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Effects of bank mergers on employee's post-merger (A case study of access Bank Zambia)

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Abstract
The study explores post-merger impacts of bank mergers on employees at Access Bank Zambia. A Quantitative approach was employed, using quantitative data collection tools through standardized questionnaires which consisted of closed- ended questions using a five-point Likert scale. The study's sample consisted of 302 employees from Access Bank Zambia, selected using a stratified random sampling technique to ensure representation across different employee groups. Data was analyzed using the Statistical Package for Social Sciences (SPSS), and included descriptive statistics, additionally, Inferential statistics were obtained using the Pearson correlation to measure relationships between variables. The findings reveal a moderate negative correlation between mergers and the social effects on employees. Similarly, the study found a strong negative correlation between mergers and psychological effects. In contrast the study found positive correlations between mergers and employee job satisfaction as well as between mergers and financial effects. The study concludes that organizations undergoing mergers should prioritize clear communication, provide strong leadership, and implement support systems to help employees manage the challenges of such transitions. It is recommended that future research explore the specific mechanisms driving these effects and investigate how different subgroups of employees may be impacted by mergers.

Keywords: Mergers, employees, financial, social, psychological and performance

Introduction

The banking sector is an integral part of any economy, serving as a critical intermediary between savers and borrowers, while also playing a pivotal role in the development of industries, trade, and employment. In recent years, mergers and acquisitions (M&A) have become a common strategy for banks worldwide, driven by the need to improve efficiency, expand market share, and enhance competitiveness. Even though the operational and financial aspects of bank mergers have been extensively studied, the effects on employees, particularly with regard to their financial, social, and psychological well-being and their overall work performance, remain less explored. This research aims to analyze the effects of bank mergers on employees, focusing on the specific case of Access Bank Zambia, following its merger with Atlas Mara bank Zambia. The study will examine the implications of the merger in relation to employees' financial, social, and psychological well-being. Given the significant role employees play in ensuring the success of merged entities, understanding these effects is crucial for both bank management and policymakers in the region.

By conducting a case study of Access Bank Zambia, this research seeks to contribute to a deeper understanding of how mergers impact employees in the banking sector, providing valuable insights for other financial institutions considering similar strategic initiatives in Zambia and beyond. Through quantitative methods using a structured questionnaire consisting of close ended questions and a five – point Likert scale, the study will explore post-merger effects of bank mergers on employees, offering a comprehensive analysis of the broader socio-economic implications of such corporate transformations on employees.

Background

Bank mergers have long been a prevalent strategy in the global banking industry, serving to increase operational efficiency, build stronger financial structures, promote sustainable growth, and expand market presence. Institutions looking to gain a competitive edge, lower operating expenses, increase profitability, and broaden their service offerings frequently explore these strategic consolidations (Okapanachi, 2011) [23]. Sherman & Hart (2006) argues that mergers and acquisitions (M&As) are frequently seen as quick ways to grow a company and access new markets, offering a quick way to grow that can be challenging to accomplish through organic development alone.

The Competition and Consumer Protection (CCP) Act No. 24 of 2010 defines mergers as instances where one enterprise gains control over another or when two enterprises enter into agreements to share control and ownership over their operations (CCP, 2010) [9]. In Zambia, bank mergers have become increasingly common in the 21st century, as financial institutions strive to enhance their operational capacity, improve financial stability, and position themselves for long-term growth. Merged banks in the country have, in many cases, experienced greater consolidation of resources, enhanced financial health, better risk management, and enhanced market reach, as evidenced in studies such as (Mpundu & Kachamba, 2024) [18], (Shawa, 2021) [30], (Mulenga, 2020) [19] and (Haakantu & Phiri, 2022) [13].

Despite the observable benefits for the institutions involved, the effects of such mergers on employees are often overlooked. Mpundu & Kachamba (2024) [18] recommends future investigations should carry out long-term analyses of employee and consumer satisfaction post merger, this is because research on the post-merger effects on employees' financial, social and psychological well-being remain sparse.

Statement of problem

Ideally, bank mergers are expected to achieve greater efficiency, stronger financial performance, and enhanced market presence (Sherman & Hart, 2006; Okapanachi, 2011) [23]. However, the reality reveals that while studies have extensively focused on the financial and operational benefits of mergers, the effects on employees have been significantly overlooked. Studies conducted in Zambia, such as by Mpundu & Kachamba (2024) [18], Haakantu & Phiri (2022) [13], Shawa (2021) [30] and Mulenga (2020) [19], have primarily concentrated on financial health and performance metrics, such as the increase in shareholder funds, profit after tax, return on assets, and return on equity of commercial banks. These studies, however, fail to address the human aspect, particularly the impact on employees.

The consequences of this oversight are substantial. According to Cartwright and Cooper (2014) [7], employees who experience mergers and acquisitions often face uncertainty, stress, and job dissatisfaction, which can lead to decreased productivity and increased turnover rates. A report by KPMG (2011) indicated that 45% of employees in merged companies reported a decline in job satisfaction, while 30% experienced increased job-related stress. These statistics highlight the critical gap in current research, emphasizing the need to understand the effects of mergers on employees to minimize adverse effects and guide merger-related strategies. Additionally, Mpundu & Kachamba (2024) [18] recommends future research to explore the effects of bank mergers on customer and employee satisfaction.

Therefore, this study aims to fill this gap by investigating the effects of bank mergers on employees at Access Bank Zambia, providing a comprehensive understanding of the financial, social and psychological impacts experienced by employee's post-merger. This focus is essential to develop strategies that support employees through such transitions, contributing to the overall success of merged entities.

Objectives of research

1. To identify the financial effects of bank mergers on employees at Access Bank Zambia.
2. To explore the social effects of bank mergers on employees at Access Bank Zambia.
3. To probe how bank mergers affect employees psychological well-being at Access Bank Zambia.

Significance of study

The significance of this study lies in its potential to provide valuable insights into the human side of bank mergers, a crucial yet often overlooked aspect of corporate restructuring. By focusing on Access Bank Zambia and its recent mergers, this research contributes to a deeper understanding of how such corporate changes affect employees, specifically their financial, social and psychological well-being. The findings of this study are significant for bank management, as they can guide strategies for effective employee integration, enhance organizational communication during transitions, and improve human resource practices to mitigate negative impacts of bank mergers on staff. Additionally, policymakers and regulators may benefit from the study's findings, as it highlights the importance of considering employee welfare in the design of merger policies. Ultimately, this research will help both the banking sector and academic community better understand the employee-centric challenges and opportunities associated with mergers offering practical recommendations to support sustainable growth and employee well-being during and after such transformations.

Literature Review

Historical and Global Context

Bank mergers have been a strategic tool used in the banking industry globally for many years, aimed at achieving increased efficiency, stronger financial performance, and enhanced market presence. Historical evidence from the early 1900s highlights significant merger movements, such as those facilitated by the Act of November 1918 and the McFadden Act of 1927 in the United States, which enabled banks to merge and expand within the same regions (White, 1985). European history also reflects early mergers, with the Clydesdale Bank merger being a notable example (Pohl & Tortella, 2001) [27]. However, the impacts of mergers on employees have often been overlooked. Research from the Hellenic Banking sector indicated that mergers were perceived as threats to job security, leading to stress and job dissatisfaction among employees (Mylonakis, 2006) [20, 21]. Similarly, studies in India found negative effects on employee behaviour, including absenteeism and low morale (Krishnan & Vijaya, 2014) [15].

African Context

In Africa, mergers and acquisitions are driven by globalization and the attractiveness of emerging markets. Ellis *et al*. (2015) noted that multinational corporations pursue mergers in Africa to capitalize on emerging market opportunities. Research in Egypt revealed mixed results, with some banks showing no significant performance improvements post-merger, except in areas like credit risk management (Badreldin & Kalhoefer, 2009). Conversely, studies in Kenya demonstrated that mergers led to improved financial performance, profitability, and customer base (Gathuku & Njeru, 2016).

Zambian Context

In Zambia, bank mergers have significantly influenced the banking sector's growth and stability. Early examples include the 2007 sale of Zambia National Commercial Bank shares to Rabobank and the subsequent formation of Atlas Mara Bank from the merger of Finance Bank Zambia and BancABC (Reuters, 2007; Zambia Invest, 2015). More recent mergers, such as those involving Barclays Bank Zambia and Access Bank Zambia, have further transformed the industry (Lusaka Times, 2020; 2021) [17].

However, existing research in Zambia has primarily focused on the financial health and operational outcomes of mergers, such as shareholder returns, capital adequacy, and overall Bank performance and financial health (Mulenga, 2020 [19]; Shawa, 2021 [30], Haakantu & Phiri, 2022 [13] and Mpundu & Kachamba, 2024) [18]. Additionally other studies such as Banda & Simuchimba (2022) and Moyo & Phiri (2023) have investigated how mergers and regulatory changes affect the stability and performance of banks in Zambia. Therefore, there is a notable gap in understanding the impacts of these mergers on employees, particularly concerning financial, social and psychological well-being of employees (Haakantu & Phiri, 2022) [13]. Furthermore, Mpundu & Kachamba (2024) [18] recommends future research to explore the long-term effects of mergers on customer and employee satisfaction.

Theoretical framework

For this study, the following three (3) theories were used to explain the impact of bank mergers on employees.

Institutional Theory

Institutional theory provides a useful framework for understanding the effects of bank mergers on employees, particularly in the context of Access Bank Zambia. Institutional pressures, such as regulatory requirements, financial market norms, and organizational practices, play a significant role in shaping how employees experience changes post-merger. For example, the process of institutional isomorphism, as described by DiMaggio & Powell (1983) can influence how Access Bank Zambia adopts certain practices and structures to align with industry standards following its merger. Employees may face pressures to adapt to new organizational norms, roles, and practices that mirror those of the merged entity, leading to potential disruptions in their work routines and identities. This can result in feelings of uncertainty and stress among employees, as they must adjust to new systems, management styles, and expectations dictated by the newly formed institution.

Limitations of institutional theory include the fact that it frequently assumes that all businesses are the same, puts compliance before performance, and downplays the significance of organizational agency and power relations (Suddaby, 2010). Furthermore, the theory does not consider the role individual employees play in institutional well-being and the effects institutional changes have on employees. Thus, to address these constraints, the research will also explore the Human Capital theory and Principal Agency theory.

Human Capital Theory

The Human Capital Theory states that a different level of education and training contribute to a different level of wages and salaries, the more knowledge, skills, and ability, the more likely to get a better job (Blair, 2012). Additionally, (Becker, 1964) [6] explains that Human Capital is a means of production, through skills, education, training, and Health. The theory was used to explain how mergers impact employee human capital, job security, and career progression, highlighting the need for effective management of human resources post-merger (Coff, 1997). Additionally, the theory explains that employees may need to invest in new skills to remain relevant in the merged organization and that employees who adapt quickly to new roles and responsibilities may enhance their human capital and career prospects. Consequently, this might mean that organizations should focus on retaining key talent and invest in employee development to minimize human capital loss, Cascio (2019) explains that organization should provide clear communication and effective change management to help mitigate the negative effects of mergers on employees.

However, the theory does not mention the effects that are brought about due to the interactions between the various levels of Human capital that include stakeholders, management, and other staff. Additionally, Becker (1964) [6] explains the limitations of the theory including the fact that not all skills are transferable, which means that not all employee skills might be required in the merged entity, thus some employees may suffer layoffs and this might negatively impact their financial and social well-being.

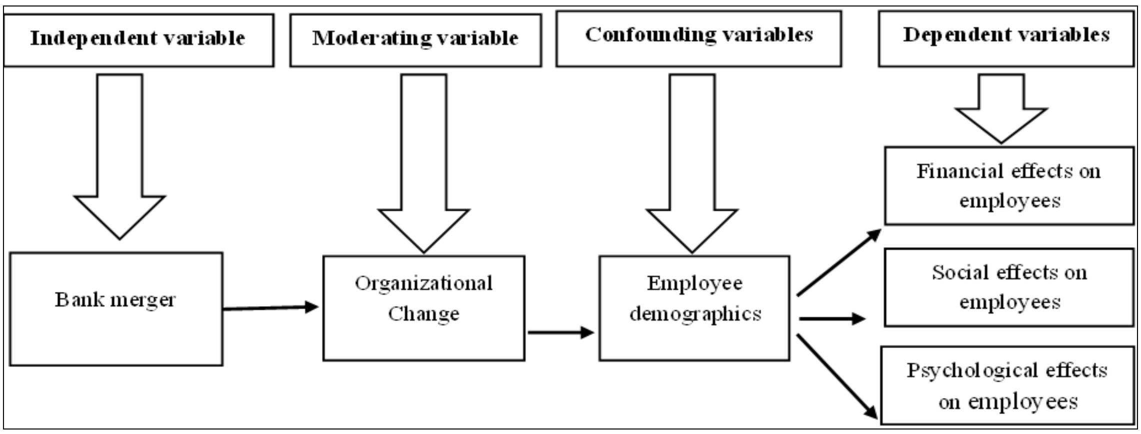
Principal – Agency Theory

The principal- Agency Theory attempts to define the relationship that exists among two or more subjects with their own interests, where each try to achieve their optimal goals. Also highlights how objectives of subjects interact and are in conflict; actions of the agent affect the principal and vice Versa (Marsch, 2015). The theory in the study gave meaning to the interactions between Shareholders and Management; as well as Management and Employees post the process of Mergers and Acquisition (Jensen & Meckling, 1976), thereby highlighting how these interactions affect employees and overall Bank service delivery.

Conceptual framework

The independent variable in this study was bank merger as it was used to test hypotheses about the relationship between variables. Bank merger helped in understanding the relationship between the variable and the outcome. Additionally, financial, social and psychological effects on employees were independent variables as they are the outcomes being measured or observed in response to changes made to the independent variable.

Furthermore, the study identified Organizational change as the moderating variable as it affects the strength of the relationship between the independent variable (bank merger) and the dependent variables (financial, social and psychological effects). Consequently, the study also identified confounding variables within employees' demographics. These include employee gender, age and level of education. It is observed that these external factors can affect the relationship between the independent variable (bank merger) and the dependent variable (financial, social and psychological effect.



Research methodology

Research Design

Descriptive research was implemented to obtain information to address all research questions through a case study of Access Bank Zambia. Other similar studies, such as Onyeaghala *et al*. (2021) [26] and Gunu & Olabisi (2009) [12], used descriptive research methods. The case study was effective for exploring complex phenomena within their real-life context.

Research Philosophy

In the context of studying bank mergers and their effects on employees, positivism philosophy will guide the approach by focusing on collecting numerical data related to financial, social and psychological well-being employee's post-merger.

Research Approach

The research adopted a quantitative approach, which was suitable for exploring the effects of bank mergers on employees through structured closed-end questionnaires using a five- point Likert Scale to gather insights into employee experiences, opinions, and attitudes.

Sampling technique

The target population for this study were the employees of Access Bank Zambia, and the Stratified random sampling technique was used. Cohen, *et al* (2018) explained that this involves choosing a sample from a specific selected population using a probability sampling frame method where each person in the selected population has an equal chance of being chosen

Sample size

The target population were employees at Access Bank, who are currently 1,234. Using the Taro Yamane formula, with a precision error of 5%, a sample of 302 employees were randomly selected and given questionnaires in Google format, as it was easy to distribute among the employees of Access Bank.

$$n = \frac{N}{1+N(e)^2} = \frac{1{,}234}{1+1{,}234(0.05)^2} = \mathbf{302}$$

Data collection method

The research used both secondary and primary data collection tools. Secondary data was obtained from various sources, including research articles, journal articles, books, e-books, and dissertations. Primary data was obtained from the target population through quantitative methods, which included structured closed-ended questionnaires using a five-point Likert scale.

Data Analysis

To analyze the quantitative data that was collected, the study used the Statistical Package for Social Sciences. The study obtained descriptive statistics, this was used to analyze demographic details of the participants as well as details on the actual financial, social, and psychological effects. This provided context and insight into the characteristics of the sample. Additionally, with the use of the Pearson Correlation to obtain inferential statistics to make inferences about the larger population by evaluating linear relationships between the dependent variable and the independent variables.

Ethical consideration

To mitigate and avoid ethical dilemmas, the following measures were undertaken:

1. There was informed consent where participants had full information and understood very well the nature of the research.
2. Right to privacy, anonymity and confidentiality was upheld by keeping the identities of the participants that remained anonymous.
3. Participation was on a voluntary basis with rights of withdrawal at any time.
4. The research got ethical clearance from the Directorate of Research and Graduate Studies (DRGS) through the research supervisor.
5. Secondary data was acknowledged and cited; this helped curb plagiarism.

Results

Demographic information

Gender:

The data reveals that there were 167 male employees (55.3%) and 135 female employees (44.7%) in the sample. 52% males indicated to have greater access to opportunities for career advancements as they were promoted to higher managerial position while 48% of females indicated to have enjoyed opportunities for career advancements.

Fig 1: Gendere analysis & Opportunities for career advancements of the respondents.

Age Analysis

The data reveals a diverse age distribution, with 16.6% of employees falling within the 18-24 years age group, 19.2% within the 25-34 years age range, 28.1% in the 35-44 years category, and 36.1% in the 45-50 years group. This indicates that the largest proportion of employees is concentrated in the 45-50 years age bracket, while younger age groups (18-24 and 25-34 years) make up a smaller percentage of the workforce post-merger.

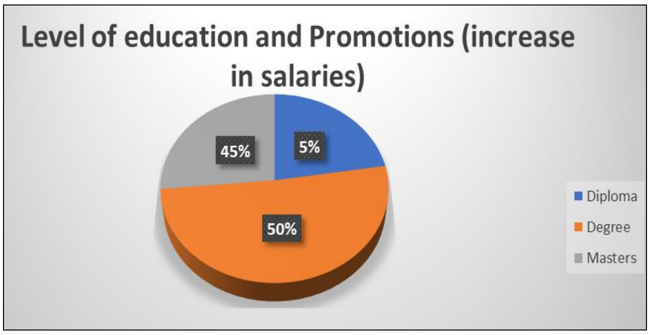
Table 1: Age distribution of the respondents
Age

Age				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
18-24 Years	50	16.6	16.6	16.6
25-34 Years	58	19.2	19.2	35.8
35-44 Years	85	28.1	28.1	63.9
45-50 Years	109	36.1	36.1	100.0
Total	302	100.0	100.0	

It was observed that the age group of an employee influenced their response to the impacts of mergers. Total 80% of the younger and mid aged groups of ages between 18-24, 25-34 and 35-44 years were more susceptible to integrating into the new culture as they are more flexible as compared to those between the ages 45-50 years represented 40% of those who were more susceptible to cultural shock as they found it hard to adjust to the new way of working.

Level of education

The data reveals a varied educational background among employees, with 22.5% holding a diploma, 51% possessing a degree, and 26.5% having obtained a master's degree. This distribution suggests that the majority of employees (51%) have degrees, followed by those with master's degree (26.5%) and the smallest proportion with a diploma (22.5%).



The educational level of employees can influence their response to a merger in several ways. The Research found that only 5% of employees with a diploma received salary increments, this is because of the lack of advanced education and thus they experienced greater uncertainty about their job security in the wake of the merger. Employees with a degree represent the largest portion at 50% of the workforce to have been promoted and received salary increment, as they are likely to possess a combination of specialized knowledge and skills that are crucial in a banking environment. The group with the highest level of education, were 45% of those with a master's degree indicated to have received promotions and salary increments and may be better equipped to navigate the complexities of a merger, particularly in terms of leadership roles or specialized positions

Inferential and Descriptive analysis

Financial effects of mergers on employees

The study found a strong positive correlation between financial effects and mergers ($r = 0.785$, $p = 0.000$), indicating that as the magnitude of the merger increases, employees experience more positive financial outcomes.

Table 7: Correlation between financial effects and mergers

Correlations			
		Financial effects	Mergers
Financial effects	Pearson Correlation	1	** 785
	Sig. (2-tailed)		.000
	N	302	302
Mergers	Pearson Correlation	785 **	1
	Sig. (2-tailed)	.000	
	N	302	302

**. Correlation is significant at the 0.00 level (2-tailed)

Consequently, the positive correlation is aligned with the study results that reviewed that a total of one hundred and fifty-two (152) employees reported pay adjustments, most of which may have been upward adjustments. Furthermore, seventy-eight (78) employees were given relocation allowances because they had to relocate to the new office location because of promotions or job reassignment. Additionally, to align employee packages, seventy-two (72) employees had their health insurance packages changed, possibly leading to increased coverage or higher premiums. The research by Hossen and Ahmed (2018) further supports this conclusion, noting that mergers often result in a restructuring of salary scales and benefits packages, which may lead to either satisfaction or dissatisfaction among employees.

Social effects of mergers on employees

The results have shown a moderate negative correlation between social effects and mergers ($r = -0.321$, $p = 0.042$) which highlights the potential negative impact of mergers on the social dynamics of the workplace.

Table 8: Correlations between social effects and Mergers

Correlations			
		Social effects	Mergers
Social effects	Pearson Correlation	1	-0.321**
	Sig. (2-tailed)		.042
	N	302	302
Mergers	Pearson Correlation	-0.321**	1
	Sig. (2-tailed)	.042	
	N	302	302

**. Correlation is significant at the 0.42 level (2-tailed)

Therefore, the research found that ninety-eight (98) employees expressed concern about possible layoffs or eliminations, which would lower morale and reduce productivity. A total of one hundred and twenty (120) employees also reported feeling more stressed because of increasing workload, role changes, future uncertainty, and adjusting to new organizational structures. Additionally, eighty-four (84) employees had trouble assimilating into various company cultures, which had an impact on participation, work habits, and communication. Further to these employees lost autonomy and changes in authorization which now relied on a centralized management team.

Psychological effects of mergers on employees

The research reviewed a significant negative correlation between psychological effects and mergers ($r = -0.757$, $p = 0.000$) suggests that employees' psychological well-being, including high stress, level of motivation, certainty and productivity deteriorates because of the merger. Previous research has indicated that mergers can lead to increased anxiety and stress among employees due to uncertainties about their future roles within the organization (Moran, 2018).

Table 9: Correlations between Psychological effects and Mergers

Correlations			
		Psychological effects	Mergers
Psychological effects	Pearson Correlation	1	- .757**
	Sig. (2-tailed)		.000
	N	302	302
Mergers	Pearson Correlation	-.757**	1
	Sig. (2-tailed)	.000	
	N	302	302

**. Correlation is significant at the 0.000 level (2-tailed).

This aligns with research results that show that the absence of organized communication regarding organograms or organization structure following the merger and after responsibilities were aligned may have contributed to the forty-two (42) percent of employees who expressed concerns about the uncertainty of their employment functions and future in the combined company. As a result, thirty (30%) of employees reported lower job morale because of being unsure of their roles and position within the combined company. Furthermore, twenty – eight (28%) of employees stated that they were experiencing increased discomfort as a result of growing pressure regarding changes and uncertainty in their current employment duties.

Employee job satisfaction and mergers

The study also found positive psychological effects that employees experienced. With regard job satisfaction, the study found that there is a moderate positive correlation (r = 0.431) with a statistically significant p-value (0.021) which suggests that mergers may lead to increased employee satisfaction, indicating a potential positive impact on employees.

Correlations			
		Job Satisfaction	**Mergers**
Job satisfaction	Pearson Correlation	1	.0.431**
	Sig. (2-tailed)		.021
	N	302	302
Mergers	Pearson Correlation	.431**	1
	Sig. (2-tailed)	.021	
	N	302	302

**. Correlation is significant at the 0.021 level (2-tailed)

Furthermore, research has found a high percentage of employees who are satisfied or very satisfied 53.3%, which suggests that a significant portion of the workforce finds their roles fulfilling despite the changes brought about by the merger. Employees who are satisfied may view the merger as an opportunity for professional growth, increased resources, or a better work environment. Conversely, 28.5% of employees who are either dissatisfied or very dissatisfied with their jobs could be facing significant challenges related to the merger. Dissatisfaction may stem from concerns over job security, changes in work culture, or the disruption caused by the merger itself. 18.2% of employees who reported being neutral may represent individuals who are uncertain or indifferent about the merger's impact on their job satisfaction. These employees may be waiting to see how the changes unfold before forming a stronger opinion about the merger's effects

Conclusion

In conclusion, the results presented in this study offer valuable insights into the complex effects of bank mergers on employees at Access Bank Zambia. Through comprehensive descriptive and correlation analysis, the study revealed several key relationships between key variables, shedding light on both positive and negative effects of bank mergers on employees. Notably, a moderate negative correlation was found between mergers and social effects on employees with a Pearson correlation coefficient of -0.321, suggesting that the merger process tends to have a detrimental impact on employees' social well-being. This negative correlation can be attributed to several factors associated with mergers, such as increased workload, changes in roles and responsibilities, cultural changes and the overall disruption caused by the merger process.

Similarly, the study highlights a strong negative Pearson correlation coefficient of -0.757 between psychological effects and mergers which suggests that mergers have significant negative psychological effects on employees. This can be attributed to the increased stress and burn out from the increased workload that employees face. Employees often experience a reduction in motivation and morale as they navigate these uncertainties, which in turn can contribute to increased retention and decreased productivity. In contrast to the strong negative correlation between psychological effects and mergers, the study found that there is a moderate positive correlation of 0.431 between employee job satisfaction and mergers with a statistically significant p-value 0.021 which suggests that mergers may lead to increased employee job satisfaction, indicating a potential positive impact on employees. Additionally, the study findings suggest that 53.3% of employees expressed job satisfaction while 18.2% were neutral and the remaining 28.5% were either dissatisfied or very dissatisfied. This suggests that employees who were satisfied received promotions, increased incentives and salaries as well as improved health benefits.

On the other hand, the study also highlighted strong positive correlations between financial effects and mergers. A Pearson correlation coefficient of 0.785 between the two variables indicates a strong positive relationship, suggesting that mergers bring positive financial impacts on employees. The strong positive correlation indicates that effectively handled organizational changes can invigorate employees, providing them with new opportunities for growth through promotions, increased employee packages, incentives, and salaries, thereby enhancing their motivation and performance.

Additionally, the results suggest that well-managed organizational changes such as providing support to employees during transitions and offering opportunities for professional development can lead to improved employee engagement and performance outcomes. The findings emphasize the need for future research to delve deeper into the underlying mechanisms that explain the observed correlations. Understanding how different employee groups based on factors such as job tenure, role, or educational background are affected by mergers will provide valuable insights into tailoring interventions and strategies that better support employees throughout the merger process.

Recommendations

Enhance Communication During Organizational Changes: Effective communication is crucial for organizational success, particularly during times of change such as mergers and acquisitions. By providing consistent and honest communication, organizations can foster trust and reduce the stress that often accompanies periods of change.

Provide Leadership and Clear Direction: During periods of organizational change, strong leadership is essential for guiding employees through the transition. Through providing a sense of direction and purpose, leaders can help employees understand the benefits of the changes, reducing feelings of confusion or resistance.

Mitigate the Negative Impact of Mergers: To mitigate these negative impacts, organizations should manage the merger process with great care and sensitivity. This involves proactively addressing employee concerns, providing job security assurances where possible, and offering training and resources to help employees adjust to new roles and responsibilities. By focusing on these aspects, organizations can reduce the disruptive effects of mergers and ensure a more positive experience for employees, which can lead to better performance outcomes.

Implement Support Systems for Employees during Mergers: During mergers, employees often face uncertainty and disruption that can negatively impact their well-being and job performance. To support employees through this process, organizations should establish comprehensive support systems that address both their professional and personal needs. These systems could include counseling services, stress management programs, career development opportunities, and workshops that help employees navigate the changes.

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