

A Study of HR Practices and Cultural Adaptability of Employees during Mergers and Acquisitions

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Abstract

While the cultural adaptability of employees is acknowledged as a crucial factor in cross-border mergers and acquisitions (M&As), it has not been rigorously tested. Consequently, its relationships with other HR aspects in M&As remain underexplored. This study examines the role of HR practices—(a) training opportunities, (b) communication, (c) HR support, and (d) job autonomy—in predicting employees’ cultural adaptability during M&As. A causal survey methodology was employed to capture employee perspectives through quantitative data analysis. Data were collected from a sample of 388 employees across five M&As that occurred within the past two years in the Delhi-NCR region of India. Communication, training opportunities, and HR support emerged as significant predictors of cultural adaptability. The findings highlight the importance of HR practices in facilitating cultural adaptability during M&As. Organisations should prioritise structured communication, targeted training, and HR support in cross-border integration processes. This study contributes to the limited empirical research on cultural adaptability in M&As by establishing its key HR practices. The findings provide actionable insights for HR practitioners involved in managing cross-border M&As.

Keywords: culture adaptability, cross-border M&As, cultural

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