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Leveraging human resource management practices during mergers and acquisitions: a bibliometric analysis

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Abstract

Purpose

Despite enormous literature on Human Resource Management (HRM) practices in the context of Mergers and Acquisitions (M&As), researchers have not come up with a synthesis that integrates the role and importance of HRM practices during M&As. This study aims to identify, analyse and synthesise existing literature to discover associated HRM practices that facilitate organisational change during M&As.

Design/methodology/approach

Bibliometric analysis is performed using 473 research articles entailing 871 authors from 62 countries (published in Scopus and WoS listed journals), followed by a thematic cluster analysis using bibliographic coupling. The analysis is performed using different means as citation analysis, cluster analysis and keyword analysis to reveal the most significant publications, authors, keywords, trends and future research questions.

Findings

The results are primarily descriptive and aim at capturing a panoramic view of what was already written on the topic so far. The bibliometric analysis is conducted using different means like citation analysis, cluster analysis and keyword analysis to reveal the most significant publications, notable authors, keywords, current research trends and future research questions. Further, the bibliographic coupling analysis led to the identification of the following six clusters: (1) coping strategies during and post-M&As; (2) changes in individual and organisational identification during and post-M&As; (3) role of cultural and transformational leadership in M&As success; (4) HRM practices to develop employee capabilities post-M&As; (5) case studies and success stories of M&As; and (6) organisational readiness for M&As.

Practical implications

This study has theoretical and practical implications and suggests future research directions. The authors also propose an abstruse model for HRM practices during M&A process for further investigation.

Originality/value

This is the first bibliometric study to explore the vast extant literature in M&A research related to the role of HRM practices in the execution of successful M&As.

Keywords

- Bibliometric
- M&As
- HRM practices
- CM practices
- Employee involvement
- Organisational change management

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