



The College of Graduate Studies and the College of Business and Economics Cordially Invite You to  
a

**DBA Dissertation Defense**

Entitled

*EMPLOYEES SUPPORT AS A DETERMINANT OF MERGER SUCCESS: EXPLORING THE ORGANIZATIONAL  
CONTEXT AND ITS INTERVENTIONS DURING POST-MERGER INTEGRATION*

by

Abdulla Humaid Saif AlJarwan AlShamsi

Faculty Advisor

Dr. Mohamed Omer Farooq, Leadership and Organizational Agility  
College of Business and Economics

Date & Venue

4:30 PM

Wednesday, 9 Dec 2020

Video Conference

Abstract

Mergers is an extreme form of organizational change, which usually has an adverse impact on the merging organizations employees' wellbeing. In literature it was argued that organizational integration after merger, which is referred to as post-merger integration (PMI) is usually resisted by employees, which is considered as a major contributor to the high failure rates of mergers. It was further argued that employees' resistance toward integration is attributed to stress, uncertainty, ambiguity and lack of clarity on the changes that merger and integration initiate. Therefore, PMI activities were assumed to psychologically traumatize employees and jeopardize their sense of belonging, attachment, commitment and identification to the new organization, which affects the performance of the new organization by driving negative employees' workplace attitudes and behaviors. Therefore, the new organization should demonstrate its supportiveness and appreciation toward the employees to promote constructive behaviors and attitudes, by demonstrating the organizational support toward the employees which is investigated in this study under the notion of perceived organizational support, employees' involvement in decision making.

This study will build into the body of knowledge by answering the following research questions: What is the role of positive employees' perception of change during post-merger integration in determining merger success? What is the role of corporate interventions in supporting constructive employees' behavior during post-merger integration? What are the underpinning mechanisms that explain how organizational context and mindful interventions enhance the employees support for merger which in turn ensure the merger success? In the attempt to answer the latter research questions this study hypothesizes that employees perceived organizational support and involvement in decision making during post-merger integration contribute positively to the overall merger success by creating stronger identification and organizational trust to encourage favorable attitudes and behaviors in the workplace which support the new organization in reaching the intended objectives of merger.

The hypothesized model was statistically a good fit for the collected data from the merger of the two biggest offshore oil companies in the emirate of Abu Dhabi during post-merger integration phase. Therefore, this research provided evident that the success of merger during integration is largely impacted by human management factors, rather than market and financial factors alone, as largely conceptualized in literature.

Results from this study will be of a significant importance to companies embarking on major organizational changes and merger in particular in the Arabian Gulf region and the Middle East region in general. Similar studies to the context of this research are scarce in literature and to the best of the researcher knowledge this is the first study which have looked at the success of merger during post-merger integration from human management perspective in the oil and gas industry in the Arab World.

**Keywords:** Perceived organizational support, Employees participation in decision making, organizational identification, organizational trust, employees support for merger, and merger success.