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Unraveling the Drivers of Post-Merger Identification in Facilitating Organizational Changes during M&As

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Published online: 19 Feb 2025

🗨️ Cite this article 🔗 <https://doi.org/10.1080/14697017.2025.2467063>



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ABSTRACT

Despite the extensive literature on post-merger identification (PMI), a unified framework consolidating its various drivers remains undeveloped. This study aims to explore, analyze, and synthesize current academic knowledge on the antecedents of PMI for both theoretical advancement and practical application. Through a systematic literature review of 197 articles across four databases (Scopus, Web of Science, EBSCO, and JSTOR), the study identifies nine key antecedents of PMI: (a) pre-merger identification, (b) perception of continuity, (c) status and dominance, (d)

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necessity of M&A, (ii) cultural differences, and (i) fairness and justice. Future research should investigate the temporal dynamics of organizational identification, focusing on how identity formation evolves and stabilizes across pre-, during, and post-merger stages. Additionally, examining managers' roles as boundary spanners and exploring the role of HR support in shaping PMI would provide further insights.

MAD statement

PMI is crucial in navigating organizational changes after M&As. This study delves into the evolution of PMI to unveil its key antecedents. Additionally, insights into the antecedents of PMI empower practitioners, change agents, and managers to develop targeted interventions such as regular, transparent communication sessions to address employee concerns and reinforce a unified vision. Training and development platforms could be reformed to enhance employees' skill sets and make them more culturally adaptable for cross-cultural teams. Furthermore, creating pre-merger integration teams from both organizations can foster early collaboration and implement continuity programmes, such as joint workshops or get-togethers. These efforts not only build trust and cooperation but also contribute to achieving Sustainable Development Goals (SDGs) by fostering an inclusive, innovative, and cohesive organizational culture.

KEYWORDS:

[Post-merger identification](#) [M&As](#) [organizational identification](#) [change management](#)

Acknowledgment

We extend our heartfelt gratitude to the Editors and the anonymous reviewers for their invaluable feedback, which has truly elevated our paper to a new level. Their expertise, insightful comments, and constructive guidance have been instrumental in refining our work and enhancing its overall quality. We are deeply grateful for their time and dedication throughout the review process.

No potential conflict of interest was reported by the author(s).

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