might escalate to loss of attachment and organizational identification dilemmas (Vasilaki et al., 2016; Bryson, 2003). Therefore, it can be argued that due to the major organizational changes during merger such job scope, procedural systems, salary, incentive programs and cultural practices, merger was considered by many researchers as a perceived threat on employees' identity, which might escalate to an identity crisis if not tackled effectively and timely (Ismail & Baki, 2017; Vieru & Rivard, 2014).

Wegener et al. (2014), have further argued that organizational identification is a key predictor of employees' behavior during time of change and low identification with the post-merger organization is often cited by many scholars as a key reason for merger failure. They have further stated along with other scholars in the field that the high post-merger organizational identification if achieved will enhance the readiness to change and yield positive work related outcomes, which are major precursors to merger success (Drzensky et al., 2012; Millward & Kyriakidou, 2004; Rousseau, 1998).

To further investigate the notion of organizational identity in this context the definitions provided by Gioia (1998), Dutton and Dukerich (1991), Ravasi and Schultz (2002), Hatch and Schultz (2012), Vieru and Rivard (2014) can provide many valuable

insights to the subject in hand. All the latter mentioned researchers have agreed on classifying organizational identification as a favorable organizational behavior during organizational change which can both create and deliver successful integration during merger through positive employees behavior and contribute constructively to merger success.

In his definition of organizational identity, Gioia (1998) referred to the identification process during organizational change as a combination of perceptions that are shared by organizational members about whom they are as an organizational group. Based on Gioia's definition, organizational identity can be conceptualized as a tool of organizational beliefs that assign meaning to daily work practices amongst the organization actors at their social surroundings.

Hatch and Schultz (2012) evolved this definition by arguing that those meanings of work practices in the vicinity of an organization is the basis for interpreting events using that particular organization's cultural assumptions and beliefs. In 2005, Weick et al. have added an extra dimension to the notion of organizational identification during change to argue that it is formulated based on a sense-making process which allows new information to be incorporated and meaningfully interpreted based on a frame of explanatory reference.

Therefore, organizational identification in the context of organizational change can be argued to be a dynamic construct that is continuously formed and shaped through the interaction between members of the organization, but is usually based on a reference that is shaped by the organizational culture, sense of belonging and continuity (Ravasi & Schultz, 2002). Therefore, if there were an attempt to change the culture by means of mixing two different organizations with different cultures under one

entity, this will create cultural anomalies (Kansal & Chandani, 2014), which will be countered by resistant behavior by employees because of its psychological impact on them.

The psychological impact and the cultural clash dilemma are more preannounced in the case of equal size companies' merger, because there would always be a struggle of power as people members from both heritage companies will try to control the new organization. Moreover, social actors in the new organization will seek to maintain their status quo, with less attention for creating an identity for the new organization by benchmarking against the best practices from both sides and standardizing their processes to facilitate synergies and enable efficiency.

Therefore, organization identification is crucial during merger to maintain loyalty and positive individual's behavior. It was viewed in literature from the prospect of social identity theory, which suggests that individuals' self-concept consist of two identity types, namely personal and social identities. The personal identity consists of individual characteristics and the social is a derivative of emotional attachment and group membership to the previous organization (Boen et al., 2006). PMI will alter organizations identity and employees will have to identify themselves as members of the new organization, which must be a balance between preserving the old while and embracing the new identity during post-merger integration. If this integration process was jeopardized, organization identification will be at risk and a loss of identity will cause a loss of trust and limit the social interaction between individuals in the new organization (Boen et al., 2006; Bryson, 2003). The latter individual attitudes drive the feelings of dis-attachment, threat, injustice and illegitimacy which imposes risks on

critical notions at the workplace such as job satisfaction, team performance, organizational citizenship and talent retention.

Therefore, employees will lose their engagement or even choose to leave the organization which negatively affects the new organizational productivity (Agrawal & Jaffe, 2003). On the other hand, in literature it was argued that creating of new organizational identity in PMI by means of reducing uncertainty and ensuring both stability and continuity will contribute positively to the new organization performance by driving positive employees attributes such as commitment, satisfaction, productivity, and longevity (Agrawal & Jaffe, 2003; Cartwright & Cooper, 1995).

Noteworthy, there is a convergent in literature with regards to the characteristics of employees' perception on the new organizational identity in the post-merger stage (Elstak et al., 2015). Those characteristics can be outlines as commitment, citizenship, attachment, proudness and stewardship (Ismail & Baki, 2017; Sung et al., 2017).

Literature shows that poor integration processes might have negative consequences such as 50% drop in employees' productivity, 14% drop in employees' satisfaction, and 80% of employees' will start feeling that management will care more about the financials rather than people and their wellbeing in the work place (Schuler & Jackson, 2001). Therefore, human integration management for organizational identification during merger integration is considered a major contributor to merger success. Moreover, suitable techniques must be utilized to minimize the psychological impact on employees during major organizational changes. The following Sections of this study will discuss those techniques and their impact on the psychological status on the human element during merger integration.

For the operationalization of this construct, this study will use the 6-items scale used by VanYperen et al. (1999) and found reliable ($\alpha > 0.82$) which was based on 8-items scale but amended to avoid overlap with perceived organizational support questionnaire.

2.7 Organizational Trust

Men et al. (2020), Boussard et al. (2019), Bansal (2016) argued that it is critical to create and manage trust during times of merger. They have further argued that during times of mergers employees will be forced either consciously or unconsciously to change and to an extent examine their understanding of their organization.

This psychological disruption is attributed to the disturbing the reciprocal relationship between the employees and the employer during merger (Rousseau, 1995). Searle arguments were based on the seminal work done by Saunders and Adrian in 2003. Their study on organizational justice during organizational change revealed that employees' will be most stressed and jeopardized through such a time, therefore, that sense of trust must be emphasized and to some extent reestablished to counter the dominate trends of uncertainty and the survivor perception during merger.

There are an ample of researches and studies that emphasis the notion of trust during organizational change. In 1993, Lawler III argued that during times of organizational change employees trust in the organization is central and leads to positive outcomes in the work place such as employees' task performance and hence organizational corporative performance in general (Lawler III, 1993).

In 2003, Agrawal and Jaffe studied the employees trust in their organization under the notion of "organizational trust" and highlighted that there is an increasing

interest amongst scholars and practitioners in in studying its positive influence on organizational and member outcomes including organizational effectiveness and job satisfaction. Mangundjaya and Farahzehan (2019) have discussed the same thought and argued that gaining the trust of employees in their organization is crucial to change management and its success.

Moreover, Weber (2019) have discussed the role of organizational trust on merger success especially during post-merger integration through reciprocity of benefits in the employee/employer and gaining employees supportive behavior during change.

The notion of trust has many conceptual and operational definition, perhaps one of the early definitions that was proposed and it was defined trust as the willingness to take risks with some meaningful incentives at stake and that the trustor must be cognizant of the risk involved. Later, the trust is defined as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party”. They have further argued that this definition of trust is applicable in relationship with another identifiable party such as organizations in the context of employee-employer relationship. Moreover, they have emphasized the distinction between trust and cooperation and argued that trust will frequently lead to form of cooperation and supportive behavior but the two notions should remain separated in the contextual definition and operationalization.

In 1995, McAllister argued that scholarly interest in trust has led to a diversity of theoretical perspectives in trust research. Agrawal and Jaffe (2003), argued that organizational trust research is in fact categorized by analysis level to range from

micro-level interpersonal approaches to macro-level institutional approaches. The micro-level examines individual dispositions, socio-psychological approaches which examines environmental factors. On the other hand, the macro-level institutional approaches examines uncertainty in societal interactions and trust.

Alternately, trust researches can also be categorized as an antecedent based research and outcome-based research. For instance, if researchers are examining antecedents of trust based beliefs a calculus-based approach, knowledge-based approach, or an identification-based approach can be followed to explain the development of employees' perceptions, feelings, beliefs and generated attitudes (Jones & George, 1998).

Furthermore, it must be noted that within an organizational trust may take different forms, including individuals (trust between colleagues, with superordinates and with supervisors), specific groups (management and workgroup), or between employees and the organization as a whole (Verburg et al., 2018). It is noteworthy that the latter mentioned forms of trust are conceptually and empirically distinct, and therefore have different antecedents and consequences (Searle et al., 2011). The recent work by Verburg et al. (2018) on organizational trust and performance, suggested that to date most empirical works in the field focused on interpersonal trust such between coworkers or with supervisors and there is scarcity of research done on the form of trust between employees' and the employing organization as a whole, which is referred to in literature as organizational trust. Noteworthy, the same observation was made later in 2007. They have further argued that in the 22 years separating their research on organizational trust, studies in the field remains scarce and notion lacks maturity. Moreover, Bansal (2016) argued that organizational trust is one of the most important

behavioral aspect in the post-merger integration process, but the least studied variable from the perspective of organizational change, and more specifically, mergers and acquisition.

This study focuses on organizational trust and its impact on employees' supportive behavior and organizational performance during organizational change. Organizational trust was defined in literature as "individual's expectation that some organized system will act with predictability and goodwill" (Maguire & Phillips, 2008). This definition implies that organizational trust is a collective system, which includes multiple organizational actors and not limited to a single individual or even a specific group. Therefore, it can be argued that organizational trust is a broad and diffuse set of sources risk if compared to interpersonal trust.

Furthermore, Searle et al. (2011) argued that organizational trust is derived from employees' assessments of the organization reliability to meet its responsibility, positive intensions toward its stakeholders' wellbeing and adherence to moral principles. Therefore, perceived organizational support can be argued to be an antecedent of organizational trust, because is if the employees believe that their organization cares for their wellbeing, they will intern create a sense of trust toward their organization (Biswas & Kapil, 2017; Kura et al., 2016). This is supported by the social exchange theory, because employees who perceive support will trust their organization to fulfill its obligation by noticing and rewarding the employees effort (Eisenberger et al., 1990).

Other researchers have also argued that employees will create this sense of organizational trust through the organization legitimacy of decision taking (Weibel et

al., 2016) and hence a relation between employees participation in decision making and organizational trust can be theoretically argued.

As discussed, earlier employees supportive behavior were argued in literature to be outcomes of organizational support, therefore organizational trust is believed to be a critical construct in trying to explain the impact of perceived organizational support and employees' involvement on organizational performance (Mayer & Gavin, 2005; Searle et al., 2011; Verburg et al., 2018; Weibel et al., 2016).

To operationalize, the construct of organizational trust was used due to its focus on organizational trust and it was used in literature to be reliable ($\alpha > 0.60$). This questionnaire is based on two main dimensions which are capability of the organization and fairness of the organization. Noteworthy, many scholars have argued the scarcity of validated questionnaires to measure it and researchers should use their intuitive thinking and insights of their research context to choose the best most reliable operationalization to their construct (Ahteela & Vanhala, 2018).

2.8 Mindful Corporate Interventions during Merger Integration

It was established in the earlier Sections of this study that mergers and acquisitions, in particular post-merger integration is considered a major corporate change and perceived by employees in the merged corporations as extremely stressful life events to an extent that it might traumatize them.

It was further established that employees will resist such a change and push the organization to behave adversely, due to indent loss and lack of attachment to the new organization, which is a well-recognized reason for the high failure rates in post-merger integration.

In literature, researchers have argued that the contemporary concept of Psychological Capital (PsyCap) is a novel but yet a theoretically sound notion which can be adopted as an approach to investigate the psychological state of the merged organizations social actors and their resistance to change during post-merger integration (Dorling, 2017).

In this context researchers in the field have proven through empirical examination of the phenomena that resistance to change during post-merger integration will trigger negative emotions which leads to adverse organizational behavior and eventually failure of merger (Stahl & Voigt, 2008). Therefore, the majority of researchers have attributed the high failure rate in mergers and acquisitions to the poor handling of the human factor during post-merger integration (Dorling, 2017; Kansal & Chandani, 2014; Bauer & Matzler, 2014).

The trend towards awareness of the human side during post-merger integration has increased in the last two decades considering its direct impact on post-merger integration by prompting negative impact, mainly employees' resistance to change during such a major change in the organization (Ager, 2011).

In this context resistance can be argued to be a psychological phenomenon which grew into a psychological concept by itself. In 1952, Lewin has comprehensively studied organizational change and he has manifested resistance as a major obstacle of change. Many scholars have later contributed to this field and widen the understanding on how positive psychology through the understanding of the psych of an individual will reduce resistance and contribute to the success during change (Dorling, 2017).

The notion of positive psychology studied by Seligman and Csikszentmihalyi (2000) was argued by Luthans (2002) to be a major driver of positive organizational behavior and it was argued later by the same researcher in 2004 that positive psychology produces positive work-related outcomes. Few years later, many researchers in the field have reflected on the previous seminal works on positive psychology and argued that adopting the approach of PsyCap is essential in the work place during major organizational changes to achieve favorable outcomes such as organizational change success (Dorling, 2017; Luthans et al., 2006).

It is argued that PsyCap is a definitive character that draw on an individual's positive psychological capacity, self-efficiency, optimism, hope and resilience, which might vary between different individuals. They have further argued that these characters can be developed, harnessed and measured to improve performance at the individual as well as the organizational levels. In their argument, self-efficiency was defined as the courage to take on and put in the required effort to successes. Optimism was defined as putting up positive contribution to ensure continuous success. Furthermore, hope was defined as goals preservations and taking all necessary measure achieve them. Resilience was defined as attaining success by bouncing back even if faced by adversity and problems.

The previously mentioned conceptual characteristics are interrelated and associated with a wide range of desirable workplace outcomes, as they aim at success in handling the challenge even in the most adverse and turbulence situations, but the question remains on how to incentivize such a favorable psychological status of employees? And how can those concerns be best addressed through proper interventions?

Literature have appraised the contribution of organizational mindfulness toward employees' psychological reaction on post-merger integration and its consequences on resistive organizational behavior during such a change in the organization norms, routines, structure and processes (Charoensukmongkol, 2016). In order to suggest proper intervention against the resistive behavior, the factors which lead this negative psychological behavior should be investigated.

Researches in the field suggests that employees' resistance is explained by the personal characters of the employees themselves and organizational contextual factors such as ineffective communication, inadequate leadership and visibility of management (Oreg, 2003). Moreover, researchers have gave more emphasis to the individual characteristics and considered it as a dominate factor contributing to negative psychological reactive and hence deriving resistive behaviors during times of change (Oreg, 2006; Bovey & Hede, 2001).

On the psychological side, resistance to change can be described as a multidimensional construct, which consists of three main components, namely cognitive, affective and behavioral (Piderit, 2000). The cognitive is mainly the process of thoughts, in which a person will become aware of a stimuli, evaluate its significance and react with suitable behavior (Smollan, 2006). This behavior can be argued to be resistance as a reaction to the stimuli of the organizational changes during post-merger integration, because employees might irrationally evaluate the named changes as a threat to their status quo and well-being as discussed earlier (Charoensukmongkol, 2016). Affective is the second component of the resistance construct, which is more concerned with the emotional side and related to the employees feeling in response to change, such as anxiety, sadness, fear and anger (Bovey & Hede, 2001). Therefore,

this component explains the negative feelings which generate resistance to change behaviors. Therefore, both cognitive and affective processes jointly trigger a chain of events and sequence of change resisting behaviors.

By reflecting the latter mentioned psychological insights on pragmatic workplace situations, it can be argued that employees tend to resist post-merger integration for several reasons which are well manifested in literature such as uncertainty and changes on processes, policies, rules, work locations, coworkers, power, job requirements, career progression, status and supervisors (Seo & Hill, 2005; Wickramasinghe & Karunaratne, 2009).

The third reason was outlined as the disruption the employees' habitual behavior, which makes the social actors in the organization resist the change as they might feel the difficulty of adjusting to the new work conditions. Moreover, post-merger integration can create psychological distress because they will spectacle of their capabilities, knowledge and skills to handle their new job duties after the change.

In addition to that, the employees attachment to their organization will be jeopardized, as they might view this change as a psychological contract breach and lose their sense of continuity and sense making, which is a major emotional and psychological obstacle, because the legitimacy of merger will be questionable from their point of view (Sinha et al., 2015; Vieru & Rivard, 2014). Losing such a commitment toward the organization by jeopardizing the organizational identity of the employees might develop a serious challenge on the post-merger integration success as discussed earlier in study.

In 2013, Gartner proposed mindfulness as an individual characteristic that reduces negative psychological reaction toward change and hence enhances the readiness for organizational change by reducing resistance. In the same year Leroy et al. defined mindfulness as “a receptive attention to and awareness of external and internal present-moment states, events and experiences”. The latter definition summarizes a tremendous empirical and theoretical works by many researchers in the field who have argued that mindfulness enhances psychological well-being, lower dysfunctional behaviors, improves job related outcomes and enhances decision making (Grossman et al., 2004).

Reflecting on the arguments from by the seminal work of the researchers and scholars discussed in this Section of the study (Seo & Hill, 2005; Wickramasinghe & Karunaratne, 2009; Gartner, 2013; Grossman et al., 2004), this study argues that organizations should be mindful toward negative employees’ reaction by intervening effectively to counter the adverse impact of the probable employees’ negative reaction to change during post-merger integration and continuously enhance their mindfulness toward the positivity of change.

Therefore, a robust understanding of both organizational and employees mindfulness is needed in a theoretical context to better investigate the underlying mechanism of developing a positive mind state for employees in the merging organizations during post-merger integration through proper organizational intervention practices. It is noteworthy, that some employees might be naturally mindful more than others and hence they will perceive change as an opportunity rather than a resistible change (Charoensukmongkol, 2016), therefore, organizational intervention to enhance they PsyCap will not be required, as it will come naturally to

them and they can be used as change leader to positively influence other employees during times of change.

From a theoretical perspective, the Social-exchange theory forms the basis for some hypotheses which test the relationships between employees' positive and negative perceptions of organizational change during post-merger integration (Buitter & Harris, 2013). Scholars who have based their research on this theory in the context of organizational change during have argued that when organizations are viewed as supportive to its employees, the employees themselves may have more favorable perceptions of the merger (Nishii et al., 2008).

As established earlier, organizational changes as in the case of mergers have adverse effects on employees' behavior, performance, well-being commitment, satisfaction, and identification (Seo & Hill, 2005; Appelbaum et al., 2001; Cartwright & Cooper, 1995; Schweiger & DeNisi, 1991; Marks & Mirvis, 2011). Therefore, mergers are associated with increased employee turnover and layoffs. The social exchange theory provides an explanation to negative effects of mergers on employees and argue that they can be mitigated. According to the theory, "social exchange relationships are an exchange of socio-emotional benefits, mutual trust and open-ended commitments (Buitter & Harris, 2013), and high-quality social exchange relationships encourage employees to form attitudes and exhibit behaviors that have favorable consequences (Van Dyne et al., 1995).

Moreover, the theory argues that if the employees' perceive the support of their organization which is defined in literature as perceived organizational support, this will be enhance their trust toward their organization and they will be more committed, perform better, and will go above and beyond what is expected. In other words,

employees will be more concerned with the new organization commitment to them and what would the new organization exchange for their loyalty and efforts (Rhoades & Eisenberger, 2002).

It is noteworthy, the exchange theories (social exchange and organizational support theories) view the perceived organizational support as the catalyst for positive employees work outcomes. The proposed exchange relationship is backed by the reciprocity norm, which suggest that the recipient of benefit tends to return to privileges of support and care extended to him by a donor, this donor might as well be the new organization (Rhoades & Eisenberger, 2002). Moreover, it was argued that organization employees tend to assign human like characteristics and personalize their organization actions towards them even if they were attributed to sole designs taken by supervisors or managers solely with no corporate reference. This was explained in literature by arguing that organizations are legal entities that have their own social, moral and financial responsibilities; therefore, they are fully accountable for their employees actions (Rhoades & Eisenberger, 2002; Eisenberger et al., 1990).

Reflecting on Rhoades and Eisenberger (2002) conceptualization, it can be argued that during times of major organizational changes organizations should be cautious by promote fairness and support to their employees and ensure communicating that sole unfair or offending actions by actors during times of change are the accountability of the actors themselves and should be reported the affected employees through an approved corporate protocol. Moreover, in literature it was argued that organizations that provides continuous feedback and interaction with employees has more perceived organizational support in comparison to organizations that do not.

Therefore, it can be argued that there is a consistent agreement in literature suggesting that to maintain positivity and counter the negative employee's behavior during merge, mindful intervention strategies, policies and practices must be taken in considerations to manage the human capital integration (Charoensukmongkol, 2016). Those mindful intervention correlate positively with employees' behavior by enhancing their PsyCap through communication and training to ensure their continuous involvement in the merger and integration activities in the form of teamwork and active participation (Koi-Akrofi, 2017; Weber et al., 2012; Epstein, 2004).

Communication during post-merger integration is critical for organizational identification, because it reduces stress caused by job insecurity, lack of autonomy and the feeling of uncertainty (Vasilaki et al., 2016). Moreover, it mitigates damaging power and dependency of gossip and rumors, by aligning the employees' perception of reality, developing a sense of meaning and creating a shared vision of the new organization to reduce stress and smoothen the way towards corporate change for value creation (Wickramasinghe & Karunaratne, 2009). Therefore, if effective and regular communication provided the needed clarity during post-merger integration phase, employees' will truly understand the drivers of mergers and reconstruct a positive organizational behavior which will identification and hence productivity.

Training and development are another major contributor of an effective human capital integration intervention strategy during post-merger integration. It is crucial to maintain a continuous human capital develop, which is one of the greatest corporates gains over the long run especially if it was coupled with measures to retain talents and capabilities in the new organization.

Moreover, training and development is a major enabler to build the new organization identification by blending the individuals' culture through improving the previously existing systems and development of new routines, while supporting the employees to cope with change in their environment. It was further argued in literature that training has a positive influence on organizational citizenship, job satisfactions, commitment and productivity, because employees will perceive the new organization in training and development as an interest in the employees themselves and will make them more appreciated and valued (Vasilaki et al., 2016).

Both communication and training during post-merger integration should be exercised while ensuring employees' participation and contribution during the arranged sessions of communication and training during the phase of post-merger integration. This was argued in literature to have a pivotal role in identity building and positive employee's behavior. It is all about building an attractive and interactive working environment for the employees where they will feel appreciated, recognized and involved in tacking decisions that are affecting their wellbeing in the workplace. Furthermore, it will develop a sense of ownership and stewardship towards the organization which is central to foster identification and drive positive behavior in the new organization (Bartels et al., 2006).

Other researchers studied employees' participation in communication and training during post-merger integration from the prospective of manpower mixing and teamwork. In this context mixing is referred to the process of integrating highly skilled employees and managers into organizational positions that are either newly developed for the new organization (soft mixing) or not in their original company (hard mixing).

The latter mentioned mechanism during post-merger integration was argued in literature to be amongst the best strategies of employees' transition and reallocation which would enhance knowledge sharing amongst employees, ensure coherent integration in merger, allow standardization of practices and facilitate resources synergy between the working groups (Smeets et al., 2016).

Teamwork through employees' participation during post-merger integration supports organizational identification by positively influencing the organizational behavior, through enhancing a cross-organizational dialog and ease the integration of previously independent teams. Moreover, teamwork facilitated by communication and training supports knowledge sharing across the members of the new organization and improve the communication, coordination and knowledge integration which drives productivity (Ahammad et al., 2016).

From the above discussed literature, it can be concluded that mindful interventions for PsyCap development during post-merger integration are greatly important for human capital integration and merger success during post-merger integration. Those intervention practices should counter the employees' negative psychological reaction toward organizational changes in post-merger integration by creating a positive work environment attributes that balances the cultural differences and ensure engagement. Moreover, the centrality of mindful interventions for PsyCap development during post-merger integration can be viewed from the prospective of its role in defining organizational incompatibility, bridging cultural gaps and retaining talents. Therefore, the outlined intervention would provide the key enablers to provide homogeneity, loyalty and identification for the new organization to ensure business enhancement, growth and productivity in post-merger integration.

To operationalize the construct of mindful corporate interventions, both communication and training were operationalized under the same construct using a 4-items scale with high reliability ($\alpha > 0.6$) extracted from seminal works in literature related to merger (Vasilaki et al., 2016; Wickramasinghe & Karunaratne, 2009). For communication, the measure items addressed the theorized construct effectiveness, frequency, coverage and interaction during communication. The selection of the latter mentioned items were important to suite the theorization of the subject construct and ensure their conceptual completeness in representing the intended construct. As for training, the selected items measured the training usefulness, relevance, timing and interaction, which is representing the way training as a construct was theorized in this study.

2.9 Employees Change Supportive Behavior during Post-Merger Integration

Literature suggests that employee's cooperation through supportive attitudes and behaviors toward organizational change process such as merger is a critical determinate of change success (Caldwell & O'Reilly III, 1990; Meyer et al., 2013; Michel et al., 2010; Todnem, 2005; Tyler & Blader, 2005; Khan et al., 2020). Other researchers have argued that the most active form of employees support behavior is championing change by demonstrating an extra role behavior (Orth, 2002; Islam et al., 2020). Therefore, it is crucial to understand the mechanism at which such a behavior is promoted in an organizational especially during times of major organizational changes.

Researchers have argued that during organizational change the degree of supportive behaviors extended employees in an organization varies from one to another (Zhang, 2020). The same scholars amongst others such as Oreg et al. (2011)

have also stated that in such a theoretically rich field of research like organizational change, which has received an ample amount of research and empirical maturity, the employees' individual reaction toward organizational change initiatives is not well understood.

It is noteworthy, many researchers have studied and proven multiple stimulus on employee responses to change, such as work context, perceived organizational support, and organizational trust (Oreg et al., 2011). Other scholars have taken another line of thoughts and argued that individual factors, such as change readiness, personality traits and dispositions have an impact on employees' response to change in an organization (Rafferty & Minbashian, 2019). It is further argued that changes in the employees' career path have a pronounced impact on how employees react to organizational change. Then, the same scholars stated that behaviors in the work context are more likely to be influenced by individual career goals and their aspirations. Therefore, employees will then have concerns on how the initiated organizational changes such as merger will impact their career opportunities. Hence, some might view the changes as a threat that might jeopardize their career and tend to oppose or resist the change. On the other hand, some will see the opportunity that the organizational changes are offering and express this perception in the form of supportive behavior in the work place to make the change as successful as possible.

In literature it was established that if employees perceive the support of their organization and their wellbeing and involves them in decision making it is likely that they merge their identity with that of their organization (Tyler & Blader, 2003). Moreover, they will feel like appreciated members of the organization and will most probably have a stronger organizational identification by taking pride in their

organization (Olkkonen & Lipponen, 2006). Consequently, they will be more likely to support, contribute, cooperate and engage (Michel et al., 2010).

In the context of organizational change many scholars have used the model of group engagement to explain the process of demonstrating supportive employees behaviors in organization during times of change to provide a well-articulated theoretical model through empirical examination (Tyler & Blader, 2005). In this context change support behavior is defined as “Behaviors that are consistent with the objectives of change effort” (Orth, 2002). Michel et al. (2010) has also suggested that if employees in an organization have the willingness to support the change, the organization would likely succeed in the change to maintain their status and self-concept. Moreover, group engagement model supports this relationship by conceptualizing that strong identification with the organization, do in fact motivate the employees to support the ongoing change to achieve success. Many researchers have capitalized on this relation and argued that acting in the favor of an organization and being supportive toward the change is driven by the employees’ intension to act in their best interest (Ashforth & Mael, 1989; Christ et al., 2003; Van Knippenberg & Sleebos, 2006). Other researchers have added to the positive relation between organizational identification and supportive organizational behavior by arguing that organizational trust will promote supportive employees behavior as well and will contribute positively to change success (Erkutlu & Chafra, 2013). In this study, it is hypothesized that employees supporting behavior during change will mediate the relationship between organizational identification and merger success as well as mediating the relationship between organizational trust and merger success.

To operationalize this construct, Orth's (2002) 8-items scale will be used as it has showed high reliability ($\alpha > 0.9$), was used by many studies in the field and found to be relevant to this study.

2.10 Merger Success

In this study, the notion of merger success will be investigated from the prospective of corporate performance. Many researchers have adopted the same strategy and its effectiveness was extensively explained in literature (Cartwright & Cooper, 2018; Weber et al., 2012; Carleton & Lineberry, 2004; Brouthers et al., 1998; Kalleberg & Leicht, 1991; Gall, 1991).

Moreover, this study aimed to navigate beyond the performance evaluation limitations imposed when adopting a one dimensional evaluation of performance by lagging and historical financial indicator, through adopting a multi-dimensional merger performance evaluation that accounts for non-financial measures in addition to the financial metrics.

To achieve the intended aim, this research used the Balanced Scorecard (BSC) theory will be used. The use of this theory can be argued as a fit for the case in hand, because there is no single performance indicator account for the performance complexity in an organization (Epstein & Manzoni, 1998). Therefore, BSC approach would integrate both financial and anon-financial factors of performance to provide a multidimensional evaluation for performance drives and hence performance success (Kaplan et al., 2001).

A typical balanced scorecard consists of four main perspectives, which are financial, customers, internal business and innovation and learning, as proposed by

Kaplan et al. (2001). Noteworthy, in literature it was argued that for survey based researches which depends heavily on real life empirical observations, the operationalization of the latter four perspectives is facilitated by developing a multi-items scale which includes the main features proposed by Kaplan and his team, but yet reflects the actual requirements of conducting a given research in any field of interest (Elbanna, 2012).

The company in question practices this theory in evaluating their annual performance according to the following five perspectives, namely Health, Safety and Environment (HSE), efficiency, profitability, performance and people.

Health, safety and environment items measure the implementation effectiveness of the new HSE roles and policies the new company's operations to ensure the health and safety of its employees and protect the environment while doing so. This item is considered the main balanced score card indicator and has the highest weight, as oil and gas companies in the United Arab Emirates have always taken serious measures in ensuring safe and environmentally friendly operations.

Efficiency measures the uptime of machinery and equipment during operations to deliver the quoted production target for the producing assets. As for the project teams it measures the effectiveness in delivering the projects intended according to the initial base line. For maintenance and other support functions such as engineering, finance, commercial and human capital, efficiency measures the number of job cards completed successfully in a given compliance window with a numerical equation that takes into its consideration manning level, job complexity and external support.

Profitability accounts for the free cash flow generated based on delivering production of oil and gas, supporting production and optimizing expenditure by saving 5% of the intended operational expenditures (manpower, service, contracts and material) and 10% capital expenditures (new assets and their related costs) while delivering the full budgeted scope for each line item and cost driver in the calendar year.

The performance item in the new company balance score card measures three key annual deliverables, which are adding 5% additional production capacity, delivering new wells on top to the numbers approved in the business plan and executing at least one strategic initiative which contributes to the performance of the company and support it values.

The people item covers human capital related measures such as Emiratization or localization of critical positions, completed successful competency assurance assessment and engagement of employees through a survey that is conducted annually with an expected score of 60% or more as an average for each division.

Each of the companies' 40 divisions has its own balance score card sheet to monitor and gauge its performance according the explained above balanced score card and each of the 16,000 employees of the company has his own annual performance evaluated based on his contribution to his division's performance based on the latter defined five prospects of the balanced score card.

Each of those five prospective has a specific definition and an assigned annual Key Performance Indicator (KPI) value. Therefore, the latter mentioned perspectives will be used as items in defining the dimension of corporate performance in the context

of this study. This can be argued to be appropriate because those items are widely accepted by the potential respondents of this study as performance indicators and hence will eliminate any potential ambiguity and positively contributes to the scale validity of this research through their self-evaluation of the mentioned performance items during the phase of post-merger integration. Noteworthy, lead scholar have adopted similar strategies in operationalizing the BSC items and their efforts in this regards have proven adequacy and representativeness (Elbanna et al., 2015).

In addition to that, it can be argued that the proposed items are directly related to the typical BSC perspectives, because the financial aspect is reflected by profitability, internal business is reflected by HSE and efficiency, innovation and learning are reflected by performance and people and customers perspective is irrelevant in this context as the subject company in this study is an operating company with international shareholders and has no customers base.

2.11 Constructs and Items Summary

Since the constructs are latent variables, which cannot be measured directly, the items discussed under each construct in the literature review Section will be used to collect the required information. The Table 1 summaries the construct development based on the cited literature in the previous Sections of this report.

Table 1: List of constructs

Construct	Items	References
Perceived Organizational Support (POS)	Supporting Employees goals and values Caring for Employees wellbeing Supporting employees performance	Survey of Perceived Organizational Support (SPOS) Questionnaire items (Eisenberger et al., 1990; Mottola et al. (1997)
Employees Participation in Decision Making (EPDM)	Involvement Decision making Work issues Job Duties Influence Work Decisions Work Duties	EPDM Survey Questionnaire items (VanYperen et al., 1999)
Organizational Identification (OID)	Oneness Prestige Belonging	OID Questionnaire (Ashforth & Mael, 1989)
Organizational Trust (OT)	Organizations Fairness Organization Competency Employee voluntarily vulnerability	OT Survey Questionnaire (Agrawal & Jaffe, 2003)
Mindful Human Capital Integration Corporate Interventions	<u>Communication</u> Information Relevance Frequency Customization to addressee unique needs <u>Training</u> Training Relevance Timing Benefit	(Vasilaki et al., 2016; Wickramasinghe & Karunaratne, 2009) (Vasilaki et al., 2016; Salas et al., 2012)
Employees Supportive Behavior	Extra role behavior Ownership of duties Encouraging change Supporting Co-workers	ESB Questionnaire survey (Orth, 2002)
Corporate Performance	HSE efficiency profitability people	Company Performance Monitoring and Management System Policy (Confidential)

2.12 Theoretical Framework and Hypotheses

In literature many researchers have recently studied the combined role of perceived organizational support, employees participation and their impact on organizational performance (Zagenczyk et al., 2020; Thomas et al., 2020; Ding & Shen, 2017; Wickramasinghe & Wickramasinghe, 2012).

Rhoades and Eisenberger (2002), argued that perceived organizational support can be explained from the social identity theory as it fulfills the socioemotional needs of employees and leads to a stronger identification with the organization. Lam et al. (2016) have further expanded this argument by explaining that when employees perceive the support of their organization, they do in fact perceive the commitment of their organization toward them. Therefore, they will be more attuned to the organizational destiny and engage in behaviors that are rooted to their self-categorization and hence act in the best interest of the organization. Therefore, this study hypothesizes that perceived organizational support during post-merger integration has a positive relationship with organizational identification.

As for employees' participation in decision making, its adherence with the social identity theory framework can be explained by acknowledging that if employees were involved in the decision making process and were further permitted to influence the outcomes of this process, this will categorize the employees of that organization by means of positive self-distinctiveness. This categorical membership through shared meaning will strengthen their identification with the organization and influence their behavior. Therefore, this study hypothesizes that employees participation in decision making during post-merger integration has a positive relationship with organizational identification.

Other researchers have proposed that the social identity theory is the foundation to predict critical outcomes in organizations that are supportive of their employees, an example of those outcomes are organizational identification and organizational trust (Farooq et al., 2019). Therefore, it can be argued that if the organization acts toward the well-being of its employees, support their work conditions, promotes respect and self-worthiness, the employees will reciprocate a stronger identification towards the organization. Therefore, this study hypothesizes that Perceived Organizational Support during post-merger integration has a positive relationship with organizational trust and employees participation in decision making during post-merger integration has a positive relationship with organizational trust.

As discussed in the literature review Section of this study, both organizational identification and organizational trust promotes employees supportive behavior toward change and motivate the employees to support the ongoing change to achieve success. Many researchers have capitalized on this relation and argued that acting in the favor of an organization and being supportive toward the change is driven by the employees' intension to act in their best interest, because the organizational success is viewed as a success of their own. (Ashforth & Mael, 1989; Christ et al., 2003; Van Knippenberg & Sleebos, 2006; Erkutlu & Chafra, 2013; Thomas et al., 2020). Therefore, this study hypothesizes that Employees Change Support Behavior during post-merger integration mediate the relationship between organizational identification and merger-success. Similarly and on the same theoretical basis, Employees Change Supportive Behavior mediate the relationship between organizational trust and merger success.

Moreover, it was argued that corporate mindful interventions are crucial during PMI, such as communication and training for employees' development, because of their focus on the human integration dimension by strengthening organizational identification, which promotes citizenship like behaviors, drives employees' positivity and reduces their resistance to change (Qiuyun et al., 2020; Cheema et al., 2020; Dorling 2018; Vasilaki et al., 2016). Literature argues that this employees' positivity is in fact contagious and increases productivity and positivity in the new organization during and after merger (Schuler & Jackson, 2001). Consequently, corporate mindful interventions during post-merger integration should contribute to merger success by adding value to the business through an undistracted focus on the human capital part (Wickramasinghe & Karunaratne, 2009). On the other hand, if the human factors were ignored or not emphasized enough the intended objectives of merger might be jeopardized, because the merger exercise is highly emotional and can drive negative employees' behavior expressed by attitudes such as the feeling of injustice, insecurity, stress, anger, withdrawal, sabotage and identification loss.

The above can be explained under the social identity theory (Vasilaki et al., 2016), as individuals' self-concept of the reality both personally and socially will be a realization of what they go through and sense in the workplace. Therefore, proper measures and interventions should aid them in reconstructing their reality and mitigate the psychological impact of merger integration by developing a sense of justice, security and new identification, which should drive positivity, performance and productivity. This suggests that corporate mindful interventions should have moderating role between post-merger integration activities and the creation of positive behaviors in the work place, in addition to the development of citizenship like behavior, which was hypothesized in this study as strong organizational identification.

Noteworthy, impact of mindfulness in this study was investigated from its role in developing PsyCap amongst the employees during post-merger integration activities by reducing resistance to change through helping the employees to be more resilient, optimistic and self-efficient (Gartner, 2013). However, mindfulness was argued in literature to be a personal character as in PsyCap, which vary between individuals' (Charoensukmongkol, 2016), which support the argument made by this study of considering corporate mindful intervention for PsyCap development a moderator variable. Therefore, corporate mindful interventions were properly implemented to develop the employees PsyCap during post-merger integration effectively integrate human capital, it can be argued that the subject merger will have better chances to succeed and achieve a better performance, while maintaining a strong organizational identification that encourages all employees to act in the best benefit of the new organization. Therefore, this study hypothesizes the following relationships: mindful corporate interventions during post-merger moderate the relationship between perceived organizational support and organizational identification, mindful corporate interventions during post-merger moderate the relationship between employees participation in decision making organizational identification, mindful corporate interventions during post-merger moderate the relationship between perceived organizational support and organizational trust, mindful corporate interventions during post-merger moderate the relationship between employees participation in decision making organizational trust, mindful corporate interventions during post-merger moderate the relationship between organizational identification and employees change support behavior and mindful corporate interventions during post-merger moderate the relationship between organizational trust and employees change support behavior.

This study aims to navigate beyond the performance evaluation limitations imposed by one dimensional performance evaluation of lagging and historical financial indicator, by adopting a multi-dimensional merger performance evaluation that accounts for non-financial measures. To achieve this, the Balanced Scorecard (BSC) theory will be used. The use of this theory can be argued as a fit for the case in hand, because there is no single performance indicator account for the performance complexity in an organization (Epstein & Manzoni, 1998). Therefore, BSC approach would integrate both complementary and compatibility factors of performance to provide a multidimensional evaluation to drive performance (Kaplan et al., 2001).

The company in question practices this theory in evaluating their annual performance according to the following five prospective, namely Health, Safety and Environment (HSE), efficiency, profitability, performance and people. Each of those four prospective has a specific definition and an assigned annual Key Performance Indicator (KPI) value. Moreover, the availability of integration manager and integration team will be added as a control variable to test its impact on the proposed relationship in this study.

- H1: Perceived Organizational Support during post-merger integration has a positive relationship with organizational identification.
- H2: Perceived Organizational Support during post-merger integration has a positive relationship with organizational trust.
- H3: Employees participation in decision making during post-merger integration has a positive relationship with organizational identification.
- H4: Employees participation in decision making during post-merger integration has a positive relationship with organizational trust.

- H5: Employees Change Support Behavior during post-merger integration mediate the relationship between organizational identification and merger-success.
- H6: Employees Change Support Behavior during post-merger integration mediate the relationship between organizational trust and merger-success.
- H7: Mindful corporate interventions during post-merger moderate the relationship between perceived organizational support and organizational identification.
- H8: Mindful corporate interventions during post-merger moderate the relationship between employees participation in decision making organizational identification.
- H9: Mindful corporate interventions during post-merger moderate the relationship between perceived organizational support and organizational trust.
- H10: Mindful corporate interventions during post-merger moderate the relationship between employees participation in decision making organizational trust.
- H11: Mindful corporate interventions during post-merger moderate the relationship between organizational identification and employees change support behavior.
- H12: Mindful corporate interventions during post-merger moderate the relationship between organizational trust and employees change support behavior.

The proposed conceptual model based on the theorized framework is shown in

Figure 1.

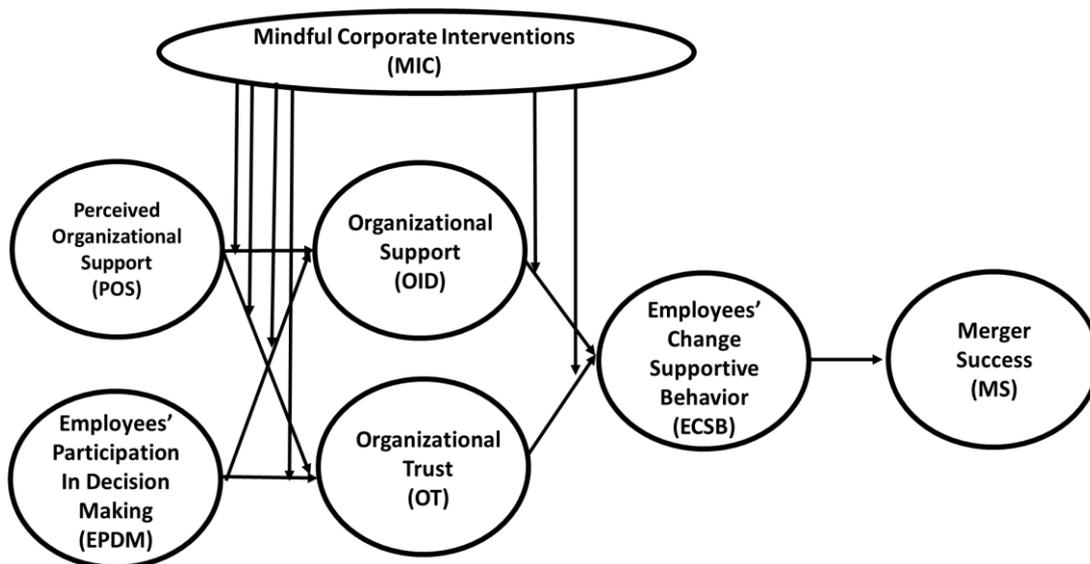


Figure 1: Theorized conceptual model

2.13 Chapter Conclusions

This chapter has provided synthesized framework of researchers and practitioner's work that were published and developed over the last forty years, with a focus on empirical studies of the last ten years to deliver an updated and holistic distinctive outputs of the seminal research works that was conducted over this period.

There was a convergent in literature is supporting the argument of post-merger integration being a major contributor to merger success. (Steigenberger, 2017; Heimeriks et al., 2012; Graebner, 2004). Therefore, this study argues that the success of post-merger integration is a major determinate of merger success. To ensure success of this critical phase of merger, human integration is central and should be prioritized. Therefore, employees should perceive the support of the new organization, participate in the decision-making process, identify strongly with the organization, trust the organization and be supportive of change so that they can contribute positively to their organization during merger integration.

This research, hypothesized that the role of employees' can be better understood if studied from the prospective of employees themselves and according to their beliefs. Shrivastava (1986) suggested the globality of the perceived organizational support construct, by arguing its comprehensiveness through covering a diverse aspects of employees reasoning of the organization treatment according to their beliefs system. He further argued that this reasoning will allows an exchange of commitment between the employees and the organization. Therefore, employees will be more committed to their organization if they perceive its support through commitment to their well-being. Commitment dictionary meaning is "sense of being bound emotionally and intellectually". Reflecting the latter mentioned definition on the employees' psychology, emotions are defined as the feelings that will generate behaviors and attitudes according to a complex reaction pattern (American Psychological Association). Therefore, positive employees' reaction during times of change should be related to organizational contextual variables that drives positivity into the employee-employer relationship and facilitate success through favorable attitudes.

Another organizational contextual variable that was argued in literature to be related to employees' positive behaviors is employees' participation in decision making. In literature, it was argued that such a participation satisfies the employees' humanistic needs and extend psychological experience of ownership of the organization, which promotes employees commitment and positive behaviors (Han et al., 2010). In the literature review chapter of this study, it was hypothesized that the positive psychological association between the organizational contextual variables and positive employees' behavior were mediated by organizational identification and trust during post-merger integration to drive merger success. The role of mindfulness and

its interventions on the employees' psychological capability was also assessed and theorized to promote a high state of positivity during post-merger integration.

Chapter 3: Research Methodology

3.1 Introduction

The previous chapters of this study have discussed the reviewed and critiqued literature (secondary data) related to the conceptual context of this study. Then, a conceptual framework was developed by defining social constructs and hypothesizing the relationships between those constructs that is relevant to the research subjects of the study. The selected social constructs for this study were based on a concept measurement process, where the constructs were selected from literature based on their development in relevant field to this study. The selected constructs were developed by other researchers through an integrative process of identifying the subjective properties of the variables they are presenting to precisely identify and define items that are of interests for this research.

In selecting the constructs for this study, the researcher has ensured the constructs abstractness, constructs dimensionality and construct validity. In constructs abstractness, the researcher has ensured selecting constructs with sufficient subjective properties. For dimensionality, the researcher has identified constructs that composed of identifiable and measurable components that constitute the domain of observables in this study. As for the validity, this chapter will draw on the procedural and statistical steps followed to ensure the latter.

This chapter examines the methodology adopted in conducting this research, by analyzing the best research philosophies, assumptions, strategies and methods to test the hypothesized relationships and answer the research questions. Moreover, this chapter will discuss the use of the data collection methods, and the sample selection methodology as well as the data analysis techniques that were used.

3.2 Research Questions

This study aims to examine the employees' role during post-merger integration as a determinant of merger success by investigating the impact of perceived organizational support and employees' participation in decision making on employees' organizational identification and trust during merger to promote employees' supportive behaviors toward merger and its contribution to the notion of merger success.

Therefore, the research questions for this study are as follows:

- What are the underpinning mechanisms that explain how organizational context and mindful interventions enhance the employees support for merger which in turn ensure the merger success?
- What is the role of positive employees' perception of change during post-merger integration in determining merger success?
- What is the role of corporate interventions in supporting constructive employees' behavior during post-merger integration?

To answer this research question and achieve the intended objective of this study theoretical framework was produced based on the social identity theory as discussed in the following Section utilizing quantitative research methods, using data collected from the domain of interest, which is the employees of the new company.

3.3 Research Paradigm

Research paradigms are defined in literature as the basic belief systems which guide researchers in choosing the most appropriate research methods. The researchers

will be faced with pragmatic challenges with the paradigm, mainly related to the philosophical assumptions of ontology, epistemology and the chosen methodology.

Research paradigms are based on their ontological and epistemological assumptions. Ontology is a Greek word that means science of being. As an approach it is concerned with what is the nature of reality. As argued by Lincoln and Guba (1985), the ontology philosophical assumption concerns mainly with the nature of existing reality being either subjective or objective, and what a research can study and generate knowledge from. In other words, ontology is of two aspects: objectivism and subjectivism. The Objectivism aspect means that social entities exist externally to the social actors who are concerned with their existence. Subjectivism means that social phenomena are created from the perceptions and actions of the social actors who are concerned with their existence. Therefore, the research questions of the study decide on which approach is to be taken either subjective or an objective ontological approach.

On the other hand, epistemological assumptions are more concerned with the nature, scope, validity of the existing knowledge and how to uncover additional knowledge, rather than being concerned with the question of “what is” it is more concerned with “how”. Epistemological assumptions have two philosophies, namely, positivist and interpretivist paradigms, which are very common in management research.

It is argued that the interpretivist approach is suitable for researches that are of a subjective nature and the researcher should not peruse the discovery of repetitive pattern to explain a phenomena. On the other hand, positivist paradigm is best used

when the phenomenon of interest is of single truth nature and can be characterized distinctively based on its uniqueness.

It is noteworthy, that the positivist approach stresses the use of organized methods that focus on the application of deductive logic from existing theory with exact empirical evidence of individual behaviors that formulate and confirm the study hypotheses (Al Suwaidi, 2018). Moreover, it is argued that the fundamental principle of positivism is the ability of the researcher to make an objective analysis. With no subjectivity to provide interpretations of the data in a value-free manner. Therefore, the research technique used in this approach will be of highly structured methodological nature to allow replication and quantifiable observations, which can be quantitatively analyzed using statistical methods.

The positivist approach is used in this descriptive research, because the researcher in this study attempts to be objectives in discovering the single reality of knowledge that is naturally existing in the domain of interest. Moreover, elements of this survey research study will be measured objectively through robust measures and rigorous for each of the construct under investigation and causal relationships between all the variables. In addition to that the positivist approach allows the use a controlled and structured style in developing the research through identifying a research topic, building hypotheses and using an adequate research methodology. This advantage of the positivist approach will allow describing the collect data numerically and examine the relationships between the hypothesize constructs to draw meaningful conclusions and generalize findings.

3.4 Research Strategy

It was explained that a research strategy is a general plan that researchers adopt to conduct their research and answer the research questions. Choosing a research strategy was argued to be a critical and frequently challenging phase in designing, because it requires logic and a procedural approach to generate the intended knowledge.

It is argued that most social science studies uses either deductive or deductive research strategies. Deductive approach usually starts with a naturally existing pattern that needs explanation (Al Suwaidi, 2018). Therefore, the researcher will attempt to deduce this pattern onto a preexisting theoretical framework. The latter will be conducted using sounds arguments supported by literature to explain the social phenomena in questions, then collecting data to prove the hypothesized relationships according to the selected theoretical framework.

On the other hand, the inductive approach as a strategy to conduct a research starts with data collection, followed by data analysis to derive generalizations using inductive logic to describe and characterize relationships between discrete social artifacts, and then describes the nature of the pattern of the characterized relationships.

This study will use the deductive approach as a research strategy. The social identity theory will be used as a theoretical framework as discussed in the previous chapter and the data collection and statistical analysis methods will be discussed in the following Sections of this chapter.

3.5 Research Questionnaire

This study a survey was instrumented as the research tool in the form of self-administered questionnaire for the targeted companies to facilitate further operationalization of the constructs (Table 2). The following questionnaire was developed by the researcher for this study based on reliable and valid questionnaires in literature to ensure accuracy and consistency. The deployed instrument has collected the required participants' observations on each construct through its defining items (Table 1, Section 2.11). Each construct and its underlying items were comprehensively explained in the literature review Section. This tool facilitates assigning measurement terms to the meaning on each contract and allow the utilization of statistical tools to ensure reliability, validity and sound modeling of scale and hypothesized relationships. 5-points likert scale will be used to simulate the relative magnitude difference between the respondents' perspectives through an ordinal scale that balances the responses between 5 for strong agreement, 1 for strong disagreement and 3 for neutral responses. The following questions aims at investigating the impact of post-merger integration activities post the integration of Company (X) and Company (Y) to create the new company (Z). The participants were requested to indicate their level of agreement towards the statement tabulated hereafter, according to the illustrated scale.

Table 2: Study questionnaire

1	2	3	4	5	
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
A. Perceived Organizational Support					
A1. During merger integration the new organization considers my goals and values	1	2	3	4	5
A2. During merger integration the new organization values my contribution to its well-being	1	2	3	4	5
A3. During merger integration I believe upper management of the new organization take my interests into consideration when making decisions	1	2	3	4	5
A4. During merger integration the new organization cares about my well-being	1	2	3	4	5
A5. During merger integration I am confident that upper management of the new organization would treat me fairly	1	2	3	4	5
B. Employees Participation in Decision Making					
B1. During merger integration I have a significant say in decision-making at work	1	2	3	4	5
B2. During merger integration I participate in decision-making with regards to work-related issues	1	2	3	4	5
B3. During merger integration I have a say on what is, and what not, part of my job	1	2	3	4	5
B4. During merger integration I participate in decision-making with regards to the nature of my work activities	1	2	3	4	5
B5. During merger integration I can directly influence the decision-making of my department	1	2	3	4	5
B6. During merger integration I have an influence on the division of work over my colleagues and myself	1	2	3	4	5
C. Organizational Identification:					
C1. During merger integration when someone criticizes the new organization, it feels like a personal insult.	1	2	3	4	5
C2. During merger integration I am very interested in what others think about the new organization.	1	2	3	4	5
C3. During merger integration when I talk about the new organization, I usually say 'we' rather than 'they'.	1	2	3	4	5
C4. The success of the new organization merger integration is my success	1	2	3	4	5

Table 2: Study questionnaire (Continued)

1	2	3	4	5	
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
C5. During merger integration when someone praises the new organization, it feels like a personal compliment.	1	2	3	4	5
C6. During merger integration If a story in the media criticized the new organization, I would feel embarrassed.	1	2	3	4	5
C7. During merger integration when somebody criticize the new organization It feels like a personal insult to me	1	2	3	4	5
C8. During merger integration I feel strong ties with the new organization	1	2	3	4	5
C9. During merger integration I feel proud to be a member of the new organization	1	2	3	4	5
C10. The new organization is recognised as a prestigious organization in the oil and gas industry	1	2	3	4	5
D. Organizational Trust:					
D1. During merger integration the new organization treats me fairly and justly	1	2	3	4	5
D2. During merger integration whenever the new organization makes an important decision, I know it will be concerned about me	1	2	3	4	5
D3. During merger integration the new organization can be relied upon to keep its promises	1	2	3	4	5
D4. During merger integration I believe that the new organization takes the opinions of people like me into account when making decisions	1	2	3	4	5
D5. During merger integration I feel very confident about the new organization's skills	1	2	3	4	5
D6. During merger integration the new organization has the ability to accomplish what it says it will do	1	2	3	4	5
D7. During merger integration sound principles seem to guide the new organization's behaviour	1	2	3	4	5
D8. During merger integration the new organization does not mislead me	1	2	3	4	5
D9. During merger integration I am very willing to let the new organization make decisions for me	1	2	3	4	5

Table 2: Study questionnaire (Continued)

1	2	3	4	5	
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
D10. During merger integration I think it is important to watch the new organization closely so that it does not take advantage of people like me	1	2	3	4	5
D. Mindful Corporate Intervention:					
D1. Organizational communications on merger integration progress has kept informed about the changes.	1	2	3	4	5
D2. Organizational communications on merger integration were frequent	1	2	3	4	5
D3. Organizational communications on merger integration were customised and targeted to specific groups	1	2	3	4	5
D4. Organizational communications on merger integration were designed to allow feedback and allow asking questions	1	2	3	4	5
D5. Training received during merger integration was useful in general	1	2	3	4	5
D6. Training received during merger integration was relevant to my job duties	1	2	3	4	5
D7. The new organization offered training on timely basis during merger integration to support my job duties	1	2	3	4	5
D8. The new organization designed the training to allow feedback for future improvement					
E. Employees Support Merger Integration					
E1. During merger integration I work consistently toward making merger integration successful	1	2	3	4	5
E2. During merger integration I encouraged others to support the merger integration	1	2	3	4	5
E3. During merger integration I help co-workers who had difficulty implementing the merger integration changes	1	2	3	4	5
E4. During merger integration I try to find ways to overcome difficulties related to merger integration	1	2	3	4	5
E5. During merger integration I try to help co-workers overcome the resistance in implementing merger integration changes	1	2	3	4	5
E6. During merger integration I work extra hours to implement the changes related to merger integration	1	2	3	4	5

Table 2: Study questionnaire (Continued)

1	2	3	4	5				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
E7. During merger integration I volunteered to help implement the changes related to merger integration				1	2	3	4	5
E8. During merger integration I try to explain the benefits of the merger integration to others				1	2	3	4	5
E. Merger Success:								
E1. Merger integration improved the new organization performance in comparison to heritage companies				1	2	3	4	5
E2. Merger integration improved the new organization efficiency in comparison to heritage companies				1	2	3	4	5
E3. Merger integration improved the new organization profitability by increasing production in comparison to heritage companies				1	2	3	4	5
E4. Merger integration improved the new organization employees' development in comparison to heritage companies.				1	2	3	4	5

3.6 Domain of Interest, Population and Sample

As discussed earlier this study is concerned with the social phenomena of driving employees' change supportive behavior during post-merger integration using the example of the merger of the two biggest offshore oil and gas companies in the United Arab Emirates. This merger once announced, has created a capital and operations intensive giant which has close to 16,000 employees and 4,000 contractors distributed amongst 40 divisions and 20 different work locations. All the latter were eligible for this study and the data was collected from categories with no exclusions. The sample size was calculated from formula at 90% and 95% confidence level, at 5% confidence interval and 50% population portion, which resulted in 276 to 377 responses for representativeness respectively. The unit of analysis for this research was the employees at the merging organization during post-merger integration. Defining

the unit analysis is critical to select the proper research methods and how the scale is treated. More, this study used a single-key informant approach, as each employee will inform on his own experience with the organization during post-merger integration. Therefore, for the respondent's selection criteria, this study has targeted employees who were directly involved in the post-merger integration and sample random sampling was used to select the individuals.

3.7 Field Access

Being an employee in the organization in question I will have full access to material, documentations and people among other resources that will be required to conduct the proposed study. There will be some other confidentiality and ethical consideration that should be taken in consideration, which be discussed in the ethical consideration Section of this study proposal.

3.8 Pilot Study and Experts Group Review

Pilot studies are intended to consolidate and add robustness to the study design and provide the researchers with valuable insight pertaining to his design and proposed questionnaire prior embarking on the full fledge survey (Al Suwaidi, 2018). It is argued that such a practice should highlight any ambiguities pertaining to the questionnaire content, assess the responder's ability to interpret the questionnaire questions and allow the researcher to fine tune the questionnaire. Elbanna (2012) has further argued that receiving such an input beforehand, should indeed strengthen the research and add robustness the study in general.

The pilot study was conducted on December, 2018, during one of the company events to roll out a new corporate strategy. The researcher has targeted 20 individuals

from all levels, from which 16 were direct hires, 2 were from contracting agencies working on mega projects with the company and 2 were long term service contractors working on critical schemes and contracts. The researcher started by explaining the purpose of the study in general and extended his appreciation for the responders to make the time to participate in the pilot study assessment.

The survey took 20-25 minutes as expected, there were no major issues or ambiguities discovered. The responders commended the clarity of the questions and appreciated the opportunity to participate in the pilot study assessment.

An expert group discussion was initiated in January, 2019 to discuss the study scope and the proposed questionnaire. The researcher has selected the group of subject matter experts from the merger integration team, covering all managerial and working staff levels. The expert group included two observers from the human resources and employees development team. The latter observers were included in the discussion for alignment with the study scope and for any additional observations that might add practical values for the study deliverables. The whole group was apprised on the initial finding of the pilot study and have appreciated the expected added value of this study to the company training program, communication protocols and development program. Thereafter, the questionnaire was considered ready for the study and the responders from the domain of interest could be approached and informed about the survey.

3.9 Study Responders

Responders were notified by telephone calls or emails prior sending the questionnaire to them, to maximize the response rate. Elbanna (2012) argued that drop

off and pick up method in collecting is widely and successfully used in the Arab Middle East in general and the UAE in particular, therefore, it was used for this study.

The questionnaire was complemented with a cover letter that has stated the purpose of the study at hand, its significance to the organization and committed to share the finding with the participant once the study is complete.

The researcher has added his email and contact number to the questionnaire sheet to attend any questions or clarifications that the responders might have. The researcher has covered all company's division and work site over a period of 8 months starting from February 2019 until October 2019.

The research started with the company headquarter and handed the questionnaire to the executive leadership team, followed by the divisional vice presidents, department managers and Section head. Headquarter staff followed and the study was handed over to both technical and non-technical staff including developers and juniors. The research then embarked to the 20 remaining remote work sites such as fields, barges, rigs and marine vessels. Employees from those sites including contractor were given the chance to participate.

A total of 820 questionnaires were handed over and 300 were received by email or dropped off at the researcher office. The response rate was close to 37% was achieved, which considered acceptable (Elbanna, 2012) and representative for the targeted population.

3.10 Ethical Considerations

This study depends on a survey questionnaire to collect the required information, its compliance with the ethical principle of conducting research will be

ensured. Therefore, this study will comply with the American Psychological Association (APA) ethics code and principles. First of all, individuals should be voluntarily participating in the research with the rights to decline or withdraw from the research without any liability or anticipated risks. Moreover, participants will be informed on the research's purpose, benefits, expected duration and procedures. In addition to that the questionnaire will be designed to remain anonymous, for which disclosure of responses would not affect participants' confidentiality, employability or reputation, and respect. Furthermore, the survey questionnaire of this research will be prepared with a cover letter demonstrating the main research objective, benefits and applicability of the study. The cover letter will end by specifying the expected time needed to fill in the questionnaire, which is expected to be 10-20 minutes, and researcher's appreciation for the participants' interest and their valuable time.

Another consideration will be to maintain the confidentiality of the company is question while conducting this study, and for that a confidentiality agreement has to be mutually agreed upon between the latter mentioned company and the United Arab Emirates University. The legal department in the company of question was approach to draft this required agreement with the terms and conditions that will ensure no jeopardy or harm is imposed on any of the parties.

3.11 Data Coding

A coding manual was developed by the researcher, to assign a numerical value to each of the social construct and their measuring items. The latter has facilitated data entry into SPSS in preparation for the quantitative data analysis.

The data was checked twice the researcher for each respondent for any entering error, by cross referencing each questionnaire response to the entered data against the coding manual. Then, the researcher passed the data to the communication team in the new company, who usually analyze the questionnaire results for other studies and survey conducted under the corporate direction. The communication team has asserted the accuracy of the provided data in terms of their representativeness to the questionnaires provided and the data was considered ready for further analysis.

3.12 Chapter Conclusion

For this study data was collected from the new company after the announcement of merger and during the phase of post-merger integration. Relative literature of theoretical assessment and empirical studies related to the subject matter of this research were identified and used to enrich the theoretical framework and aid the understanding of the underlying mechanism that bond the operationalized constructs, namely perceived organizational support, organizational identification, mindful corporate intervention for PsyCap development and employees change supportive behavior to evaluate their impact on merger success. Quantitative research methods were implemented to analyze the data collected from the questionnaire survey. The quantitative research approach is adopted because its methods rely on probability theory to examine statistical hypotheses that link to the research questions of interest. Sufficient amount of data was collected to ensure the effective utilization of available quantitative analysis approaches. For representativeness of sampling, simple random sampling techniques will be used to ensure all population has an equal chance of being selected and unbiased representation of the targeted population (Cochran, 2007; Kothari, 2004). Noteworthy, this research started with a pilot

questionnaire addressed to senior management and managers who were directly involved in the PMI to capture their feedback and amend the questionnaire as required. A focused group discussion followed to facilitate the final alteration before conducting the questionnaire. Moreover, the operationalization of this research through the proposed questionnaire on the selected constructs will allow adopting a positivist ontological approach. The positivist orientation will allow an objective view of reality away from reflecting personal experiences, perceptions, and biases, as the researcher will take an outsider's perspective (Howe & Eisenhart, 1990). Moreover, the theorized hypotheses in this research will be reduced into indicators to represent the truth and this ontological paradigm will assume a single truth, that can be considered as an objective reality that exists independent of human perception (Lincoln & Guba, 1985; Pope, 2001). As for the epistemological approach, this study can be of a deductive nature, because it will attempt to deduce the social identity theory (Bryman, 2004).

For this research study, primary data will be collected from the employees' in the recently merged organizations and who are directly involved in the post-merger integration stage at different organizational levels. The employees will be assessed on their perception of organizational support, organizational identification, and corporate interventions during the named phase and the overall organizational performance. Data will be collected using self-administered surveys. The survey will be sent and received from selected participants from different departments. Drop and collect approach suggested as a way of collecting the survey.

Chapter 4: Data Analysis and Results

Reflecting on the hypothesized relationships and the theoretical framework in the literature review chapter. In addition to the discussed research methodology, this chapter will be outlining the statistical analysis implemented on the operationalized social constructs and the results obtained from testing the hypotheses to answer the research questions.

Statistical analysis was performed using SPSS v 25 for descriptive statistics and exploratory factor analysis. Thereafter, confirmatory factor analysis and structural equation modelling were performed using AMOS v 22. In addition, R v 3.5.2 was used to obtain fit measures for the proposed CFA and SEM models as it provides robust maximum likelihood estimation which is more suited for likert's scale items while AMOS only supports maximum likelihood.

4.1 Case Screening

4.1.1 Unengaged Responses

Initially an attempt to identify the unengaged responses was initiated by examining the variance for the responses obtained from each participant. A variance < 0.05 in the responses indicated that the responses were equal for all survey questions which is considered a sign of non-engagement. The responses from eight participants were removed due to non-engagement. They responses with the same response to more than 90% of the questions, as such responses will hamper the accuracy of the explanatory factor analysis. The identification number of these participants are: 32, 105, 156, 198, 200, 213, 215, and 172.

4.1.2 Outliers

Mahalanobis distance was used to identify outliers in the data. Mahalanobis' Distance (MD) is a statistical measure of the extent to which cases are multivariate outliers, based on a chi-square distribution, assessed using $p < 0.001$ as a cut-off statically limit or critical value.

The calculated Mahalanobis distance for each participant was compared to the critical value. The critical chi-square value for 51 degrees of freedom (number of psychometric items in the survey) at a critical alpha of 0.001 was 88.7. Thus, participants with a calculated distance > 88.7 were identified as outliers and screened for possible exclusion.

The missing data were replaced by the median prior to analysis. Six outliers were identified based on the critical Mahalanobis distance of 100 although a cut-off point of 90 was identified. However, the more relaxed assumption of 100 was used to avoid a significant decrease in data size (final sample size = 286). The critical Mahalanobis distance is the Chi-square statistic that was defined based on a significance level of 0.001 at 51 degrees of freedom which is the total number of psychometric items in the survey. The identification numbers excluded are 56, 99, 129, 138, 196, and 211.

4.2 Variables Screening

4.2.1 Missing Data in Rows

Only four values were missing from the survey. These four values were imputed prior to the analysis. The decision to use of imputation rather than simply

deleting the entries with missing data is based on the presumption that such data held theoretical and conceptual values.

The importance of the size of the sample in the analysis is taken into account when deciding whether to perform data imputation. This is based on the assertion that the size of the sample influences the reliability and the quality of the output from the analysis, especially when using structural equation modelling. As indicated, in some instances, missing data bears some commonalities, and by simply excluding it from the analysis, the implications it represents are eliminated from the analysis altogether.

Similarly, the imputation approach that was employed in the analysis generated values that are reasonable for the missing data, thus making the process of drawing conclusions more meaningful. As a result, the imputation approach resulted to development of the conclusions that the researcher expected to discover, without adversely affecting the size of the sample that is included in the analysis. However, it is pointed out the fact that none of the data imputation methodologies provides a perfect data set.

4.2.2 Skewness & Kurtosis

Proving normality is a prerequisite for applying statistical methods of regression and correlation, which are needed for the quantitative research approach chosen for this study. The selection skewness and kurtosis approaches for testing normality is based on the premise that normally distributed data. Skewness is preferred due to the fact that it tests the symmetry of the probability distribution of the variables around the means.

As a result, it indicates the qualitative and quantitative deviation of the data from the horizontal symmetry, by showing the amount of deviation, as well as the direction to which the deviation exists. As a result, it is possible to determine the normality, based on how symmetrical the data is. On the other hand, Kurtosis indicates the sharpness and the height of the central peak, relative to the standard distribution bell. A kurtosis of 3 indicates normal distribution, since the peak represents a smooth flowing curve from both ends. A kurtosis of lesser or more than 3 indicates the absence of normal distribution, due to lack of symmetry.

Skewness and Kurtosis are selected as the tests for normality using SPSS V 25 descriptive statistics feature in this data due to their simplicity and accuracy. Other alternative measures have a number of weaknesses that limit their utility for normality tests. For instance, although popular, the Kolmogorov-Smirnov test, which is premised on the maximum difference between the expected cumulative normal distribution and the observed distribution, is a less powerful method. Although Shapiro-Wilk, W Test and Anderson-Darling Test is a better approach as compared to Kurtosis and Skewness (Bowen & Guo, 2012), they are not reliable since they focus on testing whether the data is not normally distributed, rather than determining whether there is normality. Therefore, they are best suited for data sets with less than 50 entries, whereby lack of normality is a challenge in the analytical processes. As a result, their accuracy is premised on whether the data lacks normality, rather than where the data is normally distributed, at a specific level of statistical significance. As a result,

A fairly normal distribution was observed for the indicators of latent factors as well as other variables (e.g. gender and age) in terms of skewness and kurtosis. Normality is a requirement since it implies that the data fits most of the natural

phenomena (Meyer et al., 2013). Data that is not normally distributed has outliers and clumps, which can affect the accuracy of the means and standard deviation, as well as other parametric tests. Skewness and Kurtosis of the seven latent variables were tested. The value for skewness is indicative of the symmetry of the distribution while the value for kurtosis is indicative of the peakedness of the distribution. Based on previous literature, Skewness and Kurtosis values between -1 and +1 are considered excellent, while values that range from between -2 and +2 are considered acceptable. The values of Skewness and Kurtosis did not exceed 1 or less than -1, therefore, results can be considered acceptable for normality assumptions. Noteworthy, Skewness was more on the negative side, therefore they can be characterized as left skewed. However, the values for kurtosis ranged from 0.861 to -0.904, therefore, they cannot be classified as leptokurtic or platykurtic.

4.3 Descriptive Statistics

The descriptive statistics hereunder indicate the characteristics of the data, by showing the measures of central tendency. The means and standard deviation are indicative of the general inclinations of the under each construct. Based on the means, it is possible to determine the nature of the responses for each construct under each variable, as shown in Table 3.

Table 3: Descriptive statistics of the survey variables

	Mean	SD	Skewness	Kurtosis
POS1	3.87	4.00	-0.325	-0.506
POS2	3.89	4.00	-0.541	0.392
POS3	3.71	4.00	-0.293	-0.212
POS4	3.83	4.00	-0.383	0.309
POS5	3.99	4.00	-0.743	0.775
EPDM1	3.62	4.00	-0.212	-0.326
EPDM2	3.67	4.00	-0.530	-0.119
EPDM3	3.69	4.00	-0.214	-0.467
EPDM4	3.77	4.00	-0.469	-0.072
EPDM5	3.55	4.00	-0.166	-0.581
EPDM6	3.65	4.00	-0.133	-0.483
OID1	4.10	4.00	-0.773	0.209
OID2	4.10	4.00	-0.457	-0.762
OID3	4.20	4.00	-0.811	0.547
OID4	4.33	5.00	-1.079	0.861
OID5	4.23	4.00	-0.934	0.728
OID6	4.23	4.00	-0.958	0.904
OID7	4.20	4.00	-0.751	0.155
OID8	4.15	4.00	-0.609	-0.296
OID9	4.32	4.00	-0.848	0.078
OID10	4.49	5.00	-1.023	-0.290
OT1	3.87	4.00	-0.536	0.131
OT2	3.75	4.00	-0.420	-0.291
OT3	3.90	4.00	-0.538	0.001
OT4	3.73	4.00	-0.504	-0.127
OT5	4.07	4.00	-0.596	-0.274
OT6	4.13	4.00	-0.585	-0.116
OT7	4.04	4.00	-0.554	0.225
OT8	4.00	4.00	-0.509	-0.063
OT9	3.97	4.00	-0.852	0.611
MCI1	3.86	4.00	-0.554	0.148
MCI2	3.84	4.00	-0.385	-0.122
MCI3R	3.6783	4	-0.604	-0.203
MCI4	3.76	4.00	-0.469	0.141
MCI5	3.35	3.00	-0.352	-0.258
MCI6	3.24	3.00	-0.305	-0.069
MCI7	3.21	3.00	-0.238	-0.462
MCI8	3.39	3.00	-0.293	-0.298
ECSB1	4.10	4.00	-0.443	-0.320
ECSB2	4.07	4.00	-0.453	-0.510
ECSB3	4.05	4.00	-0.472	-0.255
ECSB4	4.01	4.00	-0.362	-0.474
ECSB5	4.01	4.00	-0.270	-0.726
ECSB6	3.85	4.00	-0.367	-0.171
ECSB7	3.86	4.00	-0.088	-0.888
ECSB8	3.96	4.00	-0.466	-0.028
MS1	4.02	4.00	-0.499	-0.138
MS2	3.99	4.00	-0.478	-0.156
MS3	4.11	4.00	-0.418	-0.671
MS4	3.93	4.00	-0.498	-0.378

4.4 Exploratory Factor Analysis

In this study SPSS was used in the Exploratory Factor Analysis (EFA) to evaluate the scale of the items in the questionnaire and hence explain the multidimensionality in the data using fewer variables. The form of EFA used in this study is Factor Analysis (FA), where maximum likelihood was used as an EFA method for factor extraction based on the correlation matrix. Promax rotation was used which is a type of oblique rotation that takes into account the correlation between factors extracted. Only Factors with an Eigen value greater than 1 were retained in the final model. All indicators were included initially in the analysis. Indicators were excluded from the analysis in a stepwise fashion based on communalities or loadings (low loadings or communalities), cross loadings (loading on more than one latent factor). Correlation is a bivariate measure of strength of association between two continuous variables. The sign (+ or -) indicates the direction of the relationship. The value of correlation coefficient (r) ranges from +1 and -1 with a value of zero indicating no association. A correlation coefficient of 1 or -1 indicates a perfect linear association. The cut-off values for correlation were used. A correlation coefficient (r) that ranges from 0.1 to 0.29 indicates small correlation strength while values that range from 0.3 to 0.49 indicate medium strength. Values from 0.5 to 1.0 indicate high strength of association.

4.4.1 Introduction

The EFA process entailed sequential steps, which will be outlined in this Section. The correlation matrices selected under the analysis was the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, Bartlett's Test of Sphericity. The first step involves the Direct Oblimin rotation, since it is not yet determined the nature of

the correlation between the factors. Extraction was performed based on Eigen values larger than 1. This implies that the factor loadings were better than average if they met this criteria (Bowen & Guo, 2012). The scree plot is as shown Figure 2.

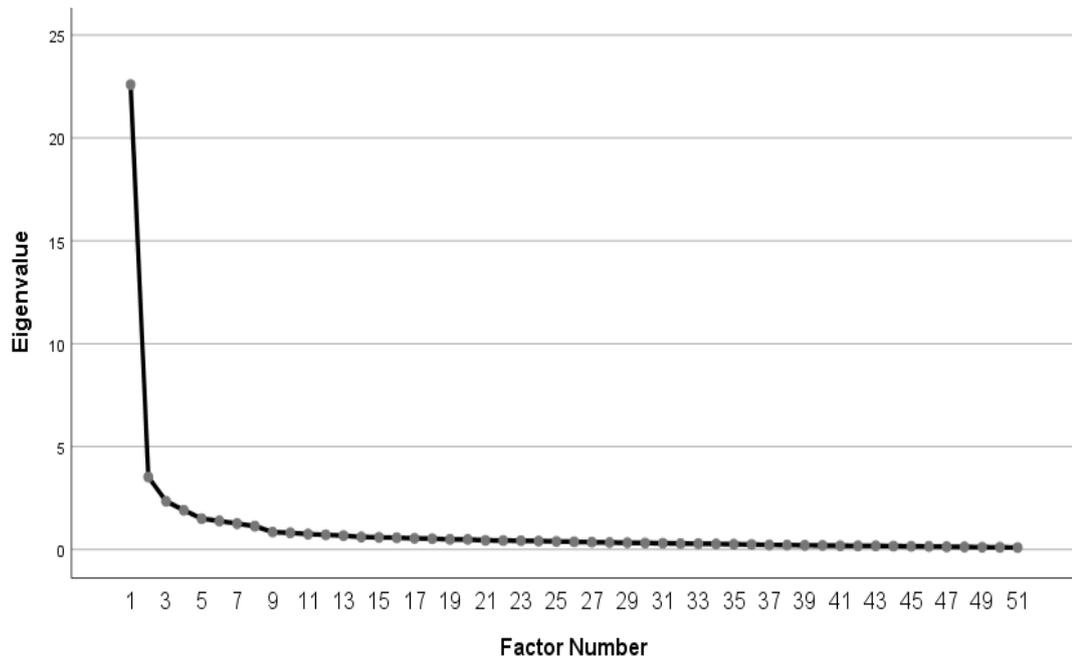


Figure 2: Eigen value for values

4.4.2 Number of Extracted Factors

Eight factors were extracted based on the cut-off Eigen value of 1. The eight factors explained 64.4% of the variance which was considered appropriate (Table 4).

Table 4: Total variance explained

Factor	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Varr.	Cum. %	Total	% Var.	Cum. %
1	22.592	44.298	44.298	22.119	43.370	43.370
2	3.520	6.901	51.199	3.217	6.309	49.679
3	2.342	4.592	55.792	1.679	3.292	52.971
4	1.901	3.728	59.520	1.714	3.361	56.332
5	1.499	2.939	62.459	1.194	2.341	58.673
6	1.386	2.718	65.177	1.099	2.154	60.827
7	1.256	2.462	67.639	0.958	1.879	62.706
8	1.131	2.217	69.856	0.882	1.729	64.436
9	0.845	1.657	71.513			
10	0.806	1.581	73.094			
11	0.746	1.463	74.557			
12	0.709	1.390	75.947			
13	0.673	1.320	77.266			
14	0.604	1.184	78.451			
15	0.586	1.149	79.600			
16	0.571	1.120	80.719			
17	0.541	1.061	81.781			
18	0.519	1.018	82.798			
19	0.491	0.963	83.762			
20	0.485	0.950	84.712			
21	0.440	0.863	85.575			
22	0.431	0.845	86.421			
23	0.427	0.837	87.258			
24	0.409	0.801	88.059			
25	0.391	0.767	88.826			
26	0.369	0.724	89.550			
27	0.353	0.693	90.243			
28	0.335	0.657	90.900			
29	0.329	0.644	91.544			
30	0.312	0.611	92.155			
31	0.304	0.597	92.752			
32	0.284	0.556	93.308			
33	0.281	0.550	93.858			
34	0.265	0.519	94.377			
35	0.252	0.495	94.872			
36	0.240	0.471	95.343			
37	0.219	0.429	95.772			
38	0.214	0.419	96.191			
39	0.199	0.391	96.582			
40	0.197	0.387	96.969			
41	0.179	0.351	97.320			
42	0.176	0.344	97.664			
43	0.174	0.341	98.006			
44	0.158	0.311	98.316			
45	0.150	0.295	98.611			
46	0.149	0.292	98.903			
47	0.130	0.254	99.158			
48	0.123	0.241	99.398			
49	0.109	0.213	99.611			
50	0.105	0.205	99.817			
51	0.094	0.183	100.000			

Based on the determination that 8 factors explain 64.4% of the variance, the number of factors to be extracted was changed from the Eigen value-based determination to a fixed number of 8 (Table 5). The primary focus of the output is the factor correlation matrix, in order to determine whether to select the orthogonal or oblique. Orthogonal rotation is applied when the factors are uncorrelated, while oblique rotation is applied for highly correlated factors. Based on the results from the Table 5, the factors are uncorrelated, hence the decision to use oblique rotation methods, such as promax.

Table 5: Factors correlation matrix

Factor Correlation Matrix								
Factor	POS	EPDM	OID	OT	MCI1	MCI2	ECSB	MS
POS	1.000							
EPDM	-0.167	1.000						
OID	-0.511	0.453	1.000					
OT	-0.538	0.264	0.499	1.000				
MCI1	0.400	-0.444	-0.528	-0.444	1.000			
MCI2	-0.437	0.336	0.394	0.553	-0.408	1.000		
ECSB	-0.464	0.416	0.452	0.401	-0.407	0.472	1.000	
MS	0.294	-0.304	-0.389	-0.209	0.313	-0.249	-0.394	1.000

4.4.3 Final Pattern Matrix for EFA Factor Structure

The Promax rotation approach was used for the analysis, with a Kappa of four. The promax rotation approach was selected since it entails a two-phase approach whereby in the first step, the factors were correlated, in order to determine the extent to which the changes in one factor affects the other. The oblique rotation and testing

process is suited for a large data such as the one used for this analysis. Unlike the varimax rotation, the Promax rotation is based on the assumption that the factors are correlated.

As shown in pattern matrix hereunder, the factors are identified based on the loading identified in the pattern matrix. The factors are selected based on the clusters of values that are highest under each factor and corresponding to the variables. Factor loading are selected based on an acceptable value of at 0.5. As shown in Table 6, the item OT1 included under the OT factor, although it is lesser than 0.5, since this is highest value under the factor loading and a loading of 0.4 was argued in the literature to be stable and acceptable depending on the sample size and for the size of the sample of this study a value the latter mentioned value is acceptable. This is explained by the low correlation in the values. Although factors loadings are selected based on how high each construct loads under each factor, in some instances, the value can exceed 1 as is the case of MS2 (with a loading of 1.055). This occurs when there is a high level of correlation in that construct.

It is also noteworthy, that due to low loadings OT10 was excluded, showing that the named indicators under the organizational trust factor was not of a sufficient high correlation within the factor itself. It should be also noted that mindful corporate interventions indicators have separated themselves into 2 factors, namely MCI1 and MCI2, which are communication and training factors respectively.

Table 6: Final pattern matrix for EFA

α	Factor							
	ECSB	OT	OID	EPDM	MCI2	MS	POS	MCI1
	0.924	0.926	0.892	0.91	0.921	0.897	0.884	0.871
POS1							0.877	
POS2							0.987	
POS3							0.674	
POS4							0.589	
POS5							0.487	
EPDM1				0.682				
EPDM2				0.593				
EPDM3				0.847				
EPDM4				0.856				
EPDM5				0.788				
EPDM6				0.746				
OID1			0.819					
OID2			0.528					
OID3			0.704					
OID4			0.567					
OID5			0.745					
OID6			0.690					
OID7			0.925					
OID8			0.646					
OID9			0.569					
OID10			0.604					
OT1		0.400						
OT2		0.575						
OT3		0.922						
OT4		0.658						
OT5		0.500						
OT6		0.650						
OT7		0.591						
OT8		0.770						
OT9		0.537						
MCI1								0.810
MCI2								0.813
MCI3R								0.763
MCI4								0.623
MCI5					0.690			
MCI6					0.876			
MCI7					0.924			
MCI8					0.822			
ECSB1	0.585							
ECSB2	0.589							
ECSB3	0.776							
ECSB4	0.954							
ECSB5	0.828							
ECSB6	0.682							
ECSB7	0.710							
ECSB8	0.588							
MS1						0.774		
MS2						1.009		
MS3						0.690		
MS4						0.583		

Extraction Method: Maximum Likelihood using Promax rotation.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

4.4.4 Adequacy

The adequacy is tested through Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, Bartlett's Test of Sphericity, and communalities. KMO tests suitability of data for factors analytical approaches, by assessing the adequacy of the sampling (Bowen & Guo, 2012). A KMO of higher than 0.5 indicates adequacy.

On the other hand, Bartlett's Test of Sphericity relies on statistical significance tests to determine the adequacy. The test involves a comparison between the correlation matrix and an identity matrix (a matrix that leaves other matrices unchanged during multiplication) and tests whether the difference is statistically significant in order to determine whether the variances are equal. A statistically significant value ($p < 0.05$) indicates that there is homogeneity in the variances, hence the sampling is adequate. By using the two divergent approaches, it is possible to determine the adequacy through measures that rely on different dimensions of the data. Results for both tests are shown in Table 5.

4.4.4.1 Sampling Adequacy

The KMO value was greater than 0.9 which is considered adequate (Table 7). Only 4% non-redundant residuals were deducted. As for Bartlett's Test of Sphericity, the difference between the correlation matrix and identity matrix is statically significant at 5%, which indicates that there is a homogeneity in variances and hence the sampling is adequate. Therefore, it can be argued that the collected data is adequate for EFA, as both tests, which depends dimensions of the data has confirmed adequacy.

Table 7: KMO and Bartlett's test of sphericity

Test		Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.948
Bartlett's Test of Sphericity	Approx. Chi-Square	9891.711
	df	946
	Sig.	<0.001

4.4.4.2 Communalities

Communalities are defined as the proportion of variance in the indicator (manifest variable) that can be explained by the factors (latent variables). It is also defined as the sum of squared factor loadings for the variable. An acceptable value for communalities is >0.4 . Thus, variables with communality lower than 0.4 were removed from the analysis. Communality is defined as the extent to which each construct correlates with all other constructs in the analysis. A high communality indicates that there is a considerable amount of the variance in the construct in the variable has been extracted during the factor analysis and the determination of a solution.

Table 8: Communalities

Item	Initial	Extraction
POS1	0.743	0.772
POS2	0.717	0.800
POS3	0.676	0.643
POS4	0.620	0.545
POS5	0.603	0.531
EPDM1	0.730	0.697
EPDM2	0.712	0.660
EPDM3	0.641	0.653
EPDM4	0.683	0.702
EPDM5	0.712	0.688
EPDM6	0.639	0.600
OID1	0.699	0.644

Table 8: Communalities (Continued)

Item	Initial	Extraction
OID2	0.546	0.430
OID3	0.630	0.597
OID4	0.634	0.570
OID5	0.573	0.524
OID6	0.660	0.618
OID7	0.695	0.688
OID8	0.689	0.666
OID9	0.618	0.542
OID10	0.554	0.453
OT1	0.630	0.602
OT2	0.729	0.702
OT3	0.730	0.781
OT4	0.694	0.687
OT5	0.689	0.681
OT6	0.673	0.652
OT7	0.661	0.581
OT8	0.606	0.572
OT9	0.576	0.489
OT10R	0.318	0.232
MCI1	0.721	0.773
MCI2	0.726	0.758
MCI3R	0.576	0.525
MCI4	0.656	0.644
MCI5	0.732	0.690
MCI6	0.789	0.762
MCI7	0.817	0.858
MCI8	0.772	0.763
ECSB1	0.756	0.700
ECSB2	0.741	0.662
ECSB3	0.763	0.732
ECSB4	0.762	0.759
ECSB5	0.683	0.666
ECSB6	0.609	0.475
ECSB7	0.694	0.571
ECSB8	0.646	0.571
MS1	0.727	0.708
MS2	0.783	0.874
MS3	0.652	0.629
MS4	0.722	0.671

Communalities were greater than 0.4 for all variables except for OT10 which had a low communality (<0.4) (Table 8). Thus, OT10 was removed from the second iteration of exploratory factor analysis.

4.4.5 Reliability

Reliability was tested through convergent validity, discriminant validity and internal consistency. Convergent validity was examined through loadings (correlation) of manifest variables on the corresponding latent variables. Loading should be equal or greater than 0.5. As shown in Table 6, all variables had a loading of more than 0.5 and hence it can be argued that convergent validity is achieved.

Discriminant validity was assessed by examining the correlation between factors. The correlation between any two factors should not exceed 0.7. Discriminant validity was also assessed by examining cross loadings i.e., no manifest variable should load on more than one factor. As shown in Table 5, all loadings were less than the cut-off value of 0.7 and hence discriminant validity is achieved. Reliability is a measure of internal consistency in questionnaire i.e. how coherent items of the same scale are or how closely they are correlated. Reliability can be assessed using various measures. However, Cronbach's Alpha (α) coefficient is the most commonly used measure of internal consistency. It can be used to assess if the scale in question is reliable. The recommended lower bound of acceptance for Cronbach's α is 0.7.

The Cronbach's alpha, which is a measure of internal consistency, indicates the extent to which a set of items (variables or constructs) are as a group. A high level of closeness indicates reliability, since there is consistency in the items they are supposed to measure. In this study, a threshold of 0.7 was set. The Cronbach's alpha

scores for each variable are included in Table 6 above, where all variables had a score of more than 0.7, hence the reliability is achieved.

4.4.6 EFA Summary

Initial results showed that the resulting model was in concordance with the hypothesized theoretical model. The extracted number of factors was similar to what was proposed in the hypothetical model, noting that mindful corporate intervention variable was split into two factors representing communications and training separately. Convergent and divergent validity were acceptable and the variance explained by the eight factors was sufficiently high (>50%).

4.5 Confirmatory Factor Analysis (CFA)

In this Section, the confirmatory factor analysis results are discussed. Confirmatory factor analysis was performed to assess statistical fitness of the proposed model for latent constructs to the collected data in this study.

In this Section the determinate of model fitness indices will be discussed. Followed by both the path analysis and correlation matrix for the relationships. Then the validity and reliability of measures. Noteworthy, the reliability of the constructs was assessed using Composite Reliability (CR), which is similar to Cronbach's alpha parameter used in the previous Section of this study in discussing the EFA. A value greater than 0.7 was considered satisfactory. Maximum likelihood was used to define the model parameters. It is noteworthy, one of the factors namely, OT10 was eliminated from the analysis, due to low level of commonality. This is in line with the assertions that the constructs with low commonality have a low correlation with the rest of the constructs.

4.5.1 Factor Loadings (Standardized Correlations)

The most basic CFA models entail one factor, whereby the analysis is based on the assumption that the correlations or covariance among the items originate from a single common factor. A graphic representation of such an analysis is as shown hereunder in Figure 3.

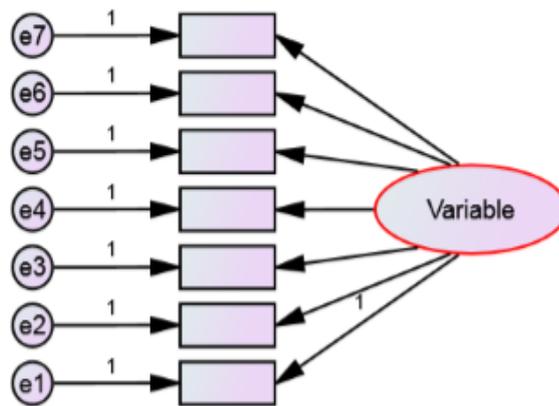


Figure 3: One-factor CFA

As shown, one of the relationships between the variables and the seven constructs represents the factor loadings. One of the regression weights is fixed at 1, in order to facilitate standardization of the coefficients. Error terms (e1 to e7) are included in the model, but these variables are not directly measured during the analysis.

In a two factors CFA analysis process, it is necessary to include covariance's for the two uncorrelated factors as shown in Figure 4.

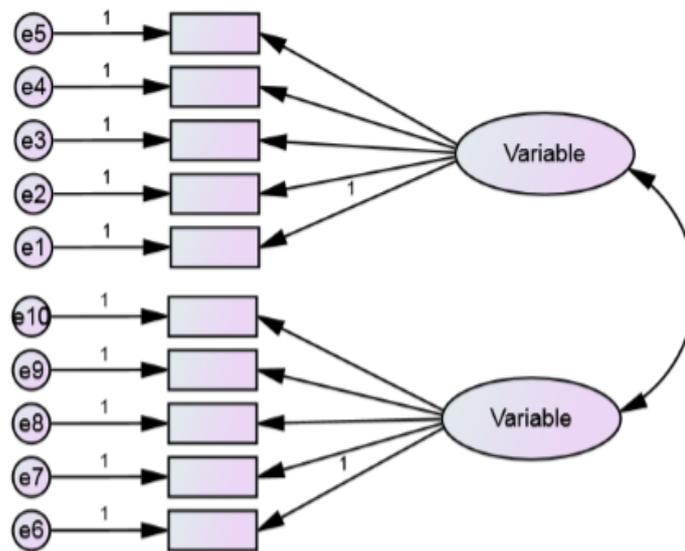


Figure 4: Two-factor CFA

The process of fitting the models and determining the factor loadings entails specification and re-specification of the model based on the variables. After developing a graphic representation of the model based on the variables, the constructs and the unobserved variables, the regression analysis is performed. The process involves path analysis, whereby the factor loadings in the various paths that represent the relationships between the variables are analyzed. The path diagram reveals the standardized and unstandardized regression weights, with the standardization based on the regression weight that was fixed at 1.

4.5.2 Determination of Model Fit Measures

In CFA model fitness is determined by a multiplicity of statistics that are provided by SPSS AMOS following the path analysis procedural steps. In order to determine model fitness, the output for modification indices is selected, including other preferred analytical processes (Bowen & Guo, 2012). The decision on whether there is model fitness is dependent on whether the model fitness indices are within the

set acceptable values, or not. In this analysis, the model fitness is tested through three categories of indices. The determinants for model fitness that were selected for this study are outlined in Table 9, with their threshold values.

Six measures were identified, which are drawn from the main categories of fit indices, including the absolute fit indices (GFI and AGFI), relative fit indices (Tucker-Lewis Index, TLI and Comparative fit indices, CFI), and the non-centrality indices (root mean square error of approximation, RMSEA and CMIN).

First, GFI (the Goodness of fit index), tests the model fitness based on the observed covariance matrix and the hypothesized model. A value 1 indicates a perfect fit, but the acceptable value is 0.9, are argued in the seminal work. AGFI, the adjusted Goodness of Fit index, is a derivative of the GFI, with a threshold of 0.8. Second, the Comparative Fit Index (CFI), which compares the fit of the targeted model to the fit of the independent model, based on the assumption that the variables in the two models are uncorrelated. A higher value of the CFI is preferred, with an acceptable value of 0.9. The TLI, which is an incremental index, which determines the model fitness by comparing the fit of a hypothetical model with that of a baseline model. Finally, the RMSEA (root mean square error of approximation), assesses the model fitness, by avoiding the sample size issues implied under the GFI and AGFI. This assessment is conducted through analysis of the discrepancies between the covariance matrix of the population, and the optimally selected parameter estimates for the hypothesized model. A cut-off of 0.06 is used, indicating that values less than the cut-off are considered a goodness of fit. The CMIN/DF is the quotient of the minimum discrepancy and the degrees of freedom. An acceptable value of less than 5 is acceptable for this measure.

By using three different categories of model fitness measures, it is possible to indicate the robustness of the fitness of the model from different dimensions.

Table 9: Acceptable values for the model fitness indices

Measure	Acceptable value
GFI	0.9
AGFI	0.8
CFI	0.906
TLI	≥ 0.9
RMSEA	0.06
Cmin (X^2/df)	<5

4.5.3 Path Analysis

The standardized regression weights indicate the manner in which each of the constructs load under each factor, which are used as variables in the analysis. The variables are drawn from the results of the EFA analysis final pattern matrix. The analysis reveals that OT10 has a correlation coefficient of 0.385, implying that it explains only 38.5% of the change in the factor. As a result, it is eliminated from the process of fitting the final model. The output is as shown in the Table 10.

Table 10: Standardized regression weights

Items	OID	ECSB	MCI1	MCI2	EPDM	OT	POS	MSI
1	0.778	0.831	0.878	0.815	0.824	0.728	0.784	0.834
2	0.617	0.821	0.867	0.871	0.822	0.818	0.761	0.894
3	0.762	0.858	0.696	0.92	0.786	0.829	0.806	0.789
4	0.739	0.836	0.794	0.87	0.809	0.786	0.805	0.822
5	0.71	0.784			0.801	0.764	0.802	
6	0.779	0.616			0.739	0.770		
7	0.799	0.719				0.753		
8	0.819	0.732				0.769		
9	0.726					0.787		
10	0.661							

None of the factors loading were more than 0.6 which indicates that sufficient variance in the indicators is explained by the latent factors.

4.5.4 The Correlation Matrix

The correlations between all variables and constructs in the analysis are as shown hereunder. The correlations range from weak (OID-MCI2X, $R=0.335$) to strong (OT-POS, $R=0.769$) as shown in Table 11.

It has to be noted, that the R value indicates the correlation between the variables, but it is not a determinate of causality. In CFA the produced model is mainly a measurement model as it indicates no relationships between the latent variables, but rather it indicates the measures of the factors according to the hypothesized construct in the study.

Table 11: Correlation output for factors in the model

Variables			Estimate (R)
OID	<-->	ECSB	0.746
OID	<-->	MCI2x	0.335
OID	<-->	EPDM	0.682
OID	<-->	OT	0.687
OID	<-->	POS	0.666
OID	<-->	MCI1x	0.534
OID	<-->	MS	0.617
ECSB	<-->	MCI2x	0.401
ECSB	<-->	EPDM	0.721
ECSB	<-->	OT	0.687
ECSB	<-->	POS	0.673
ECSB	<-->	MCI1x	0.596
ECSB	<-->	MS	0.644
MCI2x	<-->	EPDM	0.511
MCI2x	<-->	OT	0.654
MCI2x	<-->	POS	0.618
MCI2x	<-->	MCI1x	0.571
MCI2x	<-->	MS	0.56
EPDM	<-->	OT	0.692
EPDM	<-->	POS	0.746
EPDM	<-->	MCI1x	0.581
EPDM	<-->	MS	0.57
OT	<-->	POS	0.769
OT	<-->	MCI1x	0.751
OT	<-->	MS	0.753
POS	<-->	MCI1x	0.624
POS	<-->	MS	0.632
MCI1x	<-->	MS	0.607

Reflecting on the above, the proposed CFA model is shown in Figure 5 that is obtained from AMOS and R (Figure 6). Modification indices were generated is two cases to account for the correlation between the error terms, namely for the items ECSB 6 and 7 and POS 1 and 2. The latter will allow measuring the improvement in the model fit if the correlation exists.

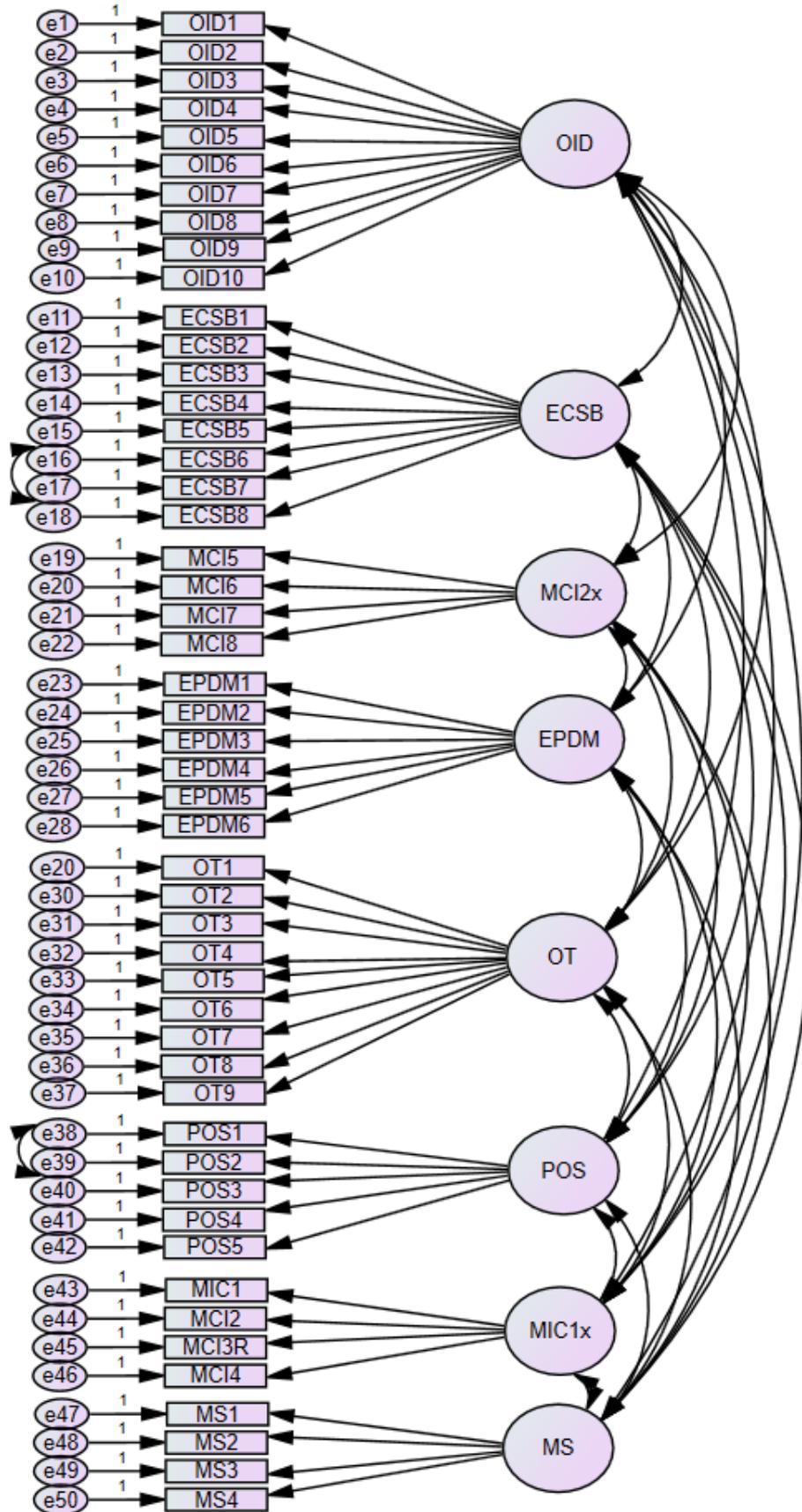


Figure 5: Proposed CFA model constructed using AMOS

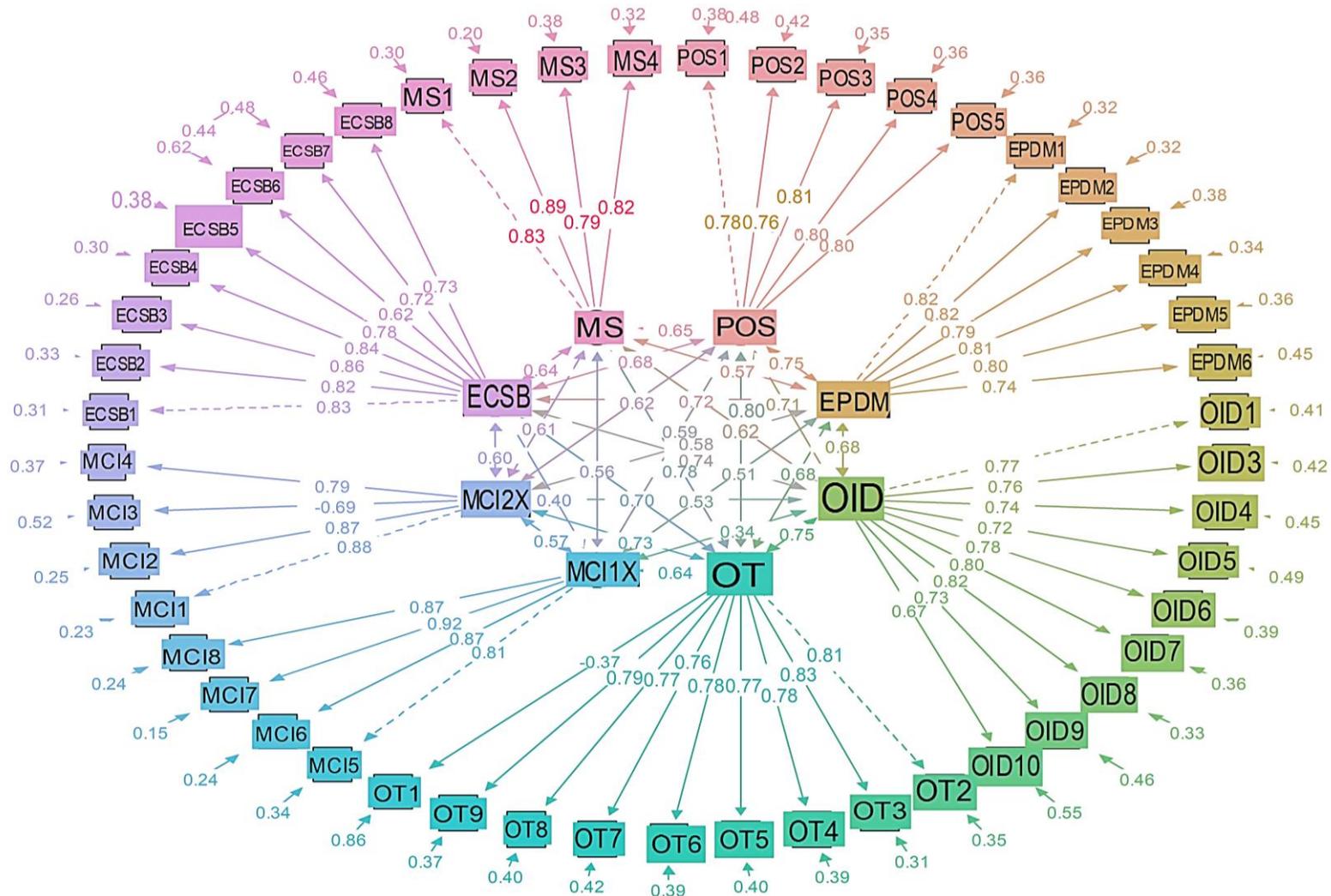


Figure 6: Proposed CFA model constructed using R

4.5.5 Model Fitness Indices for the Final Model

Results showed that the proposed model was a good fit for the data as shown by the various fit measures. The fit measures were roughly similar when robust maximum likelihood was used. The process of fitting the model entails removal of some of the constructs that have low factor loadings, as well as creating covariances between the constructs. The latter allowed creating relationships that have increase the fitness of the model.

The approach to covarying the constructs can be done in a number of ways. First, identify the constructs with the lowest regression weights and delete them from the path analysis, since they tend to have an adverse effect on the model fitness. Second, identify any constructs and unobserved variables that have large variances and are concurrent (next to one another in the path diagram) and co-vary them. Finally, if the model fitness indices are not at the acceptable level, co-vary or delete the constructs that have high values (higher than 0.4) under the standardized residual covariance. The latter outline procedure was followed and the fitness obtained is tabulated in Table 12.

Table 12: Model fitness indices

Measure	Value	Acceptable value
GFI	0.901	0.9
AGFI	0.81	0.8
CFI	0.91 (0.927)	0.906
TLI	0.9 (0.922)	≥ 0.9
RMSEA	0.057 (0.051)	0.06
Cmin (X^2/df)	1.933	< 5

4.5.6 Validity and Reliability of Construct

Face validity of construct was assessed by the researcher and found to be acceptable, as all the construct are well established and matured in literature. As all the measures seemed to be related to what the researcher was looking for, even though it did not fully encompass the concept in some cases. The convergent validity, for each construct was tested through average variance extracted is calculated from the factor loadings under each factor as shown hereunder. The convergent validity of the constructs was assessed using the average variance extracted which should be greater than 0.5 for all constructs. Divergent validity was assessed by comparing the correlations between latent variables to square root the average variance extracted (\sqrt{AVE}). Divergent validity was met if none of the correlations between latent variables was higher than square root the AVE. Using the example of the OID, the ACE is calculated as following. λ is the factors for each of the construct, which are then squared to get the λ^2 . The difference between the two is the error term for each of the factors of the construct. The AVE is calculated by dividing the total of λ^2 divided by the number of factor loadings (Table 13). The composite reliability is calculated by the following formula:

$$CR = \frac{\sum \lambda^2}{\sum \lambda^2 / (\sum \lambda^2 + \sum e)}$$

Table 13: Calculating the AVE and CR for OID

OID	λ	λ^2	e (Error term)
OID1	0.775	0.600625	0.174375
OID2	0.614	0.376996	0.237004
OID3	0.762	0.580644	0.181356
OID4	0.738	0.544644	0.193356
OID5	0.71	0.5041	0.2059
OID6	0.78	0.6084	0.1716
OID7	0.796	0.633616	0.162384
OID8	0.82	0.6724	0.1476
OID9	0.73	0.5329	0.1971
OID10	0.666	0.443556	0.222444
Total	7.391	5.497881	1.893119
N		10	
Average Validity Extracted		0.549	
Composite Reliability		0.924	

The CR and AVE for each factor were calculated. Through the formula. Convergent validity was met as the AVE was greater than 0.5 for all scales which indicates that the latent variables explain more than 50% of the variance in the indicator variables. Discriminant validity was also met as \sqrt{AVE} for each latent variable (diagonal numbers) was equal or greater to its correlation with any of the other factors. The only exception was OT as the \sqrt{AVE} (0.779) as lower than the correlation with POS (0.796). However, the difference was very low (~0.02) to be considered significant. Thus, no further changes were made to. The composite reliability was ~ 0.9 for all factors which is considered significant in this relationship (Table 14).

Table 14: Reliability, divergent and convergent validity

	CR	AVE	OID	ECSB	MCI2	EPDM	OT	POS	MCI1	MS
OID	0.924	0.55	0.74							
ECSB	0.926	0.61	0.74	0.78						
MCI2	0.925	0.75	0.34	0.40	0.87					
EPDM	0.913	0.63	0.68	0.72	0.51	0.80				
OT	0.933	0.61	0.76	0.70	0.64	0.70	0.80			
POS	0.902	0.65	0.69	0.66	0.59	0.73	0.80	0.80		
MCI1	0.885	0.66	0.53	0.59	0.57	0.58	0.74	0.61	0.812	
MS	0.902	0.70	0.617	0.64	0.56	0.57	0.79	0.63	0.60	0.836

The proposed CFA model developed through SPSS reveals the regression coefficients for the relationships between the variables and the constructs, the variables and the unobserved error terms, as well as the covariance between the various variables.

4.5.7 CFA Summary

Results obtained from this Section have shown that the developed CFA model or in other words, the hypothesized measurement model fits the data and hence provided a factor structure for the observations provided by the survey of this study. Based on the previous results, it was decided to omit OT10 since it has improved the model fit. It is to be noted, that to test the causality between the factors, a structural equation model will be developed based on the outlined hypothesized relations in the following Section.

4.6 Hypothesis

In the hypothesis testing, the statistical significance indicates whether the relationship between the variables occurs by chance, or whether it occurs due to the characteristics of the variables. The hypothesis testing is done at a confidence level of 95%, which implies that the results reveal that the relationship represented by the hypothesis is determined to occur in the manner predicted with a 95% confidence level. In instances where the statistical significance does not meet the threshold, the relationship is indicated not to occur as stated.

4.6.1 Direct Effects

The following hypothesizes are to be tested for direct impact relationship:

H1: perceived organizational support has a direct and positive relationship with organizational identification during post-merger integration, i.e. β POS to OID = 0.

H2: perceived organizational support has a direct and positive relationship with organizational trust during post-merger integration, i.e. β POS to OT = 0.

H3: employees Participation in decision making has a direct and positive relationship with organizational identification during post-merger integration, i.e. β POS to OID = 0.

H4: employees Participation in decision making has a direct and positive relationship with organizational during post-merger integration, i.e. β POS to OID = 0.

4.6.2 Mediation

The most common method to establish mediation is the causal model approach. Such approach involves estimating each path in the model (Figure 7) and check

whether certain statistical criteria are met. However, one of the requirements of mediation is the statistical significance of the total effect. They claim that a non-significant total effect (path c) should not warrant further investigation of mediation. Thus, new alternative approaches were suggested the most common of which is to use bootstrapping. The Bootstrapping method involves the use of bootstrapped samples to estimate the indirect effect (the ab path). For each sample, the estimate of path ab is calculated. The pooled estimates are then used to construct the bootstrapped 95% confidence interval for the indirect effect. Confidence intervals that do not include 0 were considered statistically significant and the latter approach was used to test for mediation. Such approach does not require the total effect (c) to be statistically significant but only the indirect effect (ab). Noteworthy, 2000 bootstrapped samples will be used to test for the statistical significance of mediation.

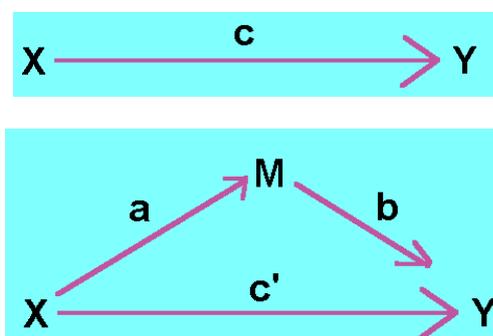


Figure 7: Diagrammatic representation of mediation

Complete mediation is present when variable X no longer affects Y after M has been controlled, making path c' zero i.e. $\beta = 0$. Partial mediation is deemed present when the path from X to Y is reduced in absolute size but is still different from zero when the mediator is introduced. Both types require that the path ab is statistically significant i.e. 95% CI $\neq 0$.

The following are the list of hypotheses that are to be tested for mediation as per the hypothesized theoretical model:

H5a: organizational identification mediates the relationship between perceived organizational support and employees change supportive behavior during post-merger integration, or OID mediates the relation between POS and ECSB i.e. $\beta_{\text{indirect}} = 0$.

H5b: organizational identification mediates the relationship between employees participation in decision making and employees change supportive behavior during post-merger integration, or OID mediates the relation between EPDM and ECSB i.e. $\beta_{\text{indirect}} = 0$.

H6a: organizational trust mediates the relationship between perceived organizational support and employees change supportive behavior during post-merger integration, or OT mediates the relation between POS and ECSB i.e. $\beta_{\text{indirect}} = 0$.

H6b: organizational trust mediates the relationship between perceived organizational support and employees change supportive behavior during post-merger integration, or OT mediates the relation between EPDM and ECSB i.e. $\beta_{\text{indirect}} = 0$.

H7: Employees change supportive behavior mediates the relation between organizational identification and merger success during post-merger integration, or ECSM mediates the relation between OID and MS i.e. $\beta_{\text{indirect}} = 0$.

H8: Employees change supportive behavior mediates the relation between organizational trust and merger success during post-merger integration, or ECSB mediates the relation between OT and MS i.e. $\beta_{\text{indirect}} = 0$.

4.6.3 Moderation

Moderation analysis, also referred to as interaction analysis, is used to test whether the relationship between two variables is dependent on a third variable. In this Section, moderation is performed between a multiplicity of continuous independent variables and continuous dependent variables.

The following relationships are to be tested for moderation:

H7a: communication during post-merger integration moderates the relationship between perceived organizational support and organizational identification, or MCI1 moderates the association between POS and OID.

H7b: training during post-merger integration moderates the relationship between perceived organizational support and organizational identification, or MCI2 moderates the association between POS and OID.

H8a: communication during post-merger integration moderates the relationship between employees' participation in decision making and organizational identification, or MCI1 moderates the association between EPDM and OID.

H8b: training during post-merger integration moderates the relationship between employees' participation in decision making and organizational identification, or MCI2 moderates the association between EPDM and OID.

H9a: communication during post-merger integration moderates the relationship between perceived organizational support and organizational trust, or MCI1 moderates the association between POS and OT.

H9b: training during post-merger integration moderates the relationship between perceived organizational support and organizational trust, or MCI2 moderates the association between POS and OT.

H10a: communication during post-merger integration moderates the relationship between employees' participation in decision making and organizational trust, or MCI1 moderates the association between EPDM and OT.

H10b: training during post-merger integration moderates the relationship between employees' participation in decision making and organizational trust, or MCI2 moderates the association between EPDM and OT.

H11a: communication during post-merger integration moderates the relationship between organizational identification and employees change supportive behavior, or MCI1 moderates the association between OID and ECSB.

H11b: training during post-merger integration moderates the relationship between organizational identification and employees change supportive behavior, or MCI2 moderates the association between OID and ECSB.

H12a: communication during post-merger integration moderates the relationship between employees' participation in decision making and employees change supportive behavior, or MCI1 moderates the association between OT and ECSB.

H12b: training during post-merger integration moderates the relationship between employees' participation in decision making and employees change supportive behavior, or MCI2 moderates the association between OT and ECSB.

4.7 Structural Equation Modeling

Given the objective of this study, developing a causal model to test the hypothesized relationships between the constructs was a mandate to answer the research questions and deliver the intended objectives. Structural equation modeling package, AMOS v 22 was used in this study to develop a structural equation model. Whereby the constructs under each variable are included in the analysis, thereby showing the regression weights and statistical significance of all the relationships, while accounting for the error terms.

This Section of the study will start by outlining a suggested model that has all the hypothesized relations, more relations will also be assessed such as the moderation of both mindful corporate interventions between employees change supportive behavior and merger success and direction relations between variables which were not hypothesized initially. Then regression coefficients for the direct relations, followed by the developed causal model, model goodness of fit, maximum Likelihood discrepancy and then the regression weight of all the model relationships, including the mediating and moderation relations. Noteworthy, the correlation of moderators and covariance of both mediators and moderators will be outlined at the end of this Section with the results tabulated in tables 19 and 20 respectively.

4.7.1 Suggested Model

The suggested model is dependent on the hypotheses drawn from the literature review. The relationships are represented in the following diagram. In the graphical representation, shown in Figure 8, the direct effects are represented by black arrows, the moderation effects are labelled in blue arrows, noting that the moderating variables were added to the relationship between ECSB and MS.

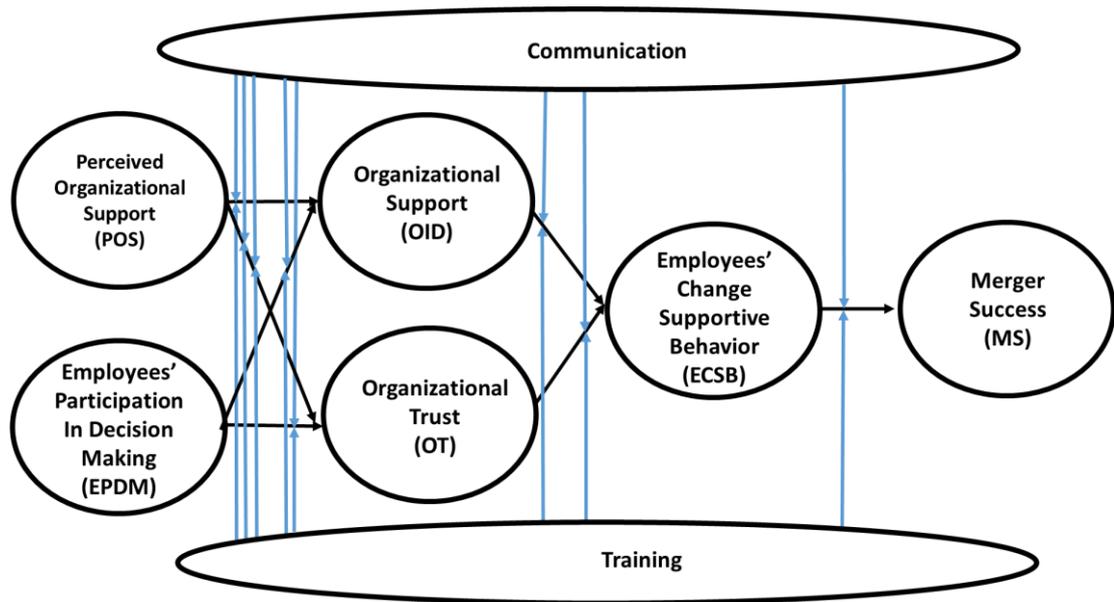


Figure 8: Suggested structural equation model

4.7.2 Regression Coefficients

The suggested research hypotheses (direct effects) were tested through regression coefficients analysis. Regression coefficients were tested for statistical significance i.e. test the hypothesis that the regression coefficient is equal to 0 i.e. $\beta = 0$. Regression coefficients indicate the nature of the relationship between any two categories of variables in the SEM model. Unlike in linear regression, SEM provides the regression coefficients for all relationships, as well as the statistical significance of those relationships. As a result, in the process of analyzing, the researcher had to identify the regression relationships that are relevant to the analysis, and report that based on the output. Further details will be provided in Section 4.8.1 of this study.

4.7.3 Statistical Analysis

Statistical analysis was performed using AMOS v 22. Maximum likelihood was used to estimate the model parameters. The covariance matrix was used for model construction as demonstrated in the following Sections.

4.7.4 The Causal Model

The process of fitting the model in order to test the direct, mediation and moderation effects based on the hypothesis stated in Section 4.6 is outlined hereunder. The model shows the relationships among the variables as discussed in the literature review chapter of this study. A number of measures have been taken in order to test the relationships. First, error terms were included for two variables, ZOT and ZOID, in order to test for the direct effects. Additional moderation effects that are not included directly in the hypothesis testing processes were added, namely the moderating effects of MCI1 on the relationship between MS (which is represented by the variable ZECSBxMCI1 in the model), and the ECSB on the relationship between MCI2 and MS (which is represented by the variable ZECSBxMCI2 in the model). The output is shown in Figure 9.

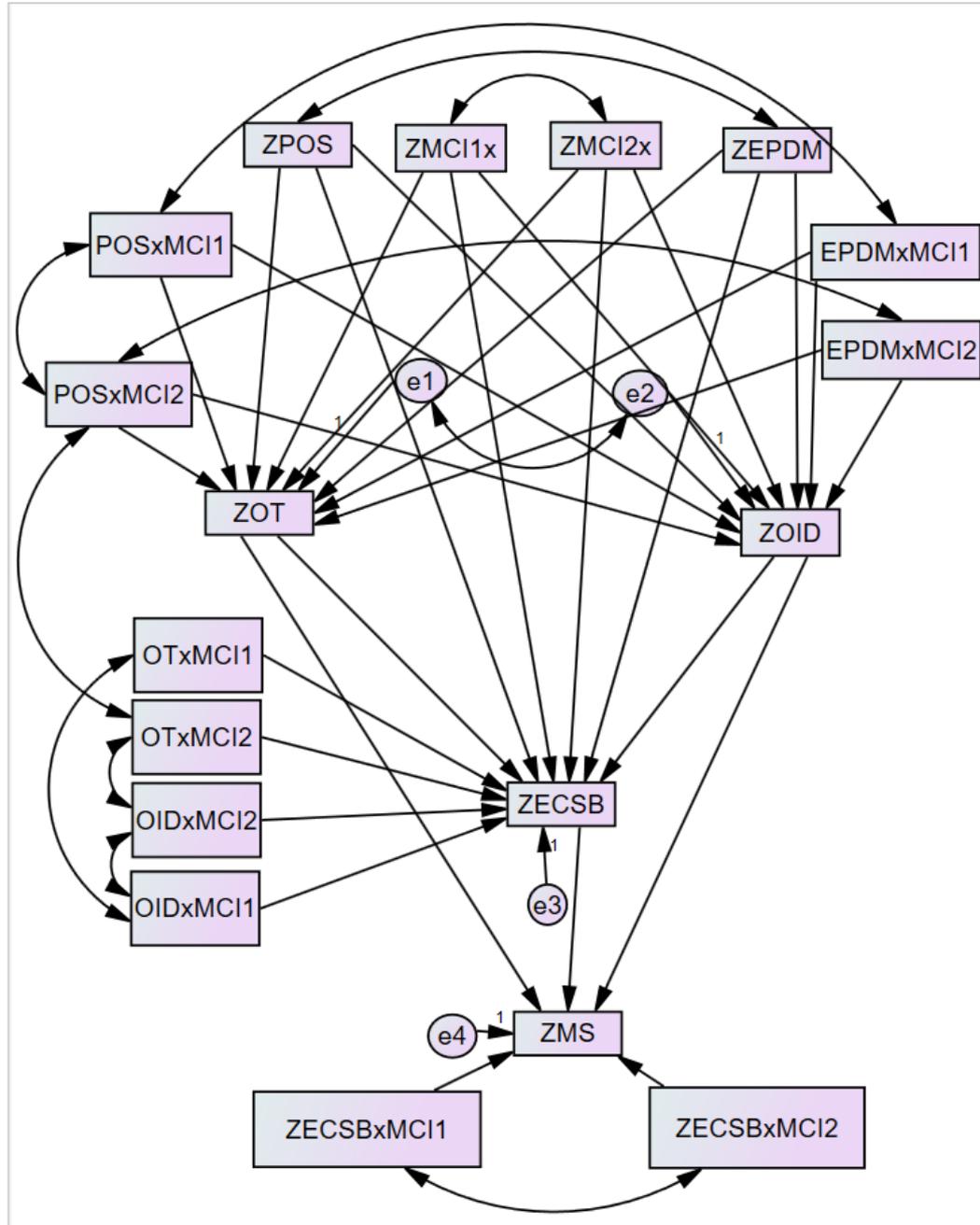


Figure 9: Proposed structural model (standardized loadings)

4.7.5 Structural Model Fit

Model fit was assessed using the following measures: CFI, TLI, Cmin, RMSEA, RMSEA upper 90% CI, and SRMR. The cut-off values suggested were used to assess the model fit. These are included in Table 15, which shows the acceptable levels.

The structural model fit is based on six of the eight factors discussed earlier, as shown hereunder. Model fitness is determined by the fact that all values are above the acceptable level. Results in Table 15 hereunder shows that the model is a goodness of fit.

Table 15: Model fitness indices

Measure	Value	Acceptable value
CFI	0.919	0.906
TLI	0.913	≥ 0.9
RMSEA	0.061	0.06
RMSEA upper 90% CI	0.066	0.08
SRMR	0.035	<0.05
Cmin (X^2/df)	2.06	<5

4.7.6 Variables Summary

A summary of the variables utilized in the moderation (interaction) analysis are as shown in Table 16. A total of 20 variables were used in the models, with 4 error terms included in the analysis.

Table 16: Number of variables used in interaction testing

Type of variables	Quantity
Number of variables in your model	20
Number of observed variables	16
Number of unobserved variables	4
Number of exogenous variables	16
Number of endogenous variables	4

4.7.7 ML Discrepancy (Implied vs Sample)

The provided discrepancy function provides the conformity between observed data and the structural equation model as a measure of goodness of fit. The difference with observed mean was at $d = 7.83$, which is close to the value of 8 argued previously. The maximum likelihood for the default model, which is part of the bootstrap distributions is shown in Table 17.

Table 17: Maximum likelihood output for the bootstrap distributions

Sample	Bootstrap distributions	
	1070.903	*
	1181.175	*
	1291.448	*
	1401.720	***
	1511.993	*****
	1622.265	*****
	1732.538	*****
N = 10000	1842.810	*****
Mean = 1807.584	1953.083	*****
S. e. = 2.006	2063.356	*****
	2173.628	*****
	2283.901	**
	2394.173	*
	2504.446	*
	2614.718	*

4.7.8 Regression Weights for Mediation and Moderation

The regression weights, shown in Table 18, indicate the effects between the all pairs of variables in the model, as included in SPSS AMOS. The output also indicates the standard errors and the statistical significance of the relationships.

Table 18: Regression weights for all the relationships in the model

	Variables	Estimate	S.E.	C.R.	P
ZOT	<--- ZPOS	0.541	0.041	13.206	***
ZOID	<--- ZEPDM	0.292	0.058	5.073	***
ZOT	<--- ZMCI1x	0.31	0.031	10.084	***
ZOID	<--- ZMCI1x	0.139	0.043	3.222	0.001
ZOT	<--- ZMCI2x	0.113	0.031	3.664	***
ZOID	<--- ZMCI2x	-0.269	0.043	-6.218	***
ZOT	<--- POSxMCI2	-0.036	0.04	-0.913	0.361
ZOID	<--- POSxMCI1	0.034	0.062	0.551	0.582
ZOT	<--- EPDMxMCI1	-0.064	0.045	-1.406	0.16
ZOID	<--- EPDMxMCI2	0.013	0.056	0.228	0.819
ZOID	<--- POSxMCI2	0.05	0.056	0.885	0.376
ZOT	<--- EPDMxMCI2	0.032	0.04	0.813	0.416
ZOT	<--- ZEPDM	0.048	0.041	1.163	0.245
ZOID	<--- ZPOS	0.612	0.058	10.618	***
ZOT	<--- POSxMCI1	0.034	0.044	0.767	0.443
ZOID	<--- EPDMxMCI1	-0.104	0.064	-1.624	0.104
ZECSB	<--- ZOT	0.183	0.087	2.109	0.035
ZECSB	<--- ZOID	0.323	0.061	5.281	***
ZECSB	<--- ZEPDM	0.316	0.054	5.839	***
ZECSB	<--- ZPOS	0.032	0.067	0.476	0.634
ZECSB	<--- ZMCI1x	0.157	0.045	3.448	***
ZECSB	<--- ZMCI2x	-0.073	0.045	-1.623	0.105
ZECSB	<--- OTxMCI1	0.032	0.055	0.588	0.557
ZECSB	<--- OTxMCI2	0.118	0.042	2.778	0.005
ZECSB	<--- OIDxMCI2	-0.07	0.047	-1.496	0.135
ZECSB	<--- OIDxMCI1	-0.02	0.066	-0.306	0.76
ZMS	<--- ZECSB	0.2	0.055	3.667	***
ZMS	<--- ZOID	-0.094	0.048	-1.943	0.052
ZMS	<--- ZOT	0.755	0.056	13.456	***
ZMS	<--- ZECSBxMCI2	0.123	0.042	2.944	0.003
ZMS	<--- ZECSBxMCI1	-0.058	0.037	-1.549	0.121

4.7.9 Correlations

The correlation matrix hereunder shows the extent to which the pairs of the variables in the moderation analysis influence one another. Although the statistical significance of the correlation is not tested under AMOS, the correlation output indicates the extent to which the change in one pair of variables influence another pair. This dimension of the analysis is integral in indicating which pairs of variables change in similar ways. As shown hereunder (Table 19), there is a weak level of correlation between $OIDxMCI2$ and $OIDxMCI1$ ($R=0.189$), but a strong level of correlation between $OTxMCI1$ and $OIDxMCI1$ ($R=0.858$). The rest of the results are included in the Table 19.

Table 19: Correlation matrix for the moderation analysis

	Variables		Estimate	S.E.	C.R.
$OIDxMCI2$	<-->	$OIDxMCI1$	0.201	0.025	7.961
$OTxMCI2$	<-->	$OIDxMCI2$	0.735	0.071	10.383
$OTxMCI1$	<-->	$OIDxMCI1$	1.088	0.097	11.242
$POSxMCI1$	<-->	$EPDMxMCI1$	0.99	0.089	11.093
$POSxMCI2$	<-->	$EPDMxMCI2$	0.722	0.067	10.703
ZPOS	<-->	ZEPDM	0.803	0.076	10.595
ZMCI1x	<-->	ZMCI2x	0.613	0.069	8.848
$POSxMCI2$	<-->	$POSxMCI1$	0.196	0.025	7.788
$POSxMCI2$	<-->	$OTxMCI2$	0.224	0.029	7.692
$ZECSBxMCI2$	<-->	$ZECSBxMCI1$	0.58	0.067	8.67

4.7.10 Covariance

The covariance matrix for the mediation and moderation analysis is as shown in Table 20.

Table 20: Covariances matrix

	Variables		Estimate	S.E.	C.R.
OIDxMCI2	<-->	OIDxMCI1	0.201	0.025	7.961
OTxMCI2	<-->	OIDxMCI2	0.735	0.071	10.383
OTxMCI1	<-->	OIDxMCI1	1.088	0.097	11.242
POSxMCI1	<-->	EPDMxMCI1	0.99	0.089	11.093
POSxMCI2	<-->	EPDMxMCI2	0.722	0.067	10.703
ZPOS	<-->	ZEPDM	0.803	0.076	10.595
ZMCI1x	<-->	ZMCI2x	0.613	0.069	8.848
POSxMCI2	<-->	POSxMCI1	0.196	0.025	7.788
POSxMCI2	<-->	OTxMCI2	0.224	0.029	7.692
ZECsBxMCI2	<-->	ZECsBxMCI1	0.58	0.067	8.67

4.8 Hypothesis Testing

The hypothesis testing is performed to determine the nature of the relationship between the variables based on the output in Table 20 above.

4.8.1 Direct Effects (H1 - H4)

The regression coefficients reveal the relationships between the dependent variables (OT and OID) and independent variables (POS and EPDM). Additional tests are performed for the relationship between OID and ECsB and OT and ECsB. The output (Table 21) reveals the correlation coefficient, constant values, standard errors and the statistical significance.

Table 21: Structural model analysis results

R ²	DV	IV	β	SE	C.R	P
0.769	OT	POS	0.663	0.081	7.666	<0.001*
0.692	OT	EPDM	0.201	0.062	2.802	0.005*
0.556	OID	POS	0.454	0.085	5.346	<0.001*
0.682	OID	EPDM	0.343	0.074	4.237	<0.001*
0.687	ECSB	OT	0.183	0.087	2.109	0.035*
0.746	ECSB	OID	0.323	0.061	5.281	<0.001*
0.644	MS	ECSB	0.198	0.055	3.582	<0.001*
0.518	OT	OID	0.122	0.016	7.766	<0.001*

Statistical analysis supported H1 - H4 as follow:

H1: POS showed a statistically significant association with OID ($\beta = 0.454$, $P < 0.001$). This indicates that OID increases by 0.454 standard deviations for each 1 standard deviation increase in POS which supports H1.

H2: POS showed a statistically significant association with OT ($\beta = 0.663$, $P < 0.001$). This indicates that OT increases by 0.663 standard deviations for each 1 standard deviation increase in POS which supports H2.

H3: EPDM showed a statistically significant association with OID ($\beta = 0.343$, $P < 0.001$). This indicates that OID increases by 0.343 standard deviations for each 1 standard deviation increase in EPDM which supports H3.

H4: EPDM showed a statistically significant association with OT ($\beta = 0.201$, $P < 0.05$). This indicates that OT increases by 0.201 standard deviations for each 1 standard deviation increase in EPDM which supports H4.

POS explained 76.9% of the variance in OT ($R^2 = 0.769$) and 55.6% of the variance in OID ($R^2 = 0.556$). Similarly, EPDM explains 68.2% of the variance in OID and 69.2% of the variance in OT. Moreover, OID explains 74.6% of the variance in ECSB and OT explains 68.7% of the variance in ECSB. The previous results support H1 - H4 which fits the research hypotheses.

Additional results reveal that MS explains 64.4% of the variance in ECSB and OID explains 51.8% of the variance in OT. The latter mentioned relations were not hypothesized initially in this study, but they will be discussed in more details in chapter 5.

4.8.2 Indirect Effects (Mediation Analysis)

Indirect analysis is performed hereunder. The relevant relationships are shown by the hypotheses shown hereunder. The outcome of the analysis is shown in Table 22.

H5a: OID mediates the relation between POS and ECSB i.e. $\beta_{\text{indirect}} = 0$.

H5b: OID mediates the relation between EPDM and ECSB i.e. $\beta_{\text{indirect}} = 0$.

H6a: OT mediates the relation between POS and ECSB i.e. $\beta_{\text{indirect}} = 0$.

H6b: OT mediates the relation between EPDM and ECSB i.e. $\beta_{\text{indirect}} = 0$.

H7: ECSB mediates the relation between OID and MS i.e. $\beta_{\text{indirect}} = 0$.

H8b: ECSB mediates the relation between OT and MS i.e. $\beta_{\text{indirect}} = 0$.

Table 22: Mediation analysis results

Variable			Direct effect			Indirect effect		
X	Y	M	β	95% CI	P	β	95% CI	P
POS	ECSB	OID	0.03	-0.173	0.772	0.163	0.073	<0.001*
POS	ECSB	OT				0.111	-0.018	0.089
EPDM	ECSB	OID	0.32	0.144	<0.001	0.112	0.039	0.003*
EPDM	ECSB	OT				0.081	-0.11	0.076
OID	MS	ECSB	0.37	0.191	<0.001	0.073	0.022	0.044*
OT		ECSB	0.17	-0.04	0.506	0.034	-0.112	0.144

X: Independent variable, Y: Dependent variable, M: Mediator

* $P < 0.05$

Results supported research hypotheses H5 and H6 as multiple indirect effects that involve OID and OT were statistically significant as follow:

H5a: Results showed that the direct association between POS and ECSB was not statistically significant ($\beta = 0.03$, $P > 0.05$). However, the indirect effect of OID was statistically significant ($\beta = 0.163$, $P < 0.001$) which suggest that the effect of POS on ECSB is fully mediated through OID, which supports H5a hypothesis.

H5b: Results showed that the direct association between EPDM and ECSB was statistically significant ($\beta = 0.321$, $P < 0.001$). Moreover, the indirect effect of OID was statistically significant ($\beta = 0.112$, $P < 0.05$) which suggest that the effect of EPDM on ECSB is partially mediated through OID, which supports H5b hypothesis.

H6a: As previously mentioned, the direct association between POS and ECSB was not statistically significant ($\beta = 0.03$, $P < 0.05$). The indirect effect of OT was statistically

significant at the 0.1 level ($\beta = 0.111$, $P < 0.1$) which suggest that the effect of POS on ECSB is also fully mediated through OT, which supports H6a hypothesis. However, these results suggest that the mediating effect of OID on the relation between POS and ECSB is higher compared to the mediating effect of OT.

H6b: The indirect effect of OT was statistically significant ($\beta = 0.081$, $P < 0.1$) at the 0.1 level which is similar to what was observed for the mediating effect of OT on the relation between POS and ECSB. This suggests that the effect of EPDM on ECSB is partially mediated through Y, which supports H6b hypothesis. However, that the mediating effect of OID is stronger compared to the mediating effect of OT.

H7: Results showed that the effect of OID on MS was partially mediated by ECSB as demonstrated by statistically significant direct effect ($\beta = 0.191$, $P < 0.001$) as well as the statistically significant indirect (mediating) effect of OID ($\beta = 0.073$, $P < 0.05$).

H8: the direct effect of OT on MS ($\beta = 0.174$, $P > 0.05$) as well as the mediating effect of ECSB were not statistically significant ($\beta = -0.112$, $P > 0.05$). The previous results for H7 and H8 suggest that ECSB mediates the relation between OID and MS but not OT and MS. The results are shown in the model (Figure 10).

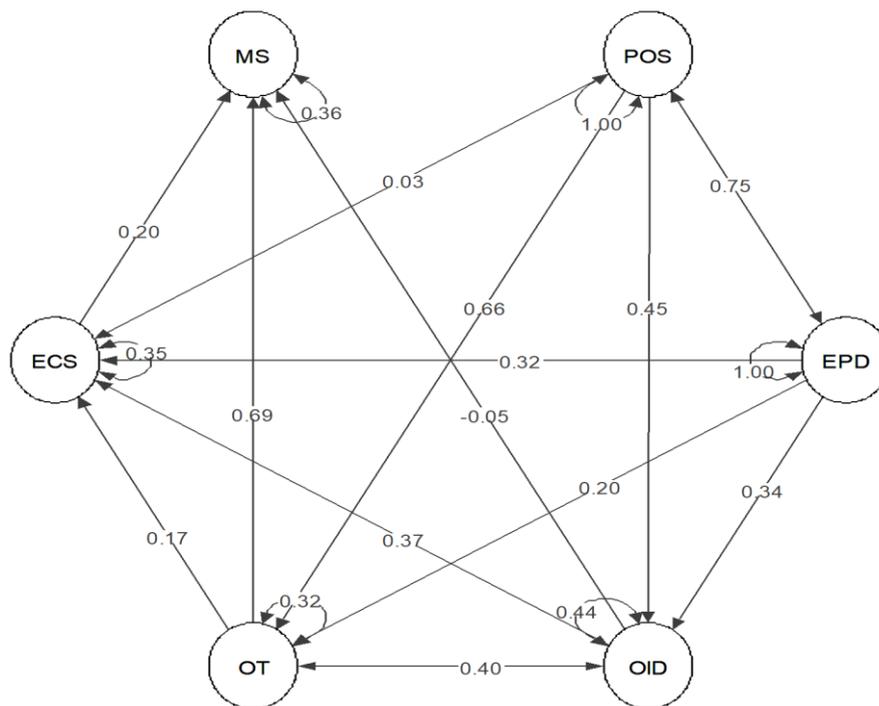


Figure 10: Structural equation model constructed using R

4.8.3 Conditional (Moderation) Effects

Factors scores were imputed using regression weights in AMOS. The imputed factor scores were used for moderation analysis. Factors scores were standardized prior to the analysis to reduce multi-collinearity when creating interaction terms. The desired interaction terms were created by multiplying the standardized factors scores e.g. MCI1 x POS. The statistical significance was assessed using the p values computed using the conventional regression methods. To make sure results are reliable, the moderation analysis was replicated using the Process tool in SPSS v 25. In case of conflicting results, the results from the Hayes Macro tool were reported in addition to AMOS results. The results of the hypothesis testing hereunder are drawn from the regression weights included in Table 15, since these are the relevant relationships to be analyzed for the study. The results are shown in Table 23.

Table 23: Hypothesis testing for the interaction analysis

H	Variable			Conventional		
	X	Y	Moderator	β	SE	P
H7a	POS	OID	MCI1	0.034	0.062	0.582
H7b	POS	OID	MCI2	0.050	0.056	0.376
H8a	EPDM	OID	MCI1	-0.104	0.064	0.104
H8b	EPDM	OID	MCI2	0.013	0.056	0.819
H9a	POS	OT	MCI1	0.034	0.044	0.443
H9b	POS	OT	MCI2	-0.036	0.040	0.361
H10a	EPDM	OT	MCI1	-0.064	0.045	0.160
H10b	EPDM	OT	MCI2	0.032	0.040	0.416
H11a	OID	ECSB	MCI1	-0.020	0.066	0.76
H11b	OID	ECSB	MCI2	-0.070	0.047	0.135
H12a	OT	ECSB	MCI1	0.032	0.055	0.557
H12b	OT	ECSB	MCI2	0.118	0.042	0.005*
H13a	MS	ECSB	MCI1	0.123	0.042	2.944
H13b	MS	ECSB	MCI2	-0.058	0.037	-1.549

Results showed that the moderating effect of MCI2 on the relation between OT and ECSB was statistically significant at the 0.05 level ($\beta = 0.118$, $P = 0.005$). These results indicate that the association between ECSB and OT is stronger at higher levels of MCI2 i.e., positive moderating effect of MCI2. None of the remaining interactions was statistically significant at the 0.05 level. These results were confirmed using bootstrapping and using the Hayes Process Macro tool in SPSS. No conflicting results were observed between the three methods. Thus, only AMOS results were reported.

Considering the results of hypotheses testing, using the causal model developed, Figure 11 hereunder, shows the final model. It shows the obtained direct and positive relationships between OID and ECSB, OT and ECSB, OID and OT and ECSB and MS.

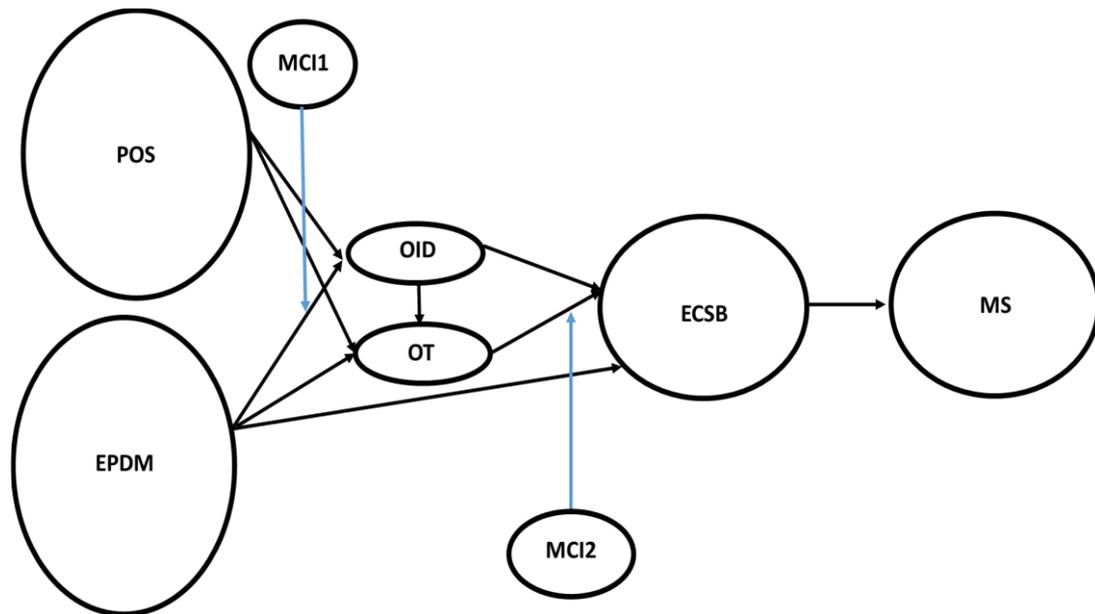


Figure 11: Final theoretical model of latent variables

4.9 Alternative Models Testing

4.9.1 Introduction

In light of the previous Section findings with regards the moderation role of mindful corporate intervention in post-merger integration. MCI 2 was the only statistically significant moderator found in the proposed theoretical model. Therefore, the researcher felt obliged to further investigate the role of corporate intervention in more details.

As discussed in the literature review Section of this study corporate intervention such as communication and training are proven to have a pivotal role on

merger success during post-merger integration. The results that were obtained from the moderation testing model were found to be inconsistent with the hypothesize model based on the cited literature.

The aim of this Section is to assess the moderating effect of MC1 and MC2 in context of the proposed structural model i.e., whether MC1 and/or MC2 moderate the pathways identified in the structural model.

4.9.2 Methods

Factor scores were imputed and standardized prior to the analysis. The imputed scores were used to construct the following alternative 3 models to the base model or model 1:

- Alternative Model 1 or baseline model: No moderators added (only main effects of MC1 and MC2).
- Alternative Model 2: Moderating effects of communication (MC1) only were added to the baseline model.
- Alternative Model 3: Moderating effects of training (MC2) only were added to the baseline model.
- Alternative Model 4: Moderating effect of both communication (MCI1) and training (MCI2) were both added to the base model.

MCI1 and MCI2 were added as main effects to the baseline model. This is essential as moderation analysis requires that the main effects are added before the interaction terms can be added.

The fully saturated model was initially assessed for models 2, 3 and 4 (model with all possible interactions). Non-significant interaction was removed in a stepwise

fashion. The final model (most parsimonious or simplest model) was compared to the fully saturated model using model fit indices (TLI, CFI, RMSEA and SRMR). Regression coefficients were also examined to assess whether the removal of non-significant terms results in varying coefficients. In case of conflicting results, results for both models were presented. Otherwise, results from the fully saturated model were reported. Fit indices were reported for the most parsimonious and fully saturated model. Statistical comparisons (e.g., likelihood ratio test) were not performed as the included variables were different across models (non-nested models).

Finally, the models were examined for differences to assess whether adding only one or both moderators provided a better fit for the data. Bootstrapping with bias correction and acceleration was used to calculate the 95% confidence intervals and assess the statistical significance of the coefficients. SEM plots were constructed using R v 3.6.2.

4.9.3 Alternative Model 1: Baseline Model (No Moderators)

Results showed that the main effect of MCI1 on ESCB was statistically significant ($B = 0.137$, $P < 0.05$) which indicates that higher MCI1 is associated with higher ECSB (Table 24). There was a statistically significant positive association between MCI1 and OT ($B = 0.385$, $P < 0.001$) as well as between MCI1 and OID ($B = 0.182$, $P < 0.001$). The effect of MCI1 on MS was not statistically significant at the 0.05 level ($B = -0.02$, $P > 0.05$). Moreover, obtained results has also showed that there was a statistically significant positive association between MCI2 and OT ($B = 0.142$, $P < 0.001$), and the relationships with both OID and ECSB was statistically significant as well. There was a statistically significant positive association between MCI2 and MS ($B = 0.127$, $P < 0.05$). Model 1 with only main effects is shown in Figure 12.

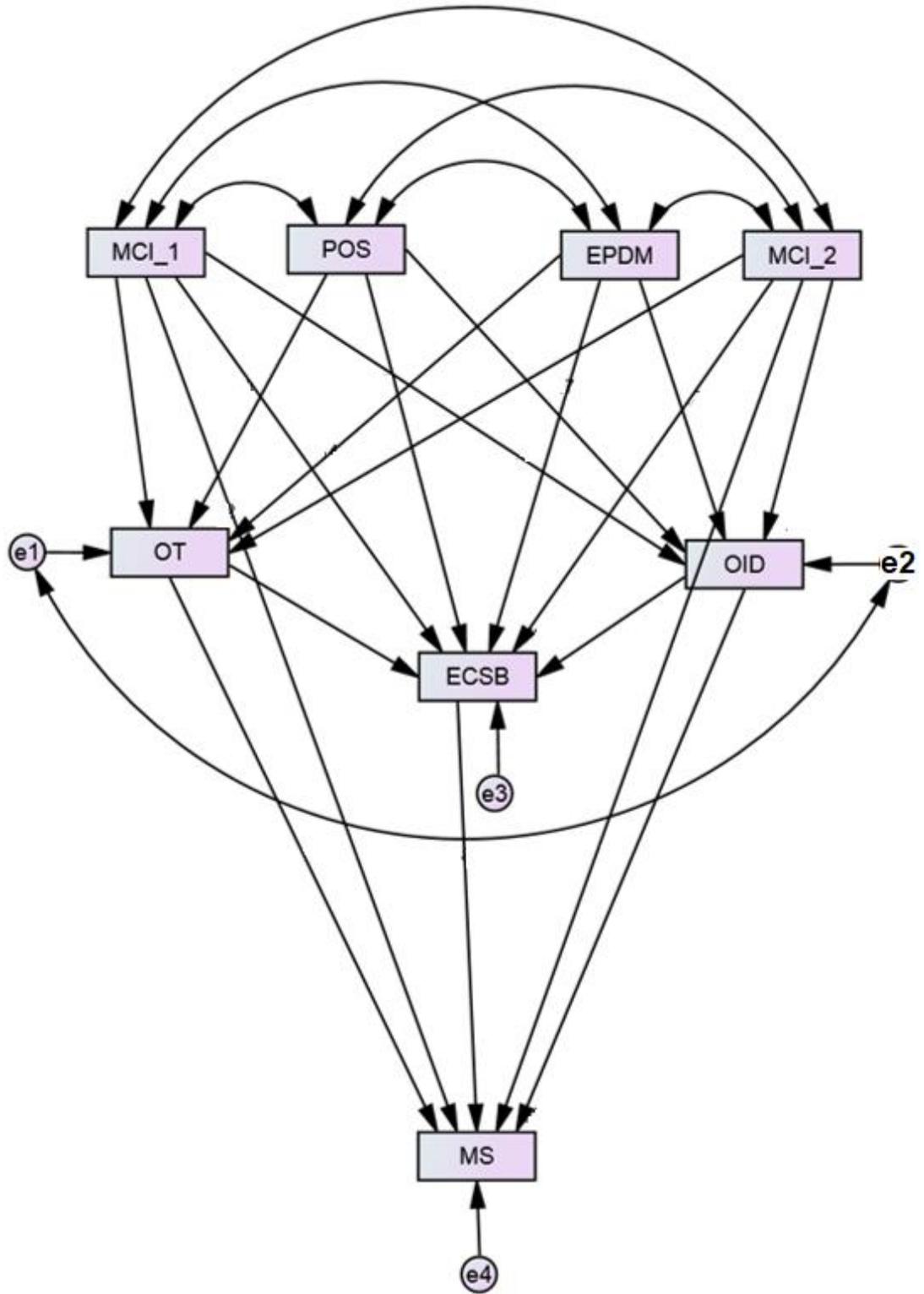


Figure 12: Model 1 with only main effects

Table 24: Standardized regression coefficients for alternative model 1

	Parameter	Estimate	S.E.	C.R.	P
OT	<--- POS	0.383	0.050	7.621	<0.001
OID	<--- EPDM	0.381	0.063	6.062	<0.001
OT	<--- EPDM	0.116	0.044	2.642	0.008
OID	<--- POS	0.474	0.072	6.578	<0.001
OT	<--- MCI_1	0.385	0.037	10.427	<0.001
OID	<--- MCI_2	-0.278	0.051	-5.451	<0.001
OID	<--- MCI_1	0.182	0.053	3.439	<0.001
OT	<--- MCI_2	0.142	0.036	4.005	<0.001
ECSB	<--- OT	0.121	0.078	1.537	0.124
ECSB	<--- OID	0.378	0.055	6.917	<0.001
ECSB	<--- EPDM	0.301	0.057	5.277	<0.001
ECSB	<--- POS	0.083	0.069	1.203	0.229
ECSB	<--- MCI_1	0.137	0.053	2.582	0.010
ECSB	<--- MCI_2	-0.097	0.049	-1.983	0.047
MS	<--- ECSB	0.183	0.060	3.065	0.002
MS	<--- OID	0.089	0.061	1.452	0.147
MS	<--- OT	0.537	0.081	6.622	<0.001
MS	<--- MCI_1	-0.020	0.058	-0.340	0.734
MS	<--- MCI_2	0.127	0.050	2.564	0.010

Table 25: Model fit for the baseline model

Model	NPAR
CMIN/DF	3.074 (P = 0.046)
CFI	0.998
TLI	0.973
RMSEA	0.085
PCLOSE	0.163
AIC	74.147
BIC	198.451
SRMR	0.0084

Results showed that the baseline model was a good fit for the data as shown by CFI (0.998) and TLI (0.973) (Table 25). The Cmin/df ratio was also within the acceptable range (<5) and was statistically significant (<0.05).

4.9.4 Alternative Model 2: (Moderating Effects of MCI Only)

There was a statistically significant interaction between MCI1 and OT on ECSB ($B = 0.099$, $P = 0.05$) i.e., the association between OT and ECSB is stronger at higher levels of MCI1 (Table 26). None of the remaining interaction related to MCI1 was statistically significant. Interactions were removed in a stepwise fashion starting with interactions with the highest p values to reach the simplest model. Results were similar to those observed from the fully saturated model i.e., only MCI1 x OT was statistically significant. Thus, only the results from the fully saturated model were reported. Figure 13 shows the structural model before removing non-significant interactions. Only the interaction between MCI1 and OT (MCI1 x OT) was statistically significant in the fully saturated and final models.

Table 26: Standardized regression coefficients for alternative model 2

	Parameter	Estimate	Lower	Upper	P
OT	<--- POS	0.386	0.273	0.494	<0.001
OID	<--- EPDM	0.366	0.224	0.514	<0.001
OT	<--- EPDM	0.111	0.014	0.215	0.025
OID	<--- POS	0.487	0.303	0.665	<0.001
OT	<--- MCI_1	0.380	0.292	0.464	<0.001
OID	<--- MCI_2	-0.269	-0.377	-0.157	<0.001
OID	<--- MCI_1	0.172	0.052	0.287	0.006
OT	<--- MCI_2	0.146	0.069	0.223	0.001
OT	<--- MCI1xPos	0.014	-0.074	0.100	0.706
OID	<--- MCI1xEPDM	-0.098	-0.228	0.023	0.106
OT	<--- MCI1xEPDM	-0.036	-0.126	0.058	0.412

Table 26: Standardized regression coefficients for alternative model 2 (Continued)

	Parameter	Estimate	Lower	Upper	P
OID	<--- MCI1xPos	0.055	-0.065	0.176	0.338
ECSB	<--- OT	0.158	-0.030	0.355	0.103
ECSB	<--- OID	0.354	0.226	0.487	<0.001
ECSB	<--- EPDM	0.291	0.157	0.420	<0.001
ECSB	<--- POS	0.080	-0.066	0.234	0.296
ECSB	<--- MCI_1	0.151	0.029	0.274	0.014
ECSB	<--- MCI_2	-0.101	-0.212	-0.004	0.041
ECSB	<--- MCI1xOID	-0.066	-0.183	0.061	0.322
ECSB	<--- MCI1xOT	0.099	-0.002	0.199	0.05
MS	<--- OID	0.088	-0.030	0.213	0.154
MS	<--- OT	0.537	0.373	0.690	<0.001
MS	<--- MCI_1	-0.021	-0.146	0.112	0.729
MS	<--- MCI_2	0.128	0.021	0.238	0.015
MS	<--- ECSB	0.182	0.041	0.327	0.013
MS	<--- MCI1xECSB	-0.006	-0.086	0.084	0.895

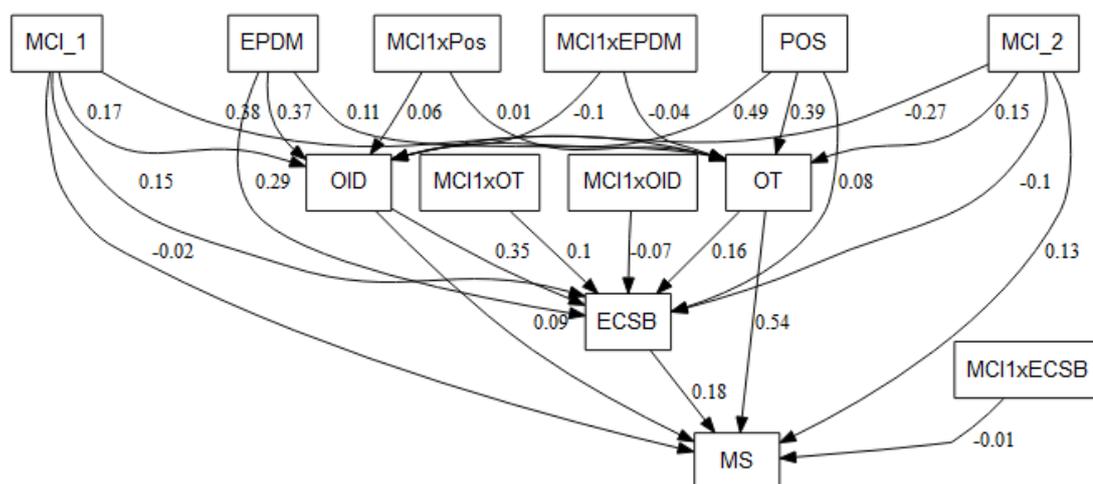


Figure 13: Final structural model after adding the interaction effects for MC1

Table 27: Model fit for the model with MC1only

Model	Before removing non-significant interactions	After removing non-significant interactions
CMIN/DF	6.155 (<0.001)	1.977 (P<0.001)
CFI	0.98	0.998
TLI	0.894	0.984
RMSEA	0.134	0.059
PCLOSE	<0.001	0.333
AIC	244.326	89.885
BIC	252.178	236.125
SRMR	0.0179	0.01

The initial model fit (before removing interactions) was poor. The TLI was below the recommended threshold of 0.9. The RMSEA was greater than 0.1 and the P close was <0.05 which indicates poor model fit. After removing non-significant interaction, RMSEA decreased to 0.059 which indicates good model fit (<0.08) (Table 27). The p close increase from <0.001 to 0.333 which indicates good model fit (>0.05). The TLI of the final model was >0.9 which is acceptable. In summary, the final model with only the interaction between MC1 and OT was a good fit for the data (Figure 14). Therefore, it is justifiable to remove the remaining interaction as they were not statistically significant and results in a poor fitting model.

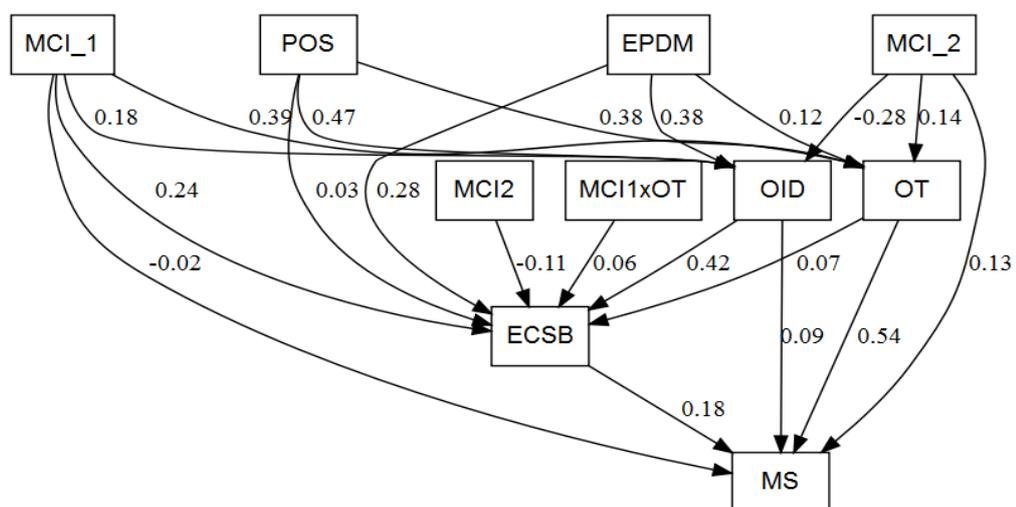


Figure 14: Final structural model with only MC1 x OT

4.9.5 Alternative Model 3: (Moderation Effect of Only MC2)

There was a statistically significant interaction between MCI2 and OT on ECSB ($B = 0.132$, $P = 0.001$) i.e., the association between OT and ECSB is stronger at higher levels of MCI2 which is similar to what was observed with MC1 (Table 28). None of the remaining interactions related to MC2 was statistically significant. Interactions were removed in a stepwise fashion starting with interactions with the highest p values to reach the simplest model.

Table 28: Standardized regression coefficients for alternative model 3

	Parameter	Estimate	Lower	Upper	P
OT	<--- POS	0.370	0.263	0.477	0.000
OID	<--- EPDM	0.353	0.217	0.487	0.000
OT	<--- EPDM	0.125	0.029	0.230	0.012
OID	<--- POS	0.500	0.335	0.655	0.000
OT	<--- MCI_1	0.386	0.301	0.468	0.000
OID	<--- MCI_2	-0.265	-0.374	-0.148	0.000
OID	<--- MCI_1	0.180	0.064	0.292	0.003
OT	<--- MCI_2	0.141	0.058	0.223	0.001
OT	<--- MCI2xPos	-0.030	-0.111	0.076	0.520
OID	<--- MCI2xEPDM	-0.073	-0.241	0.114	0.368
OT	<--- MCI2xEPDM	0.013	-0.091	0.115	0.782
OID	<--- MCI2xPos	0.076	-0.126	0.223	0.415
ECSB	<--- OT	0.202	0.015	0.395	0.035
ECSB	<--- OID	0.324	0.202	0.454	0.000
ECSB	<--- EPDM	0.272	0.141	0.399	0.000
ECSB	<--- POS	0.099	-0.040	0.250	0.158
ECSB	<--- MCI_1	0.129	0.011	0.247	0.032
ECSB	<--- MCI_2	-0.097	-0.205	0.000	0.051
ECSB	<--- MCI2xOID	-0.071	-0.163	0.019	0.133
ECSB	<--- MCI2xOT	0.132	0.060	0.212	0.001
MS	<--- OID	0.100	-0.019	0.224	0.102
MS	<--- OT	0.528	0.360	0.684	0.000
MS	<--- MCI_1	-0.019	-0.144	0.109	0.751
MS	<--- MCI_2	0.115	0.007	0.227	0.035
MS	<--- ECSB	0.192	0.053	0.333	0.008
MS	<--- MCI2xECSB	0.070	-0.017	0.170	0.124

Results were similar to those observed from the fully saturated model i.e., only MCI2 x OT was statistically significant. Thus, only the results from the fully saturated model were reported. Figure 15 shows the structural model before removing non-significant interactions related to MC2 (Table 29). Only the interaction between MCI2 and OT (MCT1 x OT) was statistically significant in the fully saturated and final models.

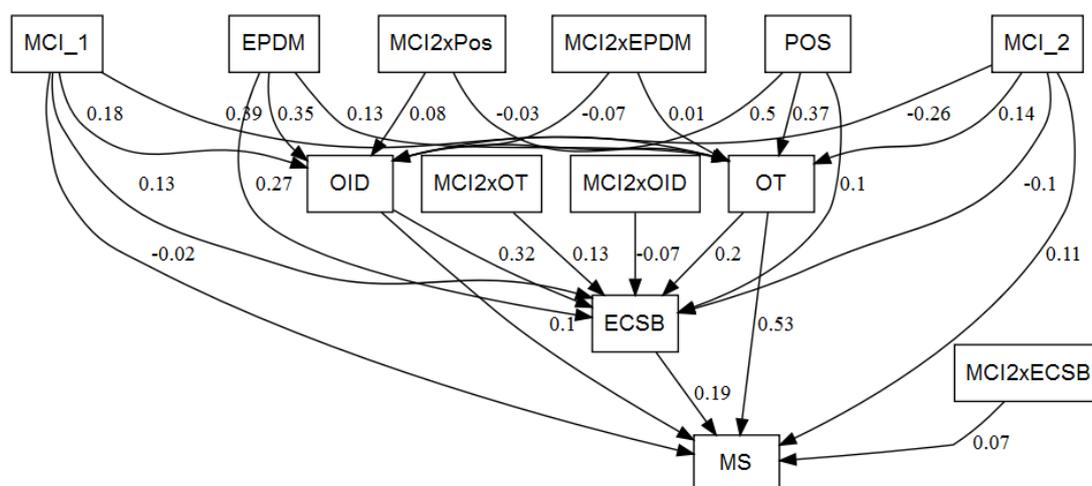


Figure 15: Structural model after adding the interaction effects for MC2

Table 29: Model fit for the model with MC2 only

Model	Before removing non-significant interactions	After removing non-significant interactions
CMIN/DF	8.603	3.272
CFI	0.968	0.995
TLI	0.835	0.963
RMSEA	0.163	0.089
PCLOSE	<0.001	0.075
AIC	281.047	96.36
BIC	588.902	242.6
SRMR	0.0265	0.0142

The initial model fit (before removing interactions) was poor. The TLI was below the recommended threshold of 0.9. The RMSEA was greater than 0.1 and the P close was <0.05 which indicates poor model fit. After removing non-significant interaction, RMSEA decreased to 0.089 which indicates good model fit (<0.1). The p close increase from <0.001 to 0.089 which indicates good model fit (>0.05). The TLI of the final model was >0.9 which is acceptable or even excellent (>0.95). In summary, the final model with only the interaction between MC2 and OT was a good fit for the data (Figure 16). The remaining interactions were removed as they were not statistically significant and results in a poor fitting model.

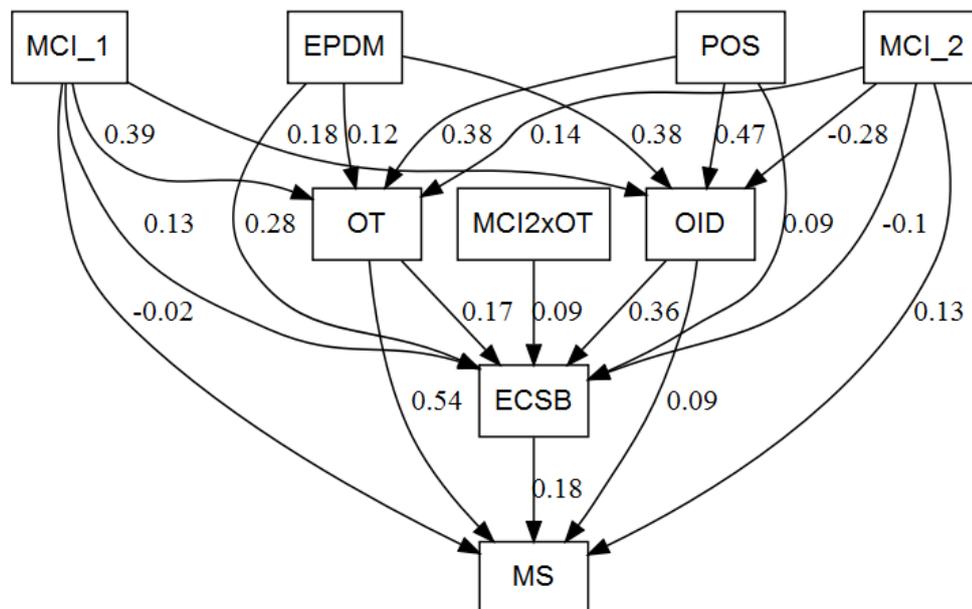


Figure 16: Final structural model with MCI 2 as mediator

4.9.6 Alternative Model 4: (Moderating Effects of MC1 and MC2 were Added to the Model)

Only two statistically significant interactions were observed initially. There was a statistically significant interaction between OT and MCI2 on ECSB ($B = 0.142$, $P < 0.05$) (Table 30). A statistically significant positive interaction was also observed

between MCI2 and ECSB on MS ($B = 0.12$, $P < 0.05$). Non-significant interactions were removed in a stepwise fashion to improve model fit. The two interactions remained statistically significant in the final model. These results show that the moderating effect of MC1 are negligible in the presence of interaction terms related to MC2.

Table 30: Standardized regression coefficients for alternative model 4

	Parameter	Estimate	Lower	Upper	P
OT	<--- POS	0.373	0.265	0.482	0.000
OID	<--- EPDM	0.355	0.221	0.491	0.000
OT	<--- MCI_1	0.383	0.296	0.468	0.000
OID	<--- MCI_1	0.159	0.040	0.269	0.008
OT	<--- MCI_2	0.139	0.058	0.223	0.002
OID	<--- MCI_2	-0.266	-0.370	-0.148	0.000
OT	<--- MCI2xPos	-0.053	-0.165	0.083	0.377
OID	<--- MCI1xPos	0.003	-0.172	0.176	0.991
OT	<--- MCI1xEPDM	-0.063	-0.195	0.057	0.274
OID	<--- MCI2xEPDM	-0.010	-0.247	0.228	0.824
OID	<--- MCI2xPos	0.071	-0.197	0.257	0.560
OT	<--- MCI2xEPDM	0.048	-0.093	0.178	0.470
OT	<--- MCI1xPos	0.045	-0.066	0.162	0.384
OID	<--- MCI1xEPDM	-0.085	-0.260	0.106	0.378
OT	<--- EPDM	0.124	0.028	0.230	0.013
OID	<--- POS	0.508	0.340	0.667	0.000
ECSB	<--- OT	0.201	0.015	0.394	0.035
ECSB	<--- OID	0.326	0.205	0.462	0.000
ECSB	<--- EPDM	0.272	0.139	0.399	0.000
ECSB	<--- POS	0.101	-0.042	0.255	0.164
ECSB	<--- MCI_1	0.126	0.009	0.245	0.033
ECSB	<--- MCI_2	-0.096	-0.206	0.001	0.051
ECSB	<--- MCI1xOT	-0.019	-0.164	0.119	0.724
ECSB	<--- MCI2xOT	0.142	0.040	0.256	0.009
ECSB	<--- MCI2xOID	-0.073	-0.179	0.029	0.167
ECSB	<--- MCI1xOID	0.013	-0.128	0.155	0.814
MS	<--- ECSB	0.184	0.046	0.319	0.009
MS	<--- OID	0.069	-0.045	0.188	0.252
MS	<--- OT	0.613	0.469	0.746	0.000
MS	<--- MCI1xECSB	-0.058	-0.151	0.031	0.186
MS	<--- MCI2xECSB	0.120	0.023	0.223	0.015

Table 31: Model fit after adding the moderating effects of MC1 and MC2

Model	Before removing non-significant interactions	After removing non-significant interactions
CMIN/DF	8.603	3.203
CFI	0.968	0.994
TLI	0.835	0.960
RMSEA	0.163	0.088
PCLOSE	<0.001	0.055
AIC	281.047	118.423
BIC	588.902	293.911
SRMR	0.0265	0.0185

The initial model fit (before removing non-significant interactions) was poor. The TLI was below the recommended threshold of 0.9. The RMSEA was greater than 0.1 and the P close was <0.05 which indicates poor model fit. After removing non-significant interaction, RMSEA decreased to 0.088 which indicates good model fit (<0.1) (Table 31). The p increased from <0.001 to 0.055 which indicates good model fit (>0.05). The TLI of the final model was >0.9 which can be considered acceptable. In summary, the final model with only the two interactions: MC2 x OT and MC2 x ECSB was a good fit for the data (Figure 17). The remaining interactions were removed as they were not statistically significant and results in a poor fitting model.

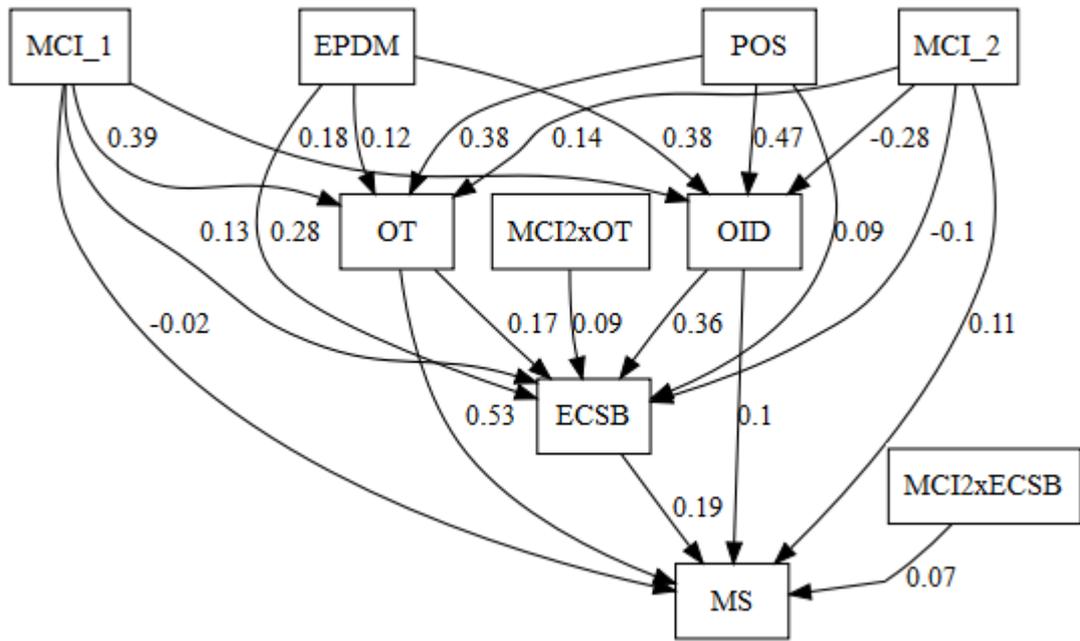


Figure 17: Final structural model with MC1 and MC2 as moderators

Chapter 5: Findings Discussion and Conclusions

5.1 Introduction

Based on the findings of the hypotheses testing using the collected data, this chapter provides a discussion on the structural model developed in this research to answer the research questions of the study. As discussed in chapter 4, the developed causal model was a goodness of fit measure in showing statistical relationships of all the hypothesized variables by well-fitting the set of collected data.

The developed model showed direct, indirect and conditional effects of the employees' role and their perception of change during post-merger integration as a determinant of merger success. Moreover, the study has reflected on the organizational context and its interventions during post-merger integration to create the employees positive perception of change and hence drive them to act in the organization best interest and drive success during post-merger integration.

This research demonstrated that the structural model has concluded and provided evidences of significance for the hypothesized relationships in comparison the initial hypothesized theoretical model. The identified paths in the model were all significant for the direct relations with no exceptions, in addition to the indirect mediation relations except for the mediation of employees' change support behavior between organizational trust and merger success. As for the hypothesized conditional moderations, only two relations were found significant, namely the mediation of communication for the relation between employees' participation in decision making and organizational identification, in addition to the mediation of training to the relation between organizational trust and employees change supportive behavior.

Moreover, additional direct and positive relations were identified from the causal model, namely direct and positive relationships between OID and ECSB (Michel et al., 2010; Lee et al., 2015), OT and ECSB, OID and OT and ECSB and MS. The researcher has verified the previous findings by reviewing the literature and all of the findings were supported by recent literature as cited. Noteworthy, the latter mentioned direct relationships were not hypothesized in the initially theorized hypothetical model, nor were they discussed in the theoretical framework of this research. However, they were statistically analyzed in the development of the model for comprehensiveness and robustness. Therefore, for a thorough and complete analysis of the findings and to provide a theoretical context supported by literature insights, this chapter addresses findings based on the set of 12 hypotheses and the research questions.

5.2 Discussion on Research Findings

5.2.1 The Role of Perceived Organizational Support during Post-Merger Integration

In literature it was argued that perceived organizational support fulfills the socioemotional needs of employees and leads to a stronger identification with the organization (Rhoades & Eisenberger, 2002). In support of this notion, Lam et al. (2016) have explained that when employees perceive the support of their organization, they do in fact perceive the commitment of their organization toward them. Therefore, they will be more attuned to the organizational destiny, engage in supportive behaviors that are rooted to their self-categorization.

With the support of literature, this study argued that under such circumstances of reciprocal support and commitment, the employees will be more psychologically

capable to handle the change during post-merger integration and react positively to any challenge if they are at a higher state of PsyCap. Hence it can be hypothesized that the employees will act in the best interest of the organization to drive its success. This can be explained from the prospect of the social identity theory as the employee's self-concept of being part of an organization brings a meaning of belonging and drives social integration of employees toward their organization to form a sense of identification unity.

The first objective of the research was to investigate the positive contribution of perceived organizational support on employees' change supportive behavior during post-merger integration to drive success. The study has proven that statistically, which in turns supported the argument which states that the employees' reciprocity of commitment and positive reaction toward change through the notion of psychological capability positivity contributes positively to success.

The novelty of PsyCap in the organizational literature makes it extremely helpful in identifying the employees' psychological reaction towards post-merger integration and the level of perceived organizational support and trust required to tackle such reactions. For this purpose, in this study, the direct effects of POS were measured on OID and OT via H1 and H2 in the earlier 'data analysis and results chapter.

In this regard, the null hypothesis for H1 i.e. perceived Organizational Support during post-merger integration was theorized to have a positive and direct relationship with organizational identification was accepted. The results confirmed statistically significant positive association between POS and OID ($\beta = 0.474$, $P < 0.001$). Where the primary structural model findings have confirmed the significance of

organizational appreciation and support during post-merger integration for the employees, these findings are well explained by the wider literature (Cartwright & Schoenberg, 2006; Seo & Hill, 2005; Vieru & Rivard, 2014).

In literature it was argued that due to the major organizational changes during merger such as job scope, a procedural system, salaries and compensation, incentive programs and cultural practices, most of the employees are overwhelmed with a perceived threat on their identity. Consequently, supportive behavior driven favorable psychological status of employees is dependent upon their perceptions on how would the merged organization consider their goals and values, contribute to the well-being, consider employees interest in decision-making, offer appropriate care and exercise fair treatment. Drawing inferences from the PsyCap model, it can be depicted that positive psychological capacity, self-efficiency, optimism, hope and resilience may vary among different individuals and probably their perceptions of the organization.

Similarly, in assessing the direct effects of POS on OT via H2, it was argued that perceived organizational support during post-merger integration has a direct and positive relationship with organizational trust, the null hypothesis was accepted. The data showed a statistically significant positive association between POS and OT ($\beta = 0.383$, $P < 0.001$). Thereby, confirming that with the employees in post-merger integration phase perceiving the support of the new organization in achieving their goals, protecting their values, maintaining their status quo, preserve and probably enhance their well-being and supporting their performance, such perceptions positively impact their trust.

Results from the developed model have also suggested that the direct relationship between perceived organizational support during post-merger integration

on employees change supportive behavior was found to be statically insignificant, which is aligned with the hypothesized model in this study and supported by literature as discussed earlier in the literature review chapter of this research. Therefore, the indirect effect on perceived organizational support on employees' change supportive behavior was tested through organizational identification (H5a) and organizational trust (H6a).

In studying the perceived organizational support, it is noteworthy that Rhoades and Eisenberger (2002), argued that perceived organizational support leads to a stronger identification with the organization. Lam et al. (2016) have further expanded this argument by explaining that when employees perceive the support of their organization, they commit to their organization toward, by being more attuned to the organizational destiny and engage in behaviors that are rooted to their self-categorization and hence act in the best interest of the organization. Therefore, this study hypothesized that perceived organizational support leads to change supportive behavior through stronger organizational identification. The results of this study confirmed this hypothesis, as they showed that the direct association between POS and ECSB was not statistically significant ($\beta = 0.03, P > 0.05$). However, the indirect effect of OID was statistically significant ($\beta = 0.163, P < 0.001$) which suggest that the effect of POS on ECSB is fully mediated through OID.

In assessing the indirect effect of organizational trust on the relationship between perceived organizational support and employees change supportive behavior, It was explained that such support offers a path to the employees for increasing their willingness to take risks voluntarily, if they acknowledge that risk comes with a meaningful incentive. However, Mayer and colleagues further clarified the need to

separate trust and cooperation when assessing the employee-employer relationship (Mayer & Gavin, 2005). They argued that although trust will frequently result in some sort of cooperation and supportive behaviors, the presence of organizational trust cannot always be assumed as a path for employees' cooperation. Searle and his colleagues offered a great understanding of this relationship by highlighting the broad and diffused set of risk sources in organizational trust relative to individual trust or interpersonal trust (Searle et al., 2011). They argued that employees assess the organizational reliability to meet its responsibility, positive intentions towards the stakeholders and compliance of the moral standard simultaneously, which implies complexity of prediction, subjectivity and biasness in many occasions toward employees' perception, judgment and action taking.

For this purpose, the structural model of the current study has also rejected the mediating role of OT via H6a in shaping the relationship between POS and ECSB at 0.5 level ($\beta = 0.111$, $P = 0.089$), but yet the relationship can be still be argued to be significant at 0.1 level, as discussed in Section 4.8. Therefore, this study argued that the relationship between perceived organizational support and employees change supportive behavior is fully mediated by organizational identification and organizational trust, but the mediating effect of organizational identification remains to be stronger in comparison to organizational trust.

This finding is supported by literature as seminal works in the field have showed that organizational trust is not always the path for supportive behaviors and employees cooperation. In literature it was argued that employees will tend to assess trust toward their organization against through a complex and simultaneous processes, which is dependent on a broad domain of risk and at different levels of vulnerability.

This self-concept of trust will be dependent on the situational risk and personal perception of risk related to interpersonal trust and personal characteristics which varies between different organizational actors.

In this context, studying the direct, indirect and conditional relationships involving perceived organizational support, organizational identification and organizational trust on employees change supportive behavior is not enough and it does not provide enough context for understanding the concept considering its complexity and relevance to employees' personal characters and mental status during post-merger integration. Due to comprehensiveness of the data, this research further assessed the influence of two moderating variables characterized conceptually mindful corporate intervention 1 (communication) and 2 (Training) effect and possible positive contribution of POS on OID via H7a and H7b respectively and on OT via H9a and H9b respectively. Moreover, the moderating impact of communication and training during post-merger integration on the relationship between organizational identification and organizational trust on employees' change supportive behavior via H11a, H11b, H12a and H12b respectively were tested. Unexpectedly, all moderations were found to be statistically insignificant except for H12b, suggesting that during post-merger integration employees who have a stronger sense of organizational trust will show change supportive behaviors if the organization promotes training through robust training programs that suits the purpose and the need of the employees. Contrarily, the wider literature has informed the importance of mindful corporate interventions both communication and training in supporting the relationship between the employees and their organization.

Earlier researchers have mutually agreed upon the effectiveness of interventions dictating psychological impacts on employees during the times of changes and uncertainties. The difference between the structural model finding and the literature can be traced from the communication protocols and practices during the merger-integration or to the organizational culture of both heritage companies who did not have communication imbedded into their system. Section 5.2.3 will draw more on the impact of mindful corporate interventions during post-merger integration and its contribution on merger success with respect to the hypothesized relationships in the model.

5.2.2 The Role of Employee's Participation in Decision-Making during Post-Merger Integration

In the broader context of organizational change and in the particular context of mergers during integration, the decision taking processes in all their forms are of a profound importance as discussed earlier in the literature review Section of this research. Employees' participation in decision making (EPDM) is a form of decision-making processes, which was argued in literature to have an impact on the way employees behave during merger integration and react to the organizational change.

By allowing the employees to be involved in the decision-making process, management in an organization ensures that a participative approach is selected in handling the employees' behaviors during large-scale changes. In the current investigation, EPDM was subcategorized into involvement and influence (VanYperen et al., 1999).

Involvement refers to the integration of decision-making, work issues and job duties while influence refers to the combination of work decisions and work duties.

Similarly, EPDM's positive contribution to the employees' change supportive behavior was assessed through the hypothesized relations it was with organizational identification and organizational trust via hypothesis testing for H3 and H4.

In this regard, the current model has ended up in accepting the null hypothesis for H3: Employees' participation in decision making during post-merger integration has a positive relationship with organizational identification. The results confirmed statistically significant positive association between EPDM and OID ($\beta = 0.381$, $P < 0.001$). Earlier studies of VanYperen and colleagues have also confirmed similar positive results (VanYperen et al., 1999). Han and his team explain the importance of power-sharing through decision making as a fundamental humanistic need (Han et al., 2010). In times of change and business disruption, involving employees in the decision-making process extend their psychological ownership towards the organization and ultimately shaping positive association of the perceived ownership in the form of strong organizational identification.

Moreover, the direct relationship between employees participation in decision making and employees change supportive behavior is statistically significant ($\beta = 0.321$, $P < 0.001$). Although not hypothesized in the initial theoretical model, most of reviewed literature for this research that have looked at the notions of employees change supportive behavior and employees participation in decision making in the same theoretical context. In many of these studies, the contributing role of employees' participation in decision making on the social actors of the organization was assessed through its impact on organizational identification, organizational commitment, organizational justice, organizational trust among many others as discussed in the literature review Section of this research (Scott-Ladd et al., 2006). This study has

provided additional insight to the underlying mechanism of employees' participation in decision making impact on the employees' during post-merger integration, through an in-depth assessment of all the constructs that are related to the organizational context and their psychological impact on employees' identification and trust toward the new organization during post-merger integration.

Besides the direct influence of the employees' participation in decision making on organizational identification, in the current structural model, the mediating role of the latter was assessed in directing employees change supportive behavior. This relation was found to be significant, which supports the hypothesized relationship ($\beta = 0.112$, $P = 0.003$) and confirms partial mediation of organizational identification.

On the similar lines of thoughts, the direct effects of EPDM on organizational trust were investigated via H4 was tested. The suggested hypothesis of the positive relationship between employees' participation in decision making during post-merger integration and organizational trust was statistically accepted by the structural model ($\beta = 0.116$, $P = 0.008$). As for the mediating role of organizational trust to the direct relationship between employees participation in decision making and employees change supportive behavior, the model suggested similar positive significant associations between EPDM and OT ($\beta = 0.081$, $P < 0.1$). The same was argued in literature (Biswas & Kapil, 2017; McCauley & Kuhnert, 1992), where the researchers have confirmed the theoretical and empirical relationships between the three construct in this context. Weibel and colleagues have also argued that by allowing employees' participation in decision-making, the organization allows their employees to decide for themselves on how to support their organization during change by delivering their

work in the best form possible and they further argued that the employees are the best decision-makers for themselves.

As for the moderating role of communication and training on driving employees change supportive behavior, the model suggested that none of the hypothesized relationships and more details on the mindful corporate interventions will be discussed in the next Section of this chapter.

5.2.3 The Role of Mindful Cooperate Interventions during Post-Merger Integration

In addition to the hypothesized constructs that were discussed in the previous two Sections of this chapter, namely perceived organizational support and employees' participation in decision making. This research has also investigated the impact of a construct developed by the researcher for this study, defined as mindful corporate intervention on the employees' psychological wellbeing to derive change supportive behavior. This construct was developed from mergers and organizational change related literature review. It was initially characterized by means of two factors, which are communication and training during post-merger integration. In the exploratory factor analysis Section of this research (Chapter 4, Section 4.4), it was confirmed that the named construct is in fact a composite of two factors and the same was confirmed in the confirmatory factor analysis (measurement model) and structure equation modeling (causal model) (Chapter 4, Sections 4.5 and 4.7 respectively).

It is noteworthy, that both the primary and secondary data findings of this research have confirmed the importance of mindfulness in reducing negative psychological reactions of the employees towards a change, in other words, post-merger integration changes which were the essence of this research.

This research has theorized the mindful corporate interventions as an aid of supporting and creating employees mindfulness toward change during post-merger integration. In studying those interventions, the researcher argued that organizations have to be mindful in their interventions by means of communication and training to support and elevate the mindfulness of the employees to a higher state of psychological capital during post-merger integration. Therefore, both employees' and the organization will react positively and better handle the change and support the success of post-merger integration.

As discussed in the literature review chapter of this research, a widely accepted definition of mindfulness by researchers and practitioners is defined as receptive attention to an awareness of external and internal present moment states, events, and experience. This definition can be reflected on employees and their organization, to create a higher state of mindfulness across all organizational components, after all, employees' will tend to humanize their organizations and characterize them with human like characters and attitudes as discussed in the literature review chapter of this study.

Mindfulness of employees' and organizations, allows the social actors of the organization to increase their psychological well-being, reducing dysfunctional behaviors, improving job-related outcomes, and drive favorable behaviors in the workplace, which contributes positively to organizational performance and success (Grossman et al., 2004).

Dorling explained the relationship between mindful cooperate interventions and organizational change variables by stating that these interventions provide an approach to deal with the resistance during post-merger integration (Dorling, 2017).

In this context, Clark and colleagues have also substantiated the effects of mindful interventions in dealing with the perceptions of employees, who view the change as the psychological contract breach from their employer and management. In this context, if the organizations during merger integration are not mindful themselves and do not exert the needed efforts to sustain a positive psychology amongst their employees', the employees' may start losing their continuity and sense making, commitment, organizational identity, and shape resistance. therefore, literature argued that mindful interventions will in fact persuade the employees' to have a positive reaction toward merger, and view such an organizational change as a chance of development and growth, rather than receiving the mergers as the employee turnover and layoff reasons (Buitter & Harris, 2013).

To test these earlier findings, the model of the current study did assess moderating role of MCI1 and MCI2 on the relationship between the variables such as POS and OID, EPDM and OID, POS and OT, EPDM and OT, OID and ECSB, and OT and ECSB. The findings of the standardized regression coefficients lead to the only two statistically significant interactions i.e., between OT and MCI2 on ECSB ($P < 0.05$) and between MCI1 and EPDM on OID ($B = 0.12, P < 0.1$), which will be discussed in the next Section of this chapter. In this context, the findings showed MCI2 as a significantly powerful moderator when compared with the MCI1, thereby making the effects of MCI1 as negligible in this research, which can be traced to the domain of the study itself, as the studied merger existed in companies which has historically suffered from effective communication and never had it as a strength in their corporate system. Therefore, in this research, which depended on self-reporting, it can be argued that the construct of communication is fully comprehended by neither the employees nor the organization itself.

These findings further confirm the role of training during post-merger integration is more profound in comparison to communication and increasing positive psychological state and constructive perceptions of the employees in a post-merger integration phase. Researchers have also confirmed the dominating influence of training relevance, timing and benefits offered by the organization to the employees in enhancing organizational citizenship, job satisfaction, commitment, and productivity. According to Vasilaki and colleagues, such training and development interventions are perceived by the employees' as an opportunity to develop themselves (Vasilaki et al., 2016). Additionally, the same researchers argued with evidences that such interventions influence the employees' positively during times of organizational change by driving their perception toward the organization to be appreciative to their value and more supportive to their efforts.

As discussed earlier, for the developed model, the statistical results for analyzing the moderating role of mindful corporate interventions were assessed for the hypothesized relationships. The current model has ended up in rejecting the null hypothesis for H7 i.e. Mindful corporate interventions during post-merger moderate the relationship between perceived organizational support and organizational identification. The results established a non-statistically significant positive association between MCI and OID-POS (MCI1 $p = 0.991$, MCI2 $p = 0.560$). However, these findings are contradictory with the earlier literature, where Vasilaki (Vasilaki et al., 2016) has argued that by offering individuals platform to communicate with all employees, by facilitating workshops, emphasizing on teambuilding, integration managers and change leaders can support their ownership for organizational identification building. Training allows them to restructure the new company swiftly and effectively in front of the employees, ultimately making the employees understand

their new roles and duties, preparing a schedule of change and executing the actual changes associated.

Likewise, H8 i.e. Mindful corporate interventions during post-merger moderate the relationship between employee's participation in decision making organizational identification was also rejected by the data in this research. The results established a non-statistically significant positive association between MCI and OID-EPDM (MCI1 $p = 0.378$, MCI2 $p = 0.824$). The differences in the current structural findings and the earlier literature can be traced from the argument that was confirmed for employees to participate in an organization discussion making process, the organization must have active communication channels with its employees. This can allow their employees sharing and active participation in the decision-making process. Therefore, it can be argued that for the studied merger case in this research, the new organization did not have an active and participative channels of communication with their employees' and communication in general was an organizational weakness in the heritage organizations which was inherited by the new organization.

Furthermore, to identify the moderating role of MCI in shaping the relationship between POS and OT, H9 was tested. The results rejected that the mindful corporate interventions during post-merger can moderate the relationship between perceived organizational support and organizational trust. A statistically non-significant positive effects were identified for both the (MCI1 $p = 0.384$, MCI2 $p = 0.377$). Therefore, the current study findings differ from the earlier discussed explanations of social exchange theory. According to this theory, these interventions contribute vitally in shaping POS for the organizational employees in times of PMI and thereby in enhancing the trust of the employees towards their organization. Due to these interventions, employees feel

more committed and perform effectively beyond what is expected from them. However, the current research results are different from the exchange theories and organizational support theories, which regard POS as the catalyst for positive employees work outcomes. However, despite exchanging effective MCI through communication and training and development, the sample data in the current structural model did not take a positive effect of MCI on increasing perceived organizational support necessary for developing trust.

Besides, moving towards the moderating role of MCI on the relationship between EPDM and OT, H10 was tested. Like the other moderating variable hypothesis, the current structural model also rejected hypothesis for H10. Mindful corporate interventions during post-merger moderate the relationship between employee's participation in decision making and organizational trust (MCI1 $p = 0.274$, MCI2 $p = 0.470$). Based on these findings, it can be implied that neither communication nor training and development as the mindful cooperates interventions have moderating impacts on directing the positive association between EPDM and OT. Moreover, the current structural model did reject the moderating role of MCI in the relationship between ECSB and OID, through the H11 i.e. Mindful corporate interventions during post-merger moderate the relationship between organizational identification and employees change support behavior (MCI1 $p = 0.167$, MCI2 $p = 0.814$). However, the literature reviewed in earlier chapters has shown different results. Wickramasinghe and Karunaratne (2009) in their research investigation have confirmed that effective and regular communication assist in providing clarity during PMI phase. Such communication allows employees to gain understanding of the drivers of mergers and reconstruct a positive organizational change behavior, which ultimately leads them towards identification, productivity and supportive behavior.

Probably, the reason behind the contradictory findings in the structural model on the moderating role of two mindful corporate interventions can be attributed to the broader focus placed upon the constructs themselves rather than going into the individual items defining these constructs as suggested by the research instruments developed by the early researchers. E.g., Vasiliki et al. (2016) has shown the need to consider individual impacts of training such as relevance, timing and benefits when assessing the effects of training and development as an item of MCI. However, the current structural model collected data has captured the responses of sample participants without considering the collective impact of all these three sub-variables of training and development. The latter can be identified as a limitation in this research and as a lesson learnt for future similar research work.

Further, it can be argued that another reason for the identified results discrepancies in the findings of the current structural model and the can be explained using Charoensukmongkol (2016) description of mindfulness as discussed in the literature review Section of this research. In his seminal work, Charoensukmongkol who has explained mindfulness as a personal character in the psychological capital context, which will vary between individuals and depends on their personal characteristics and their current psychological status. Therefore, it can be argued that even if corporate mindful interventions implemented properly by the organization management, results might vary between different individuals, which makes it difficult to detect central tendencies in the statistical analysis and hence inconclusive results that differs from literature can be obtained.

Similarly, the last hypothesis for testing the moderating effects of MCI was related to the ECSB and OT. Upon assessment, the null hypothesis for H12 i.e. Mindful

corporate interventions during post-merger moderate the relationship between organizational trust and employees change support behavior, was accepted partially. Only MCI2 i.e. training showed a positive statistical moderating relationship between ECSB and MCI2 ($p. = 0.009$), but a positive non-statistically significant moderating relationship between ECSB and MCI1 ($p. = 0.724$). The findings confirm that mere communication of organizational support is not enough for the employees in the post-merger integration phase to develop trust and simultaneously exhibit change support behaviors. However, training and development alone can provide significant support in increasing organizational trust and promoting changeable behaviors among the employees. Schuler and Jackson (2001) further confirmed that through effective training and development, change leaders can integrate the two firms merged and delivering the business according to the aligned objectives. Training also helps the business management in addressing their sensitivity to cultural differences, after considering the strengths and weaknesses of the two companies. It helps the management teams as well as the employees to retain the skills and talents necessary for sustaining themselves in the post-merger phase.

It worth mentioning, that this research has further analyzed the discrepancies obtained from model against the literature. In this attempt four alternative models were produced as discussed in Section 4.11. The obtained results from the comprehensive analysis conducted through the alternative models confirmed the theorized contribution of mindful corporate interventions on employees' change supportive behavior and hence merger success. In testing the direct relationships, the baseline structural alternative model (Section 4.11.3), confirmed that both MCI1 and MCI2 have shown positive and statistically significant effects ($P < 0.05$) for OT, OID and ECSB, but for MS, only MCI2 has.

In the second alternative model (Section 4.11.4), only the moderation effect of communication (MCI1) was tested. There was a statistically significant interaction between MCI1 and OT on ECSB ($B = 0.099$, $P = 0.05$) i.e. the association between OT and ECSB is stronger at higher levels of MCI1.

The third alternative model (Section 4.11.5) tested the moderation effect of training (MCI2) was tested separately. There was a statistically significant interaction between MCI2 and OT on ECSB ($B = 0.132$, $P = 0.001$) i.e. the association between OT and ECSB is stronger at higher levels of MCI2 which is similar to what was observed with MC1 in the second alternative model.

As for the fourth alternative model (Section 4.11.6), the moderating effect of both communication (MCI1) and training (MCI2) were tested. Two statistically significant interactions were observed initially, namely, the interaction between OT and MCI2 on ECSB ($B = 0.142$, $P < 0.05$) and between MCI2 and ECSB on MS ($B = 0.12$, $P < 0.05$). It is noteworthy, the initial model fit (before removing non-significant interactions) was poor, but it improved after removing the non-significant interaction to a statistical marginal acceptable limit.

Although the alternative models have provided an insight to the role mindful corporate interventions on merger success, this research will use the obtained model from Section 4.7.4 and will consider it as a major deliverable of this study. In overall, the latter model was statistically a better fit for assessing the determinant of merger success during post-merger integration reflecting on the organizational context construct hypothesized in this research which are organizational support and participation in decision making. Moreover, it better addresses the research questions that are aiming at exploring the impact of employees support and its impact of merger

success, while investigating the underlying mechanism of such hypothesis from the prospect of the organization social actors.

5.2.4 The Positive Contribution of Employees Change Support Behavior to Merger Success

Given the results of different hypotheses developed and tested to identify the direct, indirect, and mediating effects of different variables of organizational change on employees' psychology and behavior, one of the key variables in this research was merger success.

It was one of the crucial objectives of this study to investigate the employee's role in the overall success of the mergers according to the five measures provided in Section 2.10. For this purpose, the set of two hypotheses were developed using the employees change support behavior as the key variable for exhibiting employee's role during merger integration.

Employees' change supportive behavior was defined in literature as employees' action to participate and facilitate the planned organizational change. Employees' change supportive behavior in this research was investigated using the ESB questionnaire survey while considering extra role behavior, ownership of duties, encouraging change and supporting co-workers as the underlying items in this construct. The reason behind selecting employee change support behavior as the key variable for employees' role assessment was its ability to show the direct, indirect as well as the conditional moderation relationship with other variables as well as between the other variables

In terms of direct effects, a statistically positive relationship was identified between ECSB and OT, OID, EPDM and MS. Academic researchers have

substantiated that change support behavior intentions should be considered as a psychological precursor of change supportive behavior itself.

Although, the intentions are different from the actual behavior, yet many of the authors have used such intentions for describing the support behavior. It means that although most of the employees have intentions to act in the best interest of their organization in times of change, they may not react positively or perform their job duties to aid the success of that change. Earlier literature (Van Knippenberg & Sleebos, 2006) has also confirmed that there is a positive relationship between the organization identification and supportive organizational behavior. These researchers have further shown that the presence of organizational identity is extremely important for encouraging supportive employees' behavior. However, the novelty of the current investigation and the findings of the structural model can be attributed in understanding how the mindful cooperate interventions and the mindfulness of the employees have contributed in shaping employees' changeable behaviors. None of the earlier investigations have specifically addressed direct relationship between variables.

Results from this study suggested a non-statistically positive relationship between ECSB and POS ($\beta = 0.101$, $P = 0.134$). This was surprisingly a new development as perceived organizational support is likely to end up in employees change support behavior in times of change. This can be understood by relating with the effects of mediating variables of organizational identification ($\beta = 0.163$, $P < 0.001$), confirming that when due to perceived organizational support employee can identify himself as a part of the organization in times of change, only then he can exhibit his change support behaviors for the organization. The effect of POS on ECSB is fully mediated through OID in the current investigation. Likewise, the current investigation

has also substantiated the effects of organizational identification in fully mediating the effects of EPDM on ECSB ($\beta = 0.112$, $P = 0.003$).

Additionally, the current study did not initially hypothesize direct effects of ECSB on the MS, which was found significant in this study, but rather the mediating relationship of ECSB was assessed. The success of merger is extremely important for the management, to meet all the expectations planned to this merger integration. Literature researchers (Carleton & Lineberry, 2004; Gall, 1991; Kalleberg & Leicht, 1991) have informed about the importance of merger success for accomplishing both the financial and non-financial outcomes. For this purpose, business organizations utilize numerous approaches such as balanced scorecard and key performance indicators.

Moving towards the mediating role of ECSB in shaping the role between Mergers success and organization identification, H7 was developed and tested using the data in the structural model. The findings revealed that the effect of OID on MS was fully mediated by ECSB as demonstrated by statistically insignificant direct effect ($\beta = 0.191$, $P < 0.001$) as well as the statistically significant indirect (mediating) effect of OID ($\beta = 0.073$, $P < 0.05$). Consequently, the current structural model has ended up in accepting hypothesis H7 i.e. Employees Change Support Behavior during post-merger integration mediate the relationship between organizational identification and merger-success. From these findings, it can be implied that the presence of change supportive behavior among the employees can help them in integrating the relationship between organizational identification and merger success. The employees are exhibiting change support behaviors, they start recognizing themselves as a part of the

organization, which is necessary for the overall merger success at both the financial as well as non-financial levels.

Additionally, the mediating effects of ECSB were also assessed on the relationship between merger success and organizational trust. The results have confirmed the direct effect of OT on MS as statistically insignificant and the indirect effect of OT on MS (through ECSB) as statistically insignificant. These results indicate that the effect of OT on MS is not mediated by ECSB. Hence, H8 i.e. Employees Change Support Behavior during post-merger integration mediate the relationship between organizational trust and merger-success, was rejected. From these findings, it can be implied that when the organization can promote support behaviors through driving organizational trust amongst the employees' as the direction relation between OT and ECSB was found significant and positive, but this study has found no evidence that organizational trust will contribute to merger success.

It is also noteworthy, the moderating role of training as a mindful corporate intervention on the relationship between organizational trust and employees change supportive behavior was found to be statistically significant ($\beta = 0.118$, $P = 0.005$). Moreover, the fourth alternative model although not considered as the final model in this study it has provided critical insight to the relationship between training during post-merger integration, employees change supportive behavior and merger success. The latter mentioned model has proven the moderating effects of mindful cooperate intervention 2 i.e. training and development contributes into shaping the interaction between ECSB and MS ($B = 0.12$, $P = 0.15$). Moreover, probably, one of the reasons behind the influence of the training and development in driving employees change support behavior towards merger success can be attributed to the method or approach

selected by the organization in question for evaluating their annual performances. The company has focused on health, safety and environment, efficiency, profitability, performance, and people are the key performance indicators in the merger process. They, therefore, emphasizes significantly upon innovation and learning, and its reflection in the overall performance and operations of the business. Other researchers like Elbanna et al. (2015) have also acknowledged the significance of learning and development on increasing the overall value of the business for international shareholders. However, the effectiveness of the current investigation findings is visible in its inability to move beyond the performance evaluation limitations imposed by the one-dimensional evaluation associated with the financial indicators only. The current investigation has highlighted the influence of training and development on employees related indicators through HSE.

By doing so, the current structure model has informed about the relative importance of learning and development in shaping appropriate corporate performance required to achieve the desired performance results. Therefore, the international organizations, as well as the local ones experiencing post-merger integration, should not only be focused around the financial indicators for their corporate performance assessment. They need to consider a holistic view from the perspective of organizational change and the employees' role in such organizational change. The human resource or the employees are the critical sources of the organization, in helping the management to achieve their planned targets related to the merger move.

Additionally, the current research has also informed about the interrelationship between different organizational change, merger, and psychological capital factors, which is necessary for the business organizations to consider the procedural, physical,

managerial, and social cultural integration activities into the post-merger phase. The merger cannot be deemed as the sole and independent activities concerned with only operational outcomes. However, both the researcher and structural model in the current study had substantiated the influence of multiple non-operational elements related mainly with the employees as essential to understanding the influence of organizational change on employees' roles and thereby on the merger's success. It is extremely important to understand the role of employees' satisfaction, productivity, and reactions to the overall performance of integration in the merger activity. Academic researchers (Balla & Rose, 2015; Schuler & Jackson, 2001) have also substantiated that poor integration process often appears when the organization employees start to priorities their activities towards financials relative to their people and the well-being of the workplace. The importance of current study findings cannot be undermined in highlighting how the merger success and employees change behaviors are interrelated with each other. When the integration process is successful, the employees, generally develop more trust and identification with their organizations, further contributing to positive change behaviors in the post-merger integration phase. Simultaneously, when the organization has increased positive change behaviors through interventions and other change variables, they are capable of leading towards beyond expectation success in their merger activities.

Additionally, for the efficacy of the structural model, the current study has provided significant evidences from the previous literature to show how it acts in line with the other academic research findings. The choice of indicators in constructs and items as well as the modelling of relationship between the different variables have further provided novelty to the research audience. These outcomes can be generalized on the overall population of the international organizations, however after considering

their individual differences. The businesses need to stay adaptive and responsive to the needs of the different types of employees along with the requirements of the organizational management in terms of financial and non-financial measures. Thus, the findings of the current investigation would be helpful for the future researchers in substantiating the impacts of employees' role on the organizational performance as well as mergers success after the implementation of a large organizational change like merger. This is so because there are numerous organizational changes occurring internally as well as externally in the organization, having impact on the employees' perceptions, satisfaction and overall identification and trust with the business organization.

5.3 Conclusions

This research aimed at investigating the employees' role in merger success during post-merger integration by studying the impact of perceived organizational support, employees' participation in decision making and mindful corporate interventions on merged organization employees' organizational identification and trust during merger integration to promote employees' supportive behaviors and its contribution to the notion of merger success.

Literature argued that employees will be most vulnerable during post-merger integration because of the continuous changes in their working environment and post-merger integration is in fact the phase where most mergers fail. Therefore, organizations should be vigilant during such a phase to support, involve and devote mindful efforts to their employees' to secure their psychological capital and their reciprocal support during change.

This study focused on exploring the mechanisms at which organizations should show their commitment to their employees' during at post-merger integration phase, which is critical to a mergers success and hosts the majority of organizational changes required to achieve the merger objectives. In delivering the research objectives, the major three questions that this research has answer are as follows:

- What are the underpinning mechanisms that explain how organizational context and mindful interventions enhance the employees support for merger which in turn ensure the merger success?
- What is the role of positive employees' perception of change during post-merger integration in determining merger success?
- What is the role of corporate interventions in supporting constructive employees' behavior during post-merger integration?

In answering the latter mentioned research questions, this research has analyzed the findings obtained from the developed structural model and compared them to insights obtained from relevant literature in the discussion Section of this study. The discussion of this research has informed about the relationship between employees' role and their positive perception of change in the merger success.

The developed structural model was a goodness of fit measure in showing statistical relationships among all the hypothesized constructs, by well-fitting the set of available observations and data. The model showed direct, indirect, and mediating effects of the employees' role during post-merger integration as a determinant of merger success.

The study has developed four alternative models to comprehensively analyze the construct of mindful corporate interventions, which was theorized by the researcher for this study. This in-depth assessment was deemed necessary by the researcher as the obtained structural model had only one significant interaction between the selected research variable, namely the interaction effect of training on the relationship of organizational trust and employees change supportive behavior.

The alternative models have statistically proven that mindful corporate interventions have direct relationships with all the variables including merger success as discussed in the previous Section of this study. Moreover, an additional interaction between training and the relationship between employees change supportive behavior and merger success was statistically significant. But the latter model was argued to be of less fitness to the collected data due to the step-wise removal of interactions as discussed in the previous Section of this study. Therefore, the researcher considered the causal model discussed in Section 4.7 as the main structural model for this study.

There is a likelihood that methodological limitations such as sample size, individual perceptions and abilities of the participants in the data sample might have impacted the outcomes of the study. Moreover, the complexity of the variables in this structural model, identifying the relationship between direct, mediating and moderator variables simultaneously may have impacted the findings. Furthermore, differences in the research findings from two sources can further be corroborated to understand how the specific nature of the organization, its international relationships and types of employees working in such organizations can lead to the outcomes of the post-merger integration.

In conclusion, it can be argued that his study provided novel insights on the determinants of merger success, using the merger example of the two largest offshore oil companies in the emirate of Abu Dhabi. The underlying mechanism pertaining to the human factors contribution to merger success was studied comprehensively. In studying the human related factors, employees' role during post-merger integration was found to be significant, as driving employees' change supportive behavior during post-merger integration by means of organizational support, involvement, communication and training has constructively supported merger success.

Chapter 6: Study Deliverables, Contribution and Future Works

6.1 Deliverables

The main deliverable of this study is exploring the human factor impact on merger integration and its underlying mechanism, which is argued in literature to be a major contributor for mergers success. In literature it was further argued that the notion of human factor impact on merger success is in fact understudied, not supported by sufficient empirical studies from the field and poorly understood in general.

In studying the human factor in merger integration, this research investigated the employees' perception toward the new organization through constructs of organizational context, namely perceived organizational support and employees' participation in decision making.

The organizational contextual constructs were explained from the employees' perspective in terms of their role in supporting the employees' psychologically in the merging organization, creating desirable outcomes to facilitate a successful post-merger integration process between the heritage organizations and contribute positively to the overall merger success.

Moreover, this research has identified corporate mindful interventions as a tool to support developing employees' positive psychological capital, which is hypothesized to create a strong identification and promote a higher state of organizational trust with the new organization by driving positive employees' attitudes and change supportive behavior. The latter mentioned positive work place attitudes during post-merger integration are hypothesized to contribute positively to merger

success, which is investigated in this context from the prospective of performance evaluation using the balanced scorecard theory.

6.2 Practical Implication and Theoretical Contribution

This Section of the study outlines the probable practical and theoretical contribution of this research based on the discussed findings in the previous chapter. It is evident from the data analysis chapter that all the constructs were valid and reliable, which qualifies the researcher to argue their accuracy and the feasibility to generalize the discussed findings. Moreover, both the measurement and causal models were of a good fit to the observed data, therefore, causal relationships and their accuracy of scale are representative and can be used to communicate practical and theoretical contribution to the body of knowledge.

6.2.1 Practical Implications

Although this studying was conducted to study mergers, but it can be generalized to any form of planned major organizational changes. Therefore, its applicability can be argued to cover a wider spectrum of corporate interventions that are favored to ensure employees' support and cooperation during major organizational changes to ensure success.

Moreover, this study offers a comprehensive insight on organizational behaviors that should be recognized and if needed mitigated during the turbulence times of major organizational changes. As such times are argued to be very stressful for employees and if not managed properly the planned changes will be destined to fail, due to mismanagement and dysfunctional organizational behaviors.

In addition to the mentioned above, this study has investigated merger success through five different performance measures extracted from the balance score card of the new company. Using balance score card became a standard organizational corporate practice in gauging annual performance and progressiveness on business plans. Therefore, findings from this study provide a new methodological approach through utilizing the balance score card items, in measuring success from the prospect of the social actors during major planned organizational changes. Therefore, weaknesses in some performance areas can be supported by selective techniques of interventions, which is of a great value for strategic planning and corporate excellence practices. The latter is of a profound importance to executives in companies as it facilitates producing performance enhancement plans that are tailor made for occupational weakness in the organization during time of major organizational changes.

Furthermore, this study has verified the effectiveness of the hypothesized mindful corporate interventions of communication and training in facilitating employees' favorable behaviors and positive mind set during major organizational change. Acknowledging the value of those interventions and confirming their effectiveness, should inform organizational leaders on tailoring processes and procedures during times of changes to deal with the people factors and ensuring change success.

6.2.2 Theoretical Contributions

The originality of this study comes from its contribution to an understudied field of social science which is pertaining to the human factor and its contribution to major organizational changes success. Moreover, this research contributes to the body

of literature by expanding the knowledge on the notions of perceived organizational support, employees' participation in decision making, and mindful organizational interventions, by investigating their contribution to mergers success by promoting strong identification and trust with the new organization, which are proven to be a major contributor of employees' change supportive behavior.

It is noteworthy, studies on organizational trust at the level of the employee to the employer relationship, mindfulness, PsyCap, employees change supportive behavior and their impact on organizational performance are scarce in literature and lack empirical support, because they are considered relatively recent and novel but yet argued in literature to be rational and theoretically sound.

Moreover, this study has enriched the body of knowledge by being one of the first studies if not the first that deals with post-merger integration in and oil and gas producing companies in the Middle East. In addition to that, it is one of the few studies that considers the human factor during post-merger integration and to the knowledge of the researcher it is the first that combines the notions of perceived organizational support, employees participation in decision making, mindfulness, organizational identification, organizational trust and employees' change supportive behavior in one theoretical model from the prospective of social identity theory to investigate the holistic impact human capital integration as a determinate of merger success. The significance of the theoretical contribution of this study can also be argued from integrating the latter mentioned constructs in a single theoretical framework to assess the impact of merger success from the prospect of the social actors in the organization during major organizational change, using the social identity theory.

6.3 Future Works and Limitations

The researcher recognized that this study has its limitation, which should be acknowledged and used to take this concept to new horizons through future works and develop the body of knowledge in organizational performance and strategic management literature.

It is noteworthy, that this study has considered a single case of merger as it has investigated the employees of the new company as a unit of analysis. Therefore, it can be argued as a case study type of research. Yet, quantitative methods were used to study the topic as it has suited the social phenomena in question, the research aim and the research questions as discussed earlier.

The researcher has conducted the study to conceptualize the individual prospective for the new organization social actors. Therefore, the quantitative research methods were deemed suitable, supported by the fact that the organization was massive, in terms of the number of employees, disciplines, divisions and working sites. Many scholars and practitioners have adopted quantitative methods in case studies and further argued its applicability and suitability as a research method as long as they suit the research objectives and answer the research questions.

It is to be noted that this study did not investigate the role of a dedicated integration manager. Considering this notion criticality to post-merger integration, it is a promising area for future research in this context and should drive a better understanding to the underlying mechanism of driving employees change supportive behavior in post-merger integration. In literature it was argued that having an integration manager and change leaders from outside the organization or maybe on

loan basis from another business in addition to having change leader will enhance the process by facilitating the integration in a business oriented mechanism (Antila, 2006).

The integration manager and change leaders will be supported by an integration team to manage the integration processes, communicate with all employees in the organization, keep the organization individuals updated on the progress, facilitate workshops to take employees feedback, advising senior management on arising issues during merger, emphasize on the team building benefits during the mergers and negotiate matters of common concerns across both companies with the concerned parties to keep them engaged and support their ownership for organizational identification building. Therefore, this team will deliver critical tasks during mergers, which are providing structure and strategies for the new company, retaining and motivating key employees, managing the change process and communicating effectively with all stakeholders (Antila, 2006).

Moreover, the integration team should facilitate a swift and effective restructuring to introduce the new company management team in consultation with the merger executives. This restructuring is not to be confused with integration, but rather those newly assign business leaders will support the integration team in their task by preparing the employees for the change, helping them to understand their new role and duties, preparing a schedule of change that will ensure sustainability and business continuity and performing the actual changes that would eventually lead to the integration by availing the structures, business processes and policies (Antila, 2006).

The management team at this stage should be sensitive to cultural differences, flexible, open minded, vigilant to strengths and weakness of both companies, committed to retaining key talents and capable of staying focused on the merger key

enablers. Those characteristics of the new management team are essential to fully aid the integration team in delivering their business objective. The new business leaders should ensure an effective human integration of the two companies into one by focusing on the employees' related issue that were planned for and assessed in the pre-combination stage (Schuler & Jackson, 2001). Therefore, the success PMI is driven by its capability of driving a positive personal behavior amongst the companies' employees through continuous engagement and interaction to eliminate the feelings of injustice, uncertainty and ambiguity.

Future works in this field can make use of some of the recent mergers in the oil and gas industry in the region, that were announced recently and still in progress such as IPEC merger with Mubadalah Petroleum and Esnaad merger with IRSHAD. Although the latter mentioned companies are not producing companies, not do they manage their own operation, the same theoretical model can be used, to draw more generalized conclusions that cover a wider domain of interest.

This research studied the post-merger integration phase of merger and argued with the support of literature that if this phase was a success, then, most probably the merger will succeed as well. Therefore, this research is considered cross-Sectional study, as the researcher made sure to collect all the data during post-merger integration phase from responders who were involved and contributed to the new company during this phase. This limited time span of data collection doesn't qualify this research to study the success of merger after the post-merger integration. Consequently, it is recommended to conduct a future in the near future to study the success of merger after the completion of integration to conclude longitudinally if the employees change supportive behavior contribution toward merger success has changed over time.

The researcher acknowledges that this study doesn't reflect on different organizational classification. This study was conducted on a semi-governmental organization. There are different types of organization in that sense, which are pure governmental and pure private organizations. Those different types of organizations do in fact differ in their strategic management, corporate policies, objectives, human resources management and performance measures. Therefore, findings of this study cannot be generalized to other form of organization in the UAE or even abroad. Nevertheless, this study can offer valuable insight to other semi-governmental organizations that are undergoing major organizational changes in the domain of the UAE or GCC. As a proposal for future work, studies conducted in other oil and gas private organizations in the UAE can be conducted on the same basis of this study to investigate how the organizational contextual constructs such as perceived organizational support and employees participation in decision making varies based on the organization type and the mechanism at which such a variation might affect the employees perception of trust and identification. This will allow a better differentiation on the drivers of employees change supportive behavior as a contributor to major organizational changes success such as merger.

This research had some methodological limitations might have impacted the outcomes of the study such as study domain, sample size, individual perceptions, and abilities of the participants in the data sample. It can be argued that this research had a complex model which was saturated with many relationships and multiple variables. The performed statistical analysis to develop the structural model has used the available respondents' data (289 responses) to statistically analyze 32 relationship between direct, mediating and moderator variables simultaneously, which may have impacted the findings.

Furthermore, differences between the research findings and literature of mindful corporate interventions can be traced to the fact that this study's domain composed of two companies working in a similar line of business and the same geographical location. Therefore, it can be argued that those companies' similar specifics might have affected the results of the study.

Those specifics can be explained as organizational policies, work routines, communication protocols, training programs amongst many other factors, which may and would affect the social actors response of those organizations to the items measured in this study. After all, other merging organizations should be studied using the same developed model to further assess and analyze the previously outlined deficiencies.

It is worth mentioning, that the alternative models provided in Section 4.1 have revealed many novel results, which were rarely studied or investigated in literature. The researcher has proven that the communication during post-merger organization directly affect organizational trust, organizational identification and employees supportive change behavior. Therefore, different types and strategies can be used in future research to comprehensively study the impact of communication of different contextual construct during organizational change.

Moreover, the researcher has proven that training and competency development contributes positively to organizational performance elements and hence organizational change success. The researcher didn't find in literature studies that investigate the direct role of training and competency development of merger success, therefore, insights provided by this study provide a robust guidance to future researches in strategic management, organizational performance and organizational

change. In addition to that, future studies should capitalize on different types of competency development and training. Those types should not focus on courses training alone, but rather consider different types of competency development such as mentoring, focused group discussion, mixing between teams and attachments with different team and functions.

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