



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

Mahima Thakur^a and Mohini Yadav^{a,b}

^aFaculty of Management Studies, University of Delhi, India; ^bSri Venkateswara College, University of Delhi, India

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) communication, (e) leadership, (f) perceived organizational support, (g) perceived necessity of M&A, (h) 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