

REVIEW OF MERGERS AND ACQUISITIONS HUMAN RESOURCE INTEGRATION LITERATURE

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Abstract

Purpose – The goal of this study is to bring the research literature pertinent to the HR integration process up to date by using the process perspective method to post-M&A (mergers and acquisitions) integration studies with an emphasis on human resource function.

Design/methodology/approach – To the author's best knowledge, this interface's limited systematic literature review and research have already been published.

Findings – Therefore, by presenting a distinct framework for HR integration in cross-border post-acquisitions and examining both the content and process of HR integration, this conceptual study filled in the research gap. This study makes a theoretical contribution to ongoing research on the HR integration process.

Originality/value – It fills a research need, provides outlets for M&A academics to explore HR issues from an integrated process viewpoint, and encourages them to regard HR as a strategic partner in M&As. This method supports socialized reviews and offers a process-based viewpoint on how to interconnect disparate themes. It helps to create a concurrent research agenda and offers a clear process perspective, both of which might direct future study in the topic.

Keywords:- Mergers and acquisitions, Process perspective, HR integration, Post-M&As, Cross-border M&A

Introduction

Since the late 1980s till the present, there has been an increase in the amount of research on mergers and acquisitions (M&A) integration, which includes both post-merger and post-acquisition integration[1]. The success rate of M&As continues to be quite low, according to the academic literature in this area (Haleblian et al., 2009; Cartwright, 1990). Although Latukha and Panibratov said in 2013 that "full involvement of HRM department leads to a successful M&A deal completion," it is still unclear how to effectively promote the integration of human resources into M&A deals. Prior to this point, the majority of the literature on post-M&A processes concentrated on human-side factors. Numerous studies have looked at HR as a factor that can determine success or failure in integration, such as leadership conflicts, culture clashes, a lack of skills or training, inconsistent or insufficient employee communications, or other factors. The Creative Commons Attribution (CC BY 4.0) license was used for the publication of this work. This material may be copied, distributed, translated, and used in other works with full acknowledgment to the original publication and authors by anyone (for both commercial and non-commercial uses). You may see the whole conditions of this license at <http://creativecommons.org/licenses/by/4.0/legalcode>.

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HR integration that is consistent with business-wide integration. The need for such a framework to unify HR policies and practices with the integration of business processes, finances, and strategy into an integrated whole is essential given the significance of the

relationship that HR concerns have with the success or failure of an M&A. This kind of integrated procedure could provide more information and direction to facilitate successful M&As.

This review connected the disparate subtopics of HR integration, incorporated subthemes into a coherent framework, and provided an account of the evolution of research in this field over the last 20 years. It developed an integrated framework for thinking about HR integration by using literature that takes up traditional categorizations of process harmonization, organizational synergy, and change management. Following an M&A, the planned vision of integration was aligned with the generally acknowledged corporate integration. Additionally, it filled a research hole and gave academics a way to think about HR as a strategic partner during an M&A by researching the features of HR from the viewpoint of an integrated process. This method supports earlier studies and generates ideas for how various themes and issues in a process viewpoint might interact. It may provide assistance with the creation of a concurrent agenda that might direct future M&A efforts.

The essay is set up as follows. The theoretical portion presents the main ideas that were employed in the research first. The study on the process of HR integration, HR practices, and integration strategy is summarized after that. A theoretical paradigm for HR integration after M&As is then presented. The study's findings and limitations are discussed in the last part, which also offers ideas for further research and lists management conclusions.

Delineating process perspective in M&As HR integration

The three elements of strategy, structure, and process—which include capital markets (Kausar and Shaw, 2004), organizational behavior (Björkman and Söderberg, 2006), and process (Haspeslagh and Jemison, 1991)—have been the focus of the HR participation studies in M&As. This research uses Jemison and Sitkin's (1986) description of M&A integration to describe the field of interest: "M&A should be seen as a process with distinctive characteristics that can affect important organizational activities and outcomes." Hence focus on reducing complexity and creating a guideline for the HR integration process in M&As.

Both studies that concentrate on what occurs before M&As and studies that concentrate on what occurs after M&As agree that procedure is crucial in determining the success factors in M&As (Gomes et al., 2013). However, there hasn't been much study on either side of the process viewpoint for M&As. The process view of integration was first described by Teerikangas in 2006 as "a process dealing with administrative, organizational (organizational structure, compensation and communication systems, financial systems), social (cultural system), and operational (production, marketing, R&D) system." Coordinating the operations of two businesses with distinct management styles and departmental procedures is the most difficult aspect of integration. Strategic-level M&A commitments confront operational execution challenges when integration permeates deeper into the functional levels. HR procedures significantly determine the paths of these integrations, functions, and activities. As a result, the study of HR integration has been founded on a basic knowledge of HR's function. According to Panibratov (2017), recruiting, remuneration and benefits, appraisals and control, organization structure and compliance, employee relations, training and development, and employee relations are only a few of HR's well-known activities. Strategic and operational HR are also among its duties. According to Teerikangas and Thanos (2018)

and Birkinshaw et al. (2000), studies that look at HR inside a company may concentrate on human capital, cultural variables, organizational behavior, employee emotions, leadership, and managerial performance. The involvement of the HR department in post-M&A integration is essential because its work is crucial to the success of the merged entity (Weber and Tarba, 2010; Latukha and Panibratov, 2013). HR's involvement in integration is divided into the three steps below: "to measure cultural differences, to correlate culture with the strategy chosen, and to manage the integration process." HR practices (Duarte and Tanure, 2007), HR strategies (Sigera and Cahoon, 2018; Brueller et al., 2018), organizational culture and acculturation (Lakshman, 2011; Rottig, 2016), and other features have all been well researched. However, the majority of these research suggest that HR just supports integration; very few perceive HR as an element that propels it. Even less study has been done on HR integration, which Bansal (2015) describes as occurring concurrently with the primary post-M&A integration tasks and as "reforms in human resources strategies and practices in a post-merger/post-acquisition organization aiming at making the human resources a functional integrated entity" (Yan and Wang, 2008).

This study offers a novel processual paradigm by conducting a thorough evaluation of the academic literature on HR roles and practices during post-M&A integration (Tranfield et al., 2003) in order to close the research gap. A synthesis of existing theoretical lenses into an integrated model was used to further the findings. This study proposes a conceptual model for examining post-M&A HR integration as needing a crucial resource mix for the effective creation of a successful post-M&A integration based on the authors' assessment and expanding on past research.

Since top management or HR are the executive bodies in control of these mechanisms, it is suggested in this framework that cultural integration (Sarala, 2014) and change management be included into the HR integration process during post-M&A integrations. The emphasis has expanded to include cross-border M&As, where mobility (Selmer and Luring, 2015), legitimacy (Panibratov, 2017), and cross-cultural variables (Lakshman, 2011) all play significant roles. These mixed pieces guarantee the framework's relevancy and contribute to our comprehension of the contemporary business environment of globalization.

Methodology

Article identification methods

In this research of synthesis and expanded research, a systematic, concept-centric literature review (Webster and Watson, 2002) was carried out. Its coverage was limited to academic papers that have undergone peer review. Without aiming to replicate expert analyses of intricate subtopics that are connected to the human factors themes of cross-border M&As, the goal was to synthesis the process of HR integration via a conceptual framework. The scope of the literature review included all studies looking at HR-related topics in cross-border M&As. To find literature on HR integration with an emphasis on cross-border M&As, many research methods were used. First, manual searches of certain publications and word searches in the ISI Web of Knowledge citation database were done. These searches included terms like "cross-border M&As," "integration process," and "HR integration," among others. A selection of possibly relevant articles was produced as a result. After this identification, a method known as the ancestry technique was used to find the articles (Cooper, 1998), starting with the most recent ones and following the references they were based on.

As HR functions have indicated in different stages of M&A HR integration literature integration (including before and after M&As), it is becoming harder to find instances in the HR-M&A literature of identifying topics and processes in HR integration. The search was expanded to include political synergies and M&A plans in order to catch procedures where HR was engaged.

There has been little attention on the process of HR integration and inconsistent research on the variables of integration that are involved. Between 1990 and late 2018, empirical and theoretical papers were found. It was determined that 66 papers altogether, published in 41 sources, represented the mainstream for research on HR integration after M&As (Table I). It seems that the best venues for articles on post-M&A HR integration are organization change journals and HR management publications. These include the Journal of Organizational Change Management and The International Journal of Human Resource Management. In this field, qualitative research is more common than quantitative research. The case study and the conceptual study are the approaches that are most often utilized (Table II). Articles that focused on M&A integration as the empirical or conceptual work were chosen for this review because it focused on HR studies of cross-border M&As and excluded topics like case studies of domestic M&As, target selection, financial or investment analyses, pre-deal negotiations, and overall post-M&A performance.

The typical procedures for analysis were used, and a sizable spreadsheet was used to arrange publication dates. For each study, the topic, primary research direction(s), and major insights (findings) were mentioned. Each document was then grouped into one of the following three key categories: HR strategy, change management, or integration. The framework that is shown below was created inductively utilizing an iterative method between samples and the model.

Conceptual development

Process perspective in HR integration: toward an integrated framework

The literature has several methods and categories for integrating. The literature assessment of 66 publications in this study demonstrates how the crucial role of human resources (HR) in the primary research paths during post-M&A integration is captured. Three categories may be made out of the functions that HR performs in post-M&A integration: harmonization mechanism, organizational synergy generator, and change-management agent.

Although the HR positions have undergone much research, they are still primarily evaluated individually. However, they do not really happen at various stages of the integration process. Instead, they are all connected and have an impact on one another. There hasn't been a clear identification of the actions to follow in post-M&A integration since the synchronization of various tasks hasn't been taken into consideration. Therefore, we must go a bit further and provide a more constructive and comprehensive picture of the whole process in order to comprehend the most crucial factors in the success and failure of M&As. All three of HR's duties must be included in a more comprehensive strategy. Such a strategy is essential for creating an M&A viewpoint that is really integrative (Bauer and Matzler, 2014). Important findings must be emphasized and distilled into a cohesive framework in order to achieve the aim of identifying significant themes and elements in HR integration research.

Figure 1 illustrates how such a framework was created to provide light on HR integration in the context of cross-border acquisition. Following a classification of pre-integration

(preparation), HR integration, and integration result (efficacy), this inductive study identified three phases of HR integration. This classification adheres to the broader post-M&A corporate integration process (Shrivastava, 1986). While the traditional perspective categorizes integration mechanisms into human integration and task integration (Osarenkhoe and Hyder, 2015), this study divides HR integration into three parallel steps: system integration, personnel integration, and change management (arrow 2). M&A integration is a process of dynamic change. For understanding the success or failure of M&A (arrow 3), which subsequently results in the creation or loss of value during integration, it is essential to comprehend the interconnections between those three concurrent circumstances and interventions.

Table I Sample Journals

Journal	N	Journal	N	Journal	N	Journal	N
European Management Journal	2	International Journal of Cross Cultural Management	1	Journal of the Iberoamerican Academy of Management	1	Academy of Management Annals	1
The International Journal of Human Resource Management	8	Asia-Pacific Journal of Business Administration	1	Organization Science	1	Scandinavian Journal of Management	1
Journal of Organizational Change Management	6	Thunderbird International Business Review	3	Personnel Review	1	Human Resource Management	4
Journal of Management Inquiry	1	Business Process Management Journal	2	Economic Horizons	1	Wiley Online Library	2
Frontiers of Business Research in China I	1	European Journal of International Management	1	Science Direct	2	Industrial and Corporate Change	1
Journal of Management	1	Journal of Global International Journal	1	International Journal	1	International Journal of	1

				of			
Studies		Operations and Strategic		Managem ent Reviews		Technological Learning,	
		Sourcing				Innovation and	
						Development	
The Asian Journal of Shipping and Logistics	1	Journal of Management	2	Technovat ion	1	Cross Cultural	2
						Management: An	
						International Journal	
Human Resource	1	Group and Organization	1	Internation al Journal of	1	Journal of International	2
Management Review		Management		Manpower		Financial Management	
						and Accounting	
The Journal of Business	1	British Journal of	1	leadership and	1	Journal of Applied	1
Communication		Management		organizati on developme nt		Economics and business	
				Journal		Research	
Journal of International	1	Strategic Management	2	Organizati onal Dynamics	1		
business studies		Journal					
Journal of Management	1	Advances in Mergers and	1				
Studies		Acquisitions					

Table II. Overview of methodologies of sampled studies

Interview	9
Conceptual study	14
Case study	17
Literature review	10
Mixed-method	6
Mixed-method	10

This stage is when the efficacy of HR integration is assessed, regardless of whether two businesses are effectively combined into a functioning whole or this fails to happen. Each of these processes is further discussed in the section that follows.

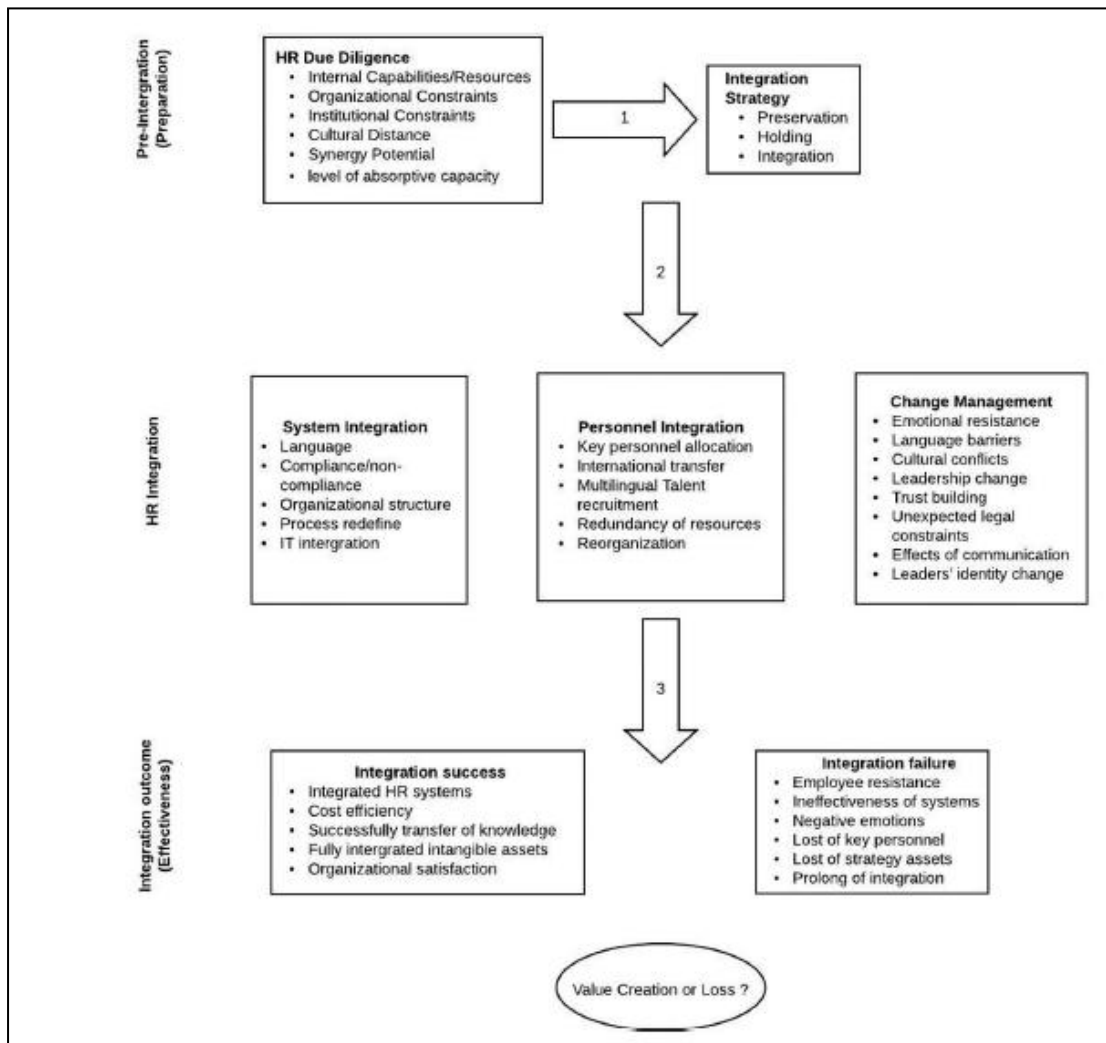


Figure 1. Conceptual framework for post-M&A HR integration

HR due diligence is a link between pre- and post-M&A integration. The pre- and post-M&A phases are combined during pre-integration. Due diligence may be used to identify HR risks at this stage of HR integration (Figure 1, arrow 1), which can then be addressed during the post-M&A stage. The distinction between HR due diligence and financial or legal due diligence is that, although it starts before a transaction is finalized, it often continues into the post-M&A stage. Before a contract can be finalized, both the financial and legal due diligence processes must be completed. The present literature has not yet recognized HR due diligence as a separate endeavor that is just as significant as financial or legal due diligence. It has instead been seen as a procedure that incorporates human aspects but takes place within the context of financial or legal due diligence. The significance and relevance of HR due diligence as a stand-alone activity and as a link between the pre- and post-M&A phases of integration are highlighted by this research.

Due diligence study, which must be based on various levels of analyses to detect risk and potential, is the first step of an acquisition. The same guidelines apply to HR due diligence,

which must take into account internal resources or capabilities, organizational and institutional constraints, cultural distance, synergy potential, and level of absorptive capacity with respect to the acquirer and acquired companies (Weber and Tarba, 2010). These variables include a broad evaluation of the potential and dangers related to the human elements in M&As.

Selecting the HR integration approach most suited for an integration's success is an essential first step in preparation. It should be noted that selecting an HR integration strategy requires consideration of other organizational strategies as well. The primary decision-making procedures in a corporate integration plan must give it careful consideration. According to post-merger integration research, the selection of such a plan should adhere to the primary post-M&A business strategy (Blake, 1985). There are four basic kinds of integration approaches used by firms, depending on their requirement for organizational autonomy or strategic interdependence: absorption, symbiosis, preservation, and holding (Haspeslagh and Jemison, 1991; Marchand, 2015). Here, integration is broken down into three different strategies: preservation, holding, and integration.

(1) Preservation: The preservation method emphasizes risk sharing and maximum cash transfer. In this situation, the purchasing business often exercises just a little amount of management control over the purchased company, which keeps its original organizational structure and only minor modifications are sought after (Marchand, 2015). According to Haspeslagh and Jemison (1991), under this strategy, the aim of the acquiring business is often borrowed from the acquired company.

(2) Holding: According to Haspeslagh and Jemison (1991), with this strategy, "no intention of integrating is present and value is only created by financial transfers, risk-sharing, or general management capability." The purchased firm often remains to be a distinct legal entity, but the acquiring corporation now has the power to make decisions. The top management of the purchased firm often has one or more members replaced with employees of the purchasing company. Restructuring and reorganizing the acquired firm is often necessary in order to boost success metrics, particularly in finance, resources, capabilities, and management (Wirtz, 2014). The managerial structure and organizational culture from the purchased business often stay in place, nevertheless.

(3) Integration: In this case, the corporate strategy of symbiosis or absorption is used, and both of these call for further engagement from HR practices. The first two just demand a very little amount of HR integration or interaction. Both absorption and symbiosis need a comparable investment of HR resources in terms of their structure and substance. Their levels of participation and autonomy are what differentiate them.

Pre-integration: HR is a technique for process harmonization. The business processes and management systems of the two organizations must be synchronized to form an effective and efficient whole with unified business operations when the acquiring firm has selected symbiosis or absorption as its integration technique (Schönreiter, 2018). The inclusion of HR in the integration process defines organizational fit, emotional intelligence, effective integration management, communication climate, and (socio)cultural integration, as well as captures value through the implementation of functional strategies (Teerikangas and Thanos, 2018; Friedman et al., 2016; Xing and Liu, 2015). Such factors are crucial to the mechanism of process harmonization in the acquired entity, particularly when key employees may suffer

due to differential distance or power within merging groups, or when pressure and competing priorities may have a negative effect and limit the influence of beneficial and effective process harmonization factors (Maire and Colletette, 2011).

HR integration includes change management, system integration, and people integration. According to the traditional process viewpoint, task integration and human integration are the two categories that make up business integration mechanisms (Osarenkhoe and Hyder, 2015). To accomplish effective integration in M&A, these approaches complement one another. However, the way to a fully effective integration is obstructed if one activity is prioritized over the other, as is the case in many M&As. The three phases of system integration, human integration, and change management are broken down into Figure 1's arrow 2's HR integration according to the traditional process approach.

Integration of systems. The term "system integration" primarily refers to task integration techniques that take into account linguistic elements (Malik and Bebenroth, 2018), compliance or non-compliance (Dell'Acqua et al., 2018), organizational structure, and process redefinition (Aklamanu et al., 2016). Both internal and external legitimacy are aspects in the system. It governs activities that are within the purview of HR functions (carried out by the HR department), including control, organizational structure and compliance, pay and benefits, and assessment. These are seen as immutable, objective elements that are unaffected by a person's feelings or actions. This indicates that managing system integration is generally simple. It is the primary building block for the final integration of organizational operations and, in an ideal world, it occurs in accordance with a predetermined integration plan. Given its direct influence on automated processes and standards, IT integration has recently come to light as a crucial component that needs specific attention (Schönreiter, 2018). System integration necessitates communication and collaboration between HR and other organizational divisions including legal, IT, and strategy. Integration of personnel. Task integration is a key component of human integration, just as it is for system integration. Because of human aspects, personnel integration is recorded independently from system integration. The distribution of important employees (Birkinshaw et al., 2000), international or between-group transfers, the recruitment of multilingual talent, resource redundancy, and restructuring are all included in personnel integration (Othman, 2009). The HR department is responsible for tasks including recruiting, remuneration and benefits, organizational structure, and compliance as well as tasks like personnel integration. Personnel integration is a soft component, influenced more by human behavior and individual emotions while also being influenced by outside factors like visa issues or a shortage of expertise.

management of change. Integration is characterized as a process of dynamic transformation in M&A studies (Steigenberger, 2017). The importance of change management as a possible source of increasing competitive advantage is mostly highlighted from a process viewpoint (Birkinshaw et al., 2000; Child, 1999; Haspeslagh and Jemison, 1991). I suggest, in accordance with the research, that the success or failure of HR integration may be attributed to the manner in which change management is carried out. Due to its significance, this stage should be taken into account separately throughout HR integration. Change management in the context of business integration is distinct from that in the context of HR integration, however. Restructuring, outsourcing, restorations, cost-reduction initiatives, and business

process optimization are crucial to corporate integration in M&As (Doppler and Lauterburg, 2008). Compared to change management within HR, which addresses changes in corporate identity, emotions, language barriers, leadership, and communication, which may all have an impact on workers' views of integration, trust, and values, this feature has a larger reach.

The greatest connections between change management and whole corporate integration may be seen, and leadership, trust, and culture regulate the entire integration process (Marks, 1982). Employee interactions and training and development are two HR services that are heavily involved in change management.

Integrating systems and people may have both beneficial and bad effects. If the company is a good fit, the move will probably be beneficial. Changes in leadership, employee identification, communication, and cross-cultural exchange may be among the modifications (Lajoux, 1998). Emotional resistance, linguistic obstacles, unforeseen legal restrictions, and cultural conflicts may affect the success of the adjustments if there is too much cultural distance, institutional limits, or absorptive capacity in the organizational fit (Haspeslagh & Jemison, 1991).

HR integration: HR as a force for change. The source of opposition to changes is HR, which acts as a change-management agency and drives organizational changes (Datta, 1991). The integration of people viewpoints, cultural adaptation, implementation of infrastructure, and business strategy are the main causes of change management issues (Lohrke et al., 2016). Cross-border acquisitions are more likely to result in cultural confrontations than domestic acquisitions because of the interaction of several country cultures (Very et al., 1996; Aureli, 2017). In such a situation, HR should be handled as follows:

In the post-integration phase, it is essential to actively manage cultural differences and organizational aspects via social events or other procedures in order to boost managers' motivation and alignment with M&As' goals (Kale and Singh, 2012).

Reverse acquisition is a thought that Mirvis and Marks (1992) formulated. This refers to situations where the acquired company's resistance to change is too great or the integration is expected to fail, allowing the two firms to pick an appropriate and sufficient level of organizational integration before consolidating their cases. This phenomena creates a space for investigation into crucial times and driving forces in carrying out the planned integration process (Figure 1, arrow 3). The culmination of activities and behavior may result in the production or destruction of value, and thus, in the success or failure of the integration.

Integration results: value generation or loss. The efficacy of how integration is valued and how the success or failure of HR integration is assessed after an M&A is referred to as integration outcomes. The evaluation of an integration's success or failure should take into account the cost-effectiveness of the integration, the transfer of knowledge, the benefit of the M&A HR integration literature combination for both companies, effective control, feedback, cost, the effectiveness of the system, emotions (both positive and negative), the loss or retention of key personnel, the abundance of resources, and the integration's length.

Although the sub-contents of the HR integration outcomes have been identified, it is still unclear what actions should be performed or how the interactions of various components could result in value loss or gain. It would be influenced by the attainment of operational synergies and would be tied to the specific actions taken to integrate organizational structures, working processes, assets, and departments.

Integration outcome:-

HR as a generator of organizational synergy. The most crucial phase for absorbing the purchase price of an acquired firm and for producing additional synergy or value following acquisition, according to prior research, is effective integration. Human resources (HR) issues that develop after an M&A might "prevent exploitation of the potential synergy that can rise from sharing resources or transferring skills and resources" (Gomes et al., 2013, p. 26). Gomes et al. (2013) identified communication, integration strategies, post-acquisition leadership, speed of implementation, the PMI team, and management of corporate and country culture differences as the essential success elements for the post-acquisition phase (Yahiaouia et al., 2016). Four of these variables have a direct bearing on HR management. HR's early involvement in the pre-M&A phase, such as in the development of absorptive capacity (Deng, 2007), ownership location and division of labor (Yakob et al., 2018), and institutional and organizational constraints, as well as its post-M&A orientation to the integration of top management's speed and performance, leadership style (Osarenkhoe and Hyder, 2015), combination potential, organizational integration, and employee resistance (Larsson and Finkelstein,

Discussion

Cross-cultural issues between national and organizational cultures, external legitimacy and political constraints, and mobility factors, including the transfer of key personnel (Selmer and Lauring, 2015), all contribute to the challenges faced during the integration process in cross-border M&As. These mixed pieces complicate integration and need greater management effort. Instead of using a resource- or money-based strategy, the organization of integration from an HR viewpoint provides a novel way to implement a change. Due to the fact that human capital is regarded as a major asset in an M&A transaction, the success of the HR integration defines the outcome of the business integration. As a result, it has become clear that keeping HR on board should be a major focus throughout the post-M&A phase. This suggests that future research should actively consider the architecture of integration for HR management as a major driving factor.

The integrated procedure created in this research provides a thorough overview of all the duties involved and demonstrates how HR should operate after an M&A. Most significantly, it provides future research with a sensible and pertinent approach to follow. The study's contribution to the theories of the process viewpoint that are now in use is a suggested model that would tie the findings from the field to the present. In order to further expand the model described here in both theoretical and empirical approaches, I encourage scholars to look for research gaps. The phases of the M&A process should be further understood in future research in this area by using an integrated methodology. The conceptual model described here may be examined using quantitative approaches to see whether it aligns with the business environment and if the process of HR integration as it is now planned has any gaps or missing elements.

In conclusion, top management's reactions to the challenges of group merger and navigating cross-cultural pressures are influenced and impacted by the interaction links among system integration, personnel integration, and change management. In addition, it identifies key success factors for post-M&A HR integration and demonstrates how to challenge perceptions about personnel integration in the context of various cultures, infrastructures, and strategies

(Gomes et al., 2013).

The conceptual nature of this research, as well as its exclusion of books and secondary data and assessment of only journal papers published in recent decades, are some of its shortcomings. Although an integrated perspective of high-level theoretical contributions was attempted, a thorough analysis of the sub-themes for each approach was omitted from this research. This article suggests a systematic approach to HR integration that spans the whole M&A process, even if there may be times when it seems to duplicate or overlap with the integration of the broader company. This isn't a true view since HR really handles a significant portion of the integration activities for each M&A process. Future reviewers of this subject are requested to provide a more detailed explanation of the overall role that HR plays in post-M&A integration.

Conclusion

The strategic value of HR management in cross-border M&As was established in this research. In order to provide a clear and useful understanding of the function of HR in integration after a cross-cultural M&A, this study of the literature created a conceptual framework. Kim (2003) recommended categorizing global integration into four categories: formalization, formalization, people, and information models. It has been stated that an organization with high levels of people-based integration would exhibit better levels of shared values, purpose, vision, and norms. This method to integration may also be used to secure and foster employee trust.

The findings suggest that HR integration mechanisms should participate fully at every phase of a merger and acquisition's business integration. This serves as the facilitator for process harmonization and change management as well as the carrier of knowledge transfer and synergy development.

In numerous respects, this research makes contributions to the field of international management and managerial practices with regard to cross-border M&As. In order to capitalize on possible synergies after cross-border M&A operations, the suggested framework might first help managers and policymakers understand the approach to HR integration that is mostly employed in cross-border M&As. More crucially, the results of this research show that communication style, work efficiency techniques, and management control systems tend to be the areas where cultural influences are most noticeable in cross-cultural businesses. It is increasingly crucial and challenging to address the efficacy of people integration as well as HR's change management strategy, since these issues might worsen cross-cultural collaboration or result in a loss of revenue. To improve the efficacy of the interventions made during post-M&A integration, the methodology described here may also assist consultants and executives in ensuring stronger HR due- diligence methods and evaluation for all phases of an M&A, including screening, planning, and negotiation. As a result, this research stresses the significance of corporate analysis as a crucial and significant turning point in the investigation of the global business landscape (Weber and Tarba, 2010).

To create and enhance further insights into this process of M&A HR integration literature, future study should examine the useful and important viewpoints that the field of M&A integration studies has to offer. The integration process offers a chance to examine and analyze the integration phases that were completed within this conceptual framework. In order to comprehend the elements that affect both the success of a specific process and the

general success of M&As, empirical study on post-M&A integration is also required. We think that the academic and corporate communities will be significantly and continuously impacted by this area of study.

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